

# A Case for the Employee Value Proposition



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# Your brand is a magnet.

What kind of people does it attract?

## What does your brand stand for?

What makes it unique? Ask those questions.

Then use the answers as the foundation for your

## Employee Value Proposition (EVP).

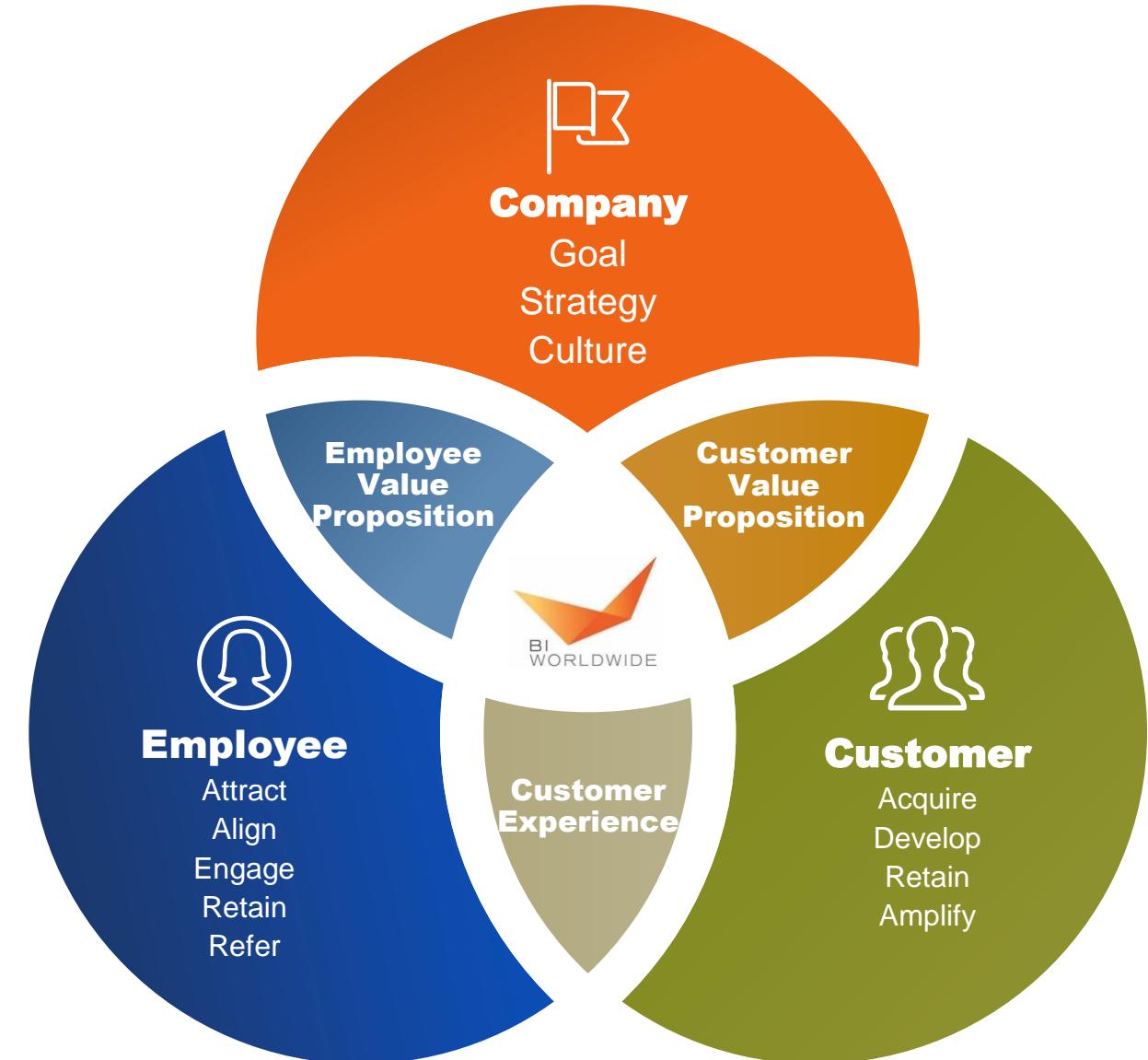


# The result: A better magnet.

It's not about attracting more people. **It's about attracting the *right* people**, whose passions and values align with your company.

**A great  
EVP**

**Attracts  
Engages  
Retains**

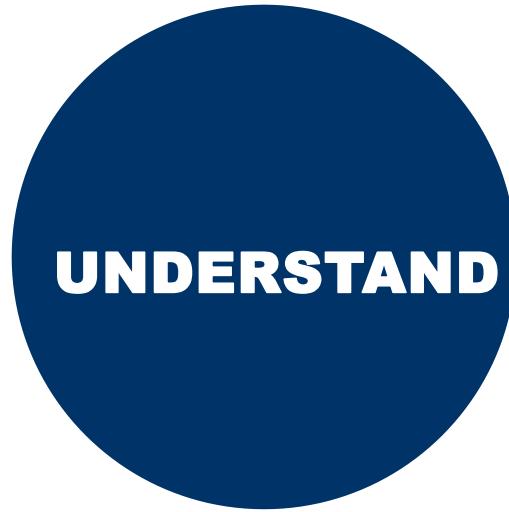


Your customers' experiences will rarely exceed that of your employees.

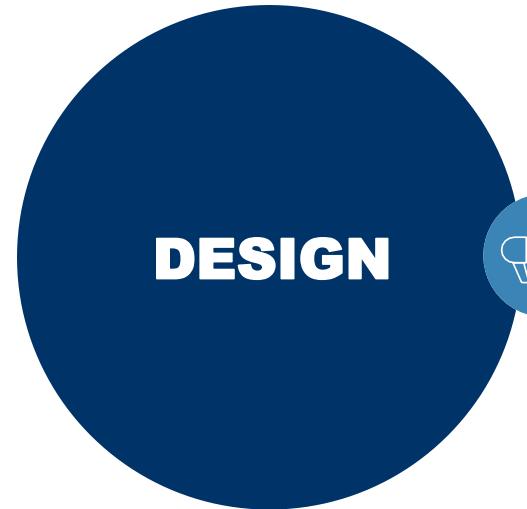
# VALUE PROPOSITION



# Developing & Activating Your EVP



The first step in creating an authentic EVP is to understand how employees, prospective candidates and alumni perceive your brand. Does it match your company's unique promise? Use the information you gather to create your EVP.



Once your EVP has been formalized, express it through your employer brand. Develop a corporate narrative that can be told across channels to attract the best people for your company.



