

Restoring stability: A deeper dive into employee experience

11th June, 2020



Just a few reminders



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Questions can be asked through the green Q&A button on the lower left-hand corner of the screen. We will be taking questions throughout the session and there will be some time after the presentation for Q&A.



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A recording link and copy of the presentation will be shared via email.

Today's presenters



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The crisis has impacted the workforce in unprecedented ways

A world faced with...

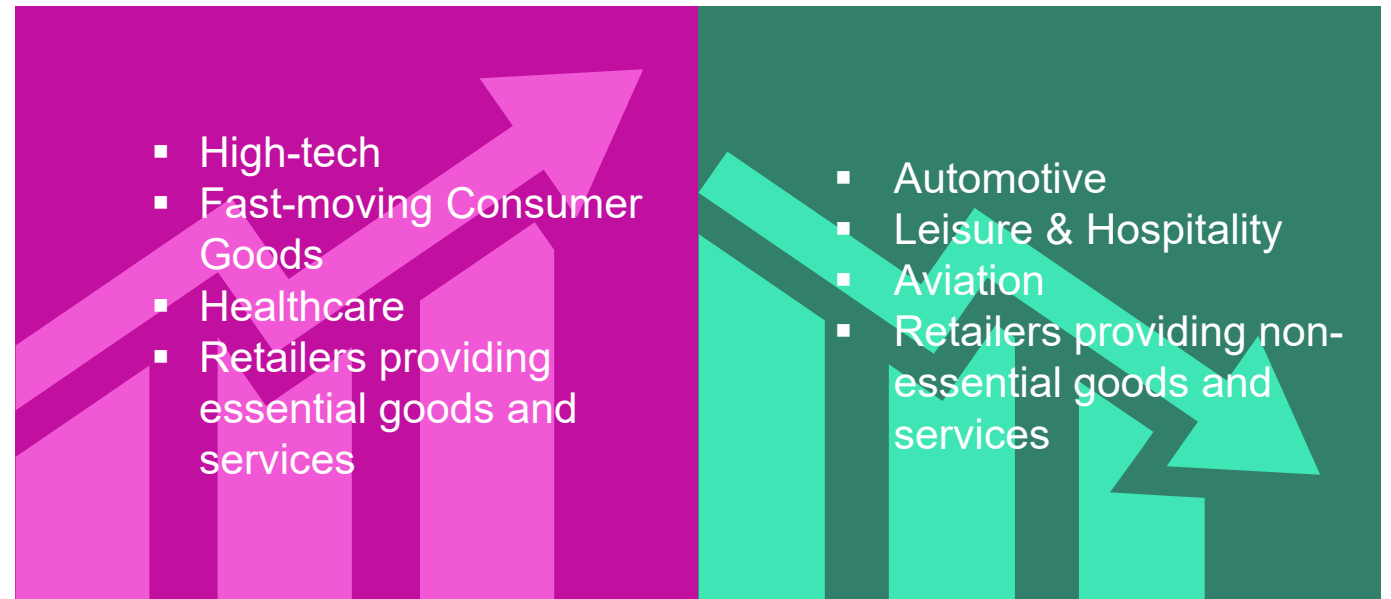


Global health crisis
40-70% of the world's population could become infected

Global economic crisis
Volatile global financial markets, supply chain disruptions, increased unemployment

Humanitarian crisis
Lockdowns, self-isolation, school closures, social distancing, travel bans

Massive changes in demand across industries



- High-tech
- Fast-moving Consumer Goods
- Healthcare
- Retailers providing essential goods and services

