



Developing Superior Employee Experience Model for a Team in an Organization

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2020 Laurea



Laurea University of Applied Sciences

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MBA in Service Innovation and Design

Master's Thesis

September, 2020

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| | | | |
|------|------|-----------------|-----|
| Year | 2020 | Number of pages | 135 |
|------|------|-----------------|-----|

Experiences shapes human being by creating everlasting memories and relationships to feel being alive. This is directly connected to experience created at workplaces, as we spend half of our wake time at job. It is seen employee experience and success in customer experience has direct correlation, so organizations need to modernise themselves to see the world through the eyes of their employees. Also, traditional HR practices need to evolve to be working together with real estate, IT, marketing, internal communication and global citizens to support a seamless employee and customer experience.

The aim of the thesis is to develop the Superior Employee Experience Model (SEEM) with a team in case company ABB Oy., to deliver the best experiences by following research questions: What is the importance of employee experience in developing individual performance, How to develop a culture inside organization so that employees in team are motivated to deliver superior customer experience and Can redefining ways of working and better time management improve individual employees' goals in future.

The thesis is studied through theoretical framework sets which are employee focus, organizational focus and identified key motivators. The thesis research topic uses design thinking principles and service design tools together with employees from identifying to designing experiences in an iterative and co-creation method. The Double Diamond is used as base structure for research process between convergent and divergent environments.

The results were analysed from the current state employee journey map, survey and face to face interview outcomes are used to construct the core six core sets of GAP cards. A GAP card has comprehensive information of current state of EX in organization, possible ideal state, possible employee actions and expected actions from organization.

Above processes lead to construct Superior Employee Experience Model (SEEM). The model displays six process steps information, inspire, instruct, involve, reveal and repeat to result in eliminating gaps between employee and organization expectations. Also, researcher identified eight step strategic implementation plan for SEEM developed based on Kotter's theory on change management strategy, for successful execution of change in the case company.

By following the SEEM process steps and strategic implementation plan the case company can benefit with satisfied internal as well as external customers having superior experiences.

Keywords: Employee experience, Engagement, Customer experience, Gap, Service design

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1 Introduction

Curious nature of human beings makes them do things from where they create experiences. Experiences are those feelings that keep us the humans alive and keep us going on striving to achieve new experiences to maintain the feeling of being lively. Experiences are created from things like exploring new places in the world, trying out adventurous activities, eating new cuisines in fancy restaurants, etc. They delight our mind, heart, body and senses with all these varieties of activities leading into creating experiences that we would remember for a long time or even a lifetime. As experiences are self-created so they cannot be owned like physical objects where the charm of owning decline over time. In fact, experiences shape and mold us as human beings by creating everlasting memories and relationships. Act of having experiences is self-initiated in certain circumstances as nobody asked us to engage, spend money and time in creating these experiences. But we as humans want to do all sort of unusual experiential activities that delights us to keep going being alive. Creating experiences are also directly connected to our workplaces and organizations in which we work. By spending almost half of our awake time working at workplaces, we do give importance to the experiences we create at our workplace. Present day organizations are trying out different ways to redesign themselves to become focused on their employees and the experiences they are building at workplace. Organizations realize the need to design these ultimate experiences that shapes the employee's relationship with the organization. The difficult part here is to design ways to shift employee's relationship with their work to become more experience driven. The ultimate goal for the organizations would be to invest in creating positive experiences for employees to become happy and engaged at workplace, hence scale of satisfactions would increase over time (Morgan 2017).

In 2012, CEO's around the globe witnessed digital transformation as a major trend, so the strategic change was to focus on digital skills, agile transformation, new ways for managing jobs and careers. On the other side, Human Resource (HR) department moved there focus on culture, engagement and building employment brand as the recruiting market was shaped by industry leaders. An evolution is visible, where there is issue in finding smart people in market. As the competition, transparency and mobility in the workplace are valued and growth mindset is developing constantly. To accommodate all the above thoughts, HR department are building a culture of trust, transparency, fairness, diversity and inclusion. As the business focuses on productivity and stress levels of employees have directed the organizations to concentrate and focus more on employee experience. There is a shift in the approaches of HR from integrated talent management to building employee experience and giving focus to how employees work, and their personal life can be managed better (Vallikat2019).

1.1 Motivation for the thesis

The underlying motivation of the thesis is to develop and design employee experience and engagement within a team through change in work culture and environments of the organization. Leading to build Superior Employee Experience Model for teams to develop in the organization. To support the motivation of thesis, overall understanding is gained through statistics from today's outperforming organizations around the world that creates platform for the need to study this topic. Also, understanding the progressive success of those organizations that depends on experiences they give to their employees.

- In 2016, report from a study on employee engagement benchmark mentions about “a correlation between employee engagement and success in customer experience, study also reveals that companies that excel at customer experience have one and a half times as many engaged employees as customer experience laggards do” (Temkin 2016).
- Study done by Gallup has established that “a staggering 87% of employees worldwide are not engaged, while the companies with highly engaged employees outperform their peers by 147% in earning per share” (Lee Yohn 2016)
- Statistics data from 2019 employee experience and engagement show that in “2019 employees engagement level in US was 62%, in UK it was 48%, in Australia it was 56% and Hong Kong - the lowest score of 42%” (George 2019).
- The active job seeker dilemma study found that “83% of HR leaders said, employee experience is either important or very important to their organization's success and companies are investing more in training by 56%, improving their workspaces by 51%, and giving more rewards to employees by 47%” (Writer 2016).
- While Forbes predicts that - “90% of employers anticipate more competition for talent, especially in India, North America and Asia. So, making the workplace an experience allows companies to embed their culture and values in the workplace and use this to recruit and retain top talent” (Meister 2017).
- Jacob Morgan developed employee experience index from his intensive research on employee experience with 252 global organizations across 17 variables grouped into 3 environments: cultural, technology, and physical space. His research reveals that out of all the organization only 6% (15 companies) are experiential, which means they do an amazing job of investing in and designing for 3 defined environments. These companies showed 4 times higher average profit, 2 times higher average revenues, 40% lower turnover and 24% smaller headcount than other non-experiential organizations.

Also, his research analyzes that ROI (Return on Investment) on employee experience is significant and it delivers higher productivity, profit and revenue per employee, stock price performance and much more (Morgan 2017).

From the statistics above, it reveals that there is a pressing need to establish high level of employee experience and engagement in the organization. This can be done by upgrading the workplace to become experiential and developing through the three environments of the organization. More engaged employees who have high employee experience will deliver high customer experience that will lead the organizations to become successful. Moreover, HR leaders are going outside of the domain of HR function and partnering with real estate, IT, marketing, internal communications and global citizenship so they can support in creating seamless employee and customer experience (Meister 2017). This is the reason why the author of the thesis is highly interested in building up the topic of developing Superior Employee Experience Model (SEEM), that would increase customer experience in the case company, eventually leading to greater success in future.

The author of the thesis works as lead designer at global ID&UX design team in Motion business line at ABB. Responsible of leading UX/UI design function in the design team, managing and leading team of talented UI designers to deliver superior customer experience for all the digital and service products of ABB Drives. As an in-house designer, author's personal employee experience has guided to develop the thesis topic. There are occurrences where in design team need to develop and acquire environment to receive needed recognition, respect and value as designers. The design team is on the threshold of establishing the need, understanding and value of full stake in-house design team in an engineer lead organization.

In the case company, it is observed that design culture is not yet established in product development process, so it is essential to first get support from upper management and human resource (HR) to initiate and drive the change. Making them realize that position of the ID&UX design team is central to provide organization's key value of superior customer experience and developing customer centric thinking through its designs and processes. Also, there is an inherent need to make the design team and its members empowered and engaged to fulfill these needs. By having clarity on common goals from stakeholders, supportive leadership, empowering designers, realization that their work is meaningful, and they create value by design and development of best in class products and services. All the above can be achieved by delivering superior customer experience to industry by receiving superior employee experience and engagement from the case company. Hence the results from the research work could be useful for the ID&UX design team and HR to build superior employee experience in the case company.

1.2 Aim and research questions

The thesis aims on developing an employee experience model (SEEM) to deliver an open culture inside organization so that employees receive superior employee experience and they are motivated to perform their best by delivering results, leading to deliver superior experience to customers. This is achieved by answering the following research questions:

1. What is the importance of employee experience when developing individual performance?
2. How to develop a culture inside organization so that employees in team are motivated to deliver superior customer experience?
3. Can redefining ways of working and better time management improve individual employees' goals in future?

Along with the above research question, author has also identified key motivators which would affect the ways in which superior employee experience is delivered within the team. The motivators driving the thesis are:

- a. Leadership qualities
- b. Time management
- c. Employee empowerment

1.3 The case company

The case company for the thesis is ABB Oy (ASEA Brown Boveri) is a Swiss-Swedish multinational corporation. "ABB is a technology leader that is driving the digital transformation of variety of industries for more than 130 years" (ABB history2019). ABB as a pioneering technology leader supports to write the future of industrial digitalization and comprehended values of business to business (B2B) around the globe. Today, "ABB has four customer-focused, globally leading businesses: Electrification, Industrial Automation, Motion, and Robotics & Discrete Automation, all being supported by the ABB Ability™ digital platform" (ABB 2019). ABB operates in more than 100 countries with about 147,000 employees globally (ABB 2019).

"ABB's Motion business is the #1 in global Motion businesses globally and also growing their lead" (ABB businesses 2019). ABB provides customers with the complete range of electrical motors, generators, drives and services, as well as mechanical power transmission products and integrated digital powertrain solutions. ABB scientists and technologists are continually innovating a comprehensive range of products, systems and services that increase energy

efficiency, reliability and productivity for their industrial, utility and infrastructure customers (ABB businesses 2019).

Motion business line has around 20,000 employees worldwide, 42 manufacturing sites serving customers around the world and more than 100 countries where ABB conducts business (ABB Motion 2019). ABB Drives is one of the product-line that is part of ABB Motion business. ABB drives are made with efficiency and performance by empowering productivity and efficiency for their customers and partner as they base their trust in ABB to stay competitive. ABB drives provide flexibility to help its customers and partners to optimize their processes and controls, by giving reliable solutions for less downtime. ABB drives also provides premium services and expertise, anywhere on the globe. ABB drives provides suitable services to its customers and partners so the future of their products and system is well secured and well informed. Along with that providing expertise and experience to help its customers find and implement the right services for their assets by providing appropriate guidance and full support along the lifetime of the drives. ABB Drives employ some 6000 people globally, 1200 of which are in the Pitäjänmäki, Helsinki, Finland premises and 650 employees globally work in Research and Development (ABB Drives 2019).

At ABB Drives, there is a dedicated Research and Development (R&D) department where Technology management office (TMO) is positioned. There are many functions under the hood of TMO, these are the functions which serves across globally for Drives business line. TMO's offering are aligned with updated strategies of the company and achieving company's values at the core of their functions by enabling world class technology, processes, design and culture. TMO provides and develop technologies and unified ways of working, that enables products and services development. TMO's offering to Drives business are managing and executing technology projects, supporting and protecting new ideas, enlightening regulations and standards, managing product architecture, offering function specific coaching and bringing user centered design (UCD) practices and support to the projects. TMO also supports in building competences, developing technology and facilities, creating function specific strategies, developing and implementing processes and tools, changing culture towards more efficient process and customer-oriented company.

ABB Motion global Industrial Design and User Experience (ID&UX) Design team is ideally well placed in the TMO by providing the needed user centered design (UCD) processes, practices and support to the business line Motion, which include Drive products, System Drives, Drive Services and Traction. The ID&UX design team was introduced in TMO around 5 years back as in-house design team, to provide needed UCD understanding, processes, support and resources for Industrial Design, User experience, User interface (UX/UI) Design and Service Design. The design team introduces outstanding new ways of developing physical, digital products and services for a wide range of industries and applications that ABB covers. The core

ideology of the team is to empower ABB customers in the new product development activities from a very initial stage during conception so that the output results are meeting the needs and wants of the end customer. Design team is actively creating, adopting and testing out new ways of working models and tools to make sure that the solutions provided by design team deliver superior customer experience. The said design team is the only global team responsible for supporting and enhancing a user centric approach in R&D practices within the Motion business line.

Composition of the ID&UX design team is made of function owners from industrial design, UX/UI design and service design, permanent UX/UI and Service designers, design student interns and consultants totaling 12 designers working in the team. Delivering services like industrial or product design, user experience and user interface (UX/UI) design and service design to products of Drives, Motion business line. They work closely with product managers/owners and project managers to participate in the development of products in project mode. Designers also participate in strategic discussion for conception of new products by bringing in the voice of customers to projects. The design team is in key role of providing superior customer experience via all the digital, physical and service products designed and developed by the ID&UX design team by keeping ABB's customer/users need in focus.

As ID&UX team is fairly young team compared to other functions, it is still developing and growing inside TMO. So, the needed titles and roles for designers are not yet introduced in the HR system, hence the designers are still known as engineers in the HR systems. Design team is also developing their internal design processes and ways of working to be effectively participating in projects to deliver superior customer experience. Another key role of the design team is to drive cultural change in the organization by spreading awareness towards the value of design in product development by following user centered design process and methods. There are other design teams in different business lines inside the organization and they form a good network of designer's community by supporting and connecting to the needs of designers. Still the ratio of designers to engineers in the organization is low, so the recognition and value of designers is not always visible.

1.4 Research approach and structure of the thesis

The author of the thesis is designing and developing a process driven Superior Employee Experience Model (SEEM) explained in chapter 5 with the bases of cultural, technological and physical organizational environments. Using the Gap analysis model along with understanding gathered from theoretical framework, employee feedback and mix research methods the GAP cards were introduced. The purpose of the GAP cards is to identify ideal, current and future needs of superior employee experience. GAP cards also facilitate and provide basis for creating ideas and solutions to eliminate the existing gaps. The thesis research process of

developing and designing the superior employee experience is resulted into the model SEEM. The author of thesis concludes representation of the model SEEM, its implementation process and strategic steps are developed as the key outcomes to support the entire research by identifying and validating the needs of employees and the organization. The figure 1 represents the structure of the thesis, which is explained in detail as follows.

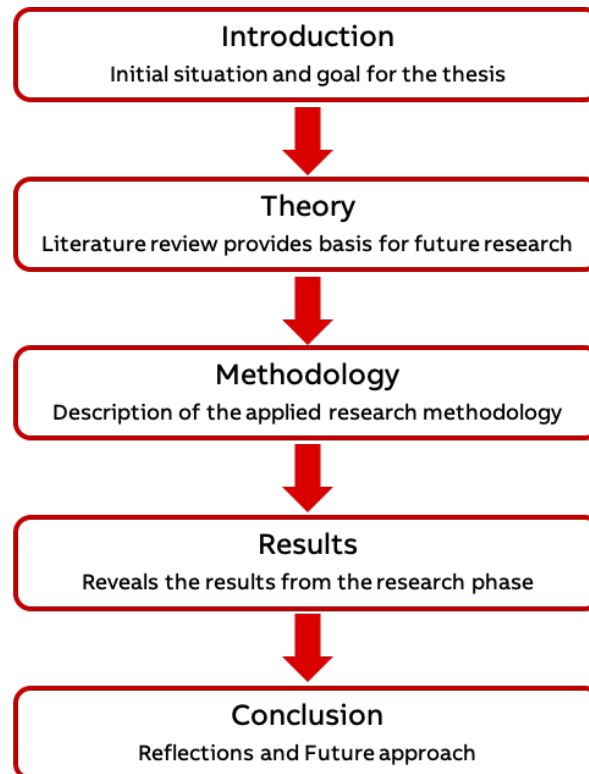


Figure 1: Structure of the thesis

Introduction

The introduction in research thesis observes the initial situation and later identifies the need and bigger perspective for researching on the topic of employee experience and engagement. By taking account of the current state of employee experience in the case company, the aim of the thesis and motivational factors gathered from varied sources were used to created research questions and research motivators. The key driver of the thesis is to provide the case company with valuable current information of employee experience and engagement from ID&UX design team to human resource and management team. Introduction of case company is taken care with the overall company structure, business model, employee HR practices and the subject core team of UX/UI team.

Theory

Theoretical framework consists of literature review that provides basis for present and future research and description of different methods used to develop results. Based on the research process and approach, many key theories were recognized and studied in detail to gain deeper knowledge on the subject. This understanding builds up the theoretical framework of the thesis which aims on bringing awareness, knowledge and support to research process by identifying the ideal states of different aspects of employee experience. Apart from key theories on employee experience and employee engagement, organizations perspective of agile organization and customer experience were studied in depth and key aspects were used in the design process. Using existing models like the gap analysis model and Kotter's eight steps of change theory support the thesis to be more concrete from theoretical approach. All the understanding and knowledge gathered from theoretical framework is used extensively in the entire thesis as core support to derive and validate outcomes through defined research design processes.

Methodology

In the methodology section of the research thesis the author uses service design process and practices in the case company along with design team group to find answers of the research questions. Further designing and co-creating the solutions along with the employees to iterate ideal employee experience model to enhance superior employee experience in the organization. The method suggested by the design thinking principles is to keep users/employees in the center of the process and by involving employees in a collaborative and co-creation process to design future proof experiences that cover any complexity and fuzzy nature of developing work environments (Pink, 2011). Also, when solutions are co-created with the employees, it becomes easy for employee to adopt to the change effectively in short duration.

Results

Identification of employees' current experience and expectations from future experiences are collected and allocated in relevant themes. Later, they are then compared with the ideal state of employee experience possible in the organization to identify gaps existing between the expected employee experience and possible organizations perspective to employee experience by using Gap analysis model. Set of GAP cards become the core result revealing tool to link all three important parameters with criticality and implementation severity is also identified with the help of top management feedbacks.

Conclusions

This identification of gap become driver that would yield the thesis motivators - leadership qualities, time management, and employee empowerment to be effective to develop a superior employee experience model (SEEM) with the help of Kotter's eight step theory and practical outcomes from CASE company. SEEM works as a recurring process to develop superior experience creator for the employees and need based regular assessment will bring in feel of ownership and happiness within employees. This will positively increase the relationship of company and employees. Hence the case company would be successfully delivering superior employee experience to its employees and the employees in return be empowered to deliver superior experience to customers of the case company. Author tried to give suggestions based on GAP card outcomes and scope of future research on this topic.

Author aims to bring out the intrapreneur in the employee and make them feel - My organization is my responsibility.

2 Theoretical framework

The theoretical framework of the thesis as shown in figure 2, is composed of three sets, first set is employee focused theories like - employee experience theories, employee engagement theories and organizational environments affecting employee experience. Second set focuses on organization with theories like - employee and customer experience connections, agile organization, GAP model and the eight steps change management process. Third set focus on key motivators - personal leadership, employee empowerment and time management. The thesis topic is studied from these theoretical frameworks for better understanding of a holistic picture of the subject. Also, to derive answer using theoretical perspective to the research question: "What is the importance of employee experience when developing individual performance?"

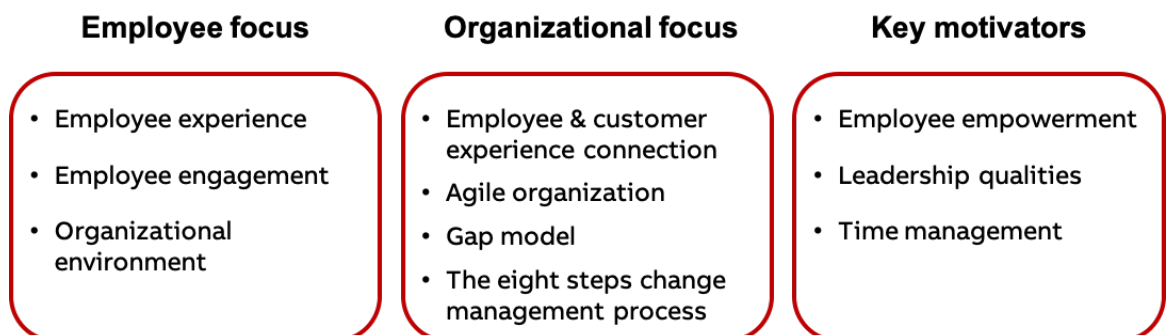


Figure 2: The thesis theoretical framework.

2.1 Understanding employee experience

Employee Experience can be defined as “Designing an organization where people want to show up by focusing on the cultural, technological and physical environments” (Morgan 2017, 9). This definition covers all aspects of the entire relationship and journey that employee is experiencing while interacting with organization within three distinct environments. Morgan believes that employee experience does not replace engagement, but actually employee experience creates engaged employees by focusing on the cultural, technological and physical environment of the organization (Morgan 2017, 6). It could also be said that employee engagement is a short-term solution, while employee experience is long-term redesign of the organization giving focus on the employees. This means, employee experience is only created when organizations know its employees thoroughly. Organizations need to truly know their employees by not only depending on people analytics but also having a team of leaders who are dedicated, capable and actively connecting with employees on a truly individual and human level (Morgan 2017, 9).

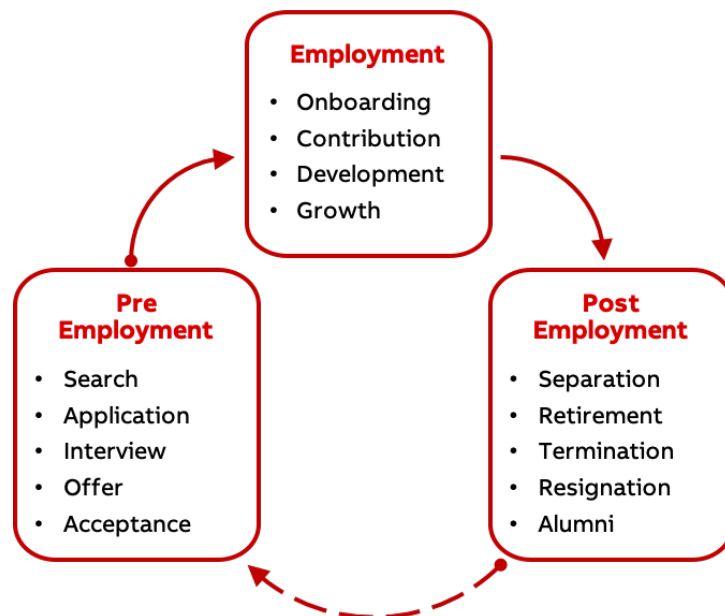


Figure 3: The three phases and touchpoints of the employee lifecycle (Plaskoff 2017, 138).

The employee’s journey with the organization consists of multiple touchpoints occurring during all the stages of the lifecycle of the employee. There are three major phases called pre-

employment, employment and post-employment, out of that the key landmark elements are attraction, on-boarding and exit. As seen, figure 3 represents the three phases and touch points of the employee lifecycle. The interactions between employee and employer at each stage of the journey creates experience for employee. The employee experience is the journey an employee takes in each stage of the employee life cycle with their organization. It is still necessary to think holistically about the complete experience instead of just some collection of selective events but to acknowledge that a real relationship of the employee starts before the employee enters the company and continues even after they leave (Plaskoff 2017, 138).

There are three ways in which employee experience could be viewed in different scenarios as shown in figure 4. First from the perspective of employees is by understanding their personal expectations, needs and wants. Second through the perspective of organization, who designs this employee experience from their understanding of what are the expectations, needs and wants of an employee. The third is the overlap between the two, which would be in the best interest of both employee and organization to something that is created and affected by both, as seen in the figure 4. The ideal scenario for most effective employee experience would be to build employees expectations, needs and wants that are well aligned, understood and designed together by the organization's and employees (Morgan 2017, 7).



Figure 4: The different perspectives building employee experience (Morgan 2017, 8).

Extensive research was done with over 250 companies globally to understand how companies are approaching to employee experience by Nelson. This research found that employee experience pioneer companies have some common elements in designing employee experience, but key ingredient are completely unique to their companies. The common elements involved in building awareness inside the organization around their employees are to enable best work

possible, build holistic employee journey, provide best experiences to increase innovation, development, performance and improved customer experience. While every company has a very unique culture and business context thus, they need unique employee experience definitions. Hence Employee experience varies from company to company and no two definitions are exactly alike (Nelson 2019, 6, 13).

Moreover, the collective features from entire employee experience content are mostly associated with feelings and emotions. As seen in figure 5, it is about employees who connect emotionally with the employer, furthermore employees are valued similarly as the customers and these thoughts are more qualitative. This is sought by understanding the emotional responses of employer and employees is the key to predict behavior of employee experience in the organization.



Figure 5: The matrix to achieve unique employee experience (Nelson 2019).

To conclude, employee experience is the journey incorporating employee, employer and organization that have unique cultural, technological and physical environments made suitably available to perform and gain experiences by mutual gains which is delivered to all the recipients in their desired form.

2.2 Creating engaged employee environment

As established in previous chapter, employee engagement is proven to be essential element for building up employee experience (EX) and creating engaged employee (EE) culture in the organization.

The first scholar to conceptualize engagement is Kahn, who states that “engagement is - the harnessing of organizations members’ themselves to their work roles; by which they employ and express themselves physically, emotionally, and cognitively during role performance” (Kahn 1990, 694). The physical feature in engagement concerns the energies applied by employees to accomplish behavior at work with increased efforts over period of time. The emotional aspects deal with how employees feel about their work and the energy they invest to meet demands of their roles. Finally, the cognitive aspect of engagement reflects to employees’ mindfulness, vigilance and attention to their work roles. Also, if work is clearly defined, challenging, varied, creative and autonomous then it is building strong connection with experience of employee engagement (Kahn, 1990, 1992).

Employee engagement is an active process in which employees pour in their personal energy into work and express themselves through their work too. Thus, mutual and active relationship that is positioned in the heart of engagement fulfils both the employees and their organization (Kahn, 1990).

Kahn also suggest three psychological conditions which is inspiring employees’ engagement that are - meaningfulness, psychological safety and psychological availability (Kahn 1990, 704). Role of meaningfulness can be seen as - employees feel worthwhile, useful and valuable. Factors influencing meaningfulness are task characteristics, role characteristics and interactions at work. Psychological safety can be seen as feeling safe and able to perform without fear of negative consequences to self-image, status or career. Factors influencing psychological safety are interpersonal relationship, group dynamics, management style, process and organizational standards. Psychological availability can be seen as sense of having the physical, emotional or psychological resources to personally engage at a particular moment. Factors influencing psychological availability are exhaustion of physical and emotional energy, individual insecurity and outside work life. (Kahn 1990, 704 - 714).

Inspired by Kahn’s work on engagement as a psychological state, Rothbard suggests two critical components involved in engagement: attention and absorption (Rothbard 2001). Attention implies to the cognitive resources, being deeply engrossed and not easily distracted by diversions. While, absorption implies the employee experiencing the intensity of immersion (Rothbard, 2001).