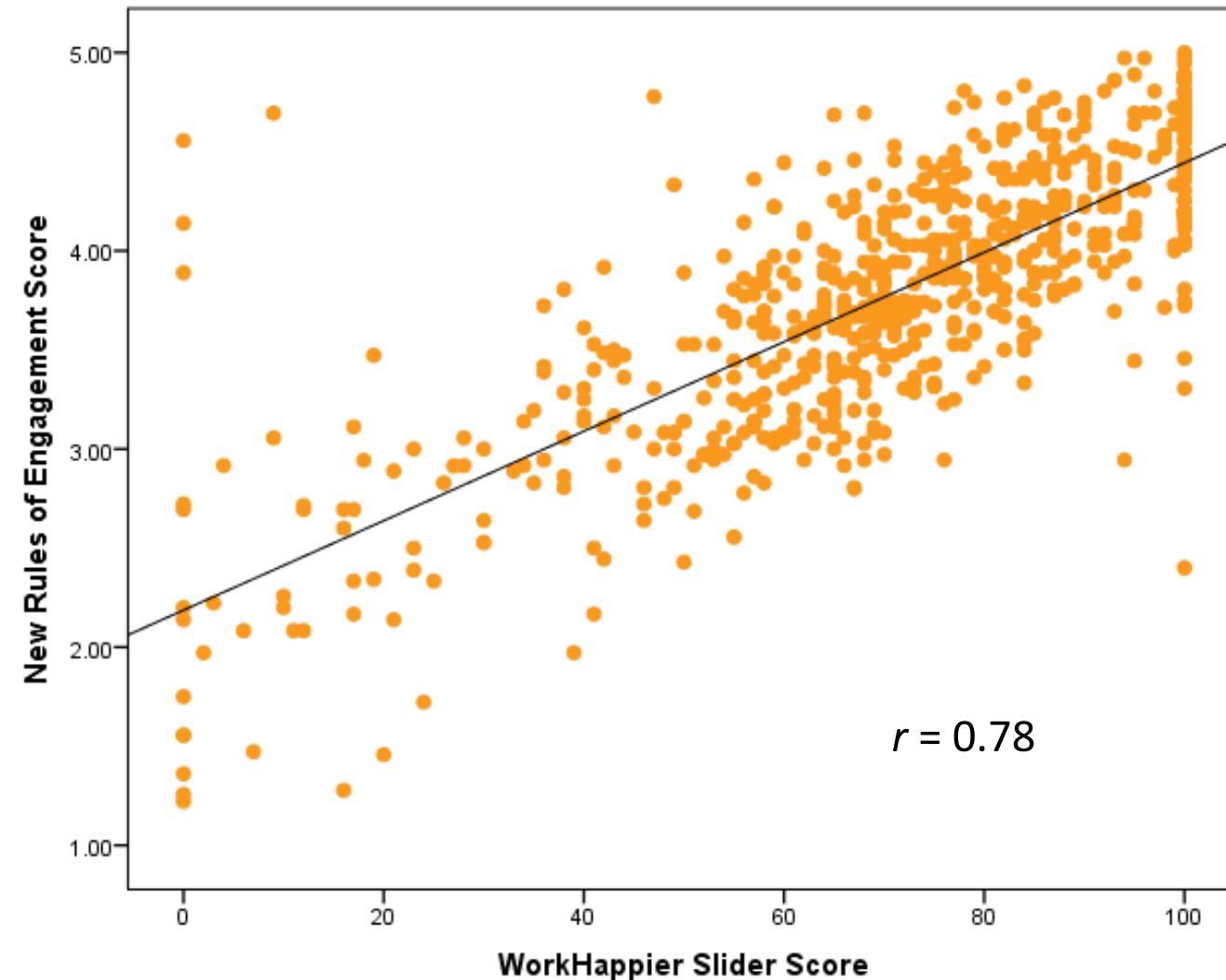
## ACTIVATE & SUSTAIN

Make every moment count.

**“How happy  
are you at  
work?”**



# Engaged employees are happy.



# Happy employees produce results.

“Employee engagement is what the business wants.

Happiness is what the employees want.

If they each look out for the other’s interest,  
the bargain works exceptionally well.”

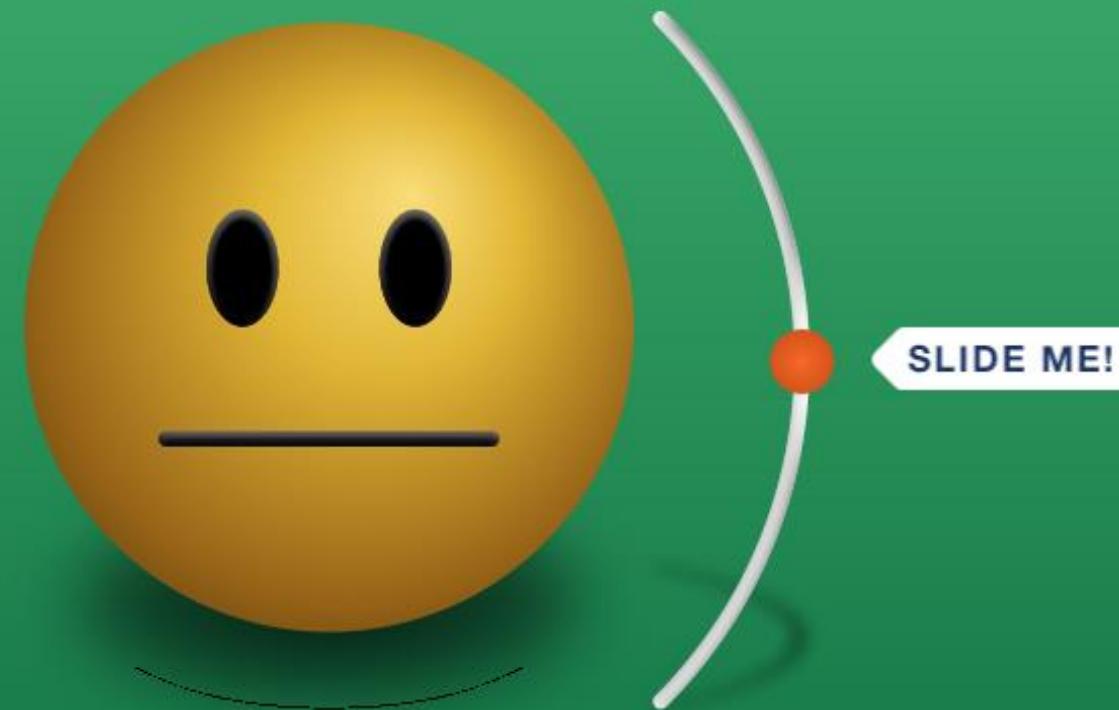
Agreement	% of Happy Employees	% of Unhappy employees
I am planning to leave this organization within the next 12 months.	23%	54%
I am willing to work especially hard for my organization’s customers.	93%	69%



Source: WorkHappier: Employee Motivation in the United States © 2016 BIWORLDWIDE



# How Happy Are You at Work?



[www.workhappier.com](http://www.workhappier.com)

# the NEW RULES of ENGAGEMENT<sup>SM</sup>

## 1. get inside their heads

More than ever, great managing is a matter of intense understanding of each unique individual knowing their abilities, their aspirations, and how they work best.



## 9. magnify their success

What a company does not recognize, it should not expect to see repeated. Making a big deal of employees' accomplishments ensures the victories will be multiplied.

## 2. make them fearless

No one can promise job security anymore. But that doesn't mean you can't make your people courageous, able to focus on the company's goals rather than self-preservation.



## 5. be cool

Talented people don't have to work for boring companies, and most won't. Loosening up and making a uniquely stimulating culture create a real competitive edge.



## 6. be boldly transparent

There are no more secrets; everything about a company is public, or will be. Behave accordingly.



## 10. unite them

People have always been willing to take one for the right team, but players get traded much more these days. With people moving between companies at a faster pace than ever before, it's never been more important to create conditions that foster strong collaboration.



## 3. make money a non-issue

Money isn't everything. It only gets you so far. But companies that misread this emotional area will make it a bigger deal than it has to be.



## 7. don't kill the meaning

People need to be part of something bigger than just a job and a paycheck. Meaning drives higher performance.



## 11. let them lead

Employees don't just want their opinions to count. To accomplish all they can for the company, they need the chance to take the lead.



## 4. help them thrive

Work conditions and policies can help but often people can't help but affect their health. Getting them right, and reducing costs, is ingrained in the employee and the business.



## 8. see their future

What people do today is largely motivated by where they think it will take them in the future. It's as true on the job as it was for every employee in school. Companies that are deliberate about helping employees chart that future get those people's best work.

## 12. take it to extremes

Your best people are itching to accomplish something incredible together. Challenge, rally, and support your people and you will be struck by what they can do.



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# Make every moment count.

## Decision Day

Can I see  
myself here?



## First Day

Did I make  
the right choice?



## Every Day

Is this a place  
I'd like to stay?



## Achievement Day

Am I valued  
and appreciated?



## Referral Day

Am I happy here?



OWNED AND OPERATED BY  
Trebeca BUS SERVICE Inc.  
ST STEPHEN MINNESOTA

BLUE BIRD

CAP 72 DIESEL

60  
CAL





**“I was too fearful to help myself,  
as suggested, to the  
[cafeteria/break room] so I was  
pretty  
thirsty most of the day.”**

A collage of three images: a group of diverse children walking together, a person working at a desk, and a person sitting at a table.

**“Best part was meeting new [friends/co-workers] and learning [new things]. Worst part was feeling completely lost and not doing things correctly at first.”**

A photograph of a group of people in a store, likely a donut shop, eating donuts. In the foreground, a young boy in a yellow striped shirt is looking up at the camera while holding a donut. Behind him, a man in a plaid shirt is laughing heartily, and a woman in a striped shirt is smiling. Other people's hands are visible, also holding donuts. Shelves of donuts are in the background.

**“The best part was  
the donuts. The worst part  
was that it was freezing.”**

# What does successful onboarding look like?



**Intent to Stay**



**Time to Proficiency**



**Happiness**



# **DECISION DAY**

# The Need to Belong

Rooted in our evolutionary history

- Cannot survive (or reproduce!) alone
- Evolved to dislike that feeling and seek out relationships



**Three things are needed to promote belonging:**



FREQUENT CONTACT



CARE



MUTUALITY

Source: Baumeister, R. F. & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachment as a fundamental human motivation. *Psychological Bulletin, 117*, 497-529.

# The Need to Belong

Work is fraught with satisfying the first, but not second or third requirement.