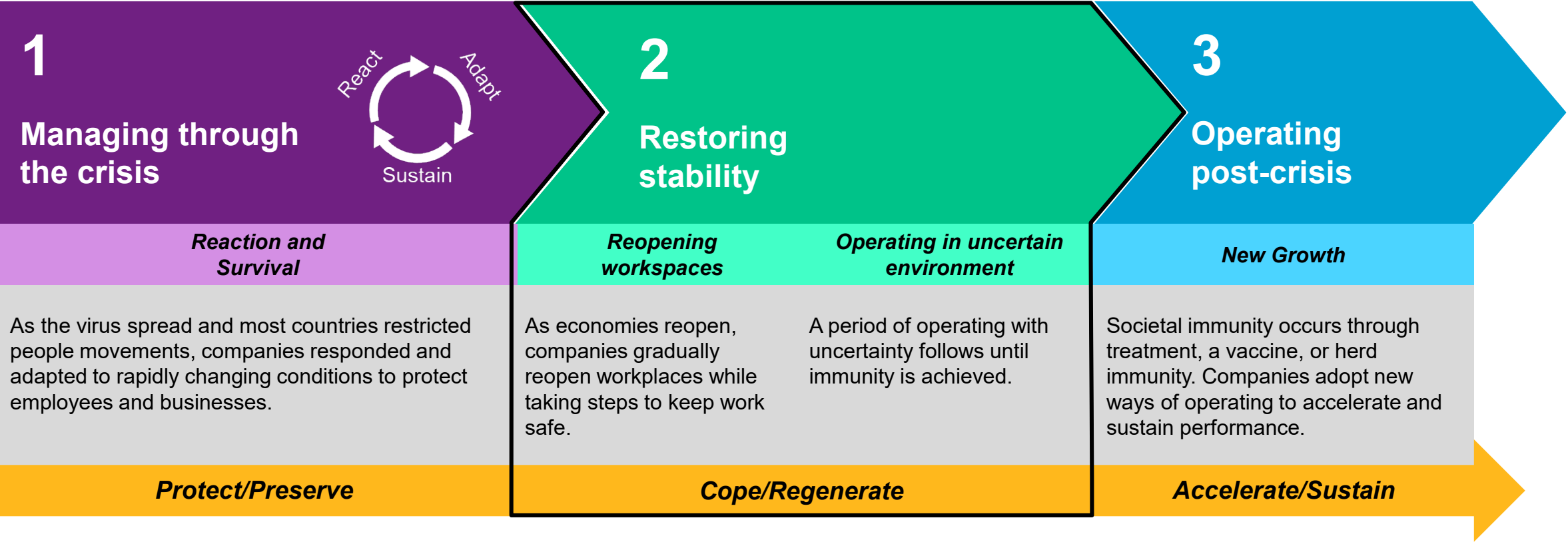
- Automotive
- Leisure & Hospitality
- Aviation
- Retailers providing non-essential goods and services

No one is left unaffected, and no two companies or individuals are affected in the same way.

