



EMPLOYEE EXPERIENCE MATURITY MODEL

limeade®

THE LIMEADE EMPLOYEE EXPERIENCE MATURITY MODEL

The world of work is changing. Teams are scattered across the globe. Burnout is on the rise. Leaders struggle with employee productivity, turnover and engagement. At the same time, companies are breaking down silos and starting to consider their employees holistically — which is good for people and for business.

Leaders recognize the power of an intentional employee experience starting with the interview process and onboarding, all the way through the exit interview. The employee experience is more than just the key HR milestones in an employee's life. It's about the millions of interactions and touchpoints employees have with the company, the tools, the teams and the work that make the experience truly come to life. Leaders who understand the power of the employee brand will retain great employees and build life-long advocates.





Unfortunately, today most companies aren't thinking this way. They're comprised of silos with separate goals and budgets that inherently divide the employee experience.

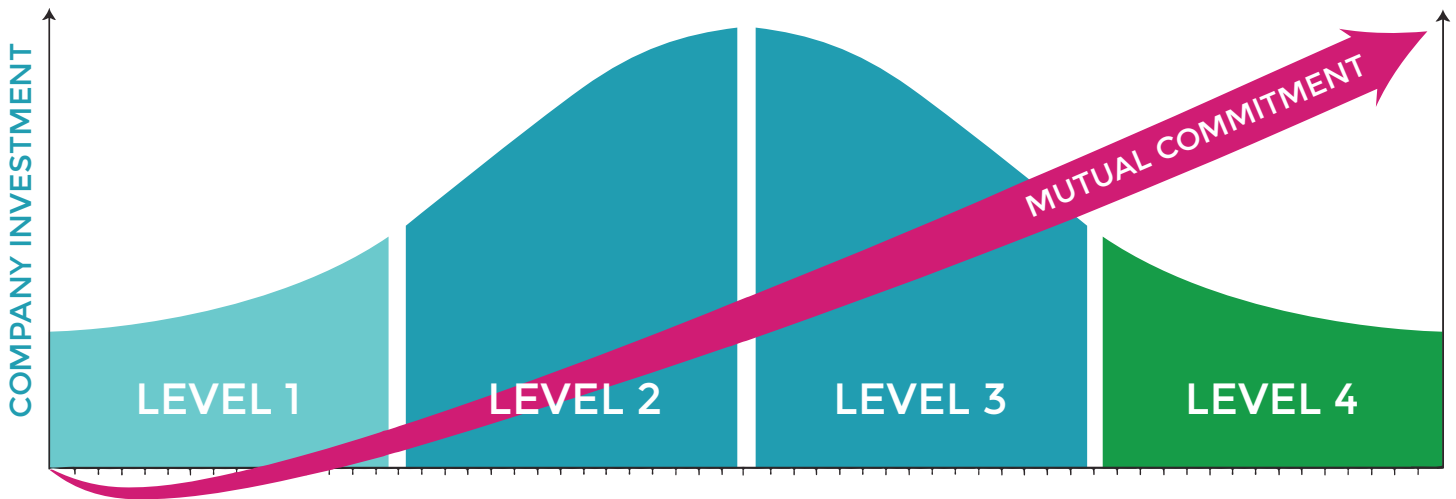
In such a radically changing environment, how do you design a coordinated set of people programs that put employees first, offer a compelling experience and bring a company's culture to life?

How do you evolve the programs you already have in place in a stepwise and practical way?
How do you plan for the future?

These are common questions all HR leaders face — especially in the context of globalization, fast-paced technical innovation, changing employee expectations, deep rooted silos, an ever-evolving workforce and consolidation across HR technologies.

Today, more and more employees are expecting personalized, culturally relevant, consumer-grade experiences at work. And some HR technologies are stepping up to deliver employee-first solutions.

But not every company knows where they are — which makes charting a course challenging.

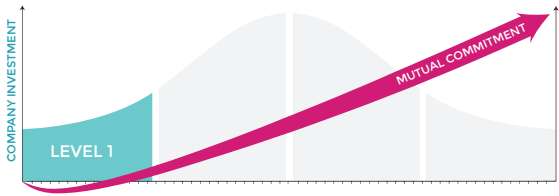


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That's why Limeade developed the Employee Experience Maturity Model. The model illustrates how employee programs can evolve from top-down, traditional approaches that are often underutilized because they're irrelevant to employees — into a fully integrated, supportive and consistent employee experience that's truly relevant for employees.