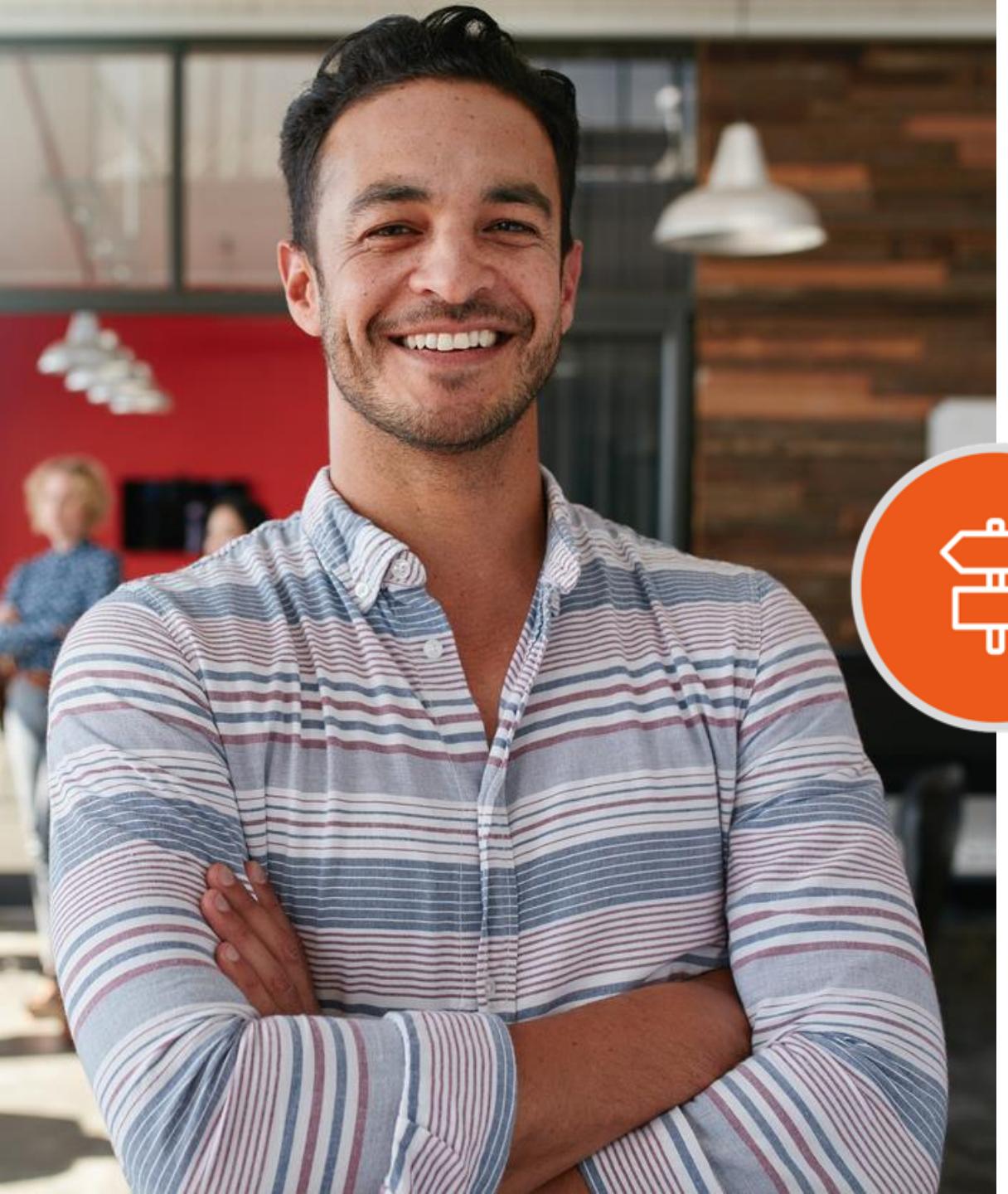
“Loneliness is largely independent of one’s amount of social contact.”



of U.S. employees say they feel **isolated** at work



I LOVE  
MY JOB



## **Is it the right person for the job?**

- Hiring the wrong people sets you up for failure.
- Beyond having the right skills, are they a fit?
  - Idiosyncratic fit with position
  - People
  - Organization and culture

**As soon as I read the job  
description, I knew this was the  
job for me.**



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**I am a perfect fit for the team I  
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**I am a perfect fit for the team I  
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**This organization is a place for  
people like me.**

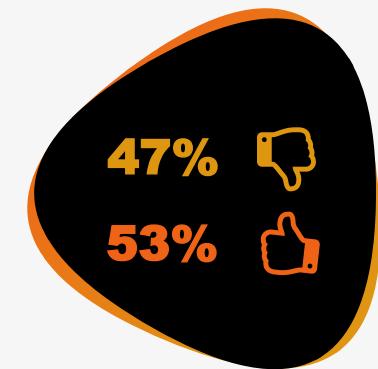




## Decision Day

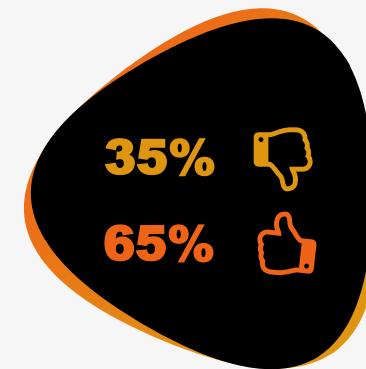
### Personal Fit

"As soon as I read the job description, I knew this was the job for me."



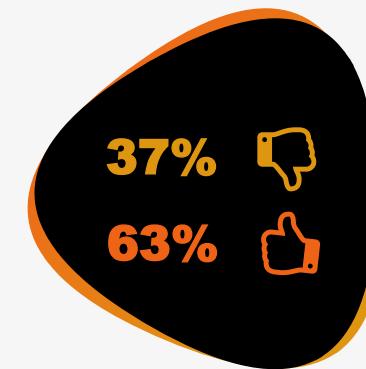
### People Fit

"I am a perfect fit for the team I work with."



### Organizational Fit

"This organization is a place for people like me."