Elements of engaged employee environment

Creating a thought of engaged employee takes lot of work and commitment from the organization. There are ways by which exceptional workplaces have done it and they share common practices and philosophies that can be applied to any organization. As seen in the figure 6, here are few elements listed to design " Engaged employee environment, by creating high performing culture in the organizations." (Bersin, 2015 & Gallup 2017).

1. Ensure work is meaningful

Work is made meaningful by first making sure to select right person for the right job. Later giving them the tools, more autonomy, decision-making power, time and support to succeed. Moreover, employee needs to know what is expected of them and feel their manager have their back then they are invested enough to connect with and become loyal follower of mission or values of organization (Gallup 2017, 48). This will drive success and happiness for the person on the job as they see themselves fit for the job, perform well and they love their work. The concept of culture in the organization also has a big important part in job fit, to maintain high level of engagement and low turnover (Bersin 2015, 151).

Research have shown that meaningful work happens in small teams, as they feel empowered, can make decisions faster, adopt to needs quickly, team members know each other well and can support each other when team members need help or support. Engaged employees also need time to think, create and rest. Its observed that overworked employees tend to burn out fast, produce low quality outputs, provide low level of customer service, become depressed and become exhausted. By giving employees time, they can become relaxed, rejuvenated, engaged and perform better (Bersin 2015, 152).

2. Encouraging productive management

The element for building engaged employee starts from great management. Management refers to the daily, weekly and monthly activities that managers use to guide, support, align their team members. Where managers job is to set goals, support employees, coach for high performance and provide feedback to continuously improve (Bersin 2015, 153). As it's in benefit for organizations to invest in fundamental management practices that have tremendous impact on engagement, performance and retention.

The management practice that drives engagement is the importance of simple and clear goals. When employees have defined goals that are written down together with their managers and are shared freely, everyone feels comfortable and more work gets done. Realistic goals that are revisited and discussed regularly give employees prospect to create alignment, clarity and job satisfaction (Bersin 2015, 154). Bersin in his research mentions that only 51%

of companies attempt to develop aligned goals and only 6% do regular revisit. Its seen that companies who revisited goals quarterly have threefold greater improvement in performance and retention than those that revisit goals yearly (Bersin 2015, 154).

The next management practice that drives engagement is coaching. Great coaches understand employee’s strengths, move them into positions and rearrange work to leverage these strengths, and coach them to build on these strengths (Buckingham 2005). Employees feel much better about their work when they are able to be highly successful.

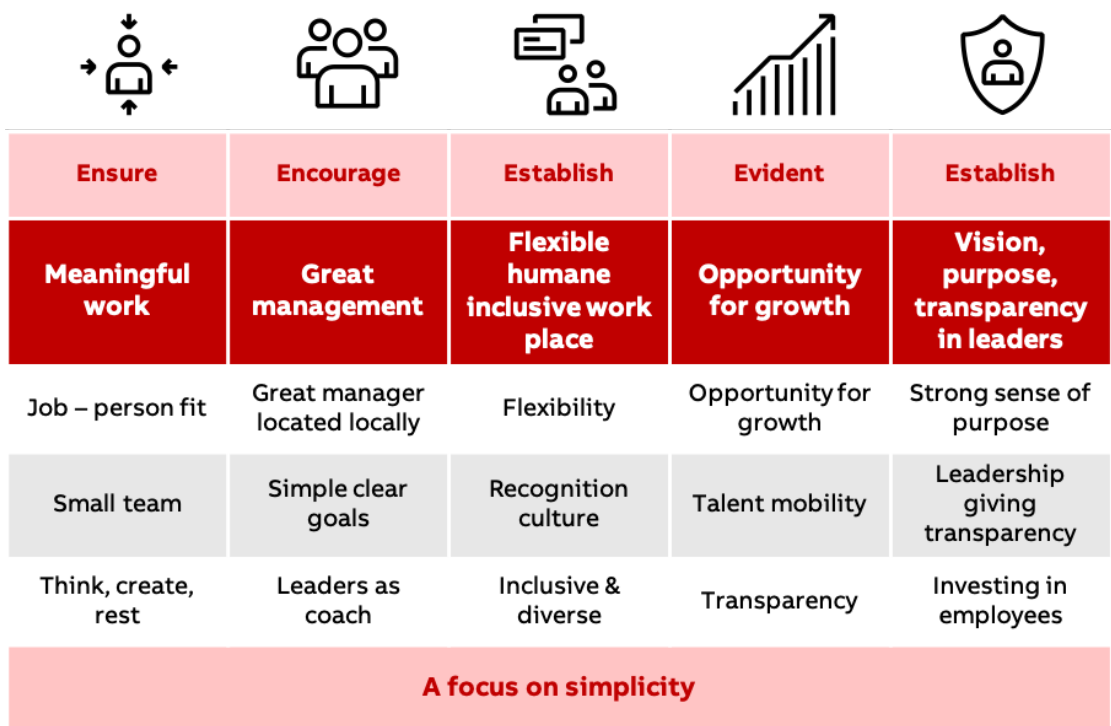


Figure 6: The elements needed to build engaged employee (Bersin, 2015).

3. Establish a flexible, humane and inclusive workplace.

Considering today’s nature of work, leaders need to give their employees flexible and supportive work environment to make them engaged with the organization (Bersin 2015, 156).

The need for continuous and ongoing recognition culture is humane. Saying “thank you” is an extraordinary tool to building engaged team. Companies having high recognition culture have 31% lower voluntary turnover than companies with poor recognition culture. The trigger to success here is to create a social environment in team where recognition can flow from peer to peer, as managers are not only to judge and jury employee recognition (Bersin 2015, 156).

Recognition also helps as a powerful incentive currency for developing employees' capabilities, making them relaxed, collaborative and more engaged to the organization (Gallup 2017).

The last engagement driver in highly engaged organizations are inclusiveness and diversity. Results from Bersin show that 71% organizations try to adopt diversity and inclusion but only 11% have adopted such an environment. Also, diverse organizations attract employees from wider sample and teams that operate in an inclusive culture outperform their peers by 80% (Bersin 2015). Organizations that have issues with inclusion, need to build a cultural practice to listen to an employee's perspective. Leaders need to overcome their unconscious biases and create open forums for discussion, promote employees from varied backgrounds who embrace listening and inclusive values. Building this kind of culture requires support from top-level leaders to make it a culture in practice (Bersin 2015, 156).

4. Creating lasting opportunities for growth

Building opportunities for growth is a complex and systematic challenge that organizations have to balance to keep up with employees' engagement.

The organization must support, and honor facilitated talent mobility. Most of the people will not be promoted every year or two, but they want to feel that they are growing and can take on new assignments in their chosen area. Organization and managers need to support and facilitate internal mobility, giving employees freedom to try something new and move to a role where they are highly productive (Bersin 2015). To let people, learn and acquire new skill on the job, take developmental assignments and find support when they need help is also add value to create superior employee experience. (Bersin 2015, 157).

Most of the research suggest that learning opportunities, professional development and career progression are among the top drivers of employee satisfaction. Also, employees under the age of 25 rate professional development as number one driver for engagement, and it is number two for workers up to age 35. (Gallup 2017). Organization that have developed culture for strong learning are 92% more likely to develop novel products and processes, they are 52% more productive, 56% more likely to be the first to market with their products and services and 17% more profitable than their peers. (Gallup 2017, 158)

5. Establish vision, purpose and transparency in leadership

It is observed that when employees are offered a mission, vision and purpose greater than financial returns, organizations can attract passionate individual who want to contribute to the common goals (Bersin 2015, 158-159). The leadership practice is to develop and communicate a strong sense of purpose. It is suggested that company's stakeholders which are employees,

investors, partners and customers need to participate in defining company's values (Mackey, et.al., 2013).

The leaders need to invest in employees under them. To create high performing culture, one need to invest in employees during both good and bad times. Employees would never want to leave the organization where they are given opportunities for growth and advancement (Bersin 2015, 160). Highly engaged organizations have well-defined and comprehensive development programs for leaders, managers and employees so they can focus on the development of individuals and teams. The most valuable resources are considered to be the talent and energy in their workforce and employee engagement is a fundamental consideration in the organizational strategy. Leaders understand well that business outcomes are easier to achieve with an engaged workforce (Gallup 2017, 48). The senior leaders are in a crucial position to ultimately engage everyone in the organization where they must continuously focus on inspiring employees through their words, communications and actions. They talk and communicate about the future, sharing the vision and translate the business strategy into action. So, leadership can be one of the most important drivers of engagement (Bersin 2015, 160).

Highly engaged organizations focus on developing great leaders who are highly committed. These leaders understand well that better business outcomes are easier to achieve with an engaged workforce. Organizations invest heavily in development and ensure that these new leaders are given sufficient support. Leaders communicate openly and consistently; they actively work on identifying and removing systemic barriers that prevent managers and employees from doing great work (Gallup 2017).

Employee engagement needs to be measured continuously. Doing one annual survey that most organizations perform may not give accurate reflections of how much are employees engaged. Morgan believes that, asking employees a short single-question, pulse survey weekly or monthly gives cultural snapshot of their engagement. For example, a simple question like "Do you show up to work every day with the intention of helping others succeed?" Or "Do you show up to work every day wanting to create a sense of belonging for others?" (Morgan 2017). The basic idea of understanding employee engagement with this kind of questions is to reveal the amount of effort that employees could put in if they actually wanted to. It's not a true measurement of employee engagement to just understand how employee feels, but what actually employee does is more important to know (Morgan 2017, 24).

As observed, many scholars have tried to establish definition for employee engagement, to conclude all the different definitions and factors affecting the employee engagement, they perceived the following three components. The first component is the nature of engagement that is active and motivational, it reflects that employees are engaged in their work with persistent energy and are invested in their work. The second component is focus on the

employee's well-being and self-fulfillment as the basis for developing a relation of mutual engagement. The third component is the employee's simultaneous expression of the three dimensions of investment (Eldor & Vigoda-Gadot 2017, 531).

To measure employee engagement in an organization, Gallup developed Q12 engagement metrics. This addresses the most fundamental aspects of human nature and its relation to employment, such as the need for positive relationship, developmental opportunities and sense of purpose. Gallup measures employee engagement using a 12-element survey rooted in employees' performance management needs. These survey questions are based on four types of employee performance management needs: 1 basic needs, 2 individual needs, 3 teamwork needs, 4 personal growth needs. Once those needs are met, employees become emotionally and psychologically connected to their work and organization. This results into employees' individual performance increases, they boost their team and organization to improved and higher level of productivity, safety and quality (Gallup 2017, 40).

Gallup's survey questions helped to formulate survey questions for the research thesis which is discussed in detail in chapter-3 of the thesis. Also, Gallup Q12 content guided the author of the thesis to design some parts of the thesis conclusion over employee engagement.

2.3 Essentials of work environment

Definition of Employee experience with three pillars of work environment were discussed in section 2.1 and they become very important part in qualitative research part of the research thesis. Entire research outcomes were based on these three organizational environments along with other three parameters discussed in the later part of the chapter 2.

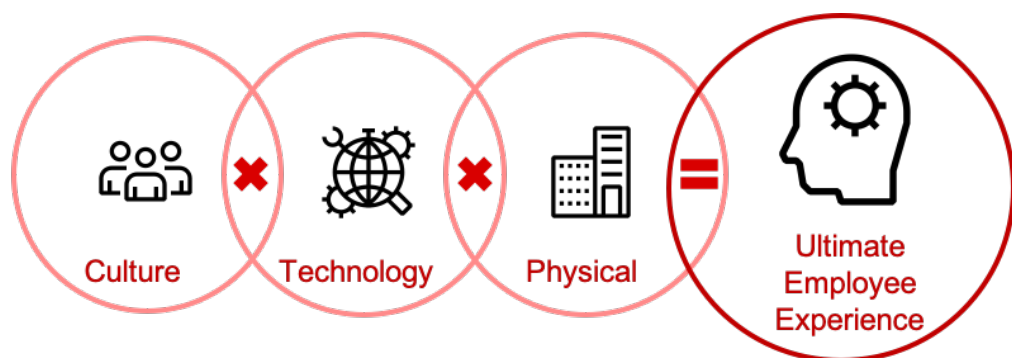


Figure 7: The ultimate employee experience equation (Morgan 2017, 132).

Everything an organization does that is related to employee experience falls into three potential environments, which represents technology, the physical space and organization culture. (Morgan 2017, 57). An employee experience equation was created by Morgan as seen in figure 7, shows that cultural, technological and physical environments are required to create the overall employee experience. Although all the three environments are distinct from one another, they each help empower and support the other, as a result the employee experience equation is not a linear addition, but it is an exponential evolution resulting in ultimate employee experience (Morgan 2017, 131-132).

Each environment is discussed in detail as they form the bases for the thesis research process and guide to conclude with the model SEEM.

Physical environment

Physical environment is the space in which employee actually works and spend most of their working hours. It energizes and inspire employee to perform their tasks and they feel creative, engaged and connected to the place of work that they have selected. So, the great physical environments act as positive symbol and representation of re-emerging employee experience. Employee connect their social identity with workspaces and physical environment affecting the psychological comfort and wellbeing. (Morgan 2017, 59)

Organization need to focus on four major characteristics of great physical environment: Desire to bring in friends or visitors, provide flexibility, organization's values are reflected in the space and options to have different kinds of workspace for different work activities (Morgan 2017, 60). Employees feel proud when it helps them to create connection with organization where physical workspace reflect the values of the organization. Employee working in this kind of space feel awe, curiosity, inspiration, joy and pride (Morgan 2017, 61-62). Employees maintain a better work-life balance with flexible work culture providing benefits to employee and the organization like increased productivity with less stressed employees, healthy and happier employees to decrease absence, increased trust level in employee and organization. For this organization need to introduce workplace flexibility program and set clear expectations with proper guidelines for the program to be successful (Morgan 2017, 66).

Every organization has its own set of values, which organizations believe in and follow. Values help to guide organizational culture and the actions that they choose to take. Values are also physically demonstrated in the spaces in which employees work. They say that when you enter an organization you can identify the personality and values of the organization through its interior design and other objects in the space. This helps employees to behave as a sort of symbol for the organization (Morgan 2017, 69).

Technological environment

The technological environment includes everything from an apps, hardware, software, user interfaces and designs. Any technology used to get the work done are part of the technological environment, they can include video conferencing platforms, internal social networks, task management tools, human resources software, billing and invoicing systems, working tools and applications. Technology has a profound impact on the organization as everyone in organization uses it to communicate, collaborate, and actually get their jobs done. Technology impacts and enable the future of work and employee experience, Morgan mentions that “technology acts as the glue and the nervous system that powers the entire organization” (Morgan 2017).

To create the best technological environment for employees the organization need to focus on equal availability to everyone, modern and latest in market technology, gauge well employee needs versus business requirements. Teams need to have required technology to take advantage of flexible work like videoconferencing, internal social network, tasks and project management tools and systems to support them to perform their work tasks efficiently. (Morgan 2017, 78-82). Lack in availability of proper technology support can cause damage to working processes of the organization and lead to negative employee experience.

With modern physical environment and providing modern technological work environment would attract talents to the organization and the employee will be most effective and engaged in their work while receive best employee experience possible. When thinking of employees needs versus business requirement, it is evident that they are not always in sink in most of the organizations. Typically, the IT and the HR departments inside of organization don't work together closely. While designing for employee experience, it creates astonishing opportunities for both the departments to partner up to create solutions that would bring amazing results. Just adding flexibility from one and awareness to another can created commitment to enabling employees to do best work while listening to the voice of the employees (Morgan 2017, 82-85).

Cultural environment

Cultural environment is not tangible and can only be felt, it's like vibe of the organization and the action that are taken to create that vibes and feelings. This is the reason why everyone in the organization cares the most about the cultural environment of the workplace. Culture of the organization defines the products or services created, partnerships established, employee handling, and the processes by which employees get actual work done. The culture of organization is like air that is around all the employees working in the organization, even if they are aware of it or not (Morgan 2017, 89). The attributes that organization need to focus while creating ideal cultural environment in the organization are: “Positive perception of

company, everyone feels valued, established sense of purpose, employee feel as part of a team, belief in diversity and inclusion, employee refer job to their friends, possibilities and resource available to learn new skills and advance, employees assisted equally, executives and managers as coach and mentor, committed priority to employees health and wellness” (Morgan 2017, 90).

To develop the sense of purpose, the organization need to show employees the impact they are making on customers, the community and the world by their work. Making employee aware about biases and show ways to avoid them. By providing channels for clear and open communication for employees to share concerns, issues and suggestions without judgment. Recognizing employees for the hard work they do by creating special feedback and recognition program. Also provide adequate compensation and benefits to the employee to make them stable and satisfied (Morgan 2017, 243). Later, create employee support group to help ensure fair treatment to the employee. To make employee feel valued, leaders need to listen and acknowledge employees’ thoughts, feedback and suggestions to make necessary changes to the functioning of organization.

Managers can act like coaches and mentors to the employees they manage, and they need to have open and continuous conversations about work and life between employees. To create the feeling of being part of a team, culture of passion and interest need to be created, also acknowledge team efforts and not just individual performance. By giving employees access to different variety of leaning sources internally or externally available to let them grow and develop further. (Morgan 2017, 243).

Organizations need to focus on diversity and inclusion by making an initiative that is tied to executive compensation along with adjustments in hiring approaches. Also, investing in the employees’ health and wellness in total by not just providing for physical or mental aspects but go beyond to take care of them as person and respecting their personal life. This will bring work-life balance and mental peace to employees. Once organization has achieved best employee experience, they need to share stories of the impact organization is having on employees and the community as a whole. They should participate in various lists and rankings that rank and highlight exceptional organizations. Strive to be an ethical organization that positively affects all those who come in contact with them (Morgan 2017).

It is observed that above three physical, technological and cultural environments are the major parameters supporting to create superior employee experience and are major backbone for the thesis research. They guide to frame research questions, analyze the research outcomes and became bases for the GAP cards parameters. This section is extensively used in the entire research process direct or indirect form to reach conclusions for the research thesis.

2.4 Employee and customer experience connection

There is obvious and interconnected link between employee experience and customer experience (CX). Organizations can't improve one without improving the other (Gilbert 2019). Happy and engaged employees create better experiences, building more satisfied and loyal customers revealing that the employee experience is mirror of the customer experience (Lane 2019). Any company from any industry benefits from improving their employee experience, as it has direct relation to customer experience and revenues.

established from previous chapters of employee experience and employee engagement is to create an employee centric culture in an organization that requires more than HR department involvement. Also, it depends on more than compensations, office perks and vacation time. It is essential to make investment in each employee's personal and professional development along with investment in the business as a whole. A strong cultural support to employee along with technological and environmental support as discussed in chapter 2.3 will help build better connected customers and empowered employees can spend better time to understand need of an internal or an external customer to deliver the desired outcome at the earliest with best of the understandable way. Great leadership skill along with continues learning and upgradation of skills will help an employee to create better customer experience.

Customer experience is the perception a customer has of the organization, whereas employee experience is the perception an employee has of the organization, both are important for attracting and maintaining customers and employees (Sinkkonen 2019). Organizations leading in customer experience have 60% more engaged employees, studies show that investing in employee experience shows evident impact on the customer experience and generate a high ROI for the company (Morgan 2018). Even though employee experience is parallel to the customer experience, employees are different from customers. First, employees have long-term, emotional and personal relationship with their employers, while customers can decide to stop buying products from an organization at any time. Second, employee experience is social, it is built around culture and relationships with others in the organization. Third, employees want more than an easy set of transactions, they want a career, purpose and meaning from their work (Bersin, Volini, et.all 2019, 47).

It is noticed in our surroundings that the customer experiences we build with products are very linear and static. While some organizations do it better than others, they have figured out that the discretionary effort from employee's engagement reveal that their employees have better employee experiences at workplace. This upfront organizations have figured out that organization is focused on giving better employee experiences to their employees, those employees go above and beyond to help not only one another but also customers, resulting in delivering better customer experience. (Morgan 2017, 25).

This chapter will help us to design employee and customer relationship in the research design process of chapter 3. some of the questions will have learning from this chapter to analyze employee needs and their behavior to support internal and external stakeholders of the case company.

2.5 The agile organization

This chapter is composed to show how an ideal organization is desired by an employee, employer and also a customer where every stakeholder feels valued and all the desires get fulfilled. The case company is changing their working model to become agile and wish to be an ideal organization in terms of employee satisfaction, customer satisfaction and as a top-class company in the global productivity index. Some of the ideas and thoughts from this chapter are used as ideal states for some of the GAP cards which are discussed in chapter 4 of the research thesis.

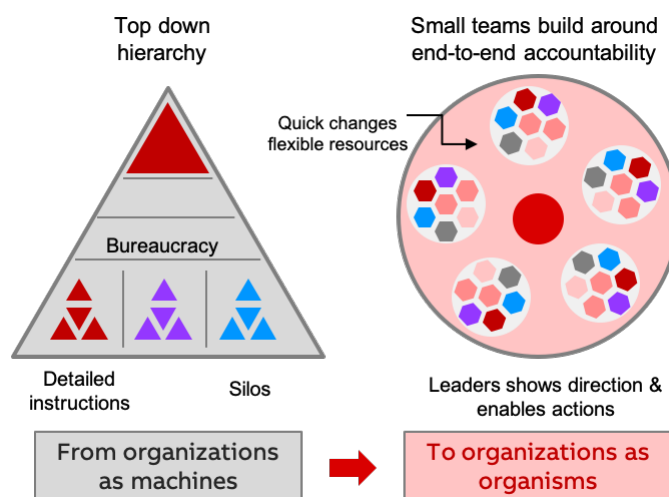


Figure 8: From organization as machine to organizations as organisms (Aghina, Smet, et. all 2015).

Truly agile organization that is paradoxically designed for stability-resilient, reliable, efficient, dynamism-fast, nimble and adaptive. It is defined as a network of teams within a people-centered culture that operates in rapid learning and fast decision cycles, enabled by technology and is guided by a powerful common purpose to co-create value for all stakeholders (Ahlbäck, Murarka, et.all 2017, 3). To achieve this paradox, organizations need to design restructuring, governance arrangements and processes with relatively unchanging set of core team that behaves like a stable backbone that is evolving slowly. At the same time create more dynamic team that can adapt quickly to new challenges and opportunities, as seen in figure 8. The stable backbone team supports the dynamic team capabilities to become more

robust and the performance improves as more pressure is exerted. In this way agile organizations can shift quickly, are nimble, empowered to act and make it easy to act just like a living organism (Aghina, Smet, et. all 2015).

Operating with agile model gives the ability to quickly and efficiently reconfigure strategy, structure, processes, people and technology towards value creation and value protecting opportunities. Basic benefits of agile organization are to add velocity and adaptability to stability, creating a critical source of competitive advantage in volatile, uncertain, complex and ambiguous conditions in business (Ahlbäck, Murarka, et.all 2017, 3).

Research show that agile organizations have 70% chance of becoming top healthy organizations showing best indicators of long-term performance. This kind of organizations simultaneously achieve great customer experience, faster time to market, higher revenue growth, lower costs and engaged employees (Bazigos, et. all 2015).

Based on the research of five fundamental trademarks of agile organization, McKinsey developed a model that provides steps to progress in building truly agile organization. True agility comes only when all five are in place and working together as an organic system enabling organizations agility. A comprehensive transformation touches every facet of the organization, including people, process, strategy, structure and technology, as seen in the figure 9. Agile organizations embody the following novel and highly disciplined set of practices (Smet, Lurie, et. all 2018, 6):



Figure 9: Five trademarks to build truly agile organization (Smet, Lurie, et. all 2018, 6).

- Strategy of agile organizations have a “north star” embodied across the organization. Guided by this north star, they reimagine both of whom they create value for and how it is achieved. They are obsessively customer focused, while they are committed to creating value with and for a wide range of other stakeholders including employees, investors, partners, and communities.
- Structure in agile organizations work through a network of small, empowered teams. They maintain a stable backbone structure but replace much of the remaining traditional hierarchy with a flexible, scalable network of teams.
- Processes of agile organizations use rapid decision and learning cycles. They work in rapid cycles of thinking and doing, breaking work down into small packages, executing in short focused bursts and frequently recalibrating based on carefully tracked goals and metrics.
- People of agile organizations have a dynamic people model that ignites passion. They put people at the heart of culture and leadership, engaging and empowering everyone in the organization to create value quickly, collaboratively, and effectively.
- Technology of agile organizations use next generation enabling technology. They radically rethink their underlying technologies to support quick iterations, higher deployment velocity, and flexibility through new practices and tools (Smet, Lurie, et. al 2018, 6).

The case company displays to be an agile organization where they seem to have adopted some elements from the above trademarks, but they yet need to reach out and go beyond the tipping point. To become truly agile organization the case company would need to apply all five trademarks.

2.6 Gap model

While designing the outcome of the research topic, author of the thesis went through different models which could be suitable from the need of case company and employee experience service perspective. After analysis, the author of the thesis found "Gap analysis model" in service management more appropriate and relevant to study a detailed relationship between employee and organization. The logic of Gap analysis model fits well to the needs of research also gives necessary flexibility to accommodate expectations suggested by the users, so outcome derivations is profound. The process of designing superior employee experience depends on the Gap analysis model to identify existing gaps between the two user groups and

their expectations. Due to the flexibility of Gap analysis model, it leads the thesis research to derive parameters, find current gaps, find possible solutions to be implemented and again validate them through this model. Further this model gives support to create GAP cards which are the core bases for the thesis research.