Whether you're just sending smoke signals from one HR silo to another, or you have a fully immersive employee experience, you'll be able to use the Employee Experience Maturity Model to map where you currently are, where you're going and most important of all, how you're going to get there.

This simple, practical framework also provides a vision for how to integrate all of your pro-social, employee-first programs like well-being, engagement, rewards and recognition, and diversity and inclusion programs, into one clear message to your employees — “We care.”



LEVEL 1: THE STARTING POINT

This is where most people programs start. These traditional programs are often managed in silos with separate budgets across the company and require employees to sign into multiple technology systems or point solutions that don't necessarily connect with each other. Because of the siloed approach, Level 1 programs have unintended consequences like overloading employees who are required to sign in and participate in multiple disparate programs or sending mixed or even conflicting messages about the important topics.

How often have you been invited to a team activity only to find that it conflicts with a company sponsored event? For example, a wellness coordinator may host a meditation activity at the same time as your team's weekly sync. It's hard to make time for well-being if the company and its leaders don't ensure employees can carve out time for it.

These programs are created with great intentions in mind — usually to fix a specific problem tied to a goal owned by a specific (often siloed) manager. That's why Level 1 programs tend to have a heavy handed top-down approach that requires employees to “do this to get that” or avoid consequences.

Unfortunately, this approach can erode trust and — despite good intentions — *decrease* employee commitment and undermine your brand.

PRO TIP:

Because of the lack of integration and cohesive strategy, Level 1 programs don't require much budget or effort from the company. To evolve, move beyond the traditional top-down approach and blend in grassroots initiatives that empower employee champions.

HR SILOS RUNNING TOP-DOWN “DO THIS, GET THAT” PROGRAMS



We chose these four types of programs as obvious examples of people programs, but they can extend to others. The model works for performance management, recruiting, onboarding and most other people programs.

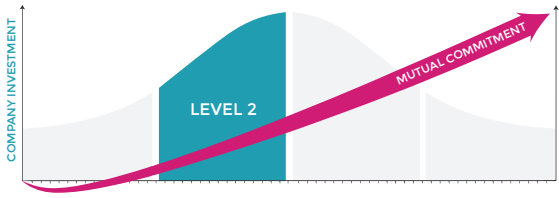
WHAT THIS LOOKS LIKE:

WELL-BEING

Katie has been struggling with her weight for years and has a family history of diabetes. Her wellness program required her to complete her biometric screening. Since she didn't have a healthy BMI range, she doesn't receive her health insurance discount. Katie is embarrassed and isn't motivated to join the program.

ENGAGEMENT

Glenn was recently promoted and now manages a team of seven people. As a first-time manager, he's eager to do a good job and is excited for the feedback from the annual engagement survey. The results arrive. And they're disappointing. Glenn isn't exactly sure what they mean or how to tackle the feedback. He feels like he's letting his team down.



LEVEL 2: A STEP IN THE RIGHT DIRECTION

In Level 2, people begin to understand the interconnectivity between all aspects of life that influence an individual. Level 2 programs are more coordinated with connections between silos. They often rely on positive messages that speak more directly to employees. With a greater focus on supporting employees, most programs in this level will offer a variety of activities or options that interest all employees, and in return, will see an increase in participation. And with a more data-driven approach, people can see which programs are effective and which ones aren't.

This is where the biggest increase in organizational effort lies — it requires a culture, mindset and behavioral shift. It requires people to look beyond their department and develop programs that are truly relevant for employees.

While there are some improvements, Level 2 programs remain siloed. They struggle to fully support employees, which impacts both the people and the business. A lack of communication between managers and employees may result, which puts leaders out of touch with employee reality.

PRO TIP:

Level 2 requires the most work and investment to develop a cohesive strategy with technology to support. Make sure everyone understands the larger vision. Coordinate people programs and align them with business objectives, while developing strategies that authentically support employees.