The journey

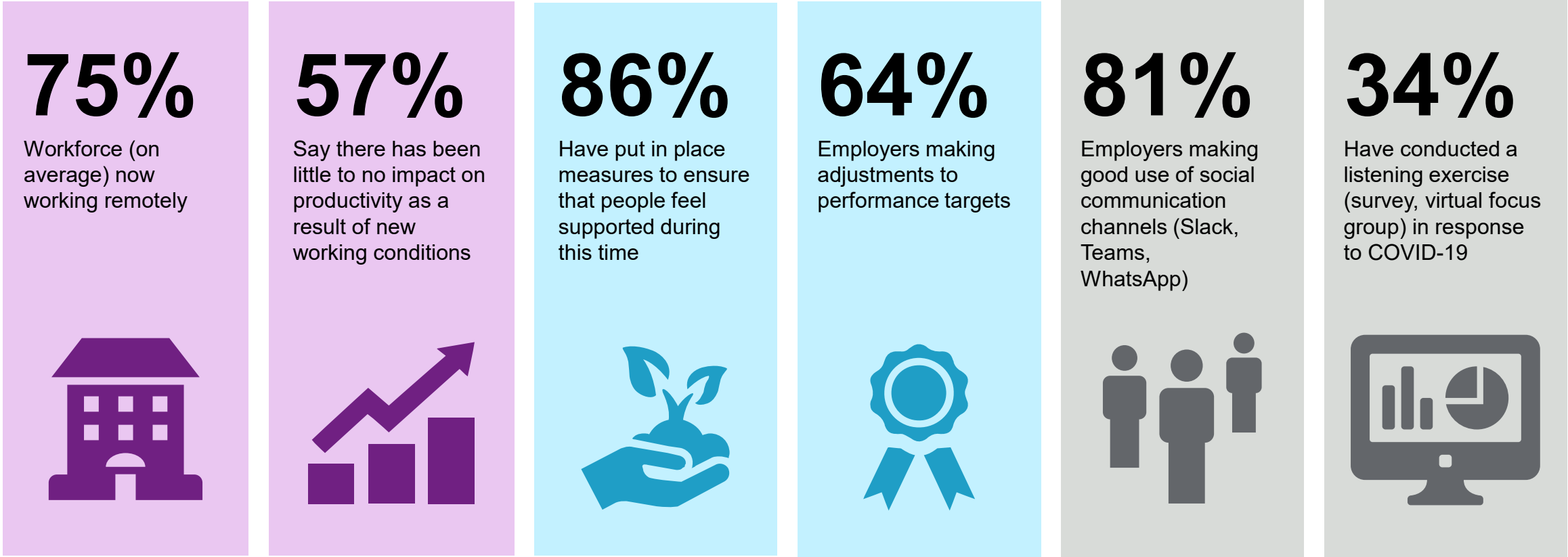
Key stages of action

Today's focus



The world as we know it has changed

What employers are doing



Source: Willis Towers Watson COVID-19 Employer Survey

Employees are deeply concerned & their experiences are significantly impacted

Majority of employees reporting...

Anxiety or worry

91% report at least some anxiety from the coronavirus, with 54% indicating a moderate or high degree of anxiety

Distractions from work

69% report at least some distraction from work from coronavirus concerns, with 25% indicating a moderate or high degree of distraction

Increased financial concerns

66% report at least some new financial concerns due to the coronavirus, with 32% indicating a moderate or high degree of worry

Impacts on the Employee Experience...

41%

Agree fully that colleagues are able to cope well with the stress they are feeling



58%

Agree fully that they are able to find ways to manage challenges outside of work



30%

Agree fully they can balance working from home with other personal life commitments



72%

Have shifted to a work-from-home arrangement



46%

Agree fully that they know how to apply company benefits to coronavirus care



48%

Agree fully their company is making it easier to access and use benefits

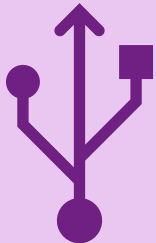


Source: Willis Towers Watson Employee Opinion Norm Database

The world as we know it has changed

The new reality of work...

Technological enablement - an imperative for workforce productivity



Speed is key - Rapid and purposeful decision making over precision.



Flatter, leaner organisations with distributed workforce



Cost pressures, revenue challenges



Heightened anxiety - demand for information and transparency



Safety and wellbeing is paramount



Leadership dilemma: striking the right balance...

