



# EMPLOYEE EXPERIENCE AND THE WAR FOR TALENT

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## EMPLOYEE EXPERIENCE: AN ESSENTIAL TOOL FOR TALENT MANAGERS

Recruiting and retaining great talent can feel like a battle. This ongoing struggle to attract candidates and retain employees is what many HR and talent management experts call the war for talent. From meeting quotas to managing and limiting turnover, the obstacles are real. But to truly enhance immediate recruiting and retention efforts, Talent Management can't ignore employee experience. And that means understanding and influencing how it feels to work somewhere.

As the world modernizes, as established generations upend expectations and adapt to new ways to work, as incoming generations drive innovation, candidates are looking for something more than a paycheck. They want fulfilling positions at companies that are great to work for — in other words, they're searching for a feeling.

They want to feel supported, connected, valued and empowered.

Understanding that, and building a great employee experience based on it, puts recruiters and HR departments a step ahead. But how should you do it?

WINNING THE WAR FOR TALENT MEANS UNDERSTANDING AND ACTING ON THE CONNECTIONS BETWEEN RECRUITING, RETENTION, ENGAGEMENT AND WELL-BEING, AND HOW THEY ALL LADDER UP TO THE FORMATION OF EMPLOYEE EXPERIENCE.

91%

of employees with high well-being and organizational support are less likely to leave.<sup>1</sup>

Though it's tempting to silo recruiting and retention efforts, focusing on employee experience unites the two, promising candidates more than a paycheck and exceeding an employee's expectations of what work can be. By owning the many connection points that contribute to employee experience, Talent Management is fulfilling its key functions and strategically shaping the company's future.

This e-book will explore how Employee Experience (EX) influences recruiting and retention and why, for the benefit of people and business, Talent Management belongs at the helm.

## TALENT MANAGEMENT: THE QUIET POWERHOUSE BEHIND EMPLOYEE EXPERIENCE

In our 2019 HR Industry Pulse report, respondents identified **TALENT MANAGEMENT AS THE #1 DEPARTMENT RESPONSIBLE FOR EMPLOYEE ENGAGEMENT & EXPERIENCE.**

If Talent Management is often responsible for employee engagement and experience, we can agree on this much: how you bring an employee into the fold is more than the bells and whistles of a candidate pitch, it's a promise.

The promise is that they will feel cared for, that they will find a community ready to welcome them. And keeping that promise requires making some important connections.

When employees feel their organization cares,

**91%**

say they'd recommend their company as a great place to work, compared to only

**9%**

when the organization doesn't care.<sup>2</sup>

## THE RECRUITING/RETENTION/ EMPLOYEE EXPERIENCE CONNECTION

Organizations tend to see recruiting and retention as two distinct responsibilities of Talent Management — recruiting focused on attracting candidates, retention focused on keeping employees. This traditional approach misses the deeper truth: an employee's journey starts before they're even hired, and their experience with a company is influenced by more than benefits and perks, but the people, resources and opportunities around them.

This is the employee experience, and whether or not they know it, it's the metric that candidates are evaluating. They're looking for a feeling: a complex, but knowable, combination of factors.

Among many other benefits, companies that heavily invest in employee experience are

**11.5** **TIMES**  
as often in Glassdoor's  
**Best Places to Work.**<sup>3</sup>

Clearly, employees respond positively to companies building amazing employee experiences. But what's the feeling people are looking for? What does this mean for companies? And how (and why) should Talent Management lead the way?

<sup>2</sup> Limeade Institute, 2019, n=354.

<sup>3</sup> Harvard Business Review, Why the Millions We Spend on Employee Engagement Buy Us So Little, Jacob Morgan, 2017, <https://hbr.org/2017/03/why-the-millions-we-spend-on-employee-engagement-buy-us-so-little>.

# THE “SMOKE SIGNALS” OF A GREAT EMPLOYEE EXPERIENCE

Building a meaningful employee experience starts with translating employee needs and feelings into real organizational tactics. Operationalizing these needs paints the picture for candidates and keeps great employees in the company longer.