Intent to Stay

**6X** More likely to be committed



Time to Proficiency

**3X** More likely to be proficient



Happiness

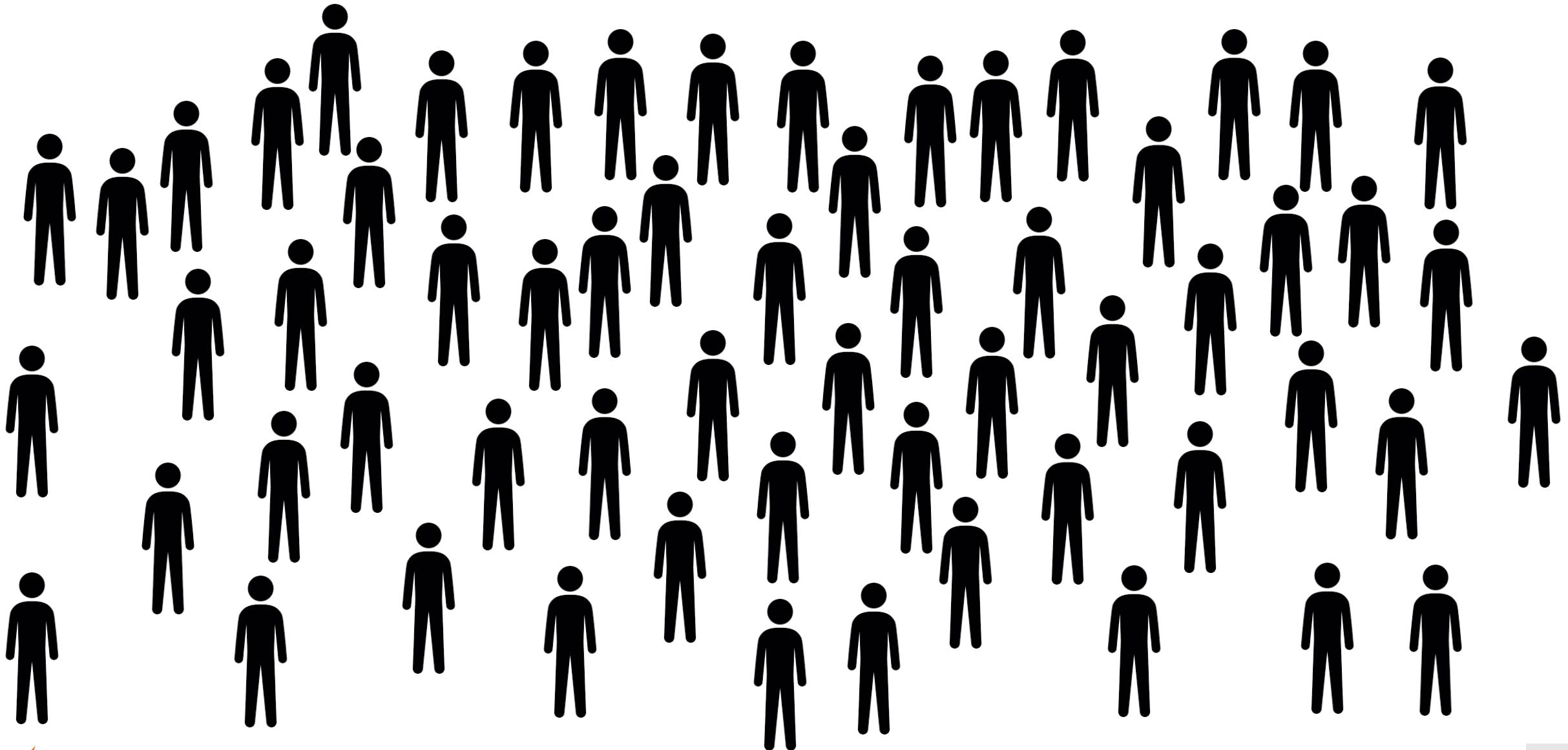
**9X** More likely to be happy

**5X** More likely to be happy

**4X** More likely to be happy



# Hypothetical Work Force



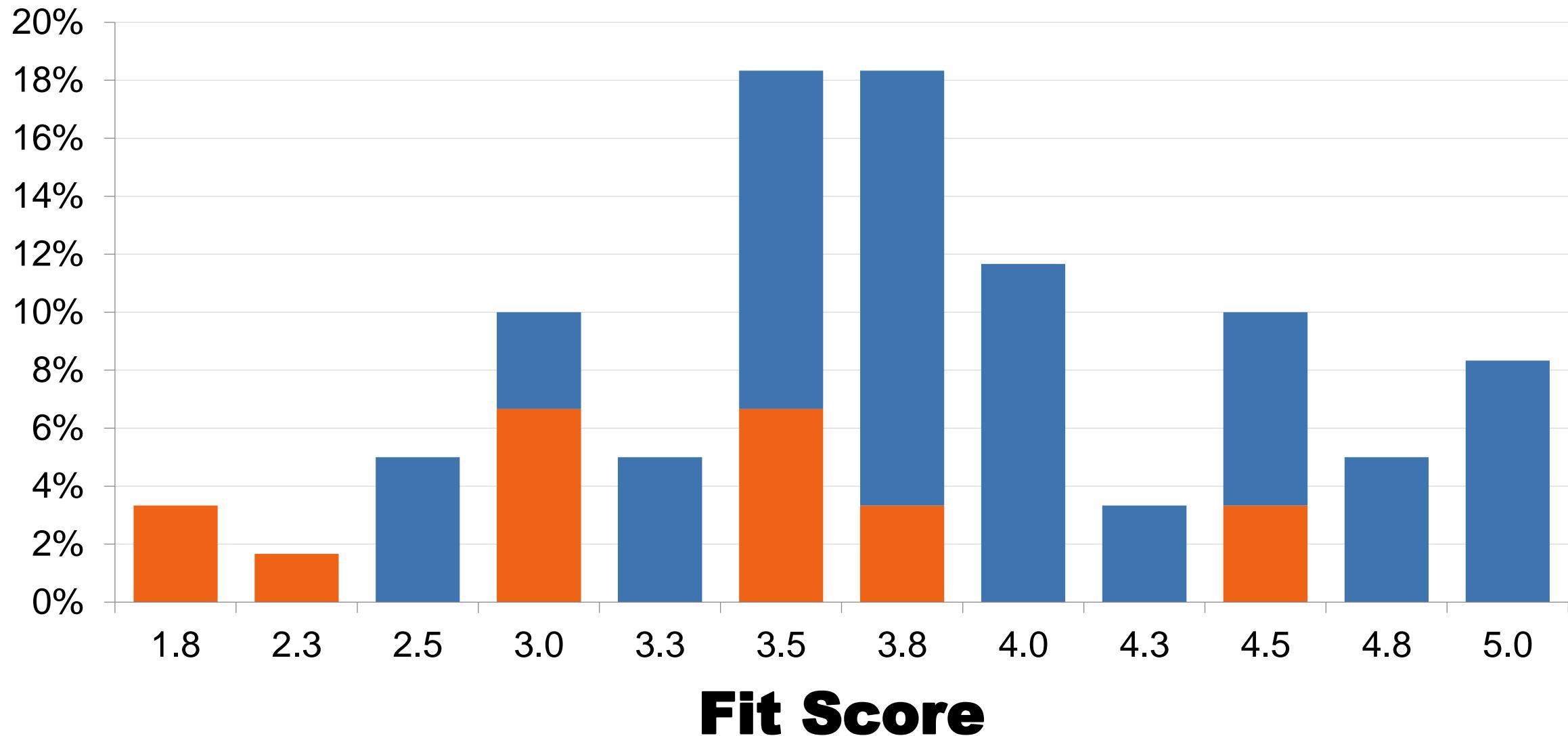
# Hypothetical Work Force



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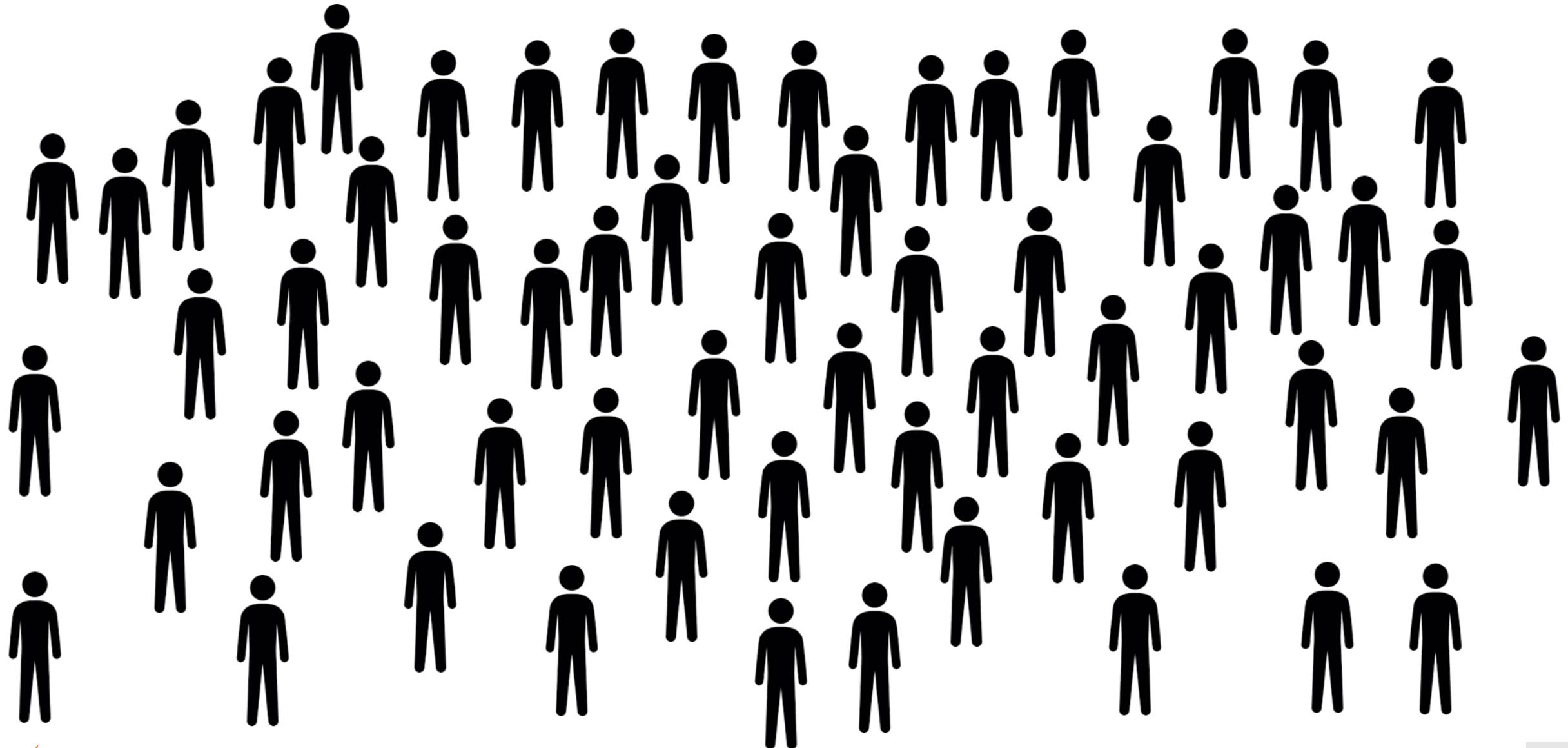
HAS NOT LOOKED FOR OTHER JOBS     LOOKED FOR OTHER JOBS