Caring for **'self'** and preparing to lead through the crisis

Supporting and guiding **'employees'** through uncertainty

Clarifying the **'business'** agenda for the crisis & beyond

Creating a purpose-driven impact on the **'community'**

From recovery to rebound

**This crisis is a
universal moment that matters.**



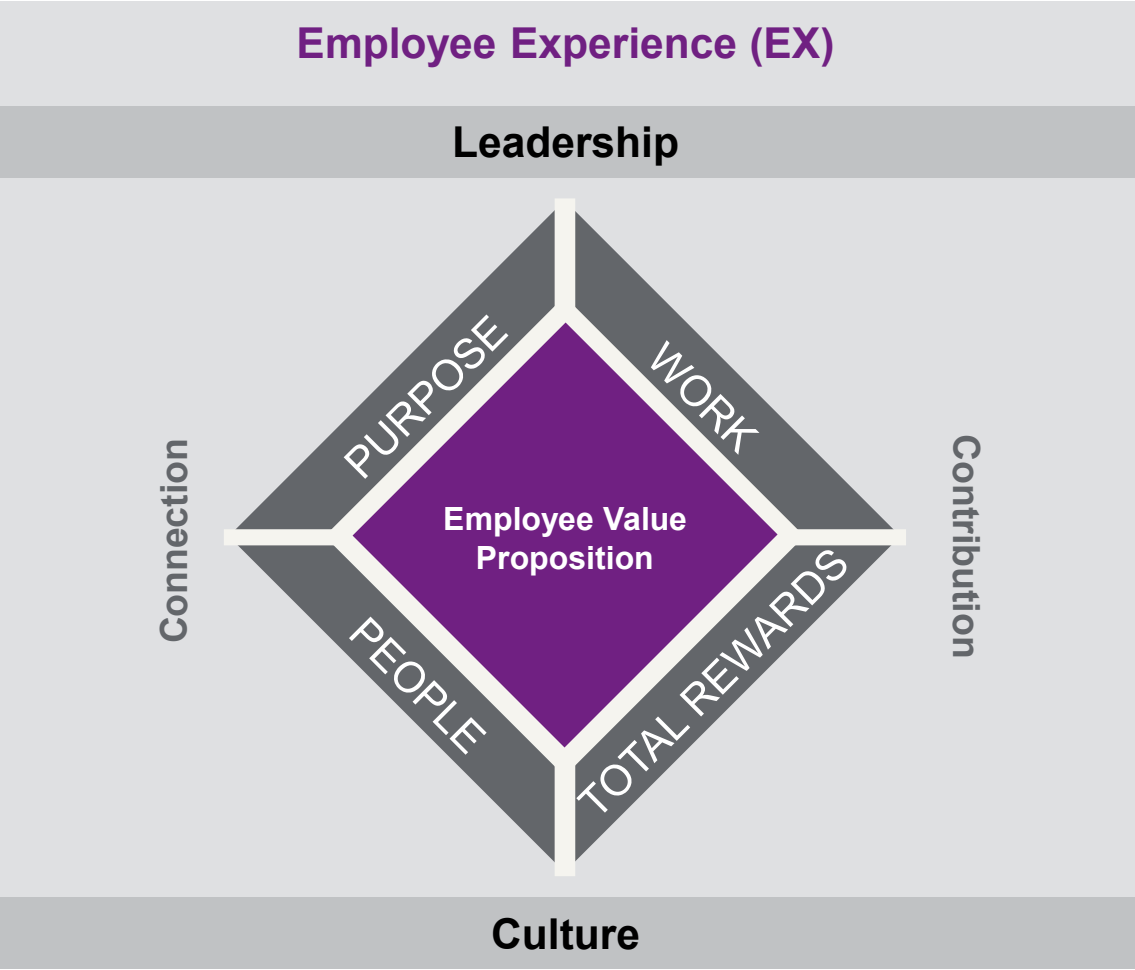
We are asking employees to **work** in new environments, **think** in new ways and **act** differently.

How we balance business sustainability with employee experience decisions will be key to accelerating back.



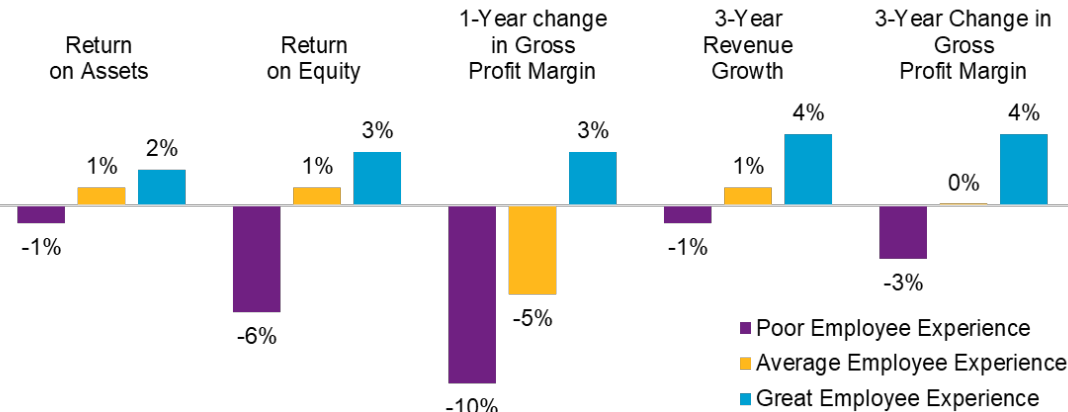
How do we navigate the journey ahead and deliver a high performing employee experience in this context?