MORE COORDINATED, FREQUENT, POSITIVE AND DATA-DRIVEN

WELL-BEING/ WELLNESS

Mix of
rewards for
whole-person
well-being

ENGAGEMENT MEASUREMENT

More frequent
surveys
recommended
actions

REWARDS & RECOGNITION

Mix of "stuff"
and social
recognition

DIVERSITY & INCLUSION

Diversity hiring
metrics

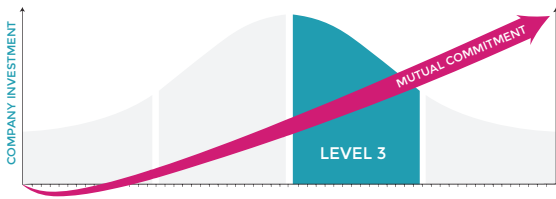
WHAT THIS LOOKS LIKE:

DIVERSITY

Lucia runs the Diversity program and is partnering with Morgan on recruiting more diverse candidates. She provides Morgan with a list of key skills, attributes and backgrounds to focus on. Morgan is great at bringing in candidates who fulfill the requirements, but within a year, many of these candidates leave, claiming they don't feel like they really fit in.

REWARDS

Derek worked tirelessly for months on the launch of a new feature. He's proud of his work, his team and the successful feature launch. At the next team meeting his boss dedicates the monthly happy hour to his team. While it's a nice bit of recognition, Derek doesn't really feel appreciated or recognized for his individual contributions.



LEVEL 3: CONTINUE ELEVATING

In the third level, organizations put the program into the larger context of the company. They tie programs directly to the company culture, integrate the program with other relevant employee experiences and understand how the environment and the ecosystem impact employees.

Level 3 programs are built on trust and mutual commitment. Motivation to participate in these programs comes from within each employee, rather than incentives. Employees participate because they want to — not because they have to. This also means overall investment from the company can level off or even decrease as employees embrace programs and the company culture on their own.

PRO TIP:

Everyone needs to continue to invest at Level 3 to truly break down silos. Senior leaders, managers and champions must act as role models in how they approach their work and interact with each other. Beyond modeling this, make sure to organize employee communications to reflect the coordinated approach to the employee experience.

INTEGRATED, REAL-TIME APPROACH AT MULTIPLE COMPANY LEVELS



WHAT THIS LOOKS LIKE:

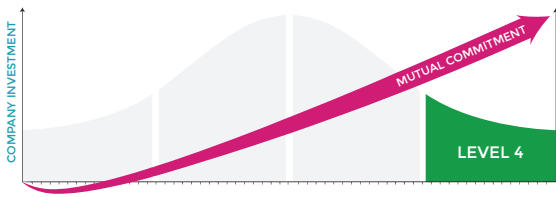
ENGAGEMENT

REWARDS

Jackie oversees rewards and recognition for her company. She knows she can't just hand out company swag to motivate people. So, she expands the program to tap into intrinsic motivation in addition to the external treats. She ties to the corporate giving campaign, which connects directly to a strategic business goal. Her new strategy includes more social recognition, a responsive employee listening program and a strong online community to foster connections. People participate in the program, knowing why, which increases their emotional connection and purpose at work.

ENGAGEMENT

Damien knows burnout is high in his organization. To help employees avoid burnout and eventual turnover, he uses data to predict teams at high risk for burnout. He shares results with team leaders and develops an action plan to provide these employees with well-being activities, community support groups and more free time for collaboration.



LEVEL 4: WHERE GREAT COMPANIES THRIVE

In the final level, organizations truly understand that their employees are their greatest assets. These people programs embrace the company culture and inspire mutual commitment. They create a single immersive employee experience with culture and technology that supports it. This means higher use of single logins, common business insights, seamless UX experiences, and an intentional focus on the unified employee brand from recruiting to retiring and every step in between.

This approach enables employees and the organization to truly “walk the talk.” Everything the organization has been working toward is naturally integrated into the culture. It’s just, “how we do things around here.”

Organizations at the fourth level are industry leaders and outperform their peers in key people and business objectives. They’re also widely acknowledged as great places to work — the ultimate goal.