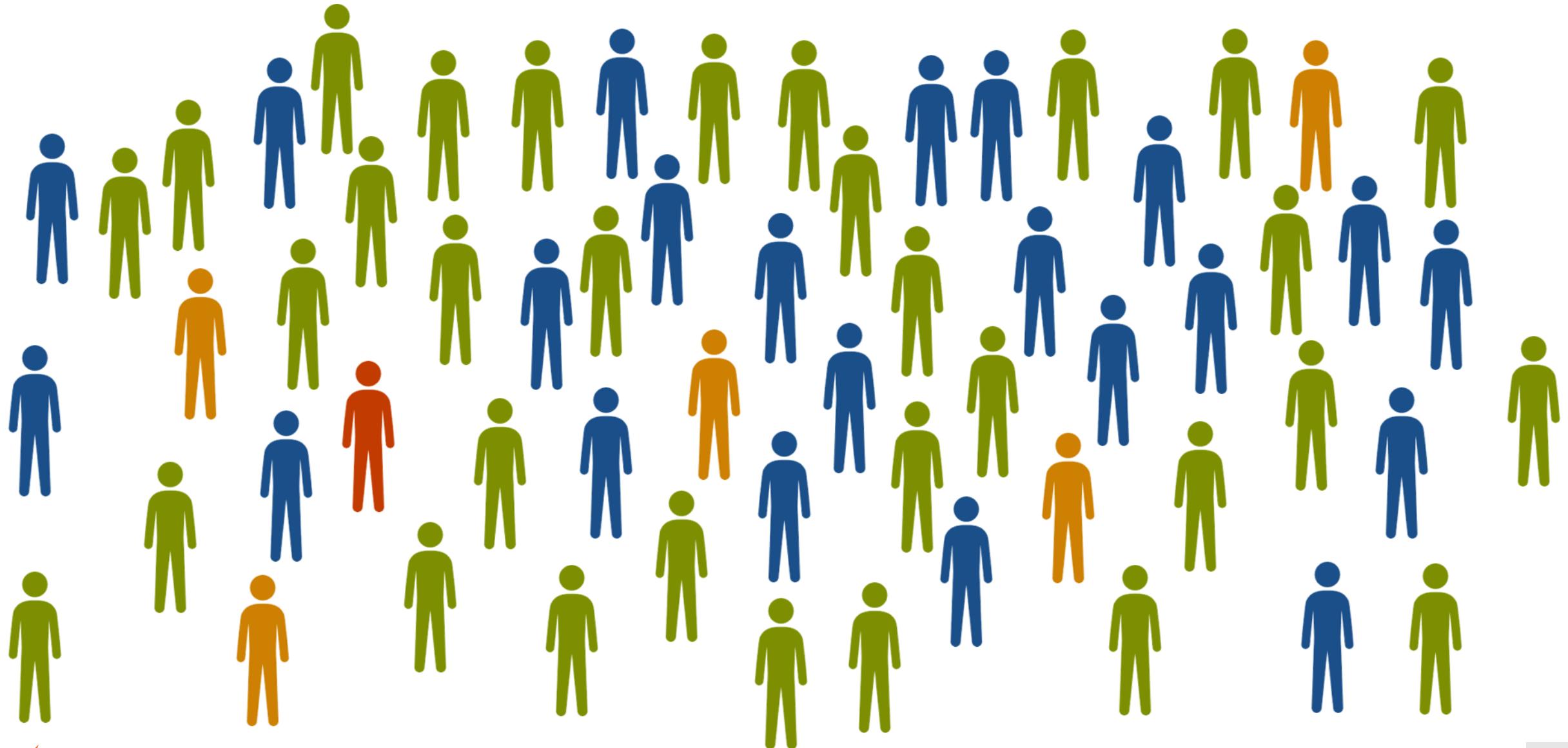
**Fit Score**



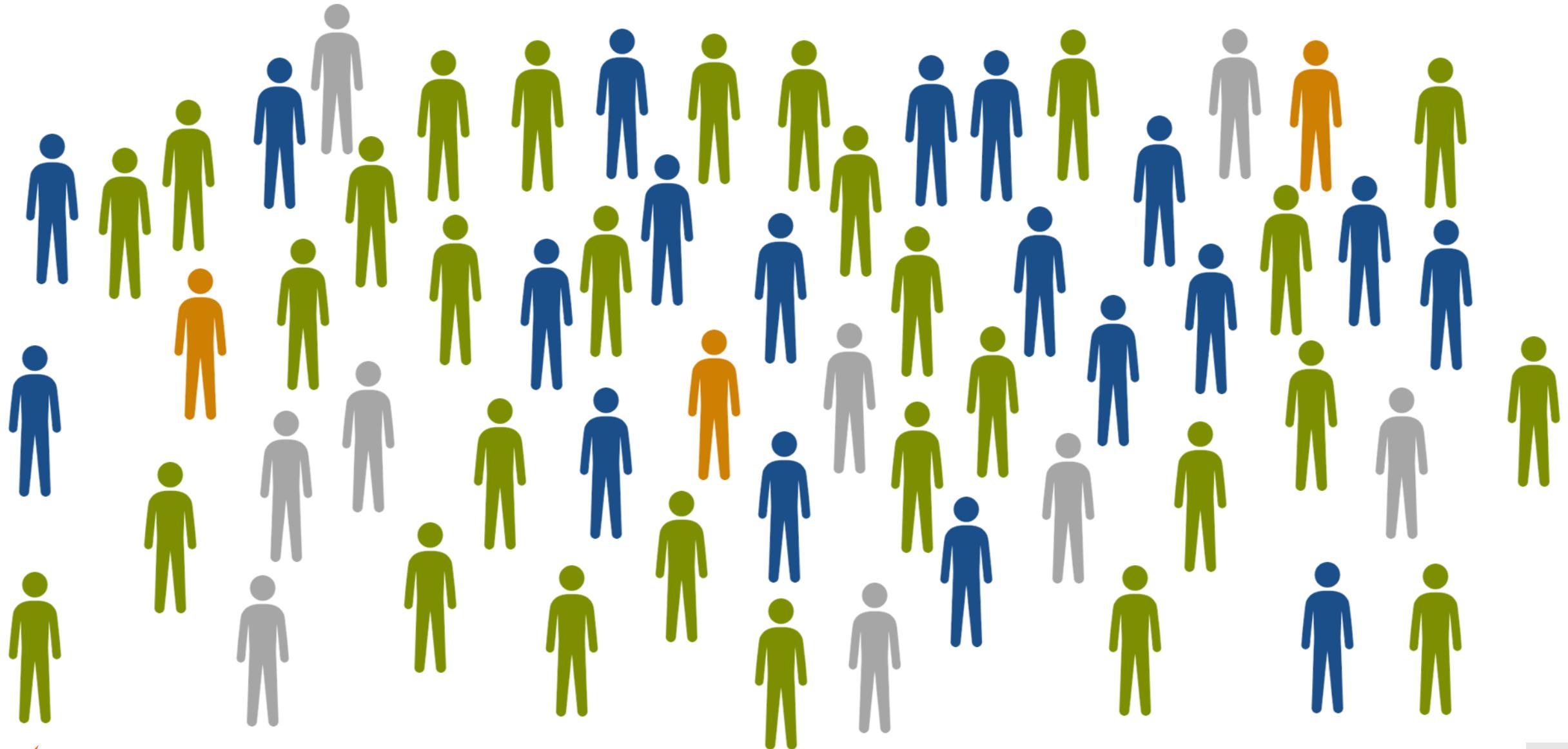
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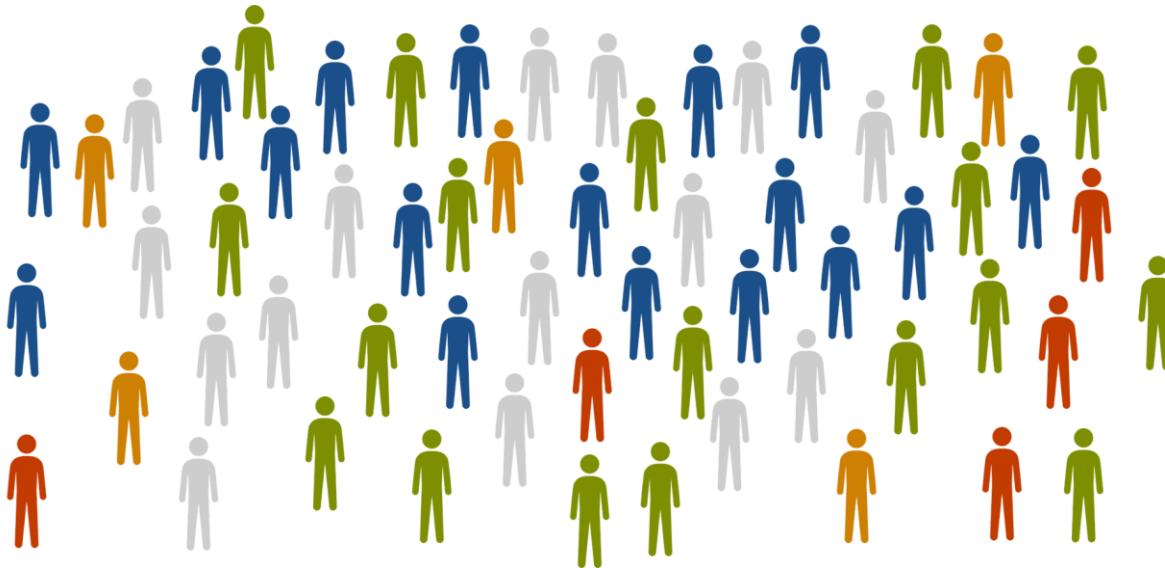
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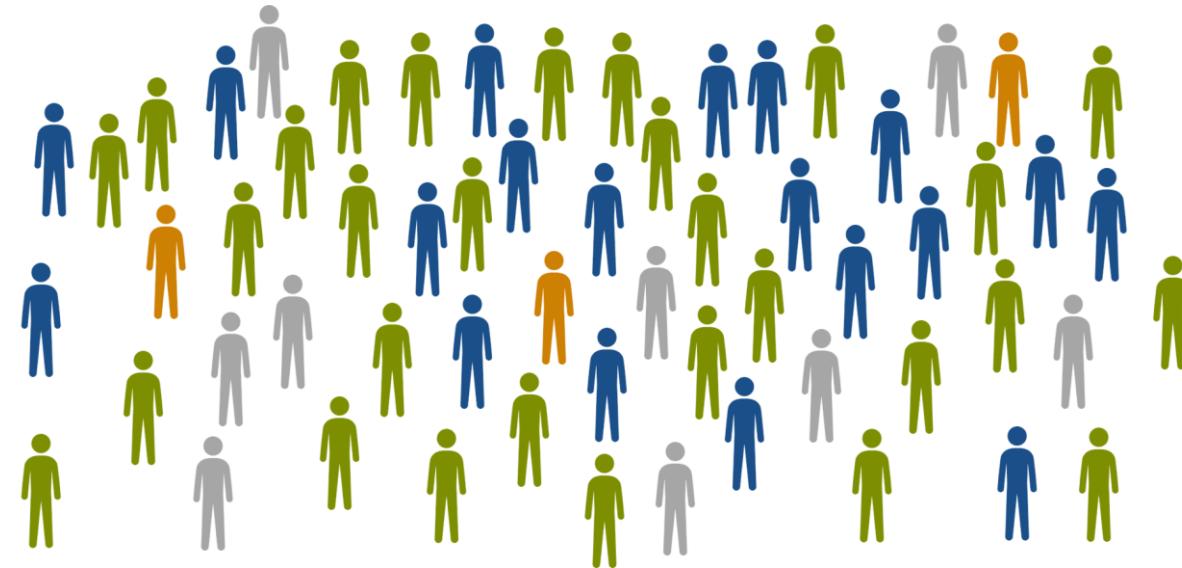