An evidence-based model for Employee Experience



EX is the sum of all the touchpoints and moments that matter between employees and their employer.

It sits at the heart of delivering superior customer experience and outstanding business performance.



“Companies with more effective employee experience outperform their peers for top-line growth, bottom-line profitability and return to shareholders”

*Source: ‘Identifying the factors that make high-performance employee experience (HPEX)’, Willis Towers Watson, 2019

What a High Performance Employee Experience sounds like through the pandemic



INSPIRATION

"I am inspired by what our company stands for and my role in shaping our future"

DRIVE

"I'm ready and able to work in new ways to transform our business"

GROWTH

"I know how to grow my career and stay focused on achieving my ambition and potential"

TRUST

"I trust our leaders to use good judgment while living our values and protecting our wellbeing"



INCLUSION

"I feel a deep sense of connection to achieving our mission"

VOICE

"I can openly communicate my views and contribute to solving our business challenges"

CAPABILITY

"I am learning the skills I need to adapt and be resilient during this time"

COLLABORATION

"As colleagues, we have strong regard for each other and our shared experiences"



UNDERSTANDING

"I understand how my job contributes to our current business priorities"

ORGANISATION

"I know where to find the information, tools, and resources I need to get the job done"

FAIR PAY

"I have access to the resources and benefits needed to manage my wellbeing"

SUPPORT

My manager understands my current needs for support, and I know where to seek answers when I have concerns"

Purpose

Work

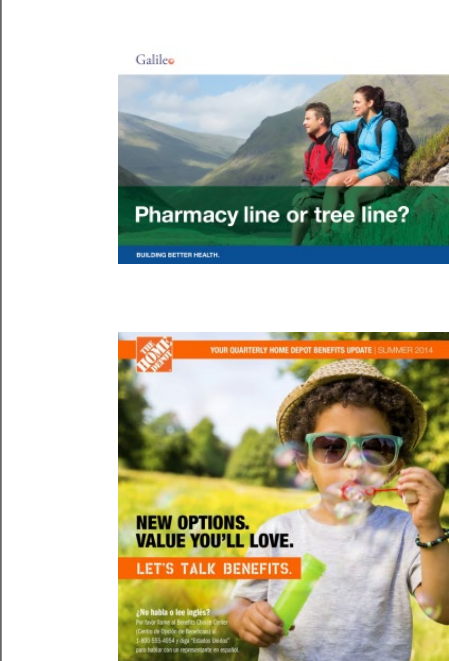
Reward

People

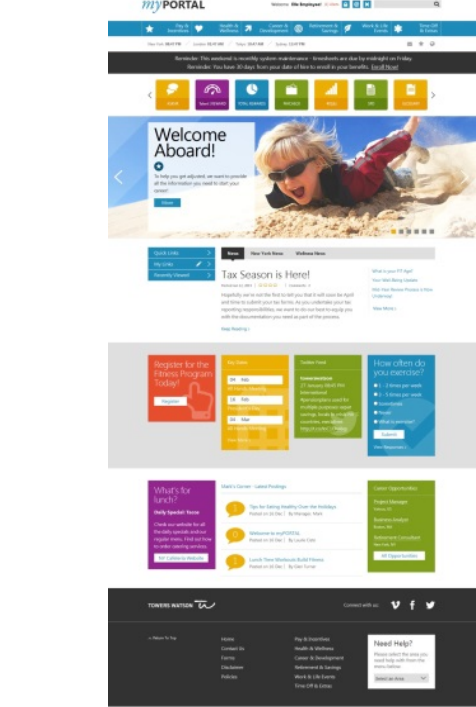
COVID-19 has accelerated the focus on using digital technology for personalised communication, voice and collaboration