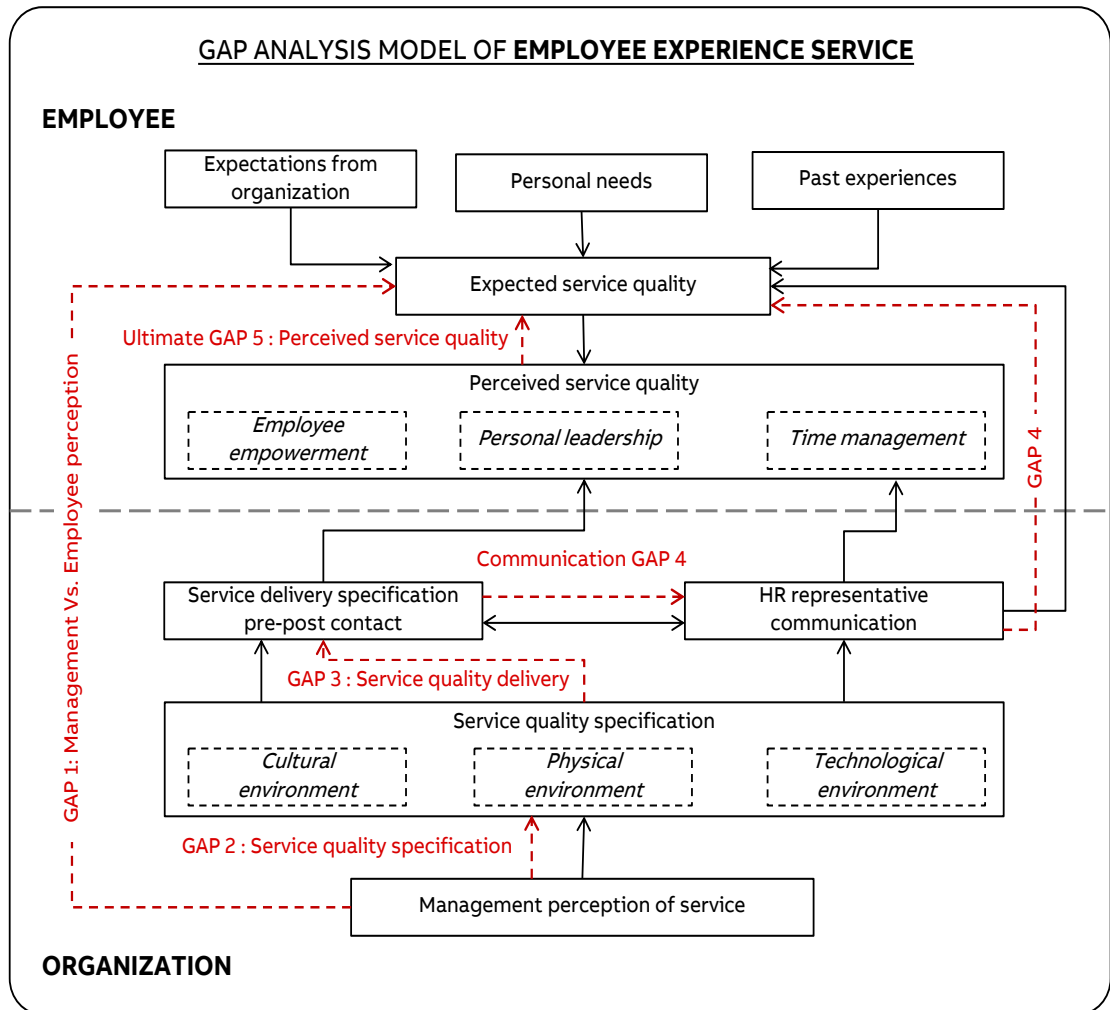


Figure 10: The gap analysis model for employee experience service, (inspired from Parasuraman, Zeithaml, Berry 1985).

The Gap analysis model was developed originally by Berry, Parasuraman and Zeithaml, the model is used to identify and analyze source of quality problem and help management understand reasons and causes to improve quality of service (Parasuraman, Zeithaml, Berry 1985). The author of this research tried to modify the GAP analysis model to demonstrate and identify gaps between employee and organization, the case company - ABB Oy. By keeping the

essence and structure of the original gap analysis model intact, the author changed the actors to suit the purpose of research. So now the model represents the Gap analysis model of employee experience service, as illustrated in the figure 10.

To be able to visualize the gap analysis model of employee experience service, basic parameters and steps for the model needs to be identified. First, the model demonstrates the process in which employee experience as service quality emerges. Second, the upper part of the model includes experiences related to the employees, while the lower part shows experiences related to the organization, case company ABB Oy. Next, the expected employee experience service is a function of employee's past experiences, personal needs and expectations from organization. Experience is also influenced by the HR's communications and organization's expectations from employees. The perceived employee experience service, as expected by the employee in the model is outcome of pressure to deliver results-oriented outcome, personal leadership abilities and time management. This is affected by communication from the HR representative and service delivery including pre-post contact from organization side.

The lower part that represents the experiences related to the organization that begins from management perception of employee experience. The perceived employee experience, as expected by the management is the outcome of a series of internal communications, decisions and activities by the organization. Management perception of employee experience service is based on employee engagement survey and analysis, Leadership support and empowerment of employees. This affect directly with the expectations of employee experience by employees and the next step that is employee experience service quality specification. Management perception of employee's expectations guides decisions of employee experience quality specification followed by the organization and when service delivery can take place. Based on the vision and strategies of the organization, the employee experience service specification is created. This service quality specification is a process related component has impact on cultural, physical and technological environments of the organizations through which the service delivery is created. This step is affected by the communications from HR representative to the employees. As seen in the model, employee experience service delivery includes pre and post experiences of the service. This step includes detailed specification structure showing leadership support and inter-department communications with employee. The organizations communication to their employees can be expected to influence the perceived and expected employee experience service. This model is recurring and restart to go around as new methods and process are added to the perception and delivery of employee experience as a service between organization and employees.

This structure demonstrates the needed steps to be considered while analyzing and planning for employee experience service. Also, the structure helps to identify and detect the possible sources of quality problems that are called quality gaps. This quality gaps are results of

inconsistencies occurring between the organizational processes and employee perceptions. The ultimate gap is - the gap between expected and experiencing employee experience service by the employee. Also, it's a function of other quality gaps that may have occurred in the process. The five gaps displayed in the model are explained in detail to show the reasons of their occurrence and understanding of consequences and implications to organization and employees in building and maintaining superior employee experience.

Quality gap 1 - The management vs employee perception gap

In an organization, the management has certain perceived expectations of the employee experience and they differ from the employee's perceived expectations of employee experience and the quality gap appears. This leads to perceived expectations of the management that are inaccurately aligned to that with employees. The gap occurs due to following reasons:

- Inaccurate and shallow information from yearly employee engagement surveys and demand analysis,
- Inadequate interpretation of information about employee's expectations from organization,
- Lack of information of missing elements to build employee experience into current practices,
- Leadership not able to support and build employee engagement expectations,
- Employees are not empowered enough to create the needed value.

The perceived employee experience, as expected by the management is the outcome of a series of internal communications, decisions and activities by the organization. Management perception of employee experience service is based on employee engagement survey and analysis, Leadership support and empowerment of employees. This affect directly with the expectations of employee experience by employees and the next step that is employee experience service quality specification.

There are many ways in which this gap can be reduced or diminished, by simply observing the current employee experience practices, listening to employee's needs and focusing on designing the new practices in collaboration with employees, so the new changes are adopted quickly and are manageable. Also, instead of performing one yearly employee engagement survey, the data regarding employee's engagement can be collected frequently as a 'quick pulse survey'. This can help to collect better understanding of changing demands and needs from the employees. By involving employees and co-creating with them, to identify the missing elements of employee experience, the leaders can efficiently build and support the needed experience. Identifying the knowledge gap and build understanding networks by

making employees as important internal stakeholders will broaden and improve management perceptions and expectations towards creating a superior employee experience.

Quality gap 2 - Service quality specification gap

Employee experience service quality specification of organization's current environments are not consistent with management perception of expected employee experience quality. To translate management perception of expected employee experience, our organizations need to align cultural, physical and technological environments to the specified levels. This gap is a result of following:

- Lack of appropriate cultural environment in the organization,
- Lack of providing appropriate physical environment to perform value added work,
- Lack of updated futuristic technology to support new ways of working,
- Lack of clarity to understand and interpret vision and strategy of the organization,
- Insufficient support from top management to support in planning for improving the environments to build employee experience.

Depending on the size and criticality of the first gap, the planning related problems can differ in the different levels. Even in a situation where organization might have enough and accurate quality information and data regarding the employee's expectations on the kind of experiences, preferred planning of quality specification may still fail. A basic reason is lack of real commitment to the employee experience service among top management, as employees are not considered as an asset of highest strategic priority. This can be solved when the organizational priorities get changed and they start emphasizing employees just like their customers. Along with this organization need to give attention on developing above three environments by keeping employee in the center of development process. Once the physical environment of the organization is developed, the employees can perform better and bring in added value by their work. Associated to this when technological environment is upgraded to support the new ways of working, the employees are well connected and committed to their work and organization. When the physical and technological environments are aligned and developed the cultural environment starts improving and employees become loyal and perform their best by serving superior customer experience to organization's customers.

Communicating clearly about organization's vision and strategies to leaders and employees will make both leaders and employees committed on building a quality specification for the change in employee experience. It is also observed that planning done from the top management without collaborating with those who would experience this service may not be a good option. Ideally, goals and specifications should be agreed upon by the managers and planners

at top management. It's good to remember that too rigid specifications do not give options to flexibility and decreases the willingness of employees to adopt the change, resulting in damaging the services quality (Grönroos 2015, 132).

To summarize, to produce better employee experience service quality specification, organization need to plan in detail for cultural, physical and technological environments keeping them aligned with the vision and strategy of the organization. Next, keeping employees in the center of the design process and co-creating the specification along with employees makes it easy for them to adopt to the change. Also, creating flexible specification that are easy to understand and adopt by different user groups.

Quality Gap 3 -Service quality delivery gap

Employee experience service quality specifications are not met by employee performance from the organization's current environments like production and the delivery process. This gap is due to following:

- Specifications are too complicated to understand and follow and/or too rigid,
- Employees do not agree with the specification and so not fulfilling them,
- Specification not in line with the current organizational culture,
- Poor management of service operation,
- Poor leadership and management of support,
- Rigid interdepartmental communications and lack of knowledge transfer,
- Poor time management representing lack in efficiency and quality work.

Depending on the above two gaps the reasons of problems occurring in this gap can be of different variant. Due to complex nature of reason and cure, this service delivery gap needs to be understood from three different angles - leaders and managers related problems, employee's perception of employee experience design specifications, lack of operational support.

Problems related to leaders and managers may also be varied and complex in nature. Managers may not be encouraging and supportive of service's quality performance or their methods might be conflicting with the service specifications. In an organization where reward systems are attached with the performance and there planning is not attached with values created by employees will always create conflicts of interest. Larger issue here is the culture in the organization and internal systems which pull down the performance of the employees and also hinders the employee experience service to be practiced. Also, some leaders lack in the leadership qualities to support, guide, encourage and growth of the employees.

Employee's perception to the employee experience specification depends a lot on the leaders and managers, as they are the ones who promote and provide the necessary elements for developing the employee experience in the organization. If employees are not made aware of which kind of environments are available in the organization for them to support their tasks, then how will they be able to deliver best of their performance. There need an appropriate training and guidance from leaders and organization to learn and adopt new processes, methods and technology to efficiently communicate, collaborate and produce standardize outcomes. Good leaders can efficiently create environments for employees who can manage to take risk and be able to produce better outcomes, they also bring better understanding and awareness of subject to upper management and support in creating superior employee experience.

Lack of operational support to deliver the employee experience specification can be caused due to skills and attitude of managers or human resource representatives. They might not be able to adjust to the service specifications and systems that guide operations, this can be due to lack in training and understanding of the service specification. They also may be too much occupied with their administrative tasks involving too much of paperwork or administrative operations so they might not find time to fulfill the service quality specifications. Because of all the above points, employee experience service providers do not have enough time to attend to the employees needs and expectations. This can be improved by finding representatives fit for the purpose, by giving enough training, support, time and motivation to deliver quality service specifications. By improving trainings and internal marketing, the quality is maintained, and service is delivered to the employees in an efficient way.

Quality Gap 4 - The Communication gap

This gap occurs at many an occasion when communication between organizations and employee is not consistent or misaligned. The promises made by human resource and communications from leaders and managers are not consistent with the service specification delivered, hence this gap is created. This gap arises due to following:

- HR communications and planning not integrated with employee experience service operations
- Lack or insufficient coordination between HR systems and top management expectation on employee's needs.
- Promising too much and not being able to deliver to the expectations of the employees
- Lack of clear roles and responsibilities indications in creating duplication of work

The communication gap is created when employee experience service is not communicated, not delivered and not marketed in the way it is specified in design. There is a strong participation needed from human resource team as they are having detail information of the employee roles and responsibilities, also they are directly communicating with the employees. Insufficient communication between the HR team and top management expectation of employee experience creates this gap that might be difficult to manage, so both the parties need to be involved equally. To create the employee experience service specification, HR team should be included with their existing processes in the planning phase of service specification. If HR's activities differ from the detailed specification of the service, it will hinder the delivery of employee experience service.

Usually HR teams are aligned with the expectations of employee experience service from the employee's perspective. They are in position to influence the management perception of the employee experience service. Once appropriate needs and expectation of employees are communicated to the management, the design for the employee experience service specification is closer to be successful. This implies that the gap 2 and gap 3 will also be minimized in its impact if the knowledge and awareness is channeled in appropriate way

Ultimate gap 5 - Perceived service quality gap

The perceived or experienced employee experience service by employee is not consistent with the expected employee experience service from employee. This is also called the ultimate gap as this gap is outcome of all the other four gaps. The gap may have following reasoning:

- High expectations from employees due to promises given by organizations or HR representative,
- Pressure on creating result-oriented outcomes and rest all is taken for granted,
- Employee burnout not noticed by managers due to lack of support and guidance,
- Personal leadership quality to be developed to be organized and productive,
- Wasting time in unwanted and non-necessary tasks keeping the important tasks unattended. Use of time management techniques to be practiced,
- Negative impact on organizations superior customer experience and its image on its customers.

Depending on all the above four gaps, this gap can be either positive or totally negative. If the employees are shown the actual feasibility of elements available for employee experience and engagement, then the expectations will not be too high. By giving false hopes and promises organization's management and HR falls short on the expectations raised by the

employees. So, the plans and designs created for employee experience service does not become successful as perceived experiences are not what is expected by the employees.

Moreover, creating pressure on employees to outperform and produce results when they do not have suitable environments to support their work. This will burn out the employee in the process of outperforming to the expectations from managers, while managers and leaders are not able to give enough support and guidance to the employee.

Also, a lot of time is wasted in doing organizations processes, meetings, documentations, tools and technology which slows down the speed of work. This brings down the motivation of employee, as more time is given to all the above work whereas important and priority tasks are left out with less available time and this results in poor performance. By following simple techniques of time management all this above issues can be solved and employees can better manage their own time.

If employee's needs and desires for employee experience are collected in more frequent cycles, with importance given to qualitative data that will bring more value rather than quantitative data. Next, organization's management and HR communicate and plan together with employee to build and design the needed employee experience. Keeping the specification of the services flexible and easy to understand by covering different kind of targeted user groups. Once the users participate equally in building and designing them, they adopt to the services and become loyal towards its usage and marketing. Then the ultimate gap of perceived service quality will not occur at all.

The gap analysis model is thus used to guide management in finding out where the reasons for the service quality problem lie and discovering appropriate ways to close this gap. Gap analysis is a straightforward and appropriate way of identifying inconsistencies in the research, service process planning, execution, and communication about the service. Addressing these gaps is logical basis for developing service processes in which expectations and experiences consistently meet. In this way the likelihood of good perceived service quality will be increased (Grönroos 2015, 134).

The author of the thesis strongly believed in the Gap Analysis Model of Employee Experience Service, as this model would support the thesis research work to generate logically convincing outcomes. Also thinking from the perspective of future elaboration of this research work the author has tried to explain all the five identified Gaps against the base parameters. This model supports in developing the outcomes in GAP cards system that are easy to understand, informative and having parameters. The GAP cards are base system that are used in derivation of the model SEEM, which can be used as a method that could be fit for any organization to reach to superior employee experience.

2.7 The eight steps change management process

There was a prominent need to have successful implementation of the change in the culture of the case company and this could only be done strategically. As Kotter's model is aimed at the strategic level of the change management process, it is well suited for the model "SEEM" that was concluded as the outcome from the entire thesis processes used to derive superior employee experience in the case company. By following the eight steps of change process that can be equally applied to the implementation of the model SEEM to help the case company to develop the cultural change support to superior employee experience.

This process describes one of the most widely recognized methods of change management which is Kotter's "Eight-steps model for transforming organizational change". Kotter developed this model after extensive study of over 100 organizations from varying size and industry type. The study covers both success and failure in change initiatives in businesses. The study reveals that majority of change efforts fail and Kotter himself coached his model to avoid major errors in the change process and lead those organizations to success. The vision for the change process calls for attention to the key phases in the process and critical mistakes in any of the phases can have a devastating impact on the momentum of the change process (Mento et al., 2002). Examination of the success stories from organizations who successfully managed the change processes revealed two important patterns. First, useful change process goes through a series of steps in a process and lasting a considerable amount of time that creates power and motivation needed to overwhelm all the sources for the change. Second, this process is employed effectively by mix of high-quality leadership and excellent management (Kotter 1996).

The process of selecting Kotter's model is characterized as placing a noticeable emphasis on leadership qualities, viewing change process led by top-level, focusing on organizational culture, have a centrally planned change and follow the approach of an emergent, rather than a planned approach to change management (Pollack & Pollack 2015).

Kotter's eight stage process when followed in sequence, these steps produce successful change in the organization. To be effective, a method designed to alter strategies, reengineer processes, or improve quality must address any barriers and address them well to be successful in the process of change (Kotter 2012). These eight steps are associated with one of the eight fundamental errors that weaken transformation efforts. The stage one to four steps in the transformation process and help defrost a hardened status quo. Stage five to seven introduce many new practices for change. The last stage grounds the changes in the organization's culture and help make the change stick (Kotter 1996).

The Kotter's eight stages process of creating major change can be summarized as follow:

1. Establish a sense of urgency

The talk regarding the change typically begins with some people noticing a vulnerability in the organization or threat of losing ground, sparks people to take actions and they in turn try to communicate that sense of urgency to others. Kotter has noted from his research that over half of the companies have never been able to create enough urgency to prompt action (Kotter 2012). This stage needs to create a sense of urgency by spreading awareness of the need for the organization to change. Failure to create a sense of urgency is the single biggest error made when trying to change organization (Pollack & Pollack 2015). Kotter mentions that establishing a sense of urgency is crucial to gain needed cooperation. Complacency has been identified as more likely to be the custom in established organization (Kotter 2008). Also, considerable efforts are needed to motivate employees in the organization to invest their time and effort in supporting the change. In some successful cases, the leadership group facilitates a frank discussion of potentially unpleasant facts about the new competition, flat earnings, decreasing market share and other relevant indicators. Sometimes consultants are best to be used to share the big picture from different perspective and help to broaden the awareness of the employees. Kotter suggests when 75% of the leadership is convinced that business as usual is no longer an acceptable plan then the urgency level is considered high enough (Kotter 2012, 38-52).

2. Creating the guiding coalition

Change efforts usually starts with few individuals, but this should grow continually to include more and more who believe the change is necessary. In this stage the need is to gather a large number of initial core believers. This initial core group should be powerful in terms of their role and ranking in the organization, the reputation and influence they have, the skills they bring and the relationships they have. Efforts from these team of people are the guiding coalition for needed change. also, a team of efficient leaders help bring others on board with new ideas. To build this coalition having leader's sense of urgency, their sense of happenings around and understanding of what is needed is crucial. Also involving respected leaders from key areas of the organization to this coalition will pay great success later (Kotter 2012).

3. Developing a vision and strategy

Successful transformation relies on the picture of the future that is fairly easy to communicate and appeals to customers, stakeholders and employees called vision of the organization. There are three purpose for a good vision to serve to clarify - the general direction of change, it motivates people to take action in the right direction and it helps to coordinate the actions of different people in a remarkably fast and efficient way (Kotter 2012, 71).The vision works in many different ways: it helps spark motivation, it helps keep all the projects and changes aligned, it provides a rational for the changes needed in the organization. A clear vision

supports in building strategy that provides both logic and detail to show vision accomplished. A simple rule of thumb is if you can communicate the vision to someone in five minutes or less and get a reaction that resembles both understanding and interest then only this stage is covered (Kotter 2012)

4. Communicating the change vision

A clearly communicated, simple to understand vision can lead to much greater successes. In a corporate environment, clear and frequently communicated vision is a necessity in order to become believable and acted upon by all employees. There are many ways to communicate a vision to organization's employees: story boards, pocket cards, bulletin boards, emails, posters, signs or town hall meetings. Helping employees to see the change by vision and its benefits inspires and engage employees in the change process (Gupta 2011). Kotter suggests the leadership need to estimate how much communication of the vision is needed and then multiply that efforts by a factor of ten. Leaders must be seen walking the talk and everyone need to perceive the effort as important. The ultimate need is that a transformation effort is successful when most of the people understand, appreciate, commit and try to make the effort happen to clearly understand the vision and its benefits for the purpose of change (Kotter 2012, 89-91).

5. Empowering broad-based action

Communicating a sensible vision to employee so that employee have a shared sense of purpose which makes it easier to initiate action to achieve that purpose. This is done by making structures and systems in the organization compatible with the vision as unaligned structures and system will block the needed action. To make the employee having the right skills and attitude and to feel empowered organization need to provide as many appropriate trainings to the employees. Confront supervisors who undercut needed change, this will support the empowered employees to keep away from bad boss. So, when employee believe in the change vision then they will have enough time, money and support needed to be effective (Kotter 2012,106 -119).

6. Generating short term wins

As the real transformation takes time, the momentum of change might get lost and the disappointments starts setting in. Short-term wins help to demonstrate the viability of change and to build momentum. These wins need to be visible, unambiguously successful and clearly related to the direction of change. In the successful transformation, leaders actively plan and achieve some short-term gains which employees will be able to see and celebrate. This will provide proof that employees efforts are working and add to the motivation to keep the efforts going (Kotter 1996). Rewarding the change agent with positive feedback builds their

morale and motivation to continue on the path to success. Along the way, short term wins give the guiding coalition the concrete data on the visibility of their ideas and helps to fine tune the change vision and strategies. When the momentum of change is built, it will turn the neutral employees into supporters and reluctant supporters into active helpers (Kotter 2012, 126 -127).

7. Consolidating gains and producing more change

Kotter warns not to declare victory too soon, until the changes are sink deeply into an organizational culture. This process usually takes time and new approaches are fragile and easy subject to regression (Kotter 2007). The guiding coalition uses the credibility gained from short-term wins to tackle additional and bigger change projects with addition of relevant skilled employees. Leaders of successful efforts use the feeling of victory as the motivation to seep more deeply into the organization to explore changes in the basic culture, to expose the systems relationships which need tuning, to move people committed to the new change into key roles (Kotter 2012, 150).

8. Institutionalizing new approaches in the culture

In the final stage, Kotter mentions that, “change sticks when it becomes - this is the way we do things around here, when this seeps into the bloodstream of the organizations, the change comes to end of the transformation process” (Kotter 2007). New behaviors need to be rooted in social norms and shared values otherwise they are subject to degradation as soon as the pressure for change is removed. There are two factors particularly important for institutionalizing change in organizational culture: the first is a conscious attempt to show everyone in organization how the new approaches, behaviors and attitudes have helped improve performance. That the new change is very clear to work and are superior to old methods. Verbal instruction and support are needed to make the employees admit the valid of new practices. While sometimes the only way to change a culture is to change key people on key position in the organization (Kotter 2012, 166). The second factor is taking sufficient time to make sure that the next generation of top management really does personify the new approach. If the requirements for the promotion don’t change, renewal rarely lasts (Kotter 2007)

Kotter mentions that “there are still more mistakes that people make and in reality, even successful change efforts are messy and full of surprises. But just as a relatively simple vision is needed to guide people through a major change, so a vision of the change process can reduce the error rate and fewer errors can spell the difference between success and failure.” (Kotter 2007)

Kotter’s Theory will help as a guiding step toward implementing the model "SEEM" in the needed modified form.

2.8 Employee empowerment

Employee empowerment is the first key motivator for this thesis research that needs to be studied in detail. This key chapter covers the empowerment qualities that an employee should possess to be successful and try to receive from the organization to build positive employee experience. This chapter also helps the author to compose essential core needs in the case company as ideal situations and later use to validate the employee thoughts of empowerment. Employee empowerment is the core research topic as entire set of Employee Empowerment GAP cards were developed with gathered understanding and content discussed in this chapter. Furthermore, the content also helped to determine parameters for defining the superior employee experience model (SEEM)

There are several different definitions for employee empowerment, where empowerment is defined differently depending on one's perspective and organization's need. Clutterbuck and Kernaghan defined empowerment as "the term of encouraging and allowing employees to take personal responsibility for any improvement brought about in the performance of their assigned task whilst contributing to the attainment of the overall objective of the organization" (Clutterbuck & Kernaghan 1994, 12-13). While, Conger and Kanungo define empowerment as "a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness, and through their removal by both formal organizational practices and informal techniques of providing efficacy information" (Conger & Kanungo 1988, 474). According to Mohapatra and Mishra, "Employee empowerment is a philosophy as well as a strategy" by giving employees a certain level of autonomy to take initiative and make related decisions to solve problems related to the job on hand (Mohapatra & Mishra 2018, 48). By making employees empowered, the managers who are single-handed decision makers move those decision-making capabilities to employees who are close to the task and by making them accountable for their job. This results in responsible employees and help in delivering better quality work. Quinn and Spreitzer defines employee empowerment as "management practices of sharing information, rewards and power with employees so that they can take initiative and make decisions to solve problems and improve service and performance" (Quinn & Spreitzer 1997). However, the purpose of having employee empowerment in an organization is to create a work environment where employees are motivated, productive and happy (Mohapatra and Mishra 2018).

Differing approaches of empowerment from the above and according to Conger and Kanungo is, to lead towards employee empowerment organizations need to create favorable situation in the organization for developing self-efficacy in employees (Conger & Kanungo 1988). Similarly, Thomas and Velthouse mentions four cognitive variables that will energize employees and will

make employees empowered are meaning in work, competence, self-determination and impact (Thomas & Velthouse 1990). Further, Musselwhite stated that certain motivators that lead to employee empowerment are good working conditions, better organization culture, freedom to take initiative, appropriate salary etc. (Musselwhite 2007). It is also seen that employee empowerment has a positive influence on employees as individuals in respect to their performance and work-related attitudes, reflecting on the performance of the organizational success. While, the managers face a dilemma to maintaining an adequate control while giving employees the freedom to be creative, innovative, and flexible (Baird & Munir, 2018).