# Work Forces Compared



**25%** looked for other jobs

**25%** of remaining are low fit

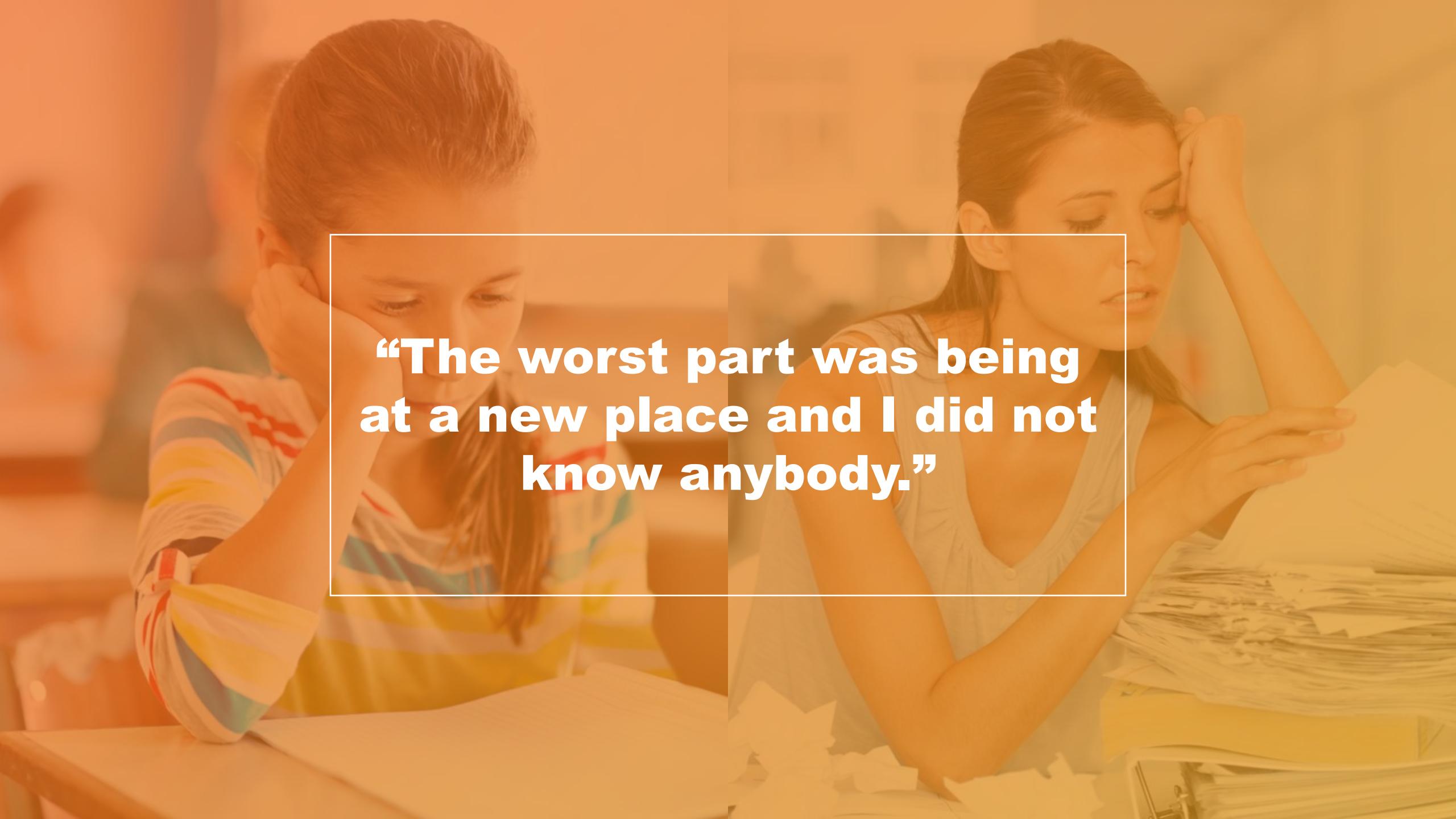


**15%** looked for new jobs

**6%** of remaining are low fit



# First Day

A photograph of two young women sitting at a desk, looking stressed and overwhelmed with papers. One woman is in the foreground, leaning her head on her hand. The other woman is behind her, also looking down at the papers. They are surrounded by stacks of papers and documents.