PRO TIP:

Work and investment across the organization can lessen as the culture naturally embraces the immersive employee experience. Take all the progress you’ve made and expect everyone and everything to uphold the culture. When you do that, you’re more focused on maintaining a great company rather than building a great company.

FULLY IMMERSIVE EMPLOYEE EXPERIENCE ACROSS ALL HR PROGRAMS

AS AN EMPLOYEE, I...

Feel good and
live with purpose

Have a deep
connection
and sense of
purpose at work
that drives extra
energy and
commitment

Bring my whole
self to my
community at
work...and that
whole self
is valued

Understand
that it's "how
we do things
around here"

WHAT THIS LOOKS LIKE:

Darrell's company just won another great place to work award! The award committee shared the employee responses, which described how much better life is at his company. Ever since he pulled together all of his people programs and rallied the company around the culture, he's been receiving tremendous feedback. Employees feel committed and know their employer really cares about them. They now have one simplified employee experience. It's great for employees, and it's great for Darrell who has fewer vendors to manage and a company full of committed employees.

Lydia loves coming to work. She signs into her people program to check out the latest company news, sends a "cheers!" to a colleague, watches a training video and drops in some upcoming PTO. Then she gets an email reminding her to make time for her well-being with an offer to schedule time on her calendar. It's simple and seamless. Lydia feels connected to her work, her team, her clients and the company. She has purpose in her job and truly understands how it connects to the larger mission. She just referred a third employee, renewed her largest client and promoted two people on her team. All this is possible because she has an immersive employee experience with a culture that keeps it alive.

CONCLUSION

Where is your current people strategy? Do your VPs of HR sing from the same songbook? The same song? Are they in tune? Where do you want to go and what steps can you take? Use the Employee Experience Maturity Model to help guide your program evolution.

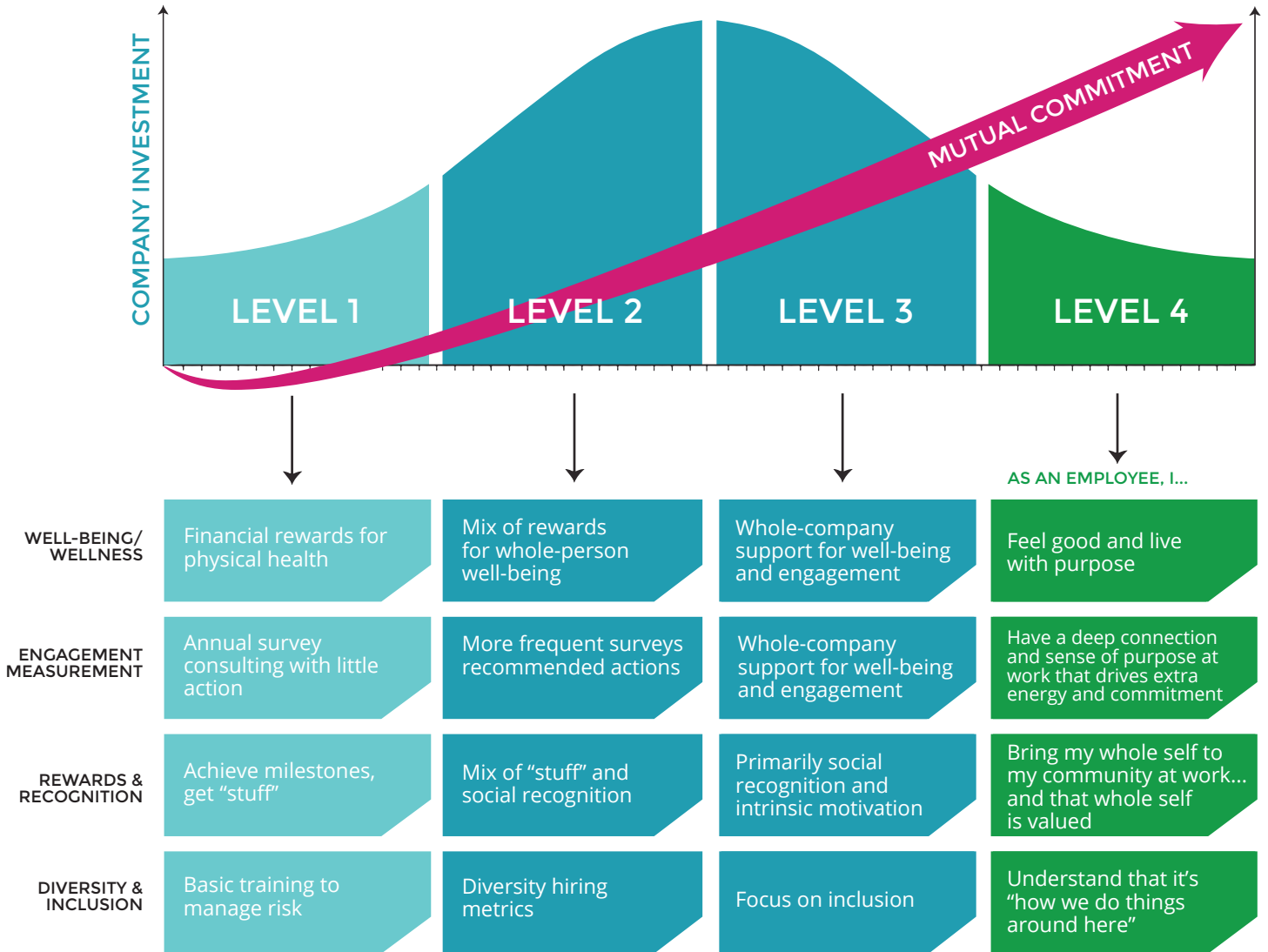
After all, you're in charge of your company's most valuable asset: your people. You can make the change. You can elevate discussions. You can break down silos and get people working together. You can evolve your programs to create one awesome employee experience that your people and your business will love.