Manager plays an important role in empowering employees in an organization, as they take responsibilities of the entire team and encourage the employees to take responsibility and act on them to achieve an empowered work environment. Manager need to follow the following principle to support the team (Healthfiled, 2014): Recognition is the first and foremost important factor for the employees to have a feeling of belongingness towards the organization. As they perform and contribute to growth of the organization and manager need to appreciate their contribution by recognizing their efforts. As and when possible try to involve employee to the planning and goal setting process as they can add value by sharing their knowledge, insights and experience. Consistent communication and proper flow of information through the right channels should be maintained and encouraged on a regular basis to maintain the flow of work. By appropriately delegating the authority to the employee in relation to the work assigned, makes the process fast and closer to the work in action. Provide regular feedback and appropriate support for progress has to be maintained as it helps in improvement on a continuous basis. Empowered employees need to be appreciated, rewarded and recognized for their empowered behavior. They should not be under compensated, under praised and under noticed, as these are the basic needs of the employee which have to be satisfied. Employees should be respected by giving enough space and time to communicate and learn, also have direct communication with their manager to ask questions and get guidance. Inculcating trust is the vital element connecting all the above discussed elements. Organizations need to build trust on their employees about their work and work-related decisions. This will set the expectations very clear with the employees and it will help them in better performance on the job (Mohapatra and Mishra 2018).

When an employee feel empowered in the organization, the employee will find meaning in their work role, feel competent to perform within their role, have a feeling of self-determination with regard to specific means to achieve expected results and believe that they can have a real impact on organizational outcomes (Boudrias, et. all 2009, 626). Empowerment enhances employees' self-esteem and loyalty towards the organization by allowing them to make appropriate decisions. This is associated with high level of job satisfaction and low level of job-related stress and anxiety for employees (Baird et. all 2018, 261). Employees in leading organizations that are given enough empowerment will rate their work commitment and

productivity as high and they are loyal to the organization. As employees are made empowered, they gain confidence in their abilities and are highly confident to share information with others. They feel comfortable, exchanging ideas and collaborating with others in open manner. Such environment promotes teamwork and active collaboration to support organizational goals. Empowered employee feels an increased sense of ownership for their responsibilities and they work persistently to meet organizational goals, which enhances productivity and contributes to better results for the organization. This employee also contributes to find solution to customers issues and are able to provide exceptional customer service, creating satisfied customers with increased loyalty to the organization. As customer satisfaction increases, association cost reduces, these benefits enable an organization to achieve a competitive advantage and improve its performance (Baird et. all 2018, 261).

Interconnecting employee empowerment into employee's role and daily routines and making sure to enable, inspire and encourage individuals to take step forward to improve their work experience, increase work engagement and build an inclusive culture. This is done when organization and managers understand that organizations success depends on the employee's success as more empowered employees the more they grow and prosper. Therefore, described below are seven steps to build empowered employees in the organization, as employee empowerment builds employees that is positively associated with organizational performance as seen in the figure 11.

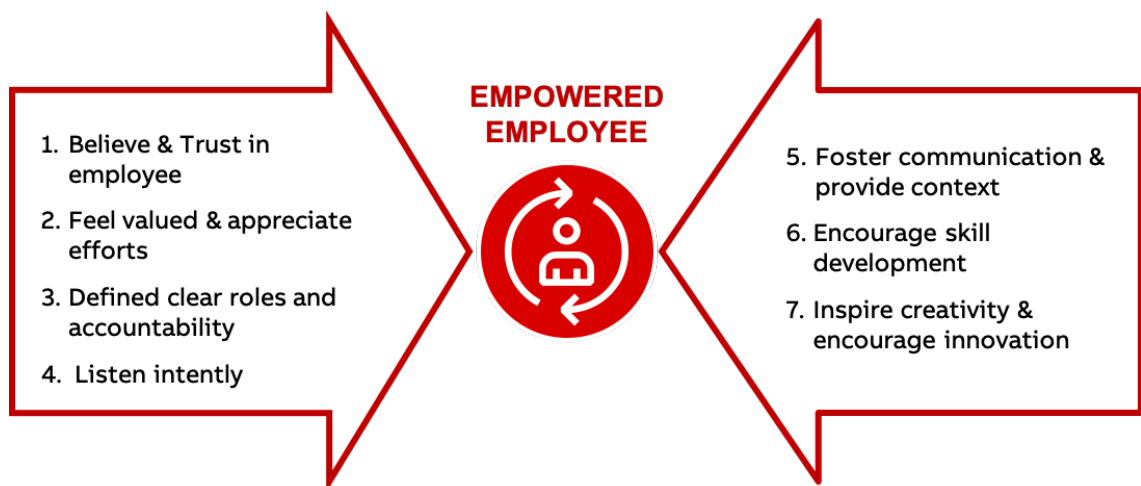


Figure 11: Building steps leading to employee empowerment

1. Believe and trust your employees

Best leader knows well different ways to get outstanding performance from an ordinary human being. By discovering each employee's best qualities, later find better ways for the employee to support each other. Strongly believing in employee partnership and collaboration by bringing employees together to support and encourage each other. It's important for a leader to earn trust from the employees by being with them in good as well as tough times. Layoffs are not always healthy for employees, but leaders are the one who can be as support system during tough time by building a strong trust with their team members in earning trust, organization also foster remarkable loyalty and determination in their employees (Kasanoff 2016).

2. Make employee feel valued and appreciate efforts.

Leaders need to focus on efforts rather than talent as in long run effort is more important than talent. By appreciating efforts leaders can make employee feel valued and encourage them to learn and grow (Kasanoff 2016). In the process of appreciation leaders need to appreciate each employee in a unique way as actions and words show how much you value a person, by showing positive attitude while working along with team members. When leaders value their team, they need to make it visible - through appreciation, rewards or a simple thank you note can make employee feel valued and become loyal to the team and organization (Empxtrack 2018).

Best employees who are empowered need a greater level of satisfaction than simple salary stability from the organization. They need to feel that leadership appreciates their contribution and values their participation (Daum 2013). Great leaders efficiently share leadership vision with employees as they know it's important for employees. This let employees feel they are part of a bigger goal that is larger than their individual job. Each employee must have access to organization's vision, mission and strategic plan. Leaders can let employees participate in strategic planning on department level to achieve bigger goals (Empxtrack 2018).

3. Define clear identified roles and required accountability

Employees who do not know what they are expected to do can't do anything well. They also need to know their boundaries so that they don't step on others toes or miss out to take care of the grey areas in-between. Leaders establish specific roles and responsibilities along with employees so everyone in the team are clear and can work together in cooperation and perform effectively feeling more supported (Daum 2013).

An employee needs to know when they are meeting expectations and even more important when they are not, this is only possible when clear definition for requirements are defined by leaders and they maintain accountability. Also, employees need to understand this definition

of requirement otherwise no one will maintain accountability, and this can result failure. Moreover, if employees see others are not being held accountable, they will not see the importance and put negligent efforts for success. So, leaders need to be consistent and diligent in the measurements they set, and rewards defined so employees are motivated to do their best (Daum 2013).

4. Foster open communication and provide plenty of context

Fostering communication goes both ways from leaders to employees as knowledge sharing and employees to leaders as feedback and ideas, this channel of communication is necessary to be kept open and healthy. Organizations need to create environment where employee have direct channel to their leaders to communicate so employees can feel they do have impact. Leaders have clear direction and more experience, but they need to also take feedback and ideas from employees on the front lines. Provide employees with structured way to make their thoughts, feelings and observation be known easily and regularly. Leaders can help them understand that their inputs are valued and acknowledge them for sharing, also reward their valuable input that benefits the organization (Daum 2013).

Most leaders have accumulated information in their brain which unfortunately not shared to other team members. Many employees do not get the benefit of all the needed information that could support them in taking actions and make good decisions. Great leaders find ways to extract the important information from their minds to share it in a structured and consistent manner. An employee who clearly understand the core values, purpose and direction of the organization can easily make consistent decisions and appropriate actions at any needed situation. Leaders who can impart their vision clearly to their team members can lead them to glory (Daum 2013).

5. Listen intently

Leaders engage employees in one-on-one conversation to listen to their challenges, problems, speak about goals and work progress. Leaders make it a regular practice to listen attentively towards employee and discuss issues, provide solutions and appreciate their work. This conversation can go to personal level and show interest in personal problems of employee, it can be an effective way to win employee's trust. This will create a friendly and productive work environment where employees feel empowered as they know their problems are being heard and they get solutions to them (Empxtrack 2018).

6. Encourage skill development by giving time and independence

Everything in life changes and adopting to the change is necessary, to do so upgrading new skills is obligatory. Learning and adopting new skill sets is advantageous for both individual

employee as well as the organization. As they will be able to practice their newly learned skills to their work and be furthermore efficient in performance. An organization must encourage self-improvement possibilities in their employees where employee learn and develops new skills to enhance professional growth. Leaders need to be supportive if employee express the need and interest to learn skills and gain knowledge (Empxtrack 2018). Leaders need to help them through the training process by setting up a plan for growth and giving enough time to learn and adopt the skills (Daum 2013).

Leaders while encouraging skill development also need to give time to learn, time to experiment and time to manage their personal affairs. Time being an important component in producing better results (Empxtrack 2018). Moreover, leaders cannot constantly look over the shoulder of their employees, they need to be given space and opportunity to stretch out on their own. While doing so employees may stumble, but they will learn a lot and build the respect of their colleagues while preparing themselves to be better employee (Daum 2013).

7. Inspire creativity and encourage innovation

Leaders do set up goals and deadlines along with employees to achieve them in given time, but this should not limit them to explore and be creative. Encouraging them to do their tasks in different way or set flexible time limits to accomplish goals so that employee get enough time to think creatively and bring innovative solution that would give better results (Empxtrack 2018). When employee is getting opportunity to try new things in a way that does not put the organization in danger. Also, leaders support by creating milestone checkpoints to evaluate the progress or failure. Then employees will gain confidence and understanding so they can feel comfortable innovating under guidance of their leader's support (Daum 2013).

Various definitions of employee empowerment and understanding gathered from the steps discussed here in this chapter helps the author to form relevant questions for the qualitative and quantitative research purpose for this topic. The outcomes from the research process will have strong practical impact and support from the above analysis.

2.9 Organizational leadership qualities

Leadership qualities are very important motivator for this research thesis, it helps to identify leadership skills related questions and later support to develop the leadership qualities GAP cards leading to constructive outcomes for the model SEEM. Moreover, many qualities of the leadership will help employees in the case company to establish themselves as better employees leading to gain superior employee experience. The thought of including leadership skills were identified during personal interviews with the employee of the case company, where they displayed the need of better leaders and wished to become better self-leaders

themselves. This subject being core base for research thesis, the author tried to gather as much relevant information to support the content at various stages of the thesis.

The content is inclined towards leading to become agile organization and qualities of leadership in agile organization is considered into this topic. As the case company is leading to become truly agile and all the current processes and changes undergoing in the case company are leading to qualities discussed in this chapter. A detailed study is presented here for further references on this topic in later chapters.

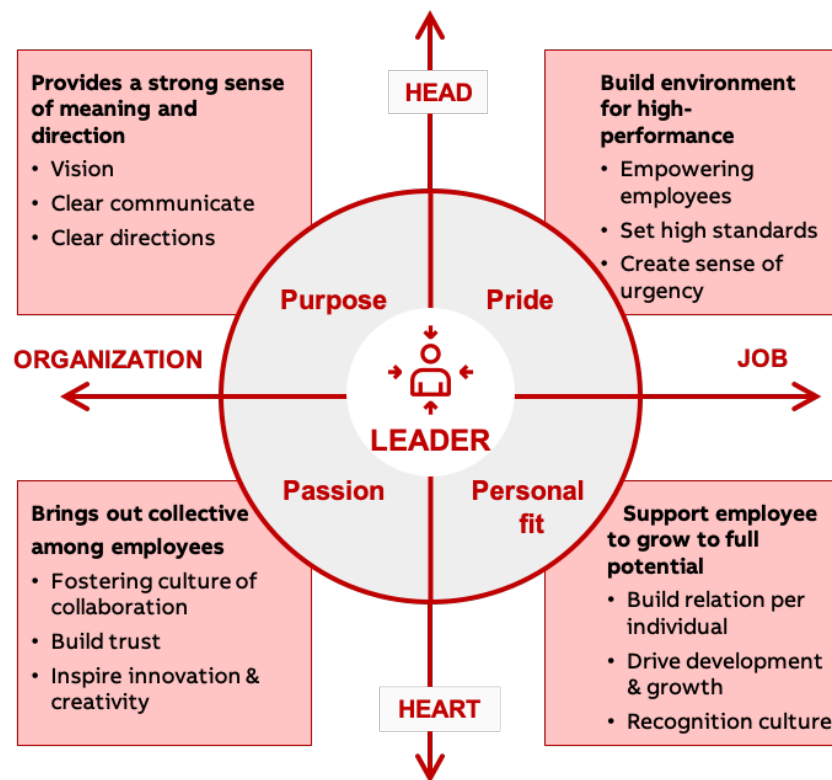


Figure 12: Behaviors of highly engaged leaders (The conference board, 2014).

Organizational leadership as described by researchers of McKinsey, attempts to be comprehensive and pragmatic it is defined as - "Leadership is a set of behaviors that, in a given context, align an organization, foster execution and ensure organizational renewal. They are enabled by relevant skills and mindsets" (Kruyt, Kumra, et.all 2019). This definition is derived from the following qualities of leadership - First - leadership comes active by the behaviors that are used, felt and observed across the organization. These behaviors are highly contextual depending on individual organization, so it is essential to define leadership attributes that would prove most effective for an organization to achieve its performance goals. Second-

leaders must be able to create organizational alignment, execution and renewal, as without them team's performance suffers long term. Third - leaders' ability to demonstrate effective leadership reflects relevant skills realized through real-life experiences. Leader should be able to show strong story telling skills, written and oral communication, influencing skills, and the ability to anticipate and seize pivotal moments. Fourth - Leaders must develop the right mindsets based on introspection and self-awareness. Mindsets including needs, fears and core beliefs these drives a leader's behaviors in a situation. It is necessary to define the leadership carefully as incomplete definition will produce fragmented and disorganized leadership actions with misguided focus and poor impact (Kruyt, Kumra, et.all 2019).

According to Bennis Warren "leadership is the capacity to translate vision into reality through planning" (Warren 1989). A leader must know what they want to create for the organization, they need to have the ability to know what will take to achieve that. A leader needs to have a clear vision and share the vision to inspire others in the team. Then after leader formulates personal action plan, anticipating all the possible obstacles and barriers, leverage on available strengths, be accountable and finally find ways to celebrate accomplishment with the team while reflecting on shortcomings (Serrat 2018).

Personal leadership as described by Serrat mentions, that personal leadership opens up opportunities, bringing more impact and lead to greater overall satisfaction. Also, personal leadership help an employee to perform better in their own tasks and foster a strong sense of purpose, pride, passion and personal fit, as seen in the figure 12. While being a team leader or team player they can contribute better and create a unified common field to achieve team goals (Serrat 2018).

Culture in an agile organization is to puts people at the center, they engage and empower everyone in the organization. This is how they create value quickly, collaboratively and effectively. This is the reasons agile organizations invest in leadership, this empowers and develops its people, creates a strong community that supports and grows the culture and people processes foster the entrepreneurship and skills needed to build agility in the organization (Ahlbäck, Murarka, et. all 2017,14 &15). As organizations become agile in their ways of working this requires new and fundamentally different kind of leaders and leadership methods. The leaders need to adopt new meanings of leadership where leaders are seen as visionary, architect, coach and catalyst. Also, leaders can create possibilities and environment that will enable growth and creativity to flourish (Smet, Lurie, et. all 2018, 7).

Empowering the team members with the most relevant competencies so that they can lead, collaborate and deliver exceptional results. In a shared and servant leadership - leaders are catalysts who motivates team members to act in team-oriented ways, to involve in making strategic and organizational decisions that will affect the team and their work outputs. Agile

organizations create a cohesive community with a common culture these cultural norms are reinforced by positive peer behavior and influence culture of high trust environment. People process helps sustain culture by giving clear accountability with autonomy and freedom to pursue opportunities and chance to have new experiences. This culture leads to employees in agile organizations to exhibit entrepreneurial drive, by taking ownership of team goals, decisions and performance. This are the reasons agile organizations attract employees who are motivated by intrinsic passion for their work and who aim for excellence (Ahlbäck, Murarka, et. all 2017, 15). To become leaders who can build and lead agile organizations, leaders need to develop some new set of capabilities. New capabilities like - need to adopt to new personal mind-sets and behaviors, learn new ways of helping teams work, learn to build enterprise agility into the design and culture of the organization (Smet, Lurie, et. all 2018, 8).

Essential capability is transforming yourself first then the organization. A novel approach to leading starts with a new way of being; as Warren Bennis said, "... the process of becoming a leader is much the same as the process of becoming an integrated human being" (Warren 1989). Leaders desiring to transform their organization, first need to begin transforming themselves starting with their mind-sets. Changing one's mind-sets or adjusting it to the new context is not an easy task, but to develop self-agility it is essential to realize leader's potential to lead an agile transformation. Leaders make a thoughtful personal shift in their mind-sets from being reactive to becoming creative. Self-authoring or creative mind-sets are an inside-out way of experiencing the world based on creating one's reality and way forward through expressing core passion and purpose. Being creative expands the perspective and focuses on the positive side and lets one experience joy, fun, love and flow (Smet, Lurie, et. all 2018, 9).

There are three fundamental reactive-to-creative mind-sets that McKinsey's researcher found were critical to foster the culture of innovation, collaboration and value creating at the heart of agile organization: from certainty to discovery, from authority to partnership and from scarcity to abundance.

From certainty to discover focusing to fostering innovation

Today, leaders need to create mind-set of discovery that is about playing to win, seeking diversity of thoughts, embracing risk, and fostering creative collision. Leaders must encourage innovation by continuous experimentation, testing and learning. This is made possible by personal practices like: pause to move faster - as pausing can create space for clear judgment, original thinking and purposeful action. Embrace one's ignorance by listening and thinking for original and unexpected breakthrough ideas. Radically reframe the question by changing the nature of the question to unblock existing mental model. Set directions not destination, by joining with team on a journey with clear direction and test your solutions yourself by

constantly testing innovative ways of leading, by making it exciting and not terrifying if they do not succeed (Smet, Lurie, et. all 2018, 10).

From authority to partnership focusing on fostering collaboration

Network of autonomous teams employed by agile organizations are designed for collaboration. This requires managing with creative mind-set of partnership by agreement. Such organizations tap into ideas, skills and strengths through freedom, trust and accountability, which requires peer-to-peer relationship based on mutual acceptance and respect. Leaders in such an organization need to develop relational expertise, create conditions for effective teamwork, build networks and burst silos. Leaders in agile organization focus on guiding and supporting rather than directing and micromanaging, so more senior leader might have fewer reports than their junior. Leaders focus on creating this kind of environment by encouraging everyone in the team to contribute, facilitating joint problem solving, and encouraging all team members to take accountability for individual and team outcomes (Smet, Lurie, et. all 2018, 11). The researcher of Google suggested that by creating a sense of psychological safety, where people feel comfortable speaking openly, suggesting ideas and admitting they don't know reveals an important characteristic of high performing team (Delizonna 2017).

From scarcity to abundance focusing on fostering value creation

Leaders develop mind-set of abundance includes customer-centricity, entrepreneurship, inclusion and co-creation. Leaders grow by continually seeking win-win options that deliver value equally to all stakeholders. Leaders who have develop this kind of mind-set are on look out to identify new opportunities and solve the unmet needs of their stakeholders and customers. They are continuously exploring new ways to provide and create value so as to attract the resources needed for the value creation. Making three fundamental shifts to build creative mind-set of abundance, partnership and discovery allow leaders look outwards and forward, unleashing the full potential of employees and organization (Smet, Lurie, et. all 2018, 12).

Above three parameters of highly engaged leader helped us to develop a set of leadership skills GAP cards. Many crucial points taken from the above study along with the responses received from the research by survey questionnaire and personal interview were rated against these parameters and outcome of leadership is practically derived.

2.10 Time management

Time management is another important key motivator of the thesis which is studied in depth in this chapter. The understanding analyzed from this chapter will be used for the research process in interview as all the performance related topic has direct relation with time

management. The case company is leading towards better employee satisfaction so, entire time management topic becomes crucial for better productivity, timely completion of projects and support ease of working with proper planning are some of the key parameters. While learning from time management many unseen truths and guidance are revealed and realizing the importance of time is given the high level of priority. The author has gathered necessary information to use as the base to understand the problems noticed during the research process. The understanding from this chapter helped in constructing questions for the personal interviews which support to build a set of Time Management GAP cards. Further leading to define the model SEEM for futuristic support for efficiency and employee satisfaction aiming to develop superior employee experience.

Time management indicates to a person about managing their time effectively by making the best possible use of time and doing the right thing at the right time. As time is limited assigning specific time slots to activities as per their importance allows individual to successfully manage their time. Managing time well plays a central role in completing tasks within calculated time frame along with this increasing individual's productivity, stay stress free and relaxed throughout the day (Juneja 2015). Moreover, time management is also a vital element of leadership, along with responsibilities and accountability. A leader needs to develop strategies to maximize time to be able to achieve personal as well as organizational goals. Leaders need to cultivate and use systems that help to manage the day to day demands and be flexible at the same time to deal with any last-minute changes or interruptions based on the pressing needs. Leaders manage time for the organization and their team members who work along with them, as time management is not only about one's individual productivity but also about the productivity of an organization. Inherent skills of leaders and managers are to recognize that time is an important commodity in managing how work is prioritized, goals are accomplished, and resources are allocated (Farrell 2017, 216).

There are some organizational strategies from which individual leader as well as the organization can benefit, they are planning, goal setting, delegation, decision authorities and work life balance (Farrell 2017, 216):

Planning - The fundamental basis for any time management process is connected with the planning process. By setting individual and organizations priorities based on the vision and goal of the organization, helps employee to decide their work tasks and plan for most important tasks to be accomplished. Fitsimmons provides steps in planning process connected to time management to cost saving for an organization. He says, "that while it takes time to plan it is an investment that will pay back heavily in time saved later on" (Fitsimmons 2008, 61). The planning process includes goal setting to articulate priorities, purpose of action items and personnel deployment. A component of the planning process is communicating the vision to the team. By communicating the vision of organization, a leader is also outlining how

they will spend their time (Farrell 2017, 217). While managing between multiple tasks and responsibilities, individuals will have a better understanding of what is important only when they know the vision and goals of the organization to help them focus on priority projects (Fitsimmons 2008). Time management sets up the stage for analysis of resource allocation that includes managing a leader's time as well as the organization's time (Farrell 2017, 217).

Goal setting - Leaders can analyze and understand how they currently spend their time and later assess the workload to decide what strategies would work well to maximize their time. Leaders can develop different patterns that works best for them like limiting number of meetings per day, carving out personal time slot, management of email correspondence and travel schedules. Ifijeh suggests leaders to conduct a time audit to take "a critical and retrospective look at the demands on an individual, use of time to meet the demands and identify gaps and possible area of adjustments" (Ifijeh 2012, 568). Once a leader has summarized understanding on how their time is being used, then adjustments can be made to be more effective in managing time (Farrell 2017, 217). As a leader grow within an organization, they are expected to take more responsibilities where typically they use more evening and weekend time for personal meetings. Work and individuals both value the importance of personal attention, so strict time management versus interpersonal time may be in conflict stressing leaders. But when organizational priorities are communicated well with the employees, the colleagues become a support during demanding times.

Delegation - Another tool for leader to manage time efficiently is delegation. As leaders grow into increasingly more responsible positions, they need to learn why it is important to delegate, when to delegate, what to delegate and how to delegate. Delegation is an important tool in time management as it prioritizes the time of individuals while assigning responsibilities to those who are best capable to manage a task due to time, level of responsibilities and knowledge. A capable leader outline tasks clearly that should be suitably assigned for another employee, while at the same time leader should also have a clear understanding of which responsibilities should not be delegated (Farrell 2017, 218). On the other hand, some leaders might be hesitant to delegate considering this as a request for help or are in wrong impression that one should accomplish every responsibility. But in reality, delegation is a very good time management tool if used correctly and applied well may help leader to manage their time efficiently for focusing on needed priorities, help achieve personal effectiveness as leader can concentrate on the things, they can do best (Ifijeh 2012, 570). Also, delegation supports in building team spirit, help develop new expertise and capability of other employees in the team and distribute responsibilities according to the appropriate skills.

Decision authority - Decision making ability in leaders is a component of delegation. An effective leader usually outlines responsibilities along with the authority for decision and the types of decisions that are delegated to others. The need is to be establish clarity among

employees of what decisions they may make themselves and which decision should be moved to the leaders. By outlining the boundaries of responsibilities will help everyone in the organization to manage their time and this will contribute to effective decision-making process. Once leaders have delegated the responsibilities, they need to step back and allow the individual to manage the decision and processes within their own authority (Farrell 2017, 218-219). Baker encourages leader to retrain the urge to control but instead give feedback as confirming success, provide guidance on improving skill and by encouraging effort (Baker 2012, 2). Possibilities can be that decisions or actions are not so critical and they can be used as a training moment to improve employees' skills also, it can become opportunity for leader to discuss values, expectations and vision. While delegation and decision authority are tools to effectively manage time for a leader but in the process, employees can build skills and share the collective work of the organization (Farrell 2017, 219).

Respect time of every individual - while leaders ask others in team to respect their time, but it is also important that leaders also respect the time of others understanding that employee's time management is also critical throughout the organization. This will develop culture inside the organization that everyone is important, and that time is realized as a commodity (Farrell 2017, 219). Baker encourages leaders to be on time for their appointments and to plan meetings for all to be productive and respect everyone's time (Baker 2012, 3). Effective leaders not only manage their time well, but they respect the time of others to assist them in succeeding in their responsibilities resulting in growing the entire organization (Farrell 2017, 219).

Communication - Another necessary component of time management is communication, about organizational vision and expectations but also the different channels organization uses to communicate effectively to eliminate employees from wasting their time with unnecessary or unproductive communication. A leader needs to clearly communicate their preference to communicate with their team members so others in the organization understand how to allocate their time. To facilitate communication, leaders realize that time is limited for everyone, create outline of their expectations for keeping others informed, updating projects, and requesting action or decisions. Leaders also need to mentor employees in building up their communication skills as an aspect of time management, along with these guiding employees and recommending the best practices for communication. Leaders themselves learn or are good in public presentation skill, storytelling to have a productive meetings and communication that manages time well for all employees (Farrell 2017, 219).

Time for reflection - Leaders usually face the challenge to find time for reflection, they really require time to step back to consider the big picture, learn best practices and assemble ideas for the organization. As leaders progress in their career they need more of reflection time and their personal time is possible to reduce. Leaders need to be more purposeful in

creating time not just for working extra but for spending time for personal use. Professional and leadership development opportunities can provide for such time. This time away may create a space to develop strategies or to focus on a situation that needs time for proper consideration or may be see it from different angle. This time away for reflection is necessary element for leaders and they need to manage time to make this time possible (Farrell 2017, 220).