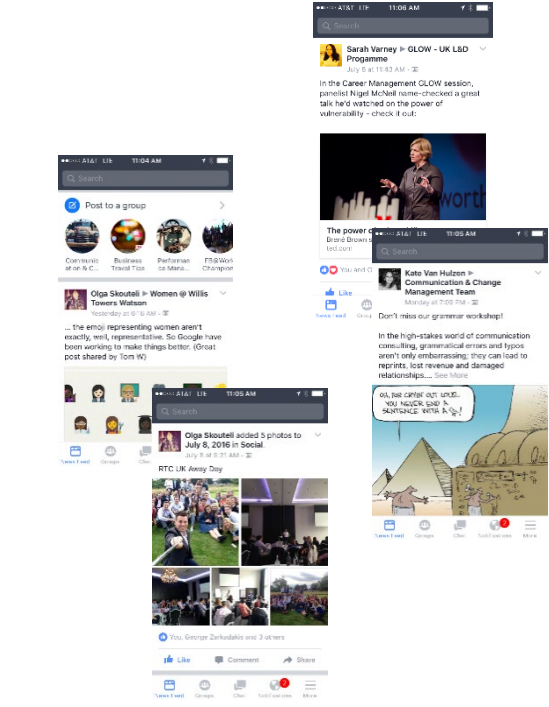
BROADCAST
Same approach for all audiences



