

# EX maturity path

## How organisations develop and execute on employee experience goals

Human centred design is a common mindset and set of tools that is helping to create better experiences for people at work. It puts employees at the heart of decisions about where to focus and in developing solutions to improve the experience. While different organisations approach EX in different ways – size, culture, history, resource and operations all have an impact – there are some common steps on the way to a more transformational approach. Many of these reflect a human centred design approach.



	1. Forming	2. Performing	3. Transforming
<b>What's happening for employees</b>	The employee experience is disjointed and incoherent across the organisation and from one interaction to the next.	The employee has pockets of great experience, with more consistency creeping in.	The employee experience feels connected, integrated and cohesive from beginning to end.
<b>What's happening behind the scenes</b>	<b>Experiments by pioneers and small groups</b> Our approach is disjointed, but we can still fix things in the experience. We experiment with new ways of doing things and learn all the time. We recognise that our audience is not a single group, but made up of disparate individuals. We only have basic people data and employee feedback to work with. We focus on quick wins and move fast with limited data. We often start with solutions rather than deeply understanding the problem.	<b>Work begins on simple employee journeys</b> Our approach is defined and we are clear on how we collaborate. We're developing our skills and the tools we use. For example, we have summaries of our employee end users to understand and meet their goals (basic personas). And we've started journey mapping to plot the steps and interactions our people have in relation to an aspect of their time with us, eg onboarding or becoming a first-time manager. We work with one team at a time to identify and work on the most critical moments in that journey.	<b>Multi-functional teams work on complex journeys</b> We work and activate on several dimensions at once, often complex areas, such as culture or equipment. These are not just set pieces like onboarding. We focus on complex employee journeys owned by multiple teams. We understand what drives behaviours and work on multiple levels – what our people think, feel and do. We have detailed summaries of our audiences, built on data, that include nuances and attributes. Shared across the enterprise, we use these personas to tailor experiences for employees.
<b>FOCUS</b>	<b>Our focus is reactive and opportunistic</b> We... <ul style="list-style-type: none"> <li>Want quick wins, so focus on small, discreet things to fix</li> <li>Rarely have data to validate assumptions</li> <li>Build alliances and trust by redesigning processes prioritised by HR and other departments</li> </ul>	<b>Our focus is aligned to business strategy</b> We... <ul style="list-style-type: none"> <li>Show tangible business impact by taking a proactive and strategic approach to decide what to work on</li> <li>Demonstrate rigorous thinking and use a range of factors to validate decisions</li> </ul>	<b>Our focus is business strategy and future growth</b> We... <ul style="list-style-type: none"> <li>Drive organisational performance by aligning EX activity to organisational goals</li> <li>Have a research approach that generates insights to create better solutions for employees</li> <li>Have a clear methodology for prioritising, using data, insights and measurement</li> </ul>
<b>MINDSET</b>	<b>Our language and mindset is from HR – the language of EX is limited to a few early pioneers</b> We talk about... <ul style="list-style-type: none"> <li>Processes and programmes first, people second</li> <li>What we do to employees</li> <li>People as resources</li> </ul>	<b>Our language and mindset is about the products we deliver</b> We talk about... <ul style="list-style-type: none"> <li>Emotions – they are the material we work on</li> <li>Employee journeys</li> <li>Moments that matter – significant points in a journey that have a disproportionate impact (positive or negative)</li> </ul>	<b>Our language and mindset is about experience and the employee as a customer</b> We talk about... <ul style="list-style-type: none"> <li>People and their unique needs and motivations</li> <li>The richness of the experiences we create for different people</li> <li>EX outcomes, not just the tactics we use to achieve them</li> </ul>
<b>INVOLVEMENT</b>	<b>Involvement in EX initiatives is ad hoc and informal</b> Those involved in EX initiatives include... <ul style="list-style-type: none"> <li>Process owners struggling with a problem</li> <li>Local EX enthusiasts running side-of-desk projects alone or in small teams</li> <li>Employee end users collaborating on solving problems</li> </ul>	<b>We have a small, dedicated EX team with some collaborators beyond</b> Collaborators include... <ul style="list-style-type: none"> <li>Journey owners</li> <li>Individual teams empowered to improve EX and act on feedback</li> <li>Employee end users</li> <li>Managers who understand their role in creating a great EX (and who are supported to deliver it)</li> </ul>	<b>There is dedicated, senior level EX ownership and leadership</b> We... <ul style="list-style-type: none"> <li>Face no barriers getting the right people involved</li> <li>Have an established sponsor user programme to quickly find the right employee collaborators</li> <li>Embed EX design skills and ways of working in teams beyond the EX team</li> </ul>
<b>IMPACT</b>	<b>We impact discrete parts of the employee experience and measurement is patchy</b> Our approach to measurement means we... <ul style="list-style-type: none"> <li>Can't always evaluate the impact of our efforts</li> </ul>	<b>We create impact in a systematic and joined up way</b> Our approach to measurement means we... <ul style="list-style-type: none"> <li>Draw clear links between EX investments, business goals and metrics</li> <li>Demonstrate links between EX and our NPS, CSAT and CES</li> </ul>	<b>We measure impact in tangible business outcomes</b> Our approach to measurement means we... <ul style="list-style-type: none"> <li>Demonstrate tangible business outcomes in performance, productivity, attraction, retention, engagement and more</li> <li>Demonstrate cost and time reductions, lower tech investments, simplification and more</li> </ul>

IMPACT



Brought to you by the EX Design Club in collaboration with PeopleLab and FathomXP

The EX Design Club is a group of EX leaders from across the globe. Initially contributors to Employee Experience by Design – How to Create an Effective EX for Competitive Advantage, it is now a broader club and welcome to new members. Contact [belinda@fathomxp.com](mailto:belinda@fathomxp.com) to find out more and get involved in future collaborations.