Work life balance - Personal time is usually scarified due to increasing work and priorities at work front, so a leader/employee needs to include personal goals within time management. Personal goals can be taking time for tenure and promotion activities, advance education, professional service, community service, engagement with non-profits, while not to mention time for a personal life (Farrell 2017, 220). The conflicting demand from work and personal life have always been around, people have children and/or elderly parents to care for, they have pursued hobbies and devoted their time to community activities. Many organizations assume that employees would put the company's interests first, hence work versus personal life was always sacrificed (Christensen, et.al., 1998). While managing time a leader needs to consider all aspects of their life in order not just work so they can try to find the delicate balance between work and personal life that can work for them.

Time management is challenging, and one solution usually does not fit all so they need to be tailored to fit individual's work-style preferences and organizational culture. Time management is crucial for both leaders and employees to organize their tasks and accomplish the priorities that are set together. Especially leaders need to gain from time management by using different tricks, tips and strategies to squeeze as much time out of the day without compromising quality work and interpersonal relations (Farrell 2017, 221). Well the reality remains that even after having all the above strategies, leaders constantly struggle with time management as there are so many competing demands and shifting schedules that can go out of control. There are some tools and tips to help manage time effectively by leaders as well as employees for example - leaders can plan, know the priorities, focus on activities that advance the goals of the organization, delegate, outline authority responsibilities, communicate expectations, and include personal and professional development time within their schedules (Farrell 2017, 221). Some techniques and methods supporting in managing time well and giving better performance are smart planning, prioritizing tools and looking for quality over quantity, they are described in detail below:

Smart planning - To manage time efficiently one need to work smarter than harder and make time to do other things as well. When leaders learn to set goals in right way, there productivity could reach the sky. The tool used to set goals that are S.M.A.R.T - Specific, Measurable, Achievable, Realistic, and Time-bound. These goals will bring a solid structure to work life and prepare employees and leaders to achieve their goals in smart way (Ogbeiwi 2017).

Prioritize - Next tool or tip to become productive is to keep mornings for MITs - Most important tasks. The point here is to tackle the most important task as the first thing in the morning and if there are more than one important task then tackle the biggest on first Here ABCDE method can also work well for managing time for work and personal life too. In this method first create a list of tasks on hand then classify each of the tasks as A, B, C, D, and E. Where 'A' stands for the most important tasks that needs to be completed at any cost or else it might bring serious consequences. 'B' stands for less important tasks, these are those tasks that should be done but would not create serious consequences. 'C' stands for tasks with no consequences these tasks are something that would be nice to do but for this they will have no consequences if task is done or not. 'D' stands for tasks for delegate these tasks are good to be delegated to those employees who could perform the task well and has the needed skills to succeed. 'E' stands for tasks to be eliminated those tasks are completely irrelevant and could be eliminated as doing them is not going to do any good to productivity or efficiency (Tracy 2017).

Know yourself more - Employee or Leader both can observe and follow these changes to manage their time efficiently. To begin an individual might have observed that at specific hour one is as focused as an eagle and your productivity shoots up like anything. This happens only when your mind is in complete harmony with the external conditions, this can be said that you found your 'zone' or 'flow'. Once this occurrence is discovered one's flow or zone can directly contribute to the correct utilization of their time. This will help individuals to reach their optimal state of consciousness when you feel and perform your best. There will be occasions when you simply cannot get things done within the specific time frame. This is the point you accept that there are limits to how effectively you could manage time. Don't just assume that you can achieve all that you wanted in a given time you don't have to do everything, instead it's a good idea to delegate or outsource the time taking tasks so you have time to focus on important things. By accepting one's personal limitations one can than plan their time and task to be done productively (ProofHub 2018).

The 18-minute approach by Peter Bregman, will help leaders and employee to navigate through bundle of emails, phone calls, text messages and endless meetings that prevent us from focusing our time on things that are important. Practice five minutes in the morning by sitting down and think about what you need to do today to make it successful, then take those things and schedule them into your calendar. Next every hour in the workday take one minute to refocus, by taking a deep breath and asking yourself if you spent the last hours productively. Give five minutes in the evening before turning off your computer to review how the day went. These 18 minutes approach will give you an easy insight to manage your day and have a moment to reclaim your life from distractions (Bregman 2009).

Quality over Quantity - It is observed that multi-tasking is one of the biggest time-wasting activity. Instead of achieving many tasks in one time you end up achieving nothing out of them. Best way is to utilize your time to complete one task and then jump to next task. By following planned prioritizing list and one will be able to focus better with less distraction hence less likelihood of mistakes. Emails, phone calls and social media are common but the biggest distractions at workplace and affect your productivity. Set a fix time for addressing all the social media needs and emails so you can be less distracted and be more productive. Moreover, time tracking tools help you to keep track of time spend on which tasks and activities, to plan better time needed to accomplish certain kind of tasks and keep records. People who track their time are usually focused, productive and organized (ProofHub 2018).

As seen from above methods, time management is essential to manage everyone's daily lives and activities one does to feel successful at the end of day. As every minute is valuable for all of us, it would be wise to use the tested time management methods to streamline efforts, personal energy and bring value to the life we live. The author has strong personal belief about value of time and its proper utilization will help solve many of the hurdles faced by employees in the team and it will bring value to the definition of work completion. The key to be successful and satisfied is the importance of time spend to create value with utilization of resources in most efficient manner. The time management set of GAP cards were created with the understanding and learning gathered from this chapter and they will prove to be the eye opener for research outcomes Methods and processes for the thesis.

The author has tried to compose the entire theory section as a guiding principle to case company available from scientific research, well researched book content and content from the practical implementers like consulting organizations and critics. The next chapter 3 is again a description of research methodology with guiding principles for collection and processing data for needed information to develop superior employee experience in the case company.

3 Methods and processes for the thesis

This chapter displays methods and processes used in the development of the research topic. The purpose is to develop comprehensive employee experience strategy within a team of the case company organization by using design thinking principles and service design tools together. Stickdorn observation from his research have revealed that service design can have a substantial impact on organizations as its about building trust between all involved people and building trust towards a more human-centered approach to problem-solving (Stickdorn 2020, 5). As described in Chapter 2.4 that employee experience and customer experience are interconnected. In the process of creating customer experience, customers are placed in the center of design process, similarly in creating employee experience, employees need to be in

the center of design process. Service design shares the similar principles like other design thinking disciplines, and this is the reason service design is sitting firmly at the intersection of design thinking and customer experience and so service design is more visible and used as method (Stickdorn Lawrence, et al., 2018, 23). Service design process in an organization in general is all about increasing level of empathy for certain group of people and their problems, connecting silos, breaking down prejudices against several other teams and departments, breaking up existing processes and working for a change against many obstacles built to resist change in an organization in general it's not easy and not certainly a natural course to follow (Stickdorn 2020, 5).

Service design methods support well to the research and development of the thesis topic from the perspective of the user or users of the services from the perspective of employee, by using co-creation methods to develop experiences for employee while engaging the employee in collaborative efforts to develop and create sustainable design for superior employee experience. Service design its definition, process, methods and the reasons of using service design methods are explained in the Chapter 3.1.

3.1 Service design

Service design as defined by Nielsen Norman group, "Service design is the activity of planning and organizing a business's resources - people, props and processes in order to directly improve the employee's experience and indirectly the customer's experience" (Gibbons 2017). Service design understanding can also be elaborated to perceive, service design as a mindset is pragmatic, co-creative and hands-on; it looks for a balance between technological opportunity, human needs and business relevance. Service design as a process is driven by design mindset, trying to find elegant and innovative solutions through iterative cycles of research and development. Service design as a toolset with a process, mindset, common language with approachable tools when well used they spark meaningful conversations, create a common understanding, make implicit knowledge, opinions and assumptions explicit and stimulate the development of a common language. Service design as a common language between all disciplines offering a shared, approachable, and neutral set of terms and activities for cross-disciplinary cooperation (Stickdorn Lawrence, et al., 2018, 21-22). As a conclusion of above understanding, Stickdorn, Hormess, Lawrence and Schneider propose definition as, "Service design is human-centered, collaborative, interdisciplinary, iterative approach which uses research, prototyping and a set of easily understood activities and visualization tools to create and orchestrate experiences that meet the needs of the business, the user, and other stakeholders" (Stickdorn Lawrence, et al.2018, 27).

The principles of service design as defined by Stickdorn Lawrence, et al. (2018) are used in the process of developing the thesis research they are: Principle 1. Human-centered - To

considering the experiences from all the people who are affected by the service. The employees from design team at the case company were considered as the users affected by the service. So, they were interviewed to understand their current experiences and later they were involved into co-creation processes so they could support by showcasing their needs and views in development of superior employee experience for the case company. Principle 2. Collaboratively engaging stakeholders from various background and function to be actively participating in the service design process. Different stakeholders like employees, leader, manager, HR representative and processes were actively involved in the service design process. Representative from each stakeholder groups were interviewed to understand current practices, existing processes of employee engagement and current methods used to define the employee experience. Principle 3. Iterative - Using service design process approach is an exploratory, adaptive and experimental, by iterating the outcome is concretized towards implementation. Following the service design process, the current state analysis of employee's needs and problems were collected. The data received was clustered in systematic method to explore definition for design drivers later by adapting the service design process, design solutions were created along with the users in an iterative process to concretize towards implementation. Principle 4. Sequential -The service needs to be visualized and orchestrated as a series of interrelated actions leading toward solution. Once the current state is collected and analyzed, the service is visualized through employee journey map which includes pain points and opportunities identified at each step of the service that later helps to created sequence of actions leading to a solution which is easily adopted and implemented successfully. Principle 5. Real - Needs for the service process should be researched in reality, the ideas prototyped in reality and intangible value translated into physical or digital realities. Until the service is converted into reality it is not realized physically by the user. Set of GAP cards were realized based on the user needs from research, ideas were prototyped along with the users into detailed GAP cards that became valuable foundation for the model SEEM. Principle 6. Holistic - Created service should be sustainably address to the needs of all the stakeholders involved in the service through the entire services and across the business. The developed service process addresses the needs of all the stake holders throughout the service and the holistic outcome is the Superior Employee Experience Model (SEEM) that would build and sustain the experience of the employees from the case company along with developing culture in the organization.

The Double Diamond

The service design process in this study follows the Double Diamond model created by Design Council, which is, "A clear, comprehensive and visual description of the design process" (Design Council 2019). As seen in the figure 13, the two diamonds in the Double Diamond represent a process of exploring an issue more widely and deeply by divergent thinking and then taking focused action by convergent thinking (Design Council 2019). Each diamond contains

two parts, opening up the first diamond there is discover and define phase, while in second diamond there is develop and delivery phase. Between the first and second diamond there is problem definition happens with clear insights gained from first diamond and design brief is created with enhanced planning to move ahead with second diamond.

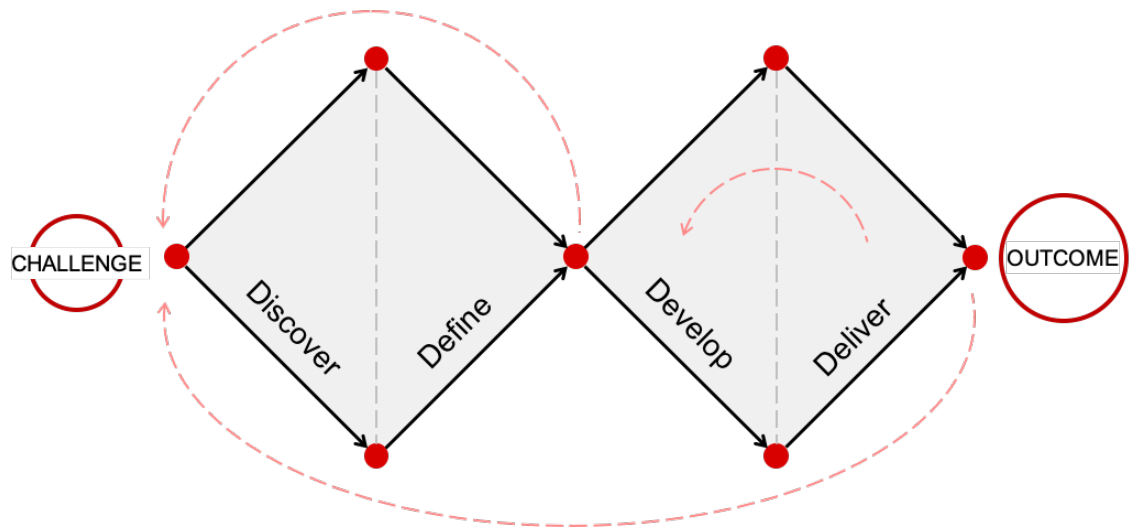


Figure 13: The Double Diamond representation (Design Council 2019).

The service design process for the research study follows the four phases of Double Diamond and they are defined in detail below (Design Council 2019):

1. Discover: Understanding and identifying user needs by understanding the current states and using different research methods. This phase conveys divergent thinking.
 - ⇒ With careful planning of the research topic and identifying focus group for research, discovery phase start with gathering understanding and needs from its core users and stakeholders this was discovered by using mixed research methods which includes both qualitative and quantitative research methods while case company data was collected from desk research.
2. Define: Insights collected from the discovery phase were analyzed to define the user needs and goal of development work. This phase conveys convergent thinking
 - ⇒ Using the raw data collected from discovery phase, key insights from employee and case company data were analyzed. Development requirements were defined and visualized in stakeholder map and customer journey map, this supported in choosing the topics and clearly defined problem for the develop phase.

3. Develop: The second diamond encourages people to develop different solutions for the clearly defined problems, seeking inspiration from elsewhere and co-design to develop solutions with different stakeholders. This phase conveys divergent thinking.
 - ⇒ Employees, managers and other stakeholders collaborated in developing solutions by discussing and ideating it together in co-creation workshop. This ideas and solutions were further analyzed, and initial prototype were developed.

4. Deliver: Different solutions developed in previous phase are tested with potential user and iterated further to improve the precision of the prototype to be delivered. This phase conveys convergent thinking.
 - ⇒ Different ideas and solution generated during the workshop session in previous phase lead to creating prototype of the finalized concept. This concept was tested and iterated further to improve the usability and precision of the prototype that is delivered as a model for developing superior employee experience (Design Council 2019).

Observing from the figure13, the design process is not that linear, there are usually many underlying problems which might need research to go back to the beginning to gather more insight to move ahead. Design process is also iterative so while creating prototype early on in the process and testing them out with potential users can be part of discovery phase as well as development phase. Ideally in every changing and digital world there is no concept or idea that is ever finished as we keep collecting insights and feedback regarding the product, service and work towards improving them in iterative loops (Design Council 2019).

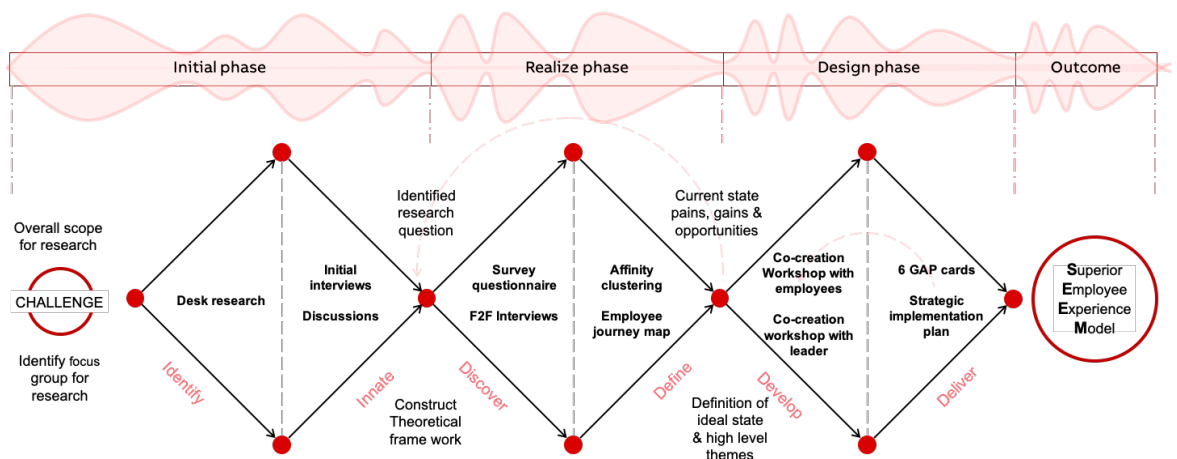


Figure 14: The thesis research plan structure following Double Diamond.

The figure 14, shows the detailed structure of the thesis research plan starting from challenge to solution outcome. Along with identified serviced design methods used in each phase of the extended Double Diamond representation. Here the author has also added one extra diamond in the beginning of the research which covers the initial phase understanding. The two extra phases are identify phase where desk research is performed and innate phase where initial interviews and discussion were carried out with different stakeholders in the case company. At the end of this first diamond research questions were identified and theoretical framework for the thesis research was constructed. At the end of the second diamond current state analysis was composed with pain, gains and opportunities also definition of ideal state and high-level themes were identified. Lastly at the end of third diamond the outcomes are synthesized into Superior Employee Experience Model. Each phase of the thesis research plan structure is elaborated in the next chapters along with description of methods used in those phases.

3.2 Initial phase

Before starting with research phase there is a need to plan and prepare the service design projects goals and needs, so the service designer who is also author of the thesis can carefully inquire and analyze the project needs and expectations from the customer, all the stakeholders and wider ecosystem. Later service designer can start planning a service design process that adapts to the context and the realities of stakeholders (Stickdorn, Lawrence et al. 2018, 330). To understand the research context its necessary to define the context as it helps to engage participants in their natural surroundings. In reference of this research employees from the case company from the defined team were actively engaged in the research phase during their working hours at their office environment to understand their current experiences. Next its essential to decide on the sample size that would be manageable by the service designer before starting to collect the data (Stickdorn, Lawrence et al. 2018, 104). In the research context, service designer/author of the thesis decided to involve 14 different employees from ID&UX Design team inside Technology Management Office division of the Drives business line from ABB Helsinki, the case company. This selection of employees includes different types of employees like permanent and temporary employees, as well employees who have worked in the team for different length of time. The methods used during the initial phase are desktop research, initial interviews and discussions.

3.2.1 Desk research

Desk research can be used as preparatory research as well as secondary research method. The desk research usually includes finding deeper understanding regarding the industry, organization, competitors and also go deeper in client's perspective to identify what is the real research problem, its context, perception, internal conflicts and identify related research topic

already done. Preparation for this research method needs a very wide research question or topic. For Using this research method one can include; conducting internal interviews, screening available online material, organization website, presentations and related material, reading industry specific publications and scientific research articles. The expected outcomes from this research method would be text, statistics, photos and videos as well as mind maps, mood boards where the information collected, and knowledge gained can be represented and documented. (Stickdorn, Lawrence et al. 2018, 118).

The purpose of using desk research method for the thesis topic was to collect information, understanding and evidences on current practices of employee experience in the case company. This knowledge supported researcher to identify and formulate the final research question to be addressed for the research. The researcher gained understanding regarding the current practices used for employee engagement related topics in the case company. Also gathered information of their future expectations, open issues, pain points, good points and unidentified gaps which could be addressed through this research. Furthermore, the researcher did detail analysis of case company's business and history, vision and strategies, statistics data and understanding the business requirements which gave the author scope to understand company's current employee experience cultural and future aspirations from management viewpoint. It's well said that desk research is all about finding the right questions to ask in the research, so this needs to be the starting point of any research process (Stickdorn, Lawrence et al. 2018, 118-119)

The author who behaves as the service design researcher, also works as a permanent employee in the case company so it was possible to access the case company's internal websites to gather the basic understanding and later that information was used to create questions for the initial interviews with key stakeholders from the case company. These interviews were later analyzed to create shared understanding and views on employee engagement and experience from different stakeholders. Based on desk research and initial interview a broader picture of the current state of employee experience journey in the case company could be created as initial draft. This understanding later became the source to create detailed questions for the next phase of survey questionnaire and structured interviews.

3.2.2 Initial interviews and discussions

There were series of initial interviews and discussion done with different stakeholders from case company like HR representative, TMO Leader, ID&UX design team manager and employees from the ID&UX design team.

First interview was conducted with the Technology management office (TMO) Leader from the Motion business line of the case company, to understand the current maturity of employee experience from the company and employee's perspective. Gathering information of demands

from management for employees and which kind of culture is provided for employees. Questions like: what is the current understanding of employee experience and engagement among employees? Which kind of physical, technological and cultural environment does organization provide to employees to be become engaged and perform their best? What are the management expectations from employee view? How do employees become more engaged to receive better employee experience and potential hurdles hindering this? The answers received from these questions were analyzed and used to first formulate the research question, second the insights gained were the source for developing ideas for discovery phase, third feedbacks and suggestion were used to create survey questionnaire and draft employee in-depth interview questions for later phases.

Second interview was conducted with human resource (HR) representative to understand current HR practices and activities related to the employee experience in the case company. As employee experience is deeply connected with the HR practices it was vital to understand current ways in - What kind of employees' feedbacks and voices are collected? How are organizational employee survey created? What is the amount of responses from employee? How is the data interpreted? What are the steps taken to make data visible to employees? Which kind of activates are performed for employees to gain engagement and better employee experience? What kind of employee development activities are performed currently in the organization and how are they assessed? The answers to these questions brought clarity and better understanding of the case company's current practices to connect with the employees, measures taken to support and develop better employee engagement. Along with this researcher and HR representative collaborated to draft the current employee journey in the case company from the HR and management perspective. This employee journey was further analyzed, and gaps were identified later the research questions were developed keeping in mind these recognized gaps. This knowledge helped researcher to create survey questionnaire that would address to questions and aspects that are missed out of the company's current employee survey questionnaire. Both the interview outcomes helped researcher to create understanding on the big picture of current state of employee experience from management perspective.

Next, researcher conducted group discussions with the team members from ID&UX design team, to understand how much do they understand about employees experience, are they aware of the benefits available for them from the company, their current ways of working, their current needs and desires from the management team and to understand their wishes to receive superior employee experience. The answers helped researcher to gain understanding on the current perspective of employees, also gathered ideas and needs to be addressed in the discover, define and development phases of the service design research process. The researcher was able to synthesis understanding from the information received from initial phase to build understanding and was able to scope research for creating the superior employee

experience model. Also, the answers from employees provided information on their needs from company's different environments, this helped researcher to formulate interview questions that would address and trigger the reasons for the needs from employees.

Based on the findings and outcomes collected in the initial desk research phase, the goals for discovery phase were created through iterative process and considering the limitations of time and availability of the participants. Considering the understanding obtained from the case company's vision, strategy and HR practices, the research had limited its scope to not cover all the phases of employee experience from onboarding to retiring but specific topic from during employment phase were considered into the research scope. Moreover, the case company being quite large with many employees the user group was confined to one team with 14 employees from the team who actively participated in the discovery, define and develop phases.

3.3 Discover phase

It is suggested by Stickdorn, Hormess, Lawrence and Schneider (2018, 107) to use different mix of research methods while creating a research plan as each research method has its inherent possible bias. Different methods are used to collect rich data during the discovery phase, later research methods triangulation principle is used to improve the accuracy and quality of the research data. Different methods generate different or even multiple type of data for example photos, video, artifacts by following the data triangulation principles it enables researcher to support findings with different kind of data that will make data set richer and more logical (Stickdorn, Lawrence et al. 2018, 107-108). Research is vital for service design as it helps researcher to go beyond assumptions, research can be divided into quantitative methods and qualitative methods both these methods are necessary in the service design (Stickdorn, Lawrence et al. 2018, 98). After understanding the needs from the desk research phase and research question, research methods are carefully selected to be able to collect rich and logical data for ideation process. The methods used during the discovery phase are mix of quantitative and qualitative research methods, which include survey questionnaire and focused interviews respectively.

3.3.1 Quantitative research method

The purpose of Quantitative research is to "make valid and objective descriptions of phenomena" (Taylor 2010, 52). Researchers try to understand these phenomena by isolating and examining the interrelationship among and between variables in a controlled setting. The aim is to classify features, count them and construct statistical models in an attempt to explain what is observed. Purpose of conducting quantitative research are to know how many and/or how often certain behavior or pattern occurs. To identify target audience by determining

what portion of that audience has certain behaviors, intentions, attitudes and knowledge or concerns, to predict behaviors at a statistically significant level (Taylor 2010, 52).

The quantitative research method uses tools like survey questionnaire, or equipment to collect numerical data. Survey is usually performed among large group of people, uses structured questionnaire with questions that are closed-ended or forced choice questions. Objective is to seek precise measurement and analysis of target research questions. Usually surveys are custom studies designed to find answer to specific set of research questions. Outcomes of quantitative research involves analysis of data that can be words from interviews, pictures from videos or photoshoot, objects or artifacts, numerical data to be evaluated by utilizing descriptive or statistics to determine if there are significant relationships or differences and to identify which research questions are significant. There are certain downside using quantitative research method, as the research method does not solely address the full range of problems in behavioral or physical sciences. Problems associated with this methodology are: “1. Do not succeed in achieving complete control, objectivity and may miss contextual details, 2. All the questions defined by researcher are not easy to be answered by data gathering tools and methods, 3. They have limited ability to probe answers, 4. participants who are willing to respond might characteristics that don’t apply to the general audience and this creates a potential bias in the study” (Taylor 2010, 53, 55).

3.3.2 Qualitative research method

Qualitative research is multi method, it focuses to study things in their natural settings, involving with the user and attempting to make sense or interpret the phenomena from the point of view of users in focus. Qualitative research involves the study, use and collection of different empirical case study materials, personal experiences, introspective, life story, interview, observations, interactional and visual text interpreting routines and pain or problem moments and meanings in individuals lives (Denzin & Lincoln, 1994; Patton, 2002). The qualitative research is inductive, describing multiple realities, developing a deep understanding and capturing everyday life and human perspectives. The research focuses on examining full context and interaction with participants while collecting most of the data from face-to-face interview in the participants natural surroundings environment in the real world (Taylor 2010, 62).

Qualitative research plan begins with an initial idea that evolves as more knowledge is gained from interacting with participants. Researcher needs to be flexible throughout the process proposal as data analysis is mainly interpretive and descriptive in nature (Taylor 2010, 62). Patton identified that qualitative research finding can be collected using these three methods: “In-depth interview, open-ended interviews, direct observations and written documents” (Patton 2002). The outcomes from the interviews produce direct quotations from people

about their experiences, opinions, feelings and knowledge, while data from observations consists of detailed descriptions of people's activities, behaviors, actions and interpersonal interactions which includes studying extract, quotations, or passages from organizational, clinical or program records, memoranda and correspondence, official publications and reports, personal diaries and open-ended written responses to questionnaires and surveys (Patton 2002). Data collected by qualitative research method like interview and/or observations usually cannot be validated merely through traditional data source measuring methods. There are dedicated methods that a researcher can use to improve the validity of data source. First, using multiple sources to validate information, for example validate interview information through observations. Second, review information with participants for further accuracy and third method is for researcher to keep their bias out of data by reporting only what was observed and told. (Taylor 2010, 62).