TARGETED
Customised to targeted groups

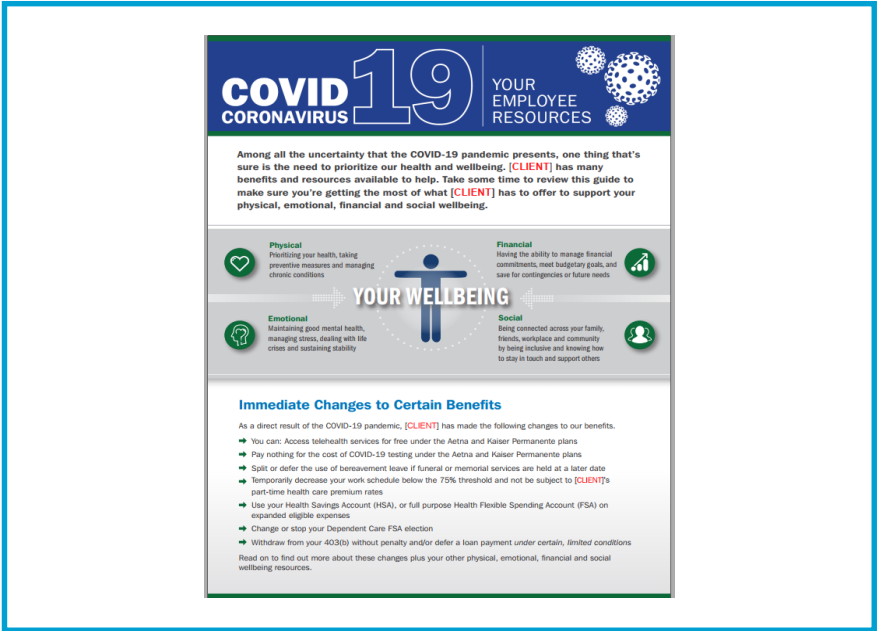
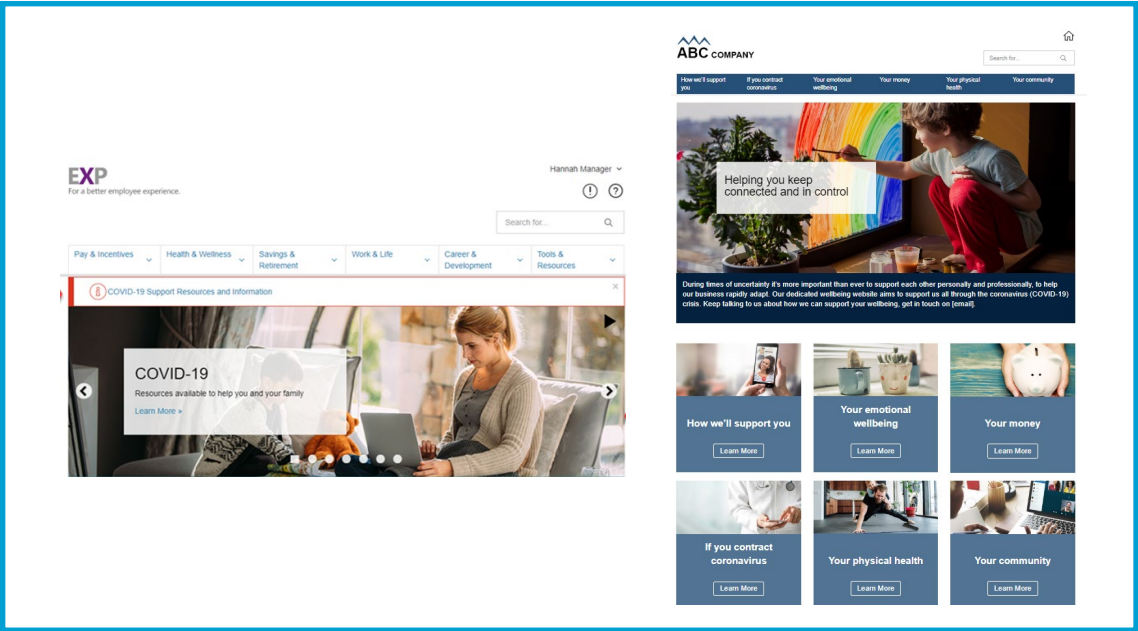


PERSONALISED
Fully personalised to individual



COLLABORATIVE
Social and interactive

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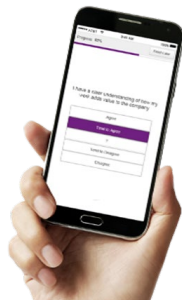
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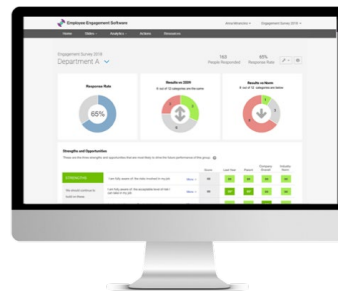
People

What a High Performance Employee Experience sounds like through the pandemic



Pulse Surveys

1. Showing you care
2. Leading through crisis
3. Accelerating back



Virtual Focus Groups

Personalised and collaborative communications



EMPHASIS

INCLUSION

"I feel a deep sense of connection to achieving our mission"

VOICE

*"I can openly communicate
my views and contribute to
solving our business
challenges"*

CAPABILITY

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COLLABORATION

“As colleagues, we have strong regard for each other and our shared experiences



ESSENTIALS

UNDERSTANDING

ORGANISATION

FAIR PAY

SUPPORT

Purpose

Work

Reward

People

Examples of Digital and Personalised Experience in Moments that Matter

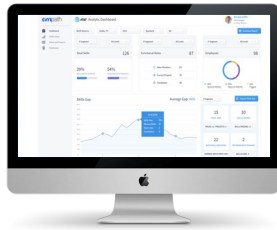
On-Boarding & Learning



Personalised learning journeys (e.g. about company values)

Use questions and interactive features to create personal profiles and align relevant learning.

Skills & Growth



Employees create skills passport, can see skills needed for new roles and learning options

Company identifies skills required today and for the future. Can link to LMS and external skills sources.