**“The worst part was being  
at a new place and I did not  
know anybody.”**

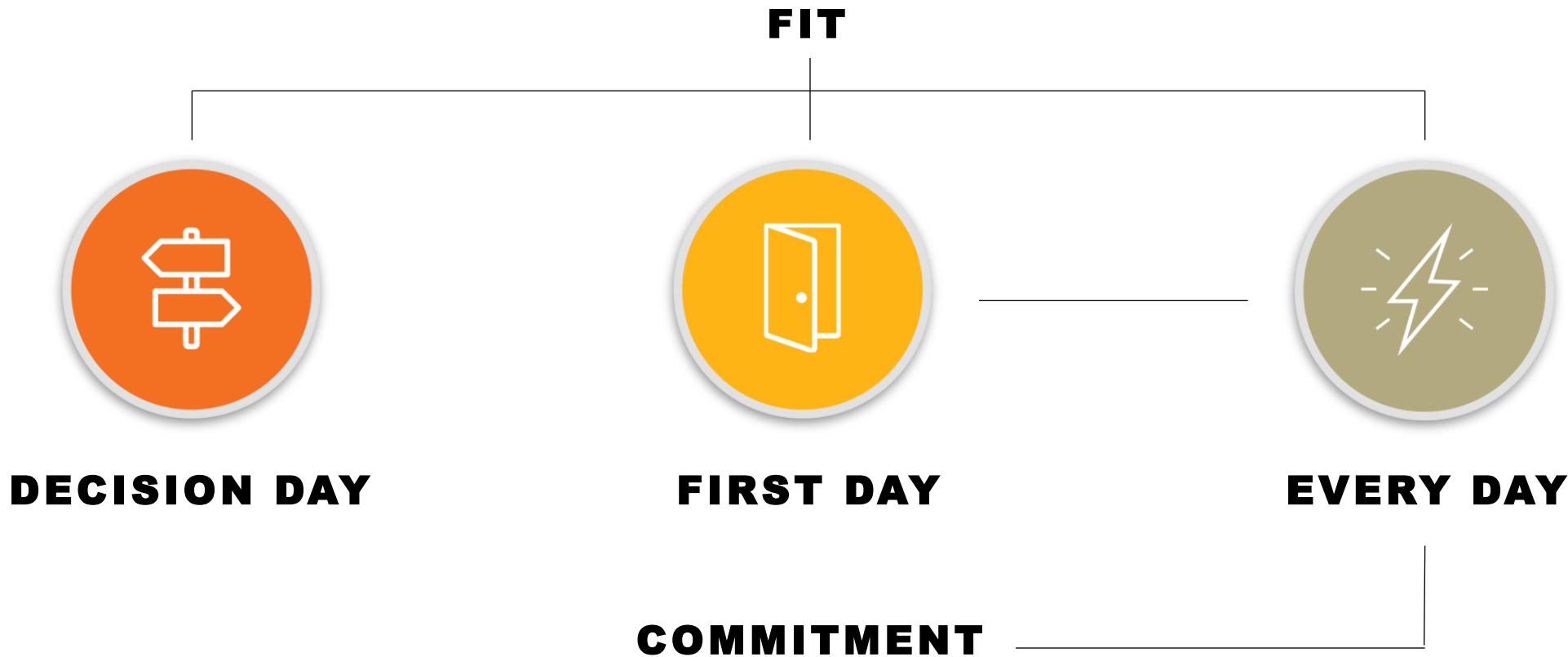
A group of diverse young adults are laughing together in a bright room. In the foreground, a woman with curly hair and a man with glasses and a beanie are smiling broadly. Behind them, other people are visible, including a woman in a red top and a man in a grey shirt. The room has white tiled walls, hanging plants, and a wooden shelf.

**“The best part was meeting  
new [friends/co-workers].  
The worst was that I was a  
little scared to meet new  
[friends/co-workers].”**

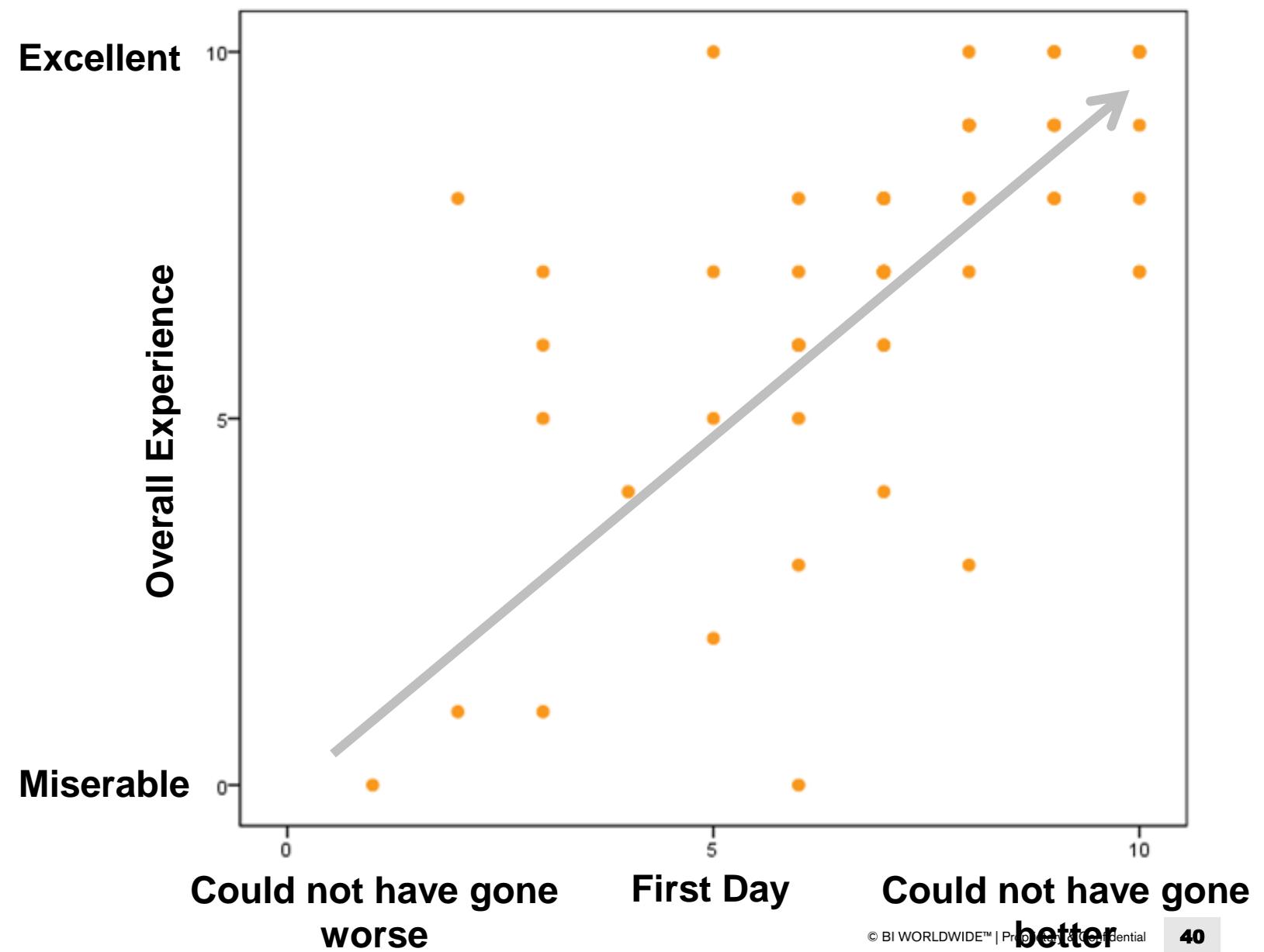


**“Worst part was not being asked to join anyone for lunch, so I ate alone.”**

# The first day sets the tone.



# First Day Sets the Tone



# Making a Great First Day



# Will I sit by myself at lunch?

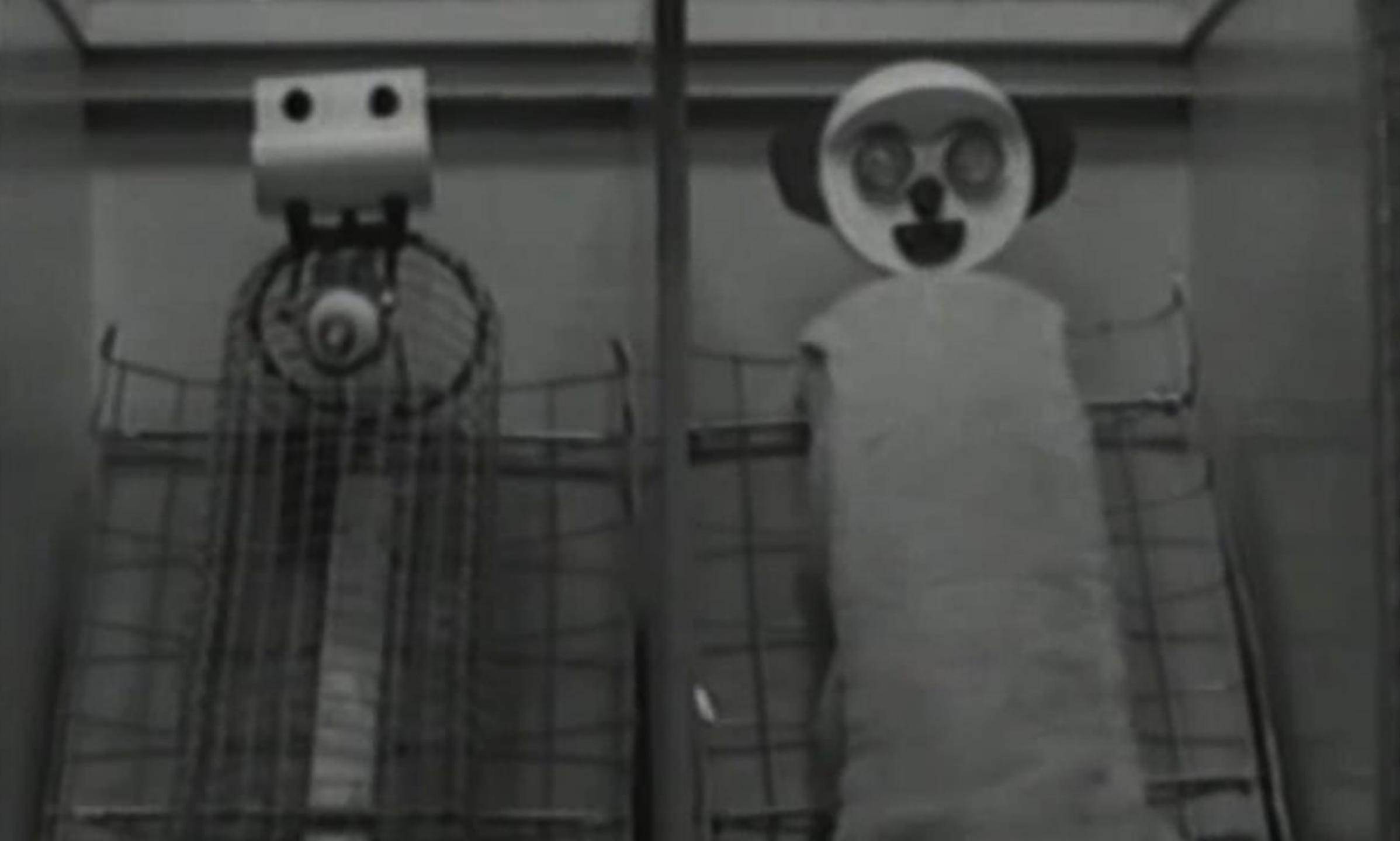
- “I hated knowing no one and not being welcomed.”
- “It was uncomfortable to be in a new place.”
- “People weren't as friendly as I thought they'd be.”
- “I was welcomed warmly and had someone with me, the whole day. Multiple people told me how excited they were to see me and have me as a new part of the team.”