Eriksson and Kovalainen articulates that qualitative research is more like a living and transforming process, which is not a fixed and stable entity without history and context. This is the reason why researcher shape their qualitative research methods in the process and behave as an active participant to develop the research process. Successful qualitative research usually has circularity of the research process and method to ensure that the research outcomes are richly thoughtful and insightful (Eriksson & Kovalainen 2008).

3.3.3 Mixed research method

Adopting to integrated quantitative and qualitative research methods as mixed research method was considered by the researcher for this thesis research following service design methods. Embracing the learning from quantitative research that it is often good method used to gain insights into "what" and "how" of an experience, while qualitative research provides insights into the "why" people's motivations and needs (Stickdorn, Lawrence et al. 2018, 98). Also, quantitative research can provide a general overview and grounded information on the relationship between various issues of matters that researcher can then further explore in more detail with qualitative research (Eriksson & Kovalainen 2008, 301). Following this suggestions researcher drafted strategies that followed mix research method to proceed with discovery phase to gather insights about employee experience from the participants of user group:

- a. Survey questionnaire as Quantitative research method
- b. In-depth, face-to-face interview as Qualitative research method

These methods are further elaborated showing the structure, process, details related to the case company and how were the insights for the next phase collected by performing the above research methods.

a. Survey questionnaire

The researcher of the thesis created survey questionnaire using the understanding gathered from theoretical framework of thesis and knowledge synthesized from the desk research from initial phase. These questions were mostly targeted to understand current state of the cultural, physical and technological environments of employees in their work environment. The survey questionnaire was divided into four parts: first part gave an introduction to the participants by briefly describing the purpose, aim and outcome of the survey. Also, stated short explanation regarding the confidentiality of the survey responses. Second part contains basic information of the survey participants like name, role at case company, job status and duration of being associated with the company. Third part contained 16 mandatory questions with choice to answer between 1 to 5, where 1 meant disagree strongly and 5 meant agree strongly. These questions were derived from understanding gathered in theoretical framework from chapter 2.1, 2.2, 2.3 & 2.4 of the research and the knowledge generated from the desk research in the initial phase. Fourth part contained 2 open questions with possibility to write free text, to capture participants thoughts and concerns liberally. This survey questionnaire created were sent to 9 respondents in the identified team of the case company. The survey questionnaire template can be found in appendix 1. The results received from the survey responses were collected in statistical graph format to analyze the responses of each questions and create understanding of concepts which were highlighted by the data collected. The data collected helped to gain insights into “what is the current level of employee engagement” and “how employees perceive and gain employee experience” into their cultural, physical and technological work environments. This understanding was utilized to create questions for in-depth interview, also to gain further subjective information on employee engagement and experience. The results from the survey are presented in the chapter 4

b. In-depth, face-to-face interview

Interviewing is a qualitative research method used to study people in their own context like workspace or office. Interview explore and reveals the current behaviors, current needs and reason behind those behavior this can give deep insightful understanding to the subject (Portigal 2013, 3). Interviews is a technique to conduct intensive individual interview, with specific relevant stakeholder to understand different perspective on specific subject (Stickdorn, Lawrence et al. 2018, 122). Portigal writes that interview creates a shared experience for both researcher as well as participant, uncover their pain points, identify their needs, inspire to design and biggest inspiration comes from meeting them in person this glorious experiential and emotional complexity is often called empathy (Portigal 2013, 10). The outcomes of in-depth interview method supports researcher to acquire information about participants expectations, experiences, products, services, goods, operations, processes and concerns, persons attitude, problems, needs, ideas or environment and the semi structure nature of the

interview lets researcher collect observations like body language, mood and atmosphere (Stickdorn, Lawrence et al. 2018, 122).

Interview guide as recommended by Portigal contains three parts: (1) Introduction to the subject and participants background as first step, (2) main part of the interview containing some specific questions and some semi-structured questions also dream questions and (3) closing part wrap up the interview, (Portigal 2013, 39). The goal for the first step was to narrate the subject and prepare the environment ready for interview, so participants can start with describing their background in their work environment. The main part of the interview contained four specific questions related to the cultural, physical and technological environment of the employee. Next a set of semi structured questions which were constructed after analyzing the survey responses by particular participant. This helped researcher to get insightful subjective understanding based on objective responses given in the survey. In the end researcher asked a dream question to the participant to get those deep feelings, thoughts and needs verbalized expectation in the future needs and wishes format. In the end the closing part wrapped up the interview with short discussion regarding the next step in the research process and identifying if they would be interested in participating in the co-creation workshop to trigger some of the issues found from the work environments of the employee. The interview guide used in this thesis research can be found in appendix 2.

The researcher of this thesis conducted in-depth, face-to-face and semi structured interview with 9 different participant employees from the identified ID&UX design team from case company. Participant mix included: 3 participants were permanent internal designers, 4 participants were part time, design student interns and 2 participants were temporary design consultants. The interview with each participant were performed for 30 min duration, where the outcomes were documented in form of audio recording and notes. Later, these interviews were transcribed, and analysis was done using affinity clustering method, to derive outcomes for the next co-creation ideations workshop in the ideation phase of double diamond. The results from interview are presented in the chapter 4 of the thesis.

3.4 Define phase

In service design process define phase follows convergent thinking, where the collected data from discovery phase is used to visualize, synthesize, and analyze which is also called “sense making” (Stickdorn, Lawrence et al. 2018, 126). There are different approaches to visualize data and different appropriate ways to communicate the data and insights. Methods used by the author of this research are affinity clustering or also known as building a research wall, employee journey mapping and developing key insights.

3.4.1 Affinity clustering method

Affinity clustering is a method which can help researcher to sort large amount of data gathered during discover phase and organize them in visual way to identify themes based on their relationships. This method is to consider different type of data like quotes, photos, screenshots of websites, statics, artifacts, etc. and put them up on the wall or a wide canvas. This enables to visualize and identify patterns within collected data and researcher can start synthesizing data by clustering it according to specific topics. Next step is to name this clusters and look for connections between clusters taking care that potential confirmation bias is kept away. These themes can be further explored using tools like personas, journey maps, key insights and become design drivers to be further explored into ideation phase (Stickdorn, Lawrence et al. 2018, 128). This process helps researcher to visualize and see the current state of employee experience as big picture with some prominent themes popping out of the research wall. These themes were used as design drivers for the co-creation ideation workshops.

3.4.2 The employee journey map

The user journey map is a flow map to visualize a user's activities and steps through an entire experience (Kumar & LaConte 2012, 183). This journey can visualize existing experience as current state journey maps or can be visualized as planned experiences as future state journey map. The basic structure of a journey map contains steps and stages that can define the scale of the visualized experience, from a high-level journey map that shows the big picture from end to end experience to a detailed journey map showing only a few minutes experiences in detail (Stickdorn, Lawrence et al. 2018, 129). This research method breaks down users' journey into component with parts to gain insights into issues, pain points that maybe present or opportunities for innovations (Kumar & LaConte 2012, 183).

In the scope of this thesis the researcher created the user journey map into an employee journey map as employee is the user of this research. The Employee journey map which was initially iterated with HR representative in initial phase was then elaborated and structured from the data and knowledge collected from survey and interview of discovery phase. The employee journey map just concentrated on experiences created by employee at workplace, in time frame of a workday in the office environment by a permanent full-time employee. This journey collected all the activities the employee performs with emotions attached with work related activities in context of office environment. It is stated by Polaine et al. "Context is critical to gathering insights into people's interactions" (Polaine et al. 2013), so the researcher has collected insights from the employees in their relevant context. This visualization showing employee experiences in workday made it possible to combine the holistic employee experience from physical, digital and cultural environments in workplace. The purpose of employee journey map is to reveal all the possible key touchpoints of an experience,

quality variations between the touchpoints and visualize gaps between expectations and experiences created by employee (Polaine et al. 2013, 45). This identified gaps became the key drivers for the ideation workshop in next phase, as any service with a minimal gap between expectations and experience results into greater employee satisfaction and better employee experience (Polaine et al. 2013, 45). This employee journey visualization was then reviewed with employee who also participated in the survey and interview, to validate the outcomes as current state employee journey map. The employee journey map visualization can be found from appendix 3.

Based on the understanding received from the affinity clustering method and employee journey map the outcomes were further analyzed by using the Gap analysis model of employee experience service which is described in Chapter 2.6 - Gap model. The analysis helped researcher to identify the existing gaps between employee expectation and perceived understanding from organization along with the existing gap between organizations expectations from employee. The identified gaps supported in building GAP cards which were categorized under three environments of organization they are (1) Physical environment, (2) Technological environment, and (3) Cultural environment. While the affinity clustering method revealed three key design drivers which were further analyzed to create GAP cards - (4) Leadership qualities, (5) Employee empowerment and (6) Time management. The define phase creates analyzed and synthesized information which behaves as concrete base for the next phase which is the develop phase.

3.5 Develop phase

Develop phase is the beginning of the second diamond in the double diamond from design council. This phase promotes to use divergent thinking and encourages the participants to develop different kinds of solutions, ideas and concepts for the clearly defined problem. This process practices a co-design, co-creating and collaborative working mode with different stakeholder involved in the project. The purpose of the develop phase was to open up mind and begin creating ideas, by using divergent techniques while aiming for quantity, not quality - at least in the beginning, as more ideas created will lead to later success (Stickdorn, Lawrence et al. 2018, 158). All kind of ideas are good at this stage as it helps researcher to move beyond the obvious to interesting, radical and innovative ideas, when this is done in group ideation session it's a good way to develop shared ownership to ideas.

Before initiating the ideation workshop the outcomes from the define phase were discussed with the leaders of the management team from the case company. This discussion was important for management team to understand current state of employees and review objectively outputs that were discovered from the employees' survey, while the related subjective outputs were supported from the face-to-face interviews with employees. The outcome of

this discussion gave clear ideas from management for research work as a well-defined direction to move ahead with next steps. Also, the discussion gave clarity to researcher of this thesis to be able to address the realized issues from previous phase into the ideation session to gain concrete outcomes and solutions.

Co-creation ideation workshop

Co-creation or better said co-design is an engaging process with a diverse group of participants in a multidisciplinary team and with a wider group of stakeholders who have been involved throughout the process, to collect valuable variety of viewpoints and experiences. Facilitator plays a vital role in this kind of workshop; they need to get most out of the participants and keep them moving forward together in a context where they all feel useful and engaged in the process of ideation. (Stickdorn, Lawrence et al. 2018, 391). Facilitation is a complex skill where one needs to simultaneously manage process, participant group and people individuals at different levels. At first level facilitator has to facilitate the process, by offering necessary information, selecting appropriate activities and later consolidating outcomes as results to guide the work towards a fruitful conclusion. At second level facilitating the participant group by keeping them motivated, engaged and productive through the workshop while handling possible conflicts and tensions among the group and lastly facilitating the participant as individuals by helping them to be more empathetic, think analytically, be more creative and helping them to see things through different perspective (Stickdorn, Lawrence et al. 2018, 392).

Facilitator of the workshop used some warm-up and energizers to boost up the energy of participant and keep them engaged in the workshop activities. These energizers and warm-ups are ideal for creating a comfortable space between participants and make ideation more effective, also help participant to be happy failing and wake them up in natural low point of the day (Stickdorn, Lawrence et al. 2018, 407). Creating a safe space is another key role of the facilitator in the workshop, as service design tools and methods are many times not easy to understand and are usually not comfortable for many participants as this kind of creative process needs participants to fail which is not the normal way of working for most of the participants. Hence the facilitator needs to give special attention to the safe space for both physical and mental environment which accepts and embraces failure. This safe space creates circumstance for participants to be innovative and productive (Stickdorn, Lawrence et al. 2018, 399).

Facilitator used different facilitation tools and techniques throughout the workshop to achieve successful workshop outcomes with participants. In the pre-ideation phase researcher used ideas from journey map and insights from survey and interviews to create “How might we...?” questions to develop triggering questions to initiate ideation phase. Ideation phase

used brainstorming and brainwriting methods, these methods supported participant to generate many ideas efficiently at the same time it engaged all participants equally. In brainstorming session small group were formed to discuss the topic and understand the themes in detail by ideating on each other's thoughts within the group. While in brainwriting phase participants wrote down their ideas in silence, with one idea on one post-it and each participant created many ideas on selected topics. These ideas were then pitched in front of all the participants giving short explanation of what the idea or concept is and how it aims to the topic in focus. Steps into the workshop were:

1. Introduction of themes and presenting the relevant findings from employee research done in discover and define phase, leading to create pre-ideation "how might we...?" questions.
2. Group task to ideate solutions for cultural, technological and physical environment based on the identified GAP's. The group ideated two different aspects of the problem, first set of solutions were from the employee's self-initiation to eliminate GAP and second set of solutions were employee's expectations from organization to eliminate GAP.
3. Pitching the ideas to the group by explaining how the solutions will create ideal cultural, technological and physical environment for employees to gain superior employee experience.
4. Everyone gave feedback on how they felt involved in creating ideas that would be affecting their ways of working. Also, it was acknowledged as these ideas were created by them as a group the solutions will be easy to adopt and practice.

There were two workshops organized, first group workshop was co-creation ideation session with group of six employees from ID&UX design team and second ideation workshop was done with the leader of TMO as a management representative from case company. Researcher of the thesis acted as facilitator for the workshops. The workshop went on for three hours, with lots of post-its, pens and a white board to ideate and sketch solutions. The first group ideation workshop's purpose was to co-create many varieties of concepts, ideas and solution proposals to reduce or eradicate identified GAP's from cultural, physical and technological environment of the case company from the perspective of employees. The purpose of second ideation workshop was to co-create ideas for key drivers found from develop phase leading to build superior employee experience model (SEEM). The GAP's identified in this workshop were from the management perspective of how employee perceives employee experience, this were from the understanding gathered from first workshop and identified needs of employees. The outcomes and results of both the workshops are documented as six sets of GAP cards and explained in detail in the next chapter.

In the next chapter, the results from the workshop and the entire research and development process are presented phase by phase following the Double Diamond representation for this research.

3.6 Deliver phase

The delivery phase being convergent in nature that demands to consolidate all the learning and knowledge into solutions or prototypes. So, in this research development process, all the ideas and solution generated during the co-creation ideation workshop session from the previous development phase were concretized into solutions as initial concept for building superior employee experience. The entire development process described in the chapter 3 becomes the working model, and structure for developing superior employee experience in the case company. The first iteration of model was based on the six set of GAP cards from the identified topics that were established in the develop phase and co-creation ideation workshop. As the research process is the key to identify the current and future needs of the employee, this process becomes the basic concept for designing structure for the model SEEM. Systematically converting the identified concept into structured format resulting in producing the model SEEM. The author visualized the model graphically so all the stakeholder can understand the process step by step and this became first part of the deliverable for this phase. The second part of the deliverable is the strategic implementation steps for change process to be incorporated into the culture of the organization. These strategic steps were inspired by Kotter's eight step process for change and by following the guidelines the author created strategic steps for implementation of the model SEEM as the second deliverable for the deliver phase.

Due to confined time and availability of the researcher, this prototype still needs to be tested with employees and HR. Based on the feedbacks it could then be iterated further to improve the precision of the prototype model. Once tested, this concept can grow inside the organization showing results as planned in this research. But this research development process ends by submitting the first prototype in the deliver phase.

The Ultimate aim of the research is to develop Superior Employee Experience Model (SEEM), the entire process performed to achieve this goal is discussed in detail in chapter 3. Being a process drive model, SEEM will help the case company to analyze needs of the employees and support them to perform better. While employees will gain positive employee experience for their own utmost satisfaction and in return employee will outperform by giving better customer experience and functioning of the department with delivery of best outcomes, eventually making all the stakeholders and customers happy and satisfied at various levels.

4 Results

This chapter will define and explain the outcomes and results, which were created following the defined design process phase by phase. The results covered in this section are:

1. Current state of employee experience journey from pre-employment to post employment phases of employee life cycle, these outcomes were created during the initial phase of design process.
2. Survey outcomes collected from the participants and results from analysis of each questions, this quantitative method was performed during the discovery phase.
3. Face-to-face interview outcomes from the participants and results from the analysis as pain points and opportunities for developing employee experience in the case company, this qualitative method was performed during the discovery phase.
4. GAP cards as initial prototype created by the end of develop phase as an outcome from deliver phase.

4.1 The current state employee journey map

In the initial phase of the design process, there was interview done with HR representative of the case company. The purpose of this interview was to understand current HR practices and activities related to the employee experience in the case company. The research method is described in, chapter 3.2.2 - Initial interviews and discussion chapter. Based on the discussions and outcomes of the interview questions, researcher established the understanding by creating current state employee experience journey map visualization. This was done in collaboration with HR representative to visualize different activities and practices in the life cycle of an employee in the case company. This visualization covers all three phases of employee journey which are pre-employment, employment and post-employment phases. The figure 15, represents the current state of employee experience journey map visualization concluded as result from the initial phase.

As seen in the figure 15, the employee journey starts much before the individual joins the organization. The employee life cycle in the organizations starts from pre employment phase, which consists of attract and hire steps. Next, employment phase includes onboard, engage, perform and develop steps. Lastly, post-employment phase includes depart step that in some cases might again begin with new pre-employment phase in different organization. This is a cyclical process in an employee's life till one age to be retired from job. Details of each phases are documented into the table 1, where the first column shows employee life cycle

phases, second column represents employee journey steps and last column to right shows details of each journey steps giving glimpse of HR activities and practices.

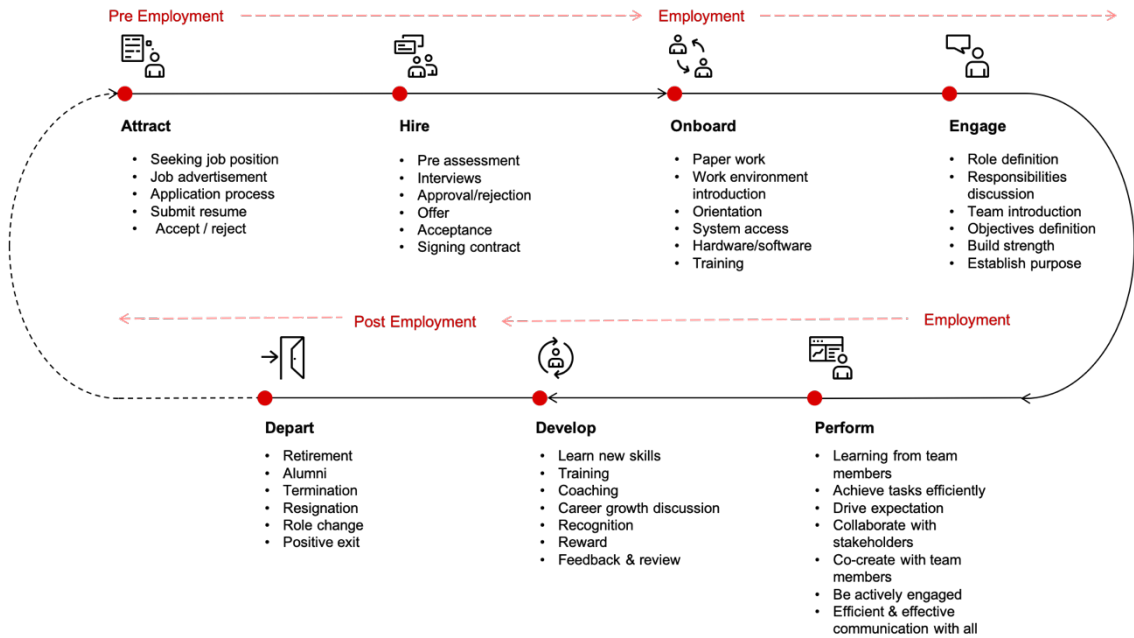


Figure 15: The current state employee journey map

| Employee life-cycle phase | Employee journey step | Journey step details |
|---------------------------|-----------------------|--|
| Pre employment phase | Attract | <ul style="list-style-type: none"> Individuals are seeking for a new job position, Organizations post their available job description advertisement via different channels to attract individual to apply for open position, Application process starts when individual send their application letter and resume to available open position, Based on the resume review, first round of acceptance or rejection is sent to the applicants, |
| | Hire | <ul style="list-style-type: none"> Organization selects the participants based on the resume and invitation letter, Individuals go through pre-assessment test where individuals are tested through different parameters based on the role descriptions, Selected participants move further to interview process with relevant stakeholders from the company, |

| | | |
|------------------|---------|--|
| | | <ul style="list-style-type: none"> • After couple rounds of interviews, selection of a candidate who would be fit for the job is done, • The individual is sent acceptance letter with invitation to discuss offer for the job, • Individual accepts the offer and job position, • The organization and individual sign contract to confirm the hiring process. |
| Employment phase | Onboard | <ul style="list-style-type: none"> • The new employee starts with signing different kind of paperwork to onboard the employee, • Detailed introduction of the work environment is given by the mentor/manager/HR, • New employees are registered to orientation program where they learn about the organizations business, ways of working, benefits and employee practices, • Employee gets access to all the relevant systems which would be necessary to perform day to day activities, • Organization provides necessary hardware and software needed to perform the tasks on the job, • New employees also undergo some basic and job specific training, • Onboarding process can be from 7 to 30 days process, depending on the role. |
| | Engage | <ul style="list-style-type: none"> • Employee has detail discussion with their HR representative and manager to understand their role definition in the organization • Later, they have detail discussion and planning on responsibilities anew employee needs to perform as part of their role definition, • Manager introduces new employee to their team and other members with whom employee has to work, • Manager discusses and plans the objectives along with employee, to build a personal plan for six months or a year. • New employee build strength by learning while doing, collaborating with team members and grow in these process • New employees are supported by manager to establish purpose and their value in team. |
| | Perform | <ul style="list-style-type: none"> • Adopting and learning from team members to acquire practices of organization, |

| | | |
|-----------------------|---------|---|
| | | <ul style="list-style-type: none"> • Efficiently achieve tasks with precision and professional performance, • Aim to become high performing employee & drive expectation, • Efficiently collaborate with stakeholders participating in project sprints, • Co-create with team members to produce best solutions for tasks on hand, • Being actively engaged and proactive, • Efficient & effectively communicate with all stakeholder in the team and project teams. |
| | Develop | <ul style="list-style-type: none"> • Identifying the need to grow by learning new skills, • Organization provides training facilities to do different kind of training to build or develop skills, • Senior employees can coach junior employee by guiding them to relevant growth path in their career, • Managers have yearly career growth discussion with their team members, • Managers and seniors to recognize the good work done by employee and give them recognition for the achievements, • Many times, employees are reward by certificates or monetary compensation, • Employees receive feedback & review of their performance from there manager every six months |
| Post-employment phase | Depart | <ul style="list-style-type: none"> • After years of working in the organization employee go to the retirement stage where they stop working for the organization, • They become loyal alumni of the organization, • Many times, employee develop and grow to take new positions and role in the organization, • Sometime the job is terminated due to certain reasons or short-term contract, • Sometime employee resigns as they move on to new job in another company, • It's always nice to give a positive experience during exit of an employee as they take this experience to their next job. |

Table 1: Showing employee life-cycle journey phases and description from HR context.

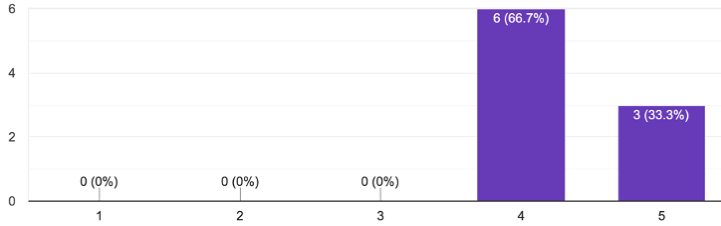
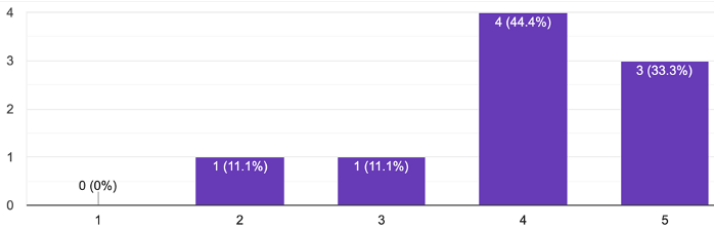
4.2 Survey outcomes from discover phase

Researcher followed the mix research method in discover phase of the thesis development process. Accordingly, survey was designed and conducted first as a quantitative research method followed by interview as a qualitative research method. The process in which the survey questionnaire was created is described in Chapter 3.3.3 - Mixed research method.

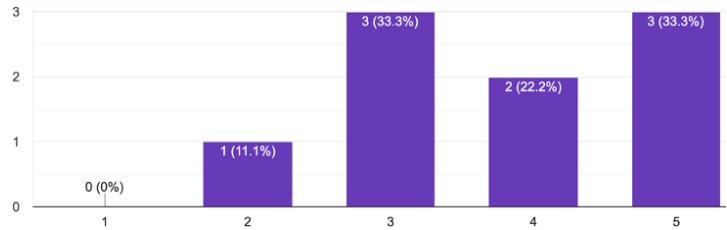

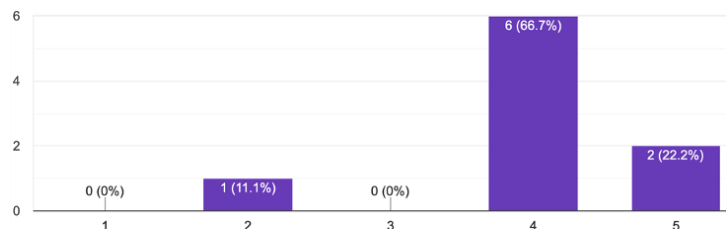

The survey questionnaire was sent to 9 participants out of which all 9 participants responded. Out of those 4/9 employees worked as full time employee, while 5/9 employees worked as part time employee. Participants having engagement with case company varied from 6 months to 5 years. The data collected from all participants of survey were plotted in statistical graph to analyze the outcomes further. The table 2 displays the collection of all the questions from the survey questionnaire, results and conclusion. Further, employee experience indicators representing the severity of the questions were marked in yellow, green and red. The questions which have yellow and red indicator are used as reference for the next phase of interviewing with the employees.