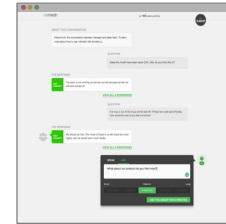
Personal Advice



Personalised suggestions. Help employees improve their Ex

Supplements organisation and manager-led change, with personal ownership.

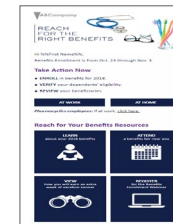
Voice & Innovation



Gives employees Voice across their Ex and company initiatives

Organisation accesses AI and analytics to pin-point priorities, ideas and differences by key segments.

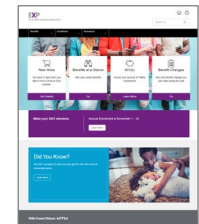
Event Nudges



Gives employees relevant communication

Deliver personalised multi-channel comms to message and encourage desired behaviours (email, SMS, web pages, signup forms).

Ongoing Experience



Mobile enabled, digital Ex platform as central window for EX

Curate and manage content with consistent digital experience. Add login, single sign on, and personalized content.

No matter where in the world or in which sector, the crisis is having a dramatic impact on the world's workforce.

This is a **defining moment for leadership** – as they steer their organisations through uncertain times, **focus on workforce principles that align to the Employee Experience** and forge the 'new normal'



Adopt an agile and continuous **learning mindset**



Understand the perspectives of and **engage** all stakeholders



Focus on employee and company **wellbeing**



Balance medium-term needs and longer-term business objectives

[Joint Whitepaper with WEF: Workforce Principles for the COVID-19 Pandemic: Stakeholder Capitalism in a Time of Crisis](#)

To lead through crisis, organisations will need to focus on leadership excellence



INSPIRATION

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Enable leaders to be at the helm

CHECKLIST FOR LEADERS



BEHAVIOURS TO DRIVE

- 
- A large purple circle with a white arrow pointing left, containing a list of behaviours to drive:
- ✓ **Trust**
 - ✓ **Confidence**
 - ✓ **Agility**
 - ✓ **Respect**
 - ✓ **Clarity**
 - ✓ **Continuous feedback**
 - ✓ **Patience**
 - ✓ **Loyalty**
 - ✓ **Understanding**

Enable leaders to be at the helm

CHECKLIST FOR MANAGERS



BEHAVIOURS TO DRIVE

- 
- ✓ **Compassion**
 - ✓ **Teamwork**
 - ✓ **Alignment**
 - ✓ **Understanding**
 - ✓ **Connection**
 - ✓ **Growth**

Ex insights based on COVID-19 phases, leading through a crisis

1. Impact of COVID-19

- Show that you care
- In the immediate phases of the crisis, employees are facing a range of concerns about the impact of COVID-19 on their wellbeing and ability to work
- Use our '**COVID-19 Pulse Survey**' to identify the critical issues to attend to, hot spots throughout the organisation, and trends over time
- Content
 - Immediate Impact
 - Work Arrangements
 - Health & Wellbeing
 - Support
 - Maintaining Business Focus

2. Leading through Crisis

- This is a time when leadership is being tested
- Your actions will be judged, your values will be scrutinised, and your ability to adapt and evolve your business will determine your success
- Use our '**Leading through Crisis Pulse Survey**' to find out how effective your leadership really is
- Content
 - Ensuring Wellbeing
 - Envisioning the Future
 - Marketplace Focus
 - Speed & Agility
 - Trust & Support

3. Accelerating Back

- Beyond the initial shock of the crisis, business need to reset and re-imagine
- Are you adapting and redefining your new-normal?
- Are you and your employees really prepared?
- Find out with our '**Accelerating back from COVID Pulse Survey**'
- Content
 - Returning to Work
 - Adaptability & Resilience
 - Alignment to Mission
 - New Ways of Working
 - Addressing Future Challenges

Questions?

Contact us



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