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Happy Employees = Happy Customers: Webinar follow up

How can I measure an Employee Experience Index within my organization? Are there any established metrics or benchmarks?

The concept of Net Promoter Score® (NPS®) has gotten a lot of attention recently as one of the more simple and powerful assessment tools.¹ Employees can be asked something along the lines of, “Would you recommend the experience you had to a friend?” and the answer to this can be tracked over time.

Let’s adopt the three dimensions of customer experience to your employee experience.² A great service interaction – no matter if through self-service or through a service desk – should act like a superior customer service organization and be measured in the same way. An Employee Experience Index should answer the following questions:

- How effective is the service portal at meeting the need? You need to understand how effective the service portal is in supporting the employees’ needs and wants. So, the metric here is regular satisfaction checking during interactions. Examples are “likes.”
- How easy was it to interact with the service app store? Is it easy to find, easy to navigate, and easy to provide feedback? Is some feedback at all possible? Is it accessible through mobile devices? How complete is it?
- How enjoyable was the interaction? Understanding the emotions of employees after their interactions with a service app store or some self-service portal is imperative. Focus areas are typically the quality and speed, which could include the user interface of the interaction, the timeliness of the request or order being fulfilled, cost, confirmations, etc.

What “quick wins,” if any, can I implement within my IT service management (ITSM) to help kick-start employee productivity gains and drive positive change?

Start by understanding the end-to-end provisioning journey from the point of view of the new employee. Have someone shadow the new hires and identify pain and friction points. This kind of customer journey mapping is an excellent organizational skill or capability to develop and can be used for many purposes.³

¹ Net Promoter and NPS are registered service marks, and Net Promoter Score is a service mark, of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

² <https://www.forrester.com/report/Brief+Ignite+Your+Workforce+Experience+With+Your+Service+Desk/-/E-RES129281>

³ <https://www.forrester.com/report/Mapping+The+Employee+Journey/-/E-RES123362>

It sounds like providing my workers with easy access to information and empowering them to use self-help and self-service IT will improve their productivity (and perhaps reduce IT overhead). Is there a danger of giving them too much power and thus creating issues elsewhere in my IT organization?

One main issue is setting people's expectations about the support they will receive. If you are offering a bring-your-own-device (BYOD) option, you need to be very clear about the support they can expect. The same is true if you allow app store downloads that aren't directly supported by your service desk. A risk-based approach is important for employees in key customer-facing positions.

How important is automated service delivery? Can I still achieve employee gains without a wholly "connected" experience?

Automation is a journey, not a destination; there will always be further opportunities to streamline and automate. The key thing is to continually identify and improve your pain points, starting to automate those that are the most costly and inefficient.

Automation and robotics will eventually lead to existing job roles and tasks being replaced by knowledge workers. How can I prepare my existing workers for this change, a change that may ultimately displace some of their jobs?

In the recent movie *Hidden Figures*, the women who were the original NASA "computers" – who operated calculating machines by hand – were not replaced by the big electronic computer but rather became its programmers. Value in the modern economy will be increasingly about knowledge work that can't be automated, such as research, design, and development and high-touch human experience. Understanding service design thinking is an important place to start for employees concerned about their careers.

That said, Forrester predicts that these technologies will replace 16% of US jobs but create the equivalent of 9%, which means we'll lose a net 7% of US jobs by 2025.^{4 5}

With regards to ITSM, is there a best practice with enabling the digital workplace? There are many solutions that solve individual issues, but the employee needs to be protected from the confusion this may create. Is that what the service app store should be solving first?

An app store is a delivery channel and a one-stop shop, which can be very useful. It should be conceived and implemented in the context of overall service design thinking, focusing on the customer journey(s) within it. Can people easily find the service? Are the services delivered and supported with some level of similarity? Are they measured in comparable ways? All of these questions should be considered when implementing the app store.

⁴ <https://www.forrester.com/report/The+Future+Of+Jobs+2025+Working+Side+By+Side+With+Robots/-/E-RES119861?objectid=RES119861>

⁵ <https://www.forrester.com/report/The+Future+Of+WhiteCollar+Work+Sharing+Your+Cubicle+With+Robots/-/E-RES132404>