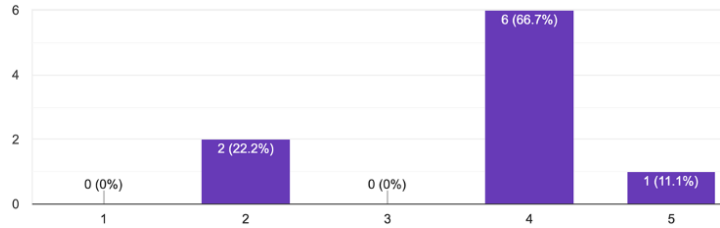

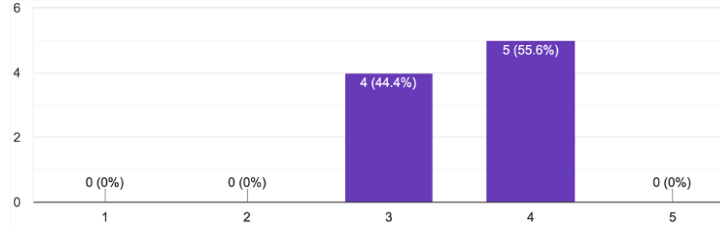

The structure of the table 2 is described below:

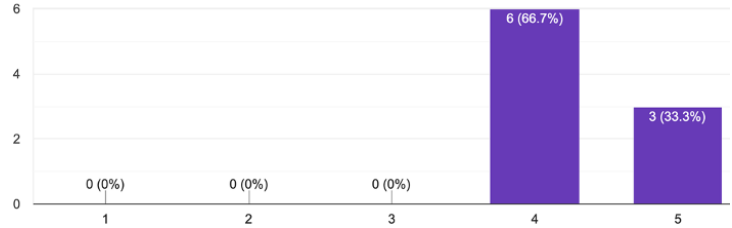
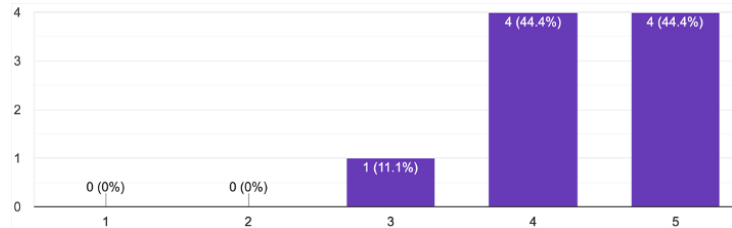
- The survey question is mentioned in first row, first cell on left side,
- Collected results statistical graph plot is displayed in first row, second cell on right side in,
- Purpose of the question is defined in second row, first cell on left,
- Result analyzed from the statistical graph plot are described in second row, middle cell results interpretation,
- Conclusion interpreted based on purpose of question and result outcome are displayed on right cell in second row
- The conclusion cell title has an employee experience indicator on the right side of the cell showing the colors - green, yellow and red. Where green shows good condition, yellow shows poor condition and red shows worst conditions of employee experience based on the conclusion.

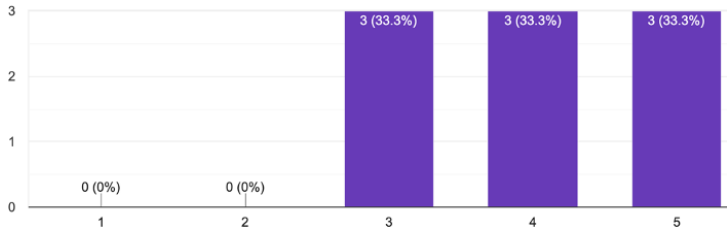
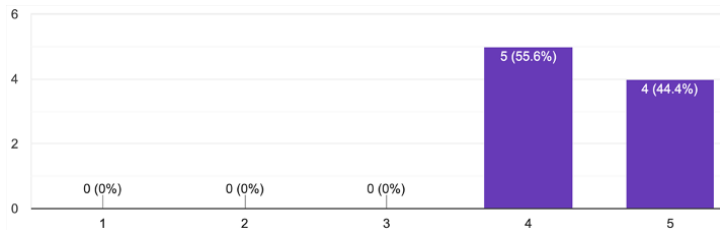
| <p>Question 1</p> <p>When I come to work, I know what I am expected to do.</p> |  <table border="1"> <thead> <tr> <th>Value</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>0</td> <td>0%</td> </tr> <tr> <td>3</td> <td>0</td> <td>0%</td> </tr> <tr> <td>4</td> <td>6</td> <td>66.7%</td> </tr> <tr> <td>5</td> <td>3</td> <td>33.3%</td> </tr> </tbody> </table> | | Value | Count | Percentage | 1 | 0 | 0% | 2 | 0 | 0% | 3 | 0 | 0% | 4 | 6 | 66.7% | 5 | 3 | 33.3% |
|---|---|---|-------|-------|------------|---|---|----|---|---|-------|---|---|-------|---|---|-------|---|---|-------|
| Value | Count | Percentage | | | | | | | | | | | | | | | | | | |
| 1 | 0 | 0% | | | | | | | | | | | | | | | | | | |
| 2 | 0 | 0% | | | | | | | | | | | | | | | | | | |
| 3 | 0 | 0% | | | | | | | | | | | | | | | | | | |
| 4 | 6 | 66.7% | | | | | | | | | | | | | | | | | | |
| 5 | 3 | 33.3% | | | | | | | | | | | | | | | | | | |
| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion ●</p> | | | | | | | | | | | | | | | | | | |
| <p>This is a critical question that addresses to the primary needs of an employee. By having clear job descriptions and responsibilities defined employee are able to perform their jobs efficiently on daily bases.</p> | <p>All the participants responded giving values 4 & 5, so the results show high values towards positive side.</p> | <p>It represents that when employees arrive at work, they know what tasks and activities are expected from them during that day. Giving employee and manager less stress on daily bases. Shows employees are engaged with their job at the organization</p> | | | | | | | | | | | | | | | | | | |
| <p>Question 2</p> <p>I have the correct material, tools, software and computer to do my work right.</p> |  <table border="1"> <thead> <tr> <th>Value</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>1</td> <td>11.1%</td> </tr> <tr> <td>3</td> <td>1</td> <td>11.1%</td> </tr> <tr> <td>4</td> <td>4</td> <td>44.4%</td> </tr> <tr> <td>5</td> <td>3</td> <td>33.3%</td> </tr> </tbody> </table> | | Value | Count | Percentage | 1 | 0 | 0% | 2 | 1 | 11.1% | 3 | 1 | 11.1% | 4 | 4 | 44.4% | 5 | 3 | 33.3% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion ●</p> | | | | | | | | | | | | | | | | | | |
| <p>This is another critical question that addresses to the primary needs of an employee. By having all the necessary equipment and material readily available makes it easy for employee to be able to achieve their tasks on job efficiently and successfully.</p> | <p>The participants responses are spread from 2 to 5, showing mix outcomes. But 7/9 participants responded 4 & 5 giving high values towards positive side, while 2/9 participants represented low to average values towards negative side.</p> | <p>Mix responses reveal that there are discrepancies between employees with lack of basic necessary tools and material, this are primary need of any employee. Considering this low values manager need to make necessary tools, computer and software readily available to all employees equally, supporting them to perform their best and achieve tasks.</p> | | | | | | | | | | | | | | | | | | |

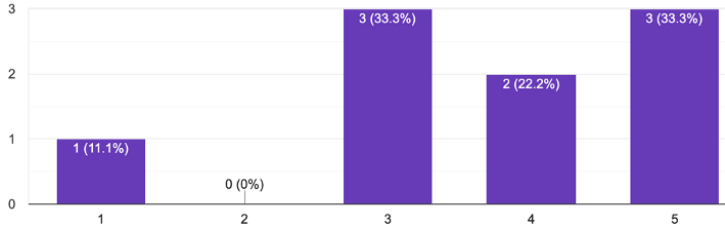
| <p>Question 3</p> <p>In my everyday work, I have the opportunity to perform best.</p> | <table border="1"> <thead> <tr> <th>Rating</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>0</td> <td>0%</td> </tr> <tr> <td>3</td> <td>4</td> <td>44.4%</td> </tr> <tr> <td>4</td> <td>5</td> <td>55.6%</td> </tr> <tr> <td>5</td> <td>0</td> <td>0%</td> </tr> </tbody> </table> | | Rating | Count | Percentage | 1 | 0 | 0% | 2 | 0 | 0% | 3 | 4 | 44.4% | 4 | 5 | 55.6% | 5 | 0 | 0% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion ●</p> | | | | | | | | | | | | | | | | | | |
| <p>This question reveals if the employee’s core skills are utilized well and tasks allocation by leader or senior is aligned with those skills allowing employees to perform best. Employee need to feel that their work is meaningful, and they personally can add value in the organization.</p> | <p>The participants responses are spread between 3 & 4, giving mix outcome but towards positive side. While 4/9 participant gave average value showing they are not sure, and 5/9 participants gave high values. This mix results still are not considered positive</p> | <p>Mix responses shows that there is inconsistency between employees, while some are positive, other are not sure about their opportunities to perform best. Shows that organization need to identify employees core skill before allocating tasks, or else employee do not feel their work is meaningful to the organization.</p> | | | | | | | | | | | | | | | | | | |
| <p>Question 4</p> <p>In the last seven days, I have received recognition or praise for my good work from my senior or manager.</p> | <table border="1"> <thead> <tr> <th>Rating</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>3</td> <td>33.3%</td> </tr> <tr> <td>3</td> <td>1</td> <td>11.1%</td> </tr> <tr> <td>4</td> <td>3</td> <td>33.3%</td> </tr> <tr> <td>5</td> <td>2</td> <td>22.2%</td> </tr> </tbody> </table> | | Rating | Count | Percentage | 1 | 0 | 0% | 2 | 3 | 33.3% | 3 | 1 | 11.1% | 4 | 3 | 33.3% | 5 | 2 | 22.2% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion ●</p> | | | | | | | | | | | | | | | | | | |
| <p>This question focuses on the organizations ability to identify and highlight outstanding individual employee’s contribution. Also, it reveals how much of recognition culture practice is being rooted deep inside the organization culture.</p> | <p>The participants responses are very spread between 2 to 5, giving very mix outcome. While 5/9 participants gave positive responses from high to very high values and 3/9 participants gave low values and gave negative responses.</p> | <p>This mix responses reveals that not all employees received recognition or praise for their good work done. Also, it shows that not all senior or manger practice recognition culture in the organization. This also tells that most of the employees do not feel valued and recognized for their good work in the organization.</p> | | | | | | | | | | | | | | | | | | |

| <p>Question 5</p> <p>I have someone at work who encourages my development.</p> |  <table border="1"> <thead> <tr> <th>Rating</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>1</td> <td>11.1%</td> </tr> <tr> <td>3</td> <td>3</td> <td>33.3%</td> </tr> <tr> <td>4</td> <td>2</td> <td>22.2%</td> </tr> <tr> <td>5</td> <td>3</td> <td>33.3%</td> </tr> </tbody> </table> | | Rating | Count | Percentage | 1 | 0 | 0% | 2 | 1 | 11.1% | 3 | 3 | 33.3% | 4 | 2 | 22.2% | 5 | 3 | 33.3% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion </p> | | | | | | | | | | | | | | | | | | |
| <p>This question reveals if the leadership (seniors, managers or leaders) are effective and provides encouraging atmosphere for development of employees in the organization.</p> | <p>The participants responses are spread between 2 to 5, giving very mix outcomes. There are 5/9 participants who gave positive responses from high to very high, and 4/9 gave average and low responses that results into unclear to negative direction.</p> | <p>This kind of mix responses reveal that not all employees have seniors or managers at work that are encouraging their development or growth. This topic is essential for the employees to feel engaged and supported, while leader and manager play a vital role in development of an employee in the organization.</p> | | | | | | | | | | | | | | | | | | |
| <p>Question 6</p> <p>Usually, my opinions seem to count at work.</p> |  <table border="1"> <thead> <tr> <th>Rating</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>1</td> <td>11.1%</td> </tr> <tr> <td>3</td> <td>0</td> <td>0%</td> </tr> <tr> <td>4</td> <td>6</td> <td>66.7%</td> </tr> <tr> <td>5</td> <td>2</td> <td>22.2%</td> </tr> </tbody> </table> | | Rating | Count | Percentage | 1 | 0 | 0% | 2 | 1 | 11.1% | 3 | 0 | 0% | 4 | 6 | 66.7% | 5 | 2 | 22.2% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion </p> | | | | | | | | | | | | | | | | | | |
| <p>This question aims to understand if leaders take employee's thoughts and opinion into consideration. This shows that everyone in team is headed in the same direction to achieve organizational goals.</p> | <p>The participants responses are varied between 2, 4 & 5, giving skewed outcomes. 8/9 participants gave positive response from high to very high while 1/9 participant gave negative and low response.</p> | <p>These skewed responses reveal, even when most of the employee feel valued but one felt that their opinions were not valued. This shows that leaders need to be more diligent to equally consider opinions from everyone in the team as negligence might drop down employees' engagement and feeling of being valued in the organization.</p> | | | | | | | | | | | | | | | | | | |

| <p>Question 7</p> <p>I believe, I am part of a team that works together towards a shared goal.</p> |  <table border="1"> <thead> <tr> <th>Rating</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>2</td> <td>22.2%</td> </tr> <tr> <td>3</td> <td>0</td> <td>0%</td> </tr> <tr> <td>4</td> <td>6</td> <td>66.7%</td> </tr> <tr> <td>5</td> <td>1</td> <td>11.1%</td> </tr> </tbody> </table> | | Rating | Count | Percentage | 1 | 0 | 0% | 2 | 2 | 22.2% | 3 | 0 | 0% | 4 | 6 | 66.7% | 5 | 1 | 11.1% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion </p> | | | | | | | | | | | | | | | | | | |
| <p>This question reveals the team spirit and employees' trust in their team members. Also, shows that when employee work together and share activities to make up for the lack of efforts, they together achieve common goals. Elevating the entire team as best performing team with highly efficient team members and leader.</p> | <p>The participants responses are showing diversity in results from 2, 4 &5. While 7/9 participant gave positive response 4 & 5 values from high to very high and 2/9 participants gave negative values and low response. Showing diversity of thoughts and actions from individual team members.</p> | <p>This kind of varied responses shows that the team spirit inside the team is not well established. Employees do not believe in supporting each other but, instead individuals try to achieve individual goals, as shared goals are not practiced in the team. Here leaders play vital role in defining and developing the shared goal so team can then practice collaborative work mode and achieve goals efficiently in short time.</p> | | | | | | | | | | | | | | | | | | |
| <p>Question 8</p> <p>I feel that my organization's values are aligned with that of my own.</p> |  <table border="1"> <thead> <tr> <th>Rating</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>0</td> <td>0%</td> </tr> <tr> <td>3</td> <td>4</td> <td>44.4%</td> </tr> <tr> <td>4</td> <td>5</td> <td>55.6%</td> </tr> <tr> <td>5</td> <td>0</td> <td>0%</td> </tr> </tbody> </table> | | Rating | Count | Percentage | 1 | 0 | 0% | 2 | 0 | 0% | 3 | 4 | 44.4% | 4 | 5 | 55.6% | 5 | 0 | 0% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion </p> | | | | | | | | | | | | | | | | | | |
| <p>This question shows if employee is in full agreement with where the organization wants to go and does the role of employee support in reaching there. An organization has individuals as employee who see their own and organizations value aligned to strive achieve common goal in long-term</p> | <p>The participants responses are showing mixed results from 3 & 4. While 5/9 participants gave positive responses and 4/9 gave neutral or uncertain response. Even though there is no negative response this result is still poor, as uncertainty is also not a good sign of engagement</p> | <p>This mixed results, reveal that not all employees in the organization feel their values are aligned with that of the organization. Moreover, neutral responses reveal that employee is not certain or has not found alignment in values with organization, this might lead to poor engagement in long term.</p> | | | | | | | | | | | | | | | | | | |

| <p>Question 9</p> <p>I like the people I work with at this organization.</p> |  <table border="1"> <thead> <tr> <th>Value</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>0</td> <td>0%</td> </tr> <tr> <td>3</td> <td>0</td> <td>0%</td> </tr> <tr> <td>4</td> <td>6</td> <td>66.7%</td> </tr> <tr> <td>5</td> <td>3</td> <td>33.3%</td> </tr> </tbody> </table> | | Value | Count | Percentage | 1 | 0 | 0% | 2 | 0 | 0% | 3 | 0 | 0% | 4 | 6 | 66.7% | 5 | 3 | 33.3% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion ●</p> | | | | | | | | | | | | | | | | | | |
| <p>This question reveals that relationship are important it works as an encouragement for employee, while showing signs that a team is working together as one. This will help the team’s ability to function and perform in harmonized team spirit.</p> | <p>All the participants responded giving values 4 & 5 showing high to very high values towards positive results.</p> | <p>This kind of positive responses means that employees go along well with each other and are well connected among themselves. This will encourage them to work together in harmony as a team in high spirit to achieve organizational goals.</p> | | | | | | | | | | | | | | | | | | |
| <p>Question 10</p> <p>I believe, producing quality work, is a culture among fellow employees (associates) at my work.</p> |  <table border="1"> <thead> <tr> <th>Value</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>0</td> <td>0%</td> </tr> <tr> <td>3</td> <td>1</td> <td>11.1%</td> </tr> <tr> <td>4</td> <td>4</td> <td>44.4%</td> </tr> <tr> <td>5</td> <td>4</td> <td>44.4%</td> </tr> </tbody> </table> | | Value | Count | Percentage | 1 | 0 | 0% | 2 | 0 | 0% | 3 | 1 | 11.1% | 4 | 4 | 44.4% | 5 | 4 | 44.4% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion ●</p> | | | | | | | | | | | | | | | | | | |
| <p>This question reveals employee believes in their team member and the work they do is of high quality making it a culture practiced in the team. This team members around an employee play an active vital role in developing belief in team as well as organization culture of producing quality outcomes.</p> | <p>The participants responses are mixed and distributed from 3 to 5 values. Majority of participants 8/9 gave 4 & 5 as high and very high values and positive responses. While 1/9 participant gave neutral value, showing uncertainty in response.</p> | <p>This mix responses reveal that most of the employees feel that their team members are producing quality work and it’s a culture among employees in team. Leader and senior play vital role here to retain the quality of work output produce in team and support the employees when they are not aligned with this culture.</p> | | | | | | | | | | | | | | | | | | |

| <p>Question 11</p> <p>In past six months, I have had discussions with someone at work about my progress at work.</p> |  <table border="1"> <thead> <tr> <th>Response</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>0</td> <td>0%</td> </tr> <tr> <td>3</td> <td>3</td> <td>33.3%</td> </tr> <tr> <td>4</td> <td>3</td> <td>33.3%</td> </tr> <tr> <td>5</td> <td>3</td> <td>33.3%</td> </tr> </tbody> </table> | | Response | Count | Percentage | 1 | 0 | 0% | 2 | 0 | 0% | 3 | 3 | 33.3% | 4 | 3 | 33.3% | 5 | 3 | 33.3% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion ●</p> | | | | | | | | | | | | | | | | | | |
| <p>This question aims at the importance of half yearly discussion with leader or manager who is keeping check on the performance and is equally encouraging personal growth of the employee. So, the metrics and statics which are related to job performance, are important that can guide employee if they are doing something wrong.</p> | <p>The participants responses are equally distributed between 3 to 5 values. As seen 6/9 gave 4 or 5 from high to very high values and positive responses while 3/9 gave 3 as neutral value, showing uncertainty in the responses from participants. This is also possible due to the mix of participants type.</p> | <p>This mix responses reveal that when most of the employee have had discussions while some employees did not have this opportunity to discuss their progress at work with their manager in last six months. Its manager’s responsibility to have individual open discussion with employee to make them aware if they are going wrong somewhere so they do not repeat those mistakes again and keep good quality progress level high.</p> | | | | | | | | | | | | | | | | | | |
| <p>Question 12</p> <p>In the last year, I have had the opportunity to learn and grow.</p> |  <table border="1"> <thead> <tr> <th>Response</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>0</td> <td>0%</td> </tr> <tr> <td>3</td> <td>0</td> <td>0%</td> </tr> <tr> <td>4</td> <td>4</td> <td>44.4%</td> </tr> <tr> <td>5</td> <td>5</td> <td>55.6%</td> </tr> </tbody> </table> | | Response | Count | Percentage | 1 | 0 | 0% | 2 | 0 | 0% | 3 | 0 | 0% | 4 | 4 | 44.4% | 5 | 5 | 55.6% |
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| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion ●</p> | | | | | | | | | | | | | | | | | | |
| <p>This question reveals if the organization has a program actively practiced encouraging personal growth of the employee by giving them opportunity to grow their skills and ability to perform better.</p> | <p>All the participants gave 4 & 5 values from high to very high, showing positive results.</p> | <p>This kind of positive outcomes shows that organization have employee personal growth program in place. Once in a year manager has open discussion with employee to reveal opportunities to grow skills and ability to perform better, even select employee for senior positions based on their performance and skill levels.</p> | | | | | | | | | | | | | | | | | | |

| <p>Question 13</p> <p>I believe organization is supportive of giving healthy work-life balance.</p> |  <table border="1" data-bbox="678 286 1406 510"> <thead> <tr> <th>Value</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>1</td> <td>11.1%</td> </tr> <tr> <td>2</td> <td>0</td> <td>0%</td> </tr> <tr> <td>3</td> <td>3</td> <td>33.3%</td> </tr> <tr> <td>4</td> <td>2</td> <td>22.2%</td> </tr> <tr> <td>5</td> <td>3</td> <td>33.3%</td> </tr> </tbody> </table> | | Value | Count | Percentage | 1 | 1 | 11.1% | 2 | 0 | 0% | 3 | 3 | 33.3% | 4 | 2 | 22.2% | 5 | 3 | 33.3% |
|---|---|---|-------|-------|------------|---|---|-------|---|---|-------|---|---|-------|---|---|-------|---|---|-------|
| Value | Count | Percentage | | | | | | | | | | | | | | | | | | |
| 1 | 1 | 11.1% | | | | | | | | | | | | | | | | | | |
| 2 | 0 | 0% | | | | | | | | | | | | | | | | | | |
| 3 | 3 | 33.3% | | | | | | | | | | | | | | | | | | |
| 4 | 2 | 22.2% | | | | | | | | | | | | | | | | | | |
| 5 | 3 | 33.3% | | | | | | | | | | | | | | | | | | |
| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion ●</p> | | | | | | | | | | | | | | | | | | |
| <p>This question aims on organizations supporting employees need to manage a healthy balance between work and life. By giving flexibility to support employee towards managing their personal life while being productive and performing best on the tasks on hand at work. This helps employee to be in mental peace when work-life is in balance.</p> | <p>The participants gave variety of mix response that are spread from 1, 3, 4 & 5 values. Even though 5/9 gave high to very high values showing positive results, but 1/9 participant who gave very low result shows inconsistency in the practice.</p> | <p>This kind of mix results show there is discrepancies in the way healthy work-life balance is practiced in the organization. Even if one participant feels it's very low it shows that leader or manager need to discuss with the employee to support this unbalance situation by giving flexibility and less pressure so employee can have healthy work-life balance, as its important ingredient to have productive employee.</p> | | | | | | | | | | | | | | | | | | |
| <p>Question 14</p> <p>Most of the days, I am motivated to go to work.</p> |  <table border="1" data-bbox="678 1193 1406 1417"> <thead> <tr> <th>Value</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>1</td> <td>11.1%</td> </tr> <tr> <td>3</td> <td>1</td> <td>11.1%</td> </tr> <tr> <td>4</td> <td>5</td> <td>55.6%</td> </tr> <tr> <td>5</td> <td>2</td> <td>22.2%</td> </tr> </tbody> </table> | | Value | Count | Percentage | 1 | 0 | 0% | 2 | 1 | 11.1% | 3 | 1 | 11.1% | 4 | 5 | 55.6% | 5 | 2 | 22.2% |
| Value | Count | Percentage | | | | | | | | | | | | | | | | | | |
| 1 | 0 | 0% | | | | | | | | | | | | | | | | | | |
| 2 | 1 | 11.1% | | | | | | | | | | | | | | | | | | |
| 3 | 1 | 11.1% | | | | | | | | | | | | | | | | | | |
| 4 | 5 | 55.6% | | | | | | | | | | | | | | | | | | |
| 5 | 2 | 22.2% | | | | | | | | | | | | | | | | | | |
| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion ●</p> | | | | | | | | | | | | | | | | | | |
| <p>This question reveals that employee feel that they have meaningful jobs, they are successful and happy on the job. So, employee is motivated to come to job every morning as they think this job is a good fit for their skills and self</p> | <p>The participants gave mixed outcomes spread from 2 to 5 values. While 7/9 gave high to very high values showing positive response and 2/9 gave neutral and low values showing negative responses.</p> | <p>This mix outcomes show inconsistency among employees' motivation towards their work. Most of the employees are motivated but some who feel low in motivation need to find purpose and meaning in their job to be happily coming to work every morning.</p> | | | | | | | | | | | | | | | | | | |

| <p>Question 15</p> <p>I feel that my job gives me a sense of meaning and purpose.</p> | <table border="1"> <thead> <tr> <th>Value</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>0</td> <td>0%</td> </tr> <tr> <td>3</td> <td>1</td> <td>11.1%</td> </tr> <tr> <td>4</td> <td>7</td> <td>77.8%</td> </tr> <tr> <td>5</td> <td>1</td> <td>11.1%</td> </tr> </tbody> </table> | | Value | Count | Percentage | 1 | 0 | 0% | 2 | 0 | 0% | 3 | 1 | 11.1% | 4 | 7 | 77.8% | 5 | 1 | 11.1% |
|--|--|--|-------|-------|------------|---|---|----|---|---|-------|---|---|-------|---|---|-------|---|---|-------|
| Value | Count | Percentage | | | | | | | | | | | | | | | | | | |
| 1 | 0 | 0% | | | | | | | | | | | | | | | | | | |
| 2 | 0 | 0% | | | | | | | | | | | | | | | | | | |
| 3 | 1 | 11.1% | | | | | | | | | | | | | | | | | | |
| 4 | 7 | 77.8% | | | | | | | | | | | | | | | | | | |
| 5 | 1 | 11.1% | | | | | | | | | | | | | | | | | | |
| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion </p> | | | | | | | | | | | | | | | | | | |
| <p>This question reveals when employee is engaged in the organization, they are highly engaged, motivated and have good experience at their job. They feel that they have a job that give them a sense of meaning and purpose.</p> | <p>The participants gave mixed outcomes spread from 3 to 5 values. While 8/9 gave positive responses from high to very high value and 1/9 participant gave average response with 3 value. Neutral responses do not usually mean positive nor negative, it just shows uncertainty from participant.</p> | <p>This kind of mix results shows deviations in engagement level of the employee in the organization, as all do not feel motivated and not all have good experiences working on their job. Leaders need to analyze this situation to understand if the person is fit for the job or the position need to be reconsidered and person need to be re-evaluated.</p> | | | | | | | | | | | | | | | | | | |
| <p>Question 16</p> <p>I can recommend a friend to work at this organization.</p> | <table border="1"> <thead> <tr> <th>Value</th> <th>Count</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>0</td> <td>0%</td> </tr> <tr> <td>2</td> <td>2</td> <td>22.2%</td> </tr> <tr> <td>3</td> <td>0</td> <td>0%</td> </tr> <tr> <td>4</td> <td>6</td> <td>66.7%</td> </tr> <tr> <td>5</td> <td>1</td> <td>11.1%</td> </tr> </tbody> </table> | | Value | Count | Percentage | 1 | 0 | 0% | 2 | 2 | 22.2% | 3 | 0 | 0% | 4 | 6 | 66.7% | 5 | 1 | 11.1% |
| Value | Count | Percentage | | | | | | | | | | | | | | | | | | |
| 1 | 0 | 0% | | | | | | | | | | | | | | | | | | |
| 2 | 2 | 22.2% | | | | | | | | | | | | | | | | | | |
| 3 | 0 | 0% | | | | | | | | | | | | | | | | | | |
| 4 | 6 | 66.7% | | | | | | | | | | | | | | | | | | |
| 5 | 1 | 11.1% | | | | | | | | | | | | | | | | | | |
| <p>Purpose of the question</p> | <p>Results interpretation</p> | <p>Conclusion </p> | | | | | | | | | | | | | | | | | | |
| <p>This question reveals that if employee feels comfortable and engaged with organizational environments, work and people then they would happily recommend a friend to work at the organization.</p> | <p>The participants gave mixed outcomes spread from 2, 4 & 5. While 7/9 gave positive responses from high to very high values and 2 /9 negative responses with low values</p> | <p>This kind of mix results reveal that not all employee feel that they would recommend a friend to work at their organization. The low values highlight that some employees do not have good employee experiences within the organization, this situation needs to be analyzed in detail by leaders to do necessary updates to build great employee experience to retain current employees and to attract new based on their recommendations.</p> | | | | | | | | | | | | | | | | | | |

| Question 17 | Responses from participants |
|--|---|
| <p>What according to you are the reasons this organization is a place where people would want to work?</p> | <ul style="list-style-type: none"> • Global and big company with many career options, where work done will reach masses and offering aim to save energy around world. • Opportunities to learn new skills among expert employees. • Better chances to grow your career while specialized in your work • Flexibility and global presence with leader in industry • Good team spirit with understanding and responsible colleagues. • People working here are generally fun to hang out... etc. |
| Question 18 | Responses from participants |
| <p>As an employee of this organization what would increase your satisfaction and productivity?</p> | <ul style="list-style-type: none"> • Too many micro tasks and too many meetings in a day with too little time to concentrate to important topics not enough time to work • More feedback and coaching needed for my work, co-learning from each other to be effective on projects • More investing into design: employing more full-time designers would show that designers work is appreciated and valued in company • A strong strategic approach to the team and its dynamics would be needed... etc. |

Table 2: Survey results interpretation and conclusions.