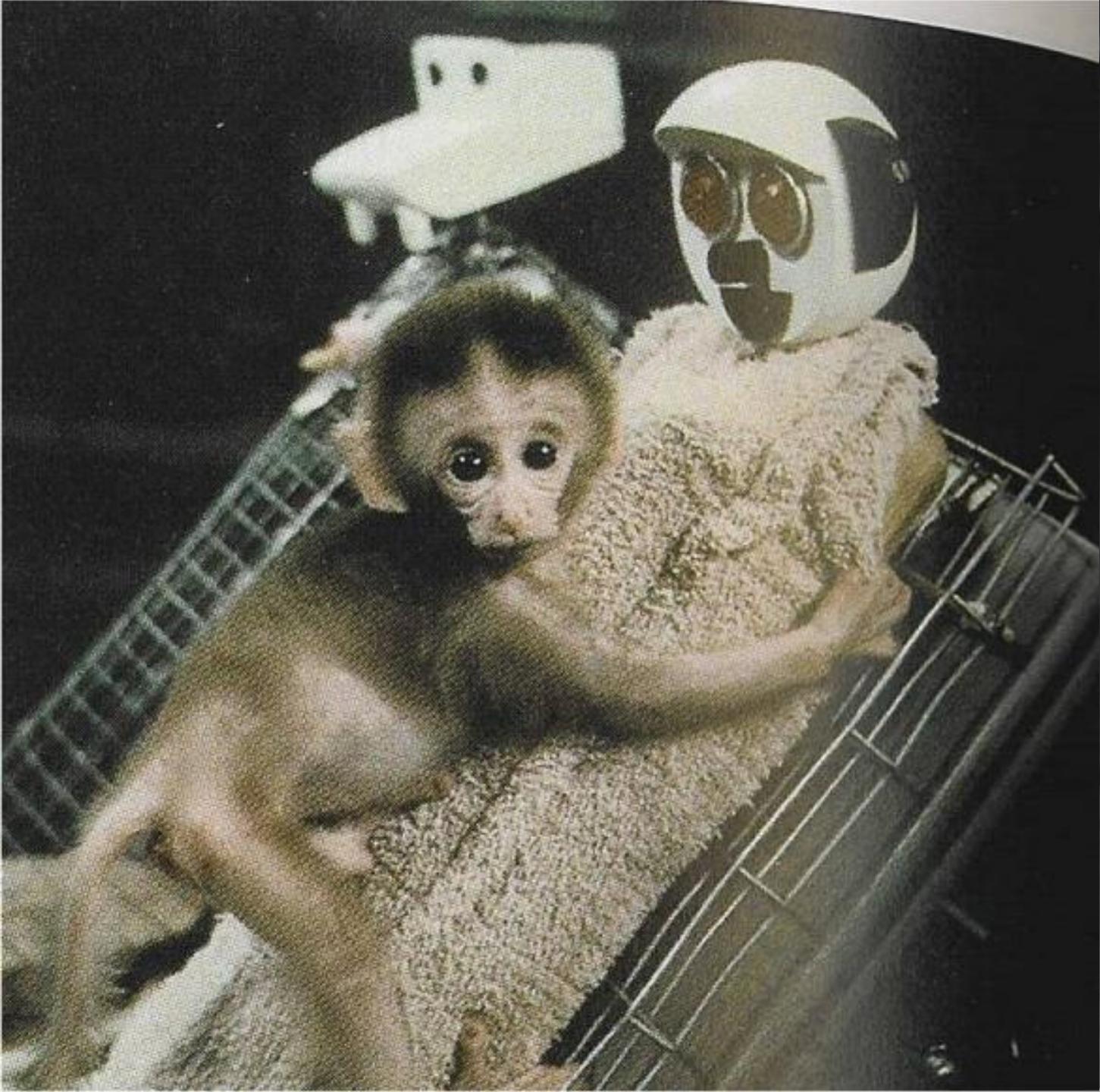




itsmecraiglee Back at it on  
@cwjanethevirgin tonight on @thecw! my  
character's orbit centers around the  
handsome and charming Rafael Solano,  
played by the handsome and charming  
@justinbaldoni, who is perhaps the warmest,  
friendliest person I've ever worked with. My  
first day on set, before we even met, he  
BOUNDED across the stage when he saw  
me, gave me a huge bear hug and said  
"Dude, we're so pumped you're here!" Justin, thanks for  
gonna have so much fun!" Justin, thanks for  
being so great, and I hope they let you grow  
your beard back so we can be #beardbros again

**My first day on set, before we even met, he BOUNDED across stage when he saw me, he gave me a huge bear hug and said “Dude, we’re so pumped you’re here!”**







## The “Wire Mother” Mentality

- They get paid to be here.
- They have what they need to do the job.
- The break room is available.
- I showed them where the suggestion box is.

# **The “Cloth Mother” Mentality**

- How can we make the workday enjoyable and rewarding?
- How can I advance employees to achieve to their full capabilities?
- I will schedule lunches for new employees' first week.
- I will actively listen to employees' ideas.



# **OVERALL ONBOARDING EXPERIENCE**

# Training and Development

**64%**

Received the training they  
needed to do their job well,  
**while 36% did not**



n = 988

Base: Representative Sample of U.S. Employees of Large Organizations, Tenure >= 1 year  
Happiness at Work, Engagement, Commitment and Performance Intensity Measured on 1 to 5 scale, with 5 being  
the best.

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# Employees want training.

In a sample of over 600 salespeople,  
**28% say they did not get enough onboarding**





# Will I catch on to what we are doing?

- “Without the proper clearances I had to wait around before I actually got to start any work.”
- “It was just after the campus was closed for a week. My equipment wasn't ready and nobody was there to train me. It was awkward and I wasn't sure what to do.”
- “There was no real training structure in place, so I felt like I did a lot of sitting around.”
- “It is just kind of awkward getting trained and asking a bunch of questions.”
- “[The worst part was] not knowing what I was doing, I wasn't confident.”

# Cover the basics, and more.



Intent to Stay



Proficiency



Happiness

I understood all the details of the job offer.	X		X
I understand day-to-day operations at the organization.	X	X	X
I understand my total compensation.	X	X	X
I know how to recover from mistakes I might make.	X		X
I've created a plan for my career development.	X		
I have a mentor.	X		
I have received feedback about how I could use my skills and abilities to best contribute to the success of the organization.			X



# Make every moment count.

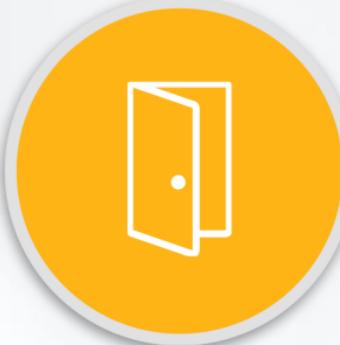
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# QUESTIONS?

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