“CHANGING THE FUTURE OF WORK REQUIRES CHANGING THE WAY WE THINK ABOUT WORK. CEOS AND OTHER LEADERS MUST INVEST BOLDLY AND AUTHENTICALLY IN THEIR PEOPLE. THEY MUST TAKE A METHODOICAL JOURNEY TO EVOLVE, TO HOW THEY SERVE THEIR PEOPLE AND THEIR BUSINESS TO MAINTAIN GREATNESS.”

Henry Albrecht, Limeade CEO



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“IT’S A PARTNERSHIP. I’M THERE TO BETTER THE COMPANY AND NOT JUST MY POCKETBOOK. THEY’RE THERE TO BETTER ME AND NOT JUST THEIR BOTTOM LINE.”

Terri, UnityPoint Health employee

TAKE ACTION:

QUESTIONS TO ASK YOURSELF

EAGER TO EVOLVE YOUR PROGRAM? HERE ARE SOME KEY QUESTIONS TO ASK YOURSELF:

VISION

- What is the larger vision for your employee experience?
- Are your current programs supporting that vision?
- What role do managers and leaders play in realizing this vision?
- Do the employees understand the vision?

SILOS

- Are my people programs in silos? Are there opportunities to integrate?
- How many sign ins and programs does each employee use?
- How do my people programs interact with each other?
- Can we replace individual programs with an immersive program?

EXPERIENCE

- How would you describe the employee experience with your people programs?
- How are you listening to your employees and responding accordingly?
- How are you recognizing and rewarding your employees?
- How are you focusing on employee well-being?

MEASUREMENT

How are you measuring the value of these programs? Think about:

- Participation
- User satisfaction
- Whole-person well-being
- Turnover
- Employee engagement
- Performance
- Profits
- Customer satisfaction
- Other specific business goals?

Whether you're starting at Level 1 or striving for Level 4, **WE'RE HERE TO HELP.**

Reach out to tellmemore@limeade.com to learn more.

Limeade is an employee engagement company that builds great places to work by improving well-being and strengthening workplace culture. Limeade integrates well-being, engagement, inclusion and social recognition software into one seamless experience that brings workplace culture to life and inspires a strong connection between employees and companies. With Limeade, employees reconnect to what motivates them at work, which boosts engagement and gives companies the business results they want. Recognized for its own award-winning culture, Limeade is helping the world's best companies change the way they work.



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