## TO THE EMPLOYEE, IT'S **PURPOSE**

## TO YOUR COMPANY, IT'S EMPLOYEE **WELL-BEING**

In any job, employees want to feel a sense of purpose. They want a life with meaning, and work is no exception. When evaluating a potential employer, candidates will look for signs that this key element of **well-being** will be fulfilled.

Employees who find their work highly meaningful stay at their current job approximately

**7.4** MONTHS LONGER.<sup>4</sup>

## TO THE EMPLOYEE, IT'S **POTENTIAL**

## TO YOUR COMPANY, IT'S EMPLOYEE **ENGAGEMENT**

Energy. Commitment. Growth. Most candidates want jobs that will allow them to improve and innovate both themselves and their surroundings. They wanted to see potential, to feel **engaged** — and they'll look for signs that an employer will support their journey.

Retention relies on the whole experience. Around

**83%**

of employees with **1 year of tenure are highly engaged**, compared to

**74%**

of employees with **3-5 years of tenure.**<sup>5</sup>

<sup>4</sup> Than employees who find that their work lacks meaning. Betterup, 9 out of 10 people are willing to earn less money to do more meaningful work, 2018, <https://get.betterup.co/rs/600-WTC-654/images/betterup-meaning-purpose-at-work.pdf>.

<sup>5</sup> Quantum Workplace, 2019 Employee Engagement Trends, 2018, <https://marketing.quantumworkplace.com/hubfs/Marketing/Website/Resources/PDFs/2019-Employee-Engagement-Trends-Report.pdf?hsCtaTracking=f2336adb-3d51-4197-8ae5-4cd551ae3a8d%7C9f1bca38-3b5a-4682-acd4-fde3da7eae6e>.

TO THE EMPLOYEE,  
IT'S **CONNECTION**

TO YOUR COMPANY, IT'S  
**A MODERN WORKPLACE**

In a recent Dell and Intel report,

**82%**

of people 18-34 said workplace technology **would influence their decision to take a new job...**

**67%**

of people 35+ **said the same.**<sup>6</sup>

Whether that “workplace technology” is physical equipment, a **communications** app or well-being and engagement activities, candidates (especially incoming generations) look for the kind of tools that signal efficiency, connection and company-wide alignment.

TO THE EMPLOYEE,  
IT'S **FEELING WELCOMED**

TO YOUR COMPANY, IT'S  
**AN INCLUSIVE ENVIRONMENT**

Employees want to feel **included** and welcomed, and as candidates, they'll quickly evaluate whether or not an organization will allow them to bring their whole, unique self to work.

Inclusion supports recruiting. Employees who feel included at work are

**51%**

more **likely to recommend their company as a great place to work.**<sup>7</sup>

These fundamental employee needs prove that Talent Management can't afford to ignore how employee experience impacts recruiting and retention.

Candidates are looking for the signs of a great experience, and employees will stay put when the needs are met. Understanding the needs — and building the connections on an organizational level — will ensure that Talent Management is more than a talent shop, but a strategic powerhouse.



## WHY EMPLOYEE EXPERIENCE MATTERS FOR TALENT MANAGEMENT...AND THE WHOLE COMPANY

Talent Management sits in a unique position — it introduces the experience to employees, understands what attracts people to a role and why people leave. The department has the best view and the biggest opportunity to shape an employee experience capable of supporting recruiting, improving retention and enhancing their entire company's future.

To create a journey from interview to exit, to show employees that what you promised them is real, you must invest in employee experience.

Doing so requires an understanding that well-being, engagement, inclusion and more are all connected and in turn impact the way work feels for people. Only then can recruiters and HR departments meet once the mysterious expectations of great talent and lead their companies into the future on the best possible footing.

**Why lead the way?** The world is changing, and work is evolving in tandem. Incoming generations require new solutions. Great candidates are selective. Amazing employees need more than a paycheck, they need purpose. And winning the war for talent means making more than a pitch, it means making a promise.

## ABOUT LIMEADE

Limeade is a software company that elevates the employee experience and helps build great places to work. Limeade ONE brings together employee well-being, engagement, inclusion and communications solutions in a mobile-first experience. Recognized for its own award-winning culture, Limeade helps every employee know their company cares.

To learn more, visit [www.limeade.com](http://www.limeade.com).

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