4.3 Face-to-face interview outcomes from discover phase

In discovery phase, mix research method approach were used by researcher for the thesis development process. So quantitative data from survey were used as bases for developing face-to-face in-depth interview as the qualitative research method. The process of developing interview questions, material and method is mentioned in chapter 3.3.3 - Mixed research method, In-depth, face-to-face interview. The interview was conducted with the participants who had earlier responded to the survey questionnaire. So face-to-face interviews were conducted with 9 participant employees in their office environment during the working hour. Outcomes from these interviews were collected and analyzed, later the outcomes were further mapped and grouped in common high-level themes to consolidate outcomes and learning which are listed in table 3. The structure of the table is:

- High level themes created after analyzing outcomes from interview are listed in first column,
- The employee responses are grouped in the middle column where first row lists positive responses and second row lists negative responses,
- Employee expectations are listed in the third column.

The survey questionnaire and Face-to-face interview outcomes were further analyzed to identify common theme of needs and wants by creating set of GAP cards, these are detailed further and described in the next chapter 4.4.

| Themes | Positive & negative responses from employees | Employee expectations |
|-----------------------------|--|--|
| Cultural Environment | <ul style="list-style-type: none"> + Daily morning standup meeting and feedback session are great support, + Teamwork and support culture from colleagues are helping to building good team spirit, + Team activities like weekly team meeting is great place to know what activities other team members are doing and get general information of activities going in the organization. | <ul style="list-style-type: none"> • Strong motivation and strategy to work on common goal need to be developed • Better work environment and work culture bring in better talent in the organization, • Small steps towards culture change need to be planned and executed to make the organization design driven, • Need to have time to organize small breaks to refresh and think consolidate thoughts, • Trusted and responsible decision-making leaders needed, • Clear goals and vision for the entire team to be created and made visible to all, • Strict control for quality and professionalism to be practiced. |
| | <ul style="list-style-type: none"> – Hourly reporting and tagging when coming in and out of the office are not sign of modern work culture, – If good work done there is no appreciation given to employee, – Complicated structure of the organization makes it difficult for employee to understand one’s place and value in organization, – Too many silos among teams makes it difficult to share learning or content, – Too many temporary employees employed rather need to prefer having permanent employee. | |

| | | |
|---|--|---|
| <p>Physical Environment</p> | <ul style="list-style-type: none"> + The global business nature of the company is liked by employees, so they are attracted to the job, + To have opportunity to do work with people from different culture and location, give exposure to new ways of working globally, + Different kind of project work gives changing working environment. | <ul style="list-style-type: none"> • Modern office space is expected with different kind of working areas possible, • Workspace to give flexibility to work, • Workspace to give liberty to do group work, ideation, discussion, silent working zone and open space to think, • Modern interiors and entire of office to look like design lead working area, • So “we can feel proud of the place where we work”. |
| <p>Technological Environment</p> | <ul style="list-style-type: none"> + All the necessary software and hardware needed to do efficient design work are made available to the employee, + Software for online working and meeting are made easily available and are convenient to use when working remotely, + Needed material and tools to do the work is possible to get. | <ul style="list-style-type: none"> • Top technological cultural environment is expected from organization, • Tools, hardware, software need to be updated with the updated technology in market to support effective and efficient work, • Basic trainings to be established to learn new tools and technologies to advance new ways of performance with clarity, • Good amenities to save time and energy from employees, • Needed computers, tools, software and material to do the work efficiently should be readily available and prepared by manager already on the first day of the employee. • Few approval processes for record purpose only |
| | <ul style="list-style-type: none"> – Current workplace is old style, it needs to be renovated with new workspaces so the space look like its designed for users, – Work aura is too weak, – Workspace does not serve the purpose of different working methods, so the space is not effective to promote creativity, – Limited resources and working space confine thoughts to work freely. | |
| | <ul style="list-style-type: none"> – Internet connectivity problem, especially in our area is disturbing a lot when employee need to work with online tools, – This kind of hindrance due to technology and equipment makes the work slow and it is frustrating employees, – To get the design related tools and modern equipment is a very lengthy process which needs | |

| | | |
|-----------------------------|---|--|
| | <p>several approvals and long time to procure,</p> <ul style="list-style-type: none"> – Support system for designer tools is not available so the support received is not timely or effective | |
| Employee Empowerment | <ul style="list-style-type: none"> + Clear project material is made available as seniors gather all project related information in structured method, so it is possible to do creative and quality work, + Supportive work colleagues are always available to guide and help when needed, to review the work, or create ideas together, or discuss issues and find solutions, + Positive engaging atmosphere is welcoming new people and their thoughts, + Team activities, team days and dinner make employees in team come close create healthy work environment. | <ul style="list-style-type: none"> • Employee need timely feedback to improve and produce professional outputs, • Guidance and feedback system need to be organized so employee knows whom to go to ask which kind of questions, • More time availability from senior and manager needed to have good discussions that could affect the way employees perform, • Professionalism to be maintained by all team members as well as by leaders, • Easy possibilities of learning from each other as well as from experts in the company or from outside, • Engaging work activities needed, • Enough time to be given to do good quality work. |
| | <ul style="list-style-type: none"> – Validation of work done is missing, but instead critical questions are asked regarding the work, – Leaders so busy in their work that they do not give needed attention and time to employees, – Project success is not shared or celebrated as it should be in the team, – Design drive organization still to be established, – Work distribution is not organized well so too much work with tight schedules. | |
| Leadership Qualities | <ul style="list-style-type: none"> + Large company have talented and experienced leaders who are well aware of the business, young employees look up to them as mentors, | <ul style="list-style-type: none"> • Lack of leaders with good leadership qualities to support talented employees and their talent progression, |

| | | |
|------------------------|---|--|
| | <ul style="list-style-type: none"> + There is a vast talent pool of different kinds, giving exposure to learn new talents, + Team meetings are good as it brings the team together and give unified clarity to all the team members at the same time + Seniors give support and feedback to junior employees and work produced are professional | <ul style="list-style-type: none"> • Recognition culture is missing, independent contribution is not seen or acknowledged, • Lack of self-motivated individuals in team to get quality work done, • Strong team strategy with clear guidelines are missing, • Team goals and work goals need to be created and made transparent for all to see and follow, • Equal opportunities to be given to all the employees who deserve and are eligible for it, • Freedom and flexibility to work in different places and environment to be given with clear guidance and requirement to supervise the work done. |
| Time Management | <ul style="list-style-type: none"> + Liberty to plan workday with clear tasks to be achieved in a day, + Employee feel satisfied with work timings, + Team meeting are good as it brings the team together and common queries are solved immediately, + Good support from work colleagues when more workload. <hr/> <ul style="list-style-type: none"> – Lack of clarity on project deadlines, so project goes on forever an employee is involved in one project far too long, – Too many meetings fill up the day calendar and there is no more time left to do any practical work, – Leaders have too many odd tasks to do, so they are all the time busy and not easily available for team members. | <ul style="list-style-type: none"> • Time management principals to be followed by all in the team • Deadlines to be made visibly clear to all in the project so last minute rush can be stopped, • Clear division of responsibilities and more independent work roles to be created in team to maximize the work and quality of outcomes, • Rating work done and not the hours spend in doing the work • Reduce the amount of hour recording tools and increase the work recognition practices • Enough time to be given to employee to think and produce good creative outputs. |

Table 3: Analysis of Interview responses

4.4 GAP cards as initial prototype

In the define phase of research development process the researcher of the thesis collected data, understanding and knowledge from survey and interview with participant employees, which were later grouped together using affinity clustering method to derive six high-level themes. These themes were - (1) cultural environment, (2) physical environment, (3) technological environment, (4) employee empowerment, (5) leadership qualities and (6) time management. These themes were further analyzed using the GAP model to identify: Gap 1 - 'management vs. employee perception', this gap reveals differences in perception of employee experience from the organization versus employee, Gap 2 - 'Service quality specification', this gap reveals differences in specification of employee experience service from management perception to employee from the view of cultural, physical and technological environments, and Gap 5 - 'Perceived service quality', this gap reveals difference in perception of organization's created employee experience service quality verses expectation of employees. The detail explanation of these GAPs is mentioned in chapter 2.6 - Gap model.

During the develop phase of research process, researcher facilitated co-creation ideation workshop with group of employees to ideate solutions for the identified high-level themes. The process in which the workshop was designed is mentioned in chapter 3.5 - Develop phase. In the ideation session each theme was ideated separately in detail. The groups ideated two different aspects of the identified themes to reduced or eliminated GAPs, set 1 - solutions or activities which employee can self-initiates to eliminate gap and set 2 - solutions or activities were employee's expectations from organization to eliminate gap. Following steps were followed in the group ideation workshop:

1. Sketch a basic structure for creating GAP cards for each high-level theme on the whiteboard. The current state identified from define phase were on the right-hand side, identify related ideal state from theoretical framework of research are on left-hand side, identified key drivers for the theme are placed on the top of central area. This structure became the base for ideation session is seen in the figure16.
2. As next step, individual participant started to ideate with one solution on one post-it. Participants created solutions for set 1 - employee self-initiation to eliminate GAP & set 2- employee expectation from organization to eliminate GAP. They used different colored post-it notes for writing down solutions for each set as seen in the figure17.
3. Step 2 was repeated for each high-level theme. First theme in ideation process was cultural environment the outcomes of ideation session can be seen in figure18. Second theme was technological environment and third theme was physical environment, outcomes of ideation session can be seen in figure19. Actively engaged participant co-creating ideas and discussing the solutions are seen in figure 20.

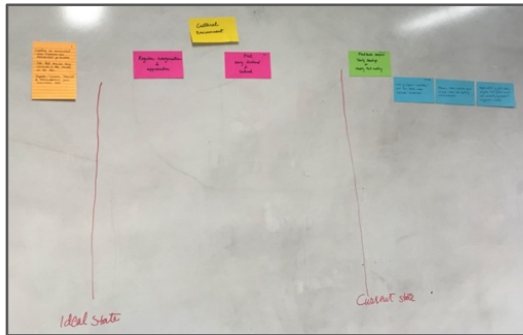


Figure 16: The GAP card structure.

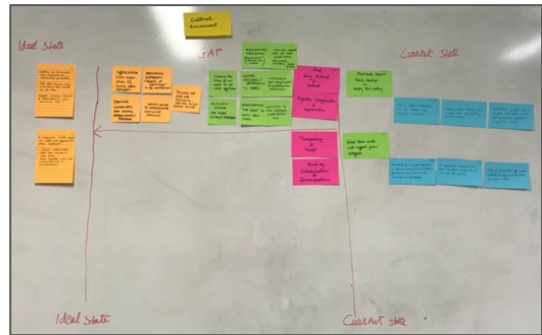


Figure 17: Ideating solution inside the card structure.



Figure 18: Cultural environment ideation session outcomes.



Figure 19: Technological and physical environment ideation session outcomes.



Figure 20: Participant employees actively co-creating during the workshop

After co-creation ideation workshop, the outcomes were consolidated by creating the 'GAP cards' for 6 high-level themes. These GAP cards are part of the results from deliver phase of Double Diamond. Figure 21 to 27 displays one GAP card for physical environment, one GAP card for technological environment and five cultural environment GAP cards each created with different key driver. The structure of the GAP card is:

1. Starting from left side it shows ideal state for the theme, which were derived from theoretical section of research
2. On the right-hand side is the employee current state derived from define phase of Double Diamond
3. Central area uses the information from left and right side to create solutions and activities for GAP identification and elimination.
4. In Central area on top shows the drivers for the theme and below are set 1 - self-initiation from employee to eliminate GAP and set 2 - expectation from organization to eliminate GAP, these solutions were ideated together with employees in co-creation workshop.
5. On top right-hand corner shows the criticality and feasibility measurement for the theme GAP card. Those are supposed to be used during practically implementation of the GAP cards.

The GAP cards from figure 28 to figure 37 displays the three motivators of the thesis they cover three cards for Employee Empowerment, four cards for Leadership Qualities and three cards for Time Management. The structure of the GAP card is:

1. Starting from left side shows ideal state for the theme that were derived from theoretical section of research,
2. On the right-hand side in the top shows the current state of employees,
3. On the right-hand side in the bottom shows the current state of organization,
4. On top right-hand corner show the criticality and feasibility measurement for the theme GAP card.

GAP CARD

Physical Environment

Flexible and attractive physical spaces

Criticality ♥♥♥♥♥

Feasibility ★ ★ ★ ☆ ☆

| Ideal state | GAP – identification and elimination | Employee current state |
|---|--|--|
| <p><u>Flexible, creative & attractive spaces</u></p> <ul style="list-style-type: none"> ▪ A working space that gives joy to work, build connection between employees and feel proud to show it to visitors, ▪ Flexibility of working place and hours with enough clarity on expectations, liberty and guidelines to complete given task with quality output, ▪ By understanding how different employees work, creating work environment with possibilities to pick the environment to suit the task on hand that would enable them to do their best work. | <div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="border: 1px solid red; padding: 2px 5px; font-size: small;">Feel being listened & valued</div> <div style="border: 1px solid red; padding: 2px 5px; font-size: small;">Regular recognition & appreciation</div> </div> <p><u>Self initiation from employee to eliminate GAP</u></p> <ul style="list-style-type: none"> ✓ Designing ideal space for employee, then comparing with other department to identify common needs & possibilities to build common share spaces, ✓ Listening, analysing and considering employees needs and desires for the workspaces to give them possibility to work efficiently, ✓ Taking note of the meeting rooms suitable for interviews, discussion, skype calls, etc. and share the information with team members. <p><u>Expectation from organization to eliminate GAP</u></p> <ul style="list-style-type: none"> ✓ Taking all perspectives/needs of employees into account when renovating the office spaces. ✓ Being flexible & supporting different ways of working - remote, alone, cubicles, group work, etc., ✓ Creating the fun work environment with games & other activities for breaks time or after work team activities ✓ Make the working spaces modern and attractive so employees are proud to talk and show off to their friends and family. | <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p><u>Need for change</u></p> <ul style="list-style-type: none"> ▪ Office space is old style with old furniture, there is desperate need for renovation and better space arrangement, ▪ Current working area does not support employees need for different working environments like group working, ideation, discussion and isolated work area, ▪ The work spaces is not attractive, effective and has weak aura, ▪ Entire office to look like deign lead working area where I feel proud to work. </div> <div style="width: 45%;"> <p><u>Going good now</u></p> <ul style="list-style-type: none"> ▪ Changing work environment is liked by employees, ▪ Global business nature of the organization is liked by the employees and attracts them to work at organization. </div> </div> |

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Figure 21: Physical Environment GAP card.

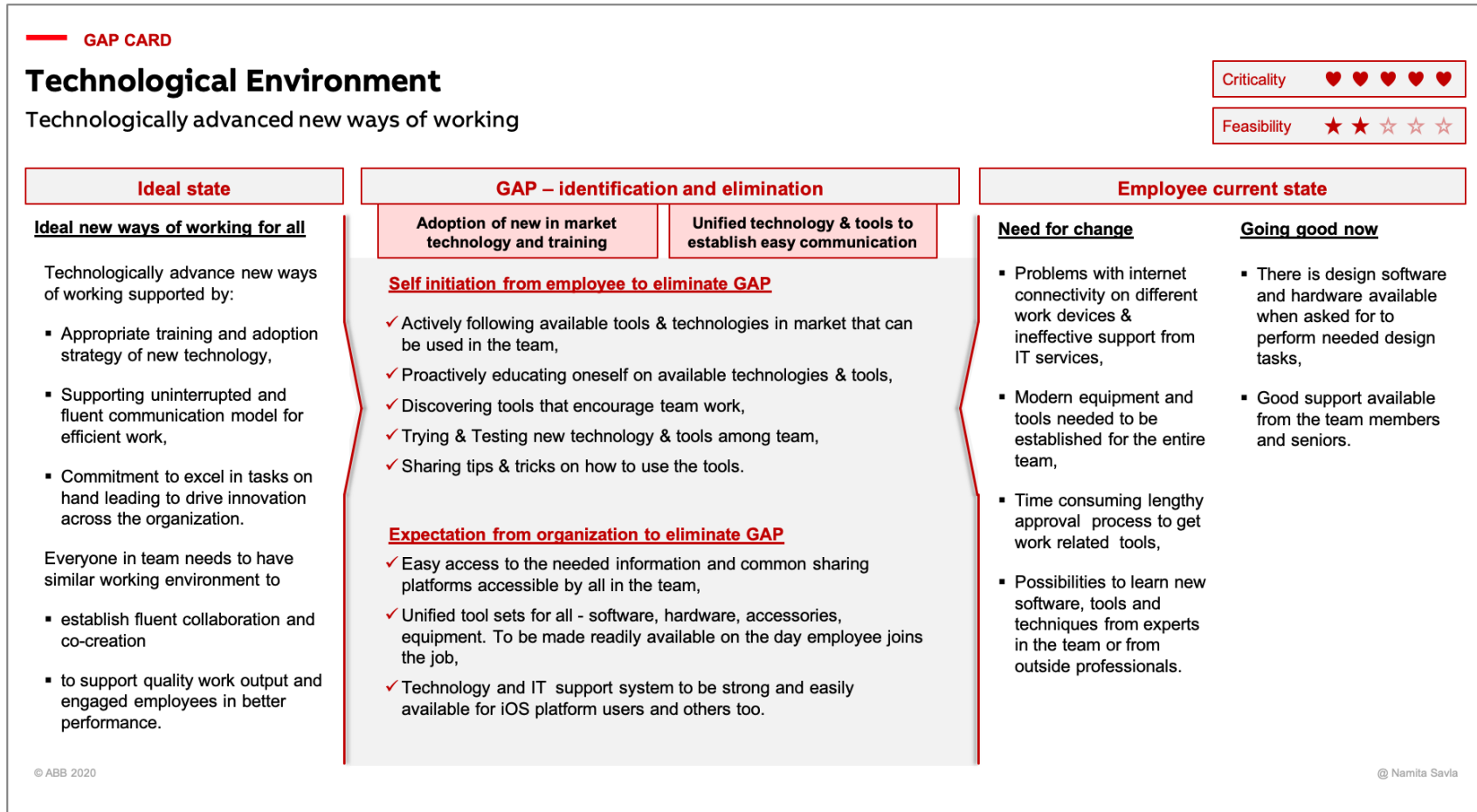


Figure 22: Technological Environment GAP card.

GAP CARD

Cultural Environment - 1/5

Create an environment of feedback and recognition

Criticality ♥♥♥♥♥

Feasibility ★ ★ ☆ ☆ ☆

| Ideal state | GAP – identification and elimination | Employee current state |
|---|--|---|
| <p><u>Feedback and recognition culture</u></p> <ul style="list-style-type: none"> ▪ Place where employees are recognized for the work they do, ▪ Employee feel that they are being listened and feel valued in the team, ▪ Regular practice of recognition could give emotional boost to the employees. | <div style="display: flex; justify-content: space-around; border-bottom: 1px solid red; margin-bottom: 5px;"> <div style="border: 1px solid red; padding: 2px;">Feel being listened & valued</div> <div style="border: 1px solid red; padding: 2px;">Regular recognition & appreciation</div> </div> <p><u>Self initiation from employee to eliminate GAP</u></p> <ul style="list-style-type: none"> ✓ Showing value of our work to teams and the organization to get further appreciation and recognition from all the stakeholders, ✓ Actively asking for more suitable feedback from leaders & peers in a formal or informal session, ✓ Giving positive feedback along with critics by highlighting the good part of work done, ✓ Improve performance by receiving constructive feedback, ✓ Many times personalized feedback tokens boots trust and motivation. <p><u>Expectation from organization to eliminate GAP</u></p> <ul style="list-style-type: none"> ✓ Providing clear guidelines for giving appreciation/feedback, ✓ Awarding/handing out different Token of gratitude or small goods to appreciate employees efforts as part of appreciation/recognition. | <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p><u>Need for change</u></p> <ul style="list-style-type: none"> ▪ Appreciation for good work is not given but negative remarks comes when something goes wrong. Attitude of employees to employees need to be reconsidered, ▪ Measuring hours every day spend at work instead of measuring the quality of work output done, ▪ Lack of support and validation from team leaders makes employees directionless. </div> <div style="width: 45%;"> <p><u>Good points</u></p> <ul style="list-style-type: none"> ▪ Daily stand-up meetings and F2F feedback sessions helps employees with needed support to proceed with there work and give good quality outcome. </div> </div> |

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Figure 23: Cultural Environment GAP card 1/5

GAP CARD

Cultural Environment - 2/5

Create a cohesive team with high team spirit

Criticality ♥♥♥♥♥

Feasibility ★ ★ ★ ★ ★

| Ideal state | GAP – identification and elimination | Employee current state |
|---|---|--|
| <p><u>A cohesive team bond with trust</u></p> <p>Creating a cohesive team based on needs and opportunities where employees -</p> <ul style="list-style-type: none"> ▪ trust each other, ▪ being secured that someone is there to guide, ▪ bond together with efficient communication & collaboration. | <div style="display: flex; justify-content: space-around; border-bottom: 1px solid red; padding-bottom: 5px;"> <div style="border: 1px solid red; padding: 2px; text-align: center;">Transparency & trust</div> <div style="border: 1px solid red; padding: 2px; text-align: center;">Bond by collaboration & communication</div> </div> <p><u>Self initiation from employee to eliminate GAP</u></p> <ul style="list-style-type: none"> ✓ Defining each team members role and purpose in order to achieve trust, also making it visible to team to spread awareness, ✓ Require clarity of long-term plans & vision of the team, ✓ Sharing understanding and knowledge learned to others team members, ✓ Not talking about work in team days and doing more team building activities together. <p><u>Expectation from organization to eliminate GAP</u></p> <ul style="list-style-type: none"> ✓ HR to have clearly defined roles & responsibilities within the team and make it visible for all in the organization to know who to contact with specific need, ✓ Build clear vision and strategy for the team, with actionable activities defined, ✓ Ability to make decisions and to stop decision passed from one boss to another, ✓ Visiting other functions & truly understanding what they do & how it related to our function, might help to build team spirit | <div style="display: flex;"> <div style="flex: 1;"> <p><u>Need for change</u></p> <ul style="list-style-type: none"> ▪ No clarity of who give approvals so decision making becomes difficult, ▪ Moreover, due to many bosses who have half knowledge or understanding of the topic makes process of approval slow. ▪ No openness and transparency in team and function, makes employee feels disjoint and not like family ▪ Lack of coordination of working methods and ways of working leads to chaos in team. </div> <div style="flex: 1; padding-left: 20px;"> <p><u>Good points</u></p> <ul style="list-style-type: none"> ▪ There is currently good support and communication from senior and colleagues that helps employee to perform there tasks. </div> </div> |

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Figure 24: Cultural Environment GAP card 2/5.

GAP CARD

Cultural Environment - 3/5

Build practice to invest in employee growth

Criticality ♥♥♥♡♡

Feasibility ★★★★★

| Ideal state | GAP – identification and elimination | Employee current state |
|--|--|---|
| <p>Investing in employees growth</p> <p>Investing in employees in there:</p> <ul style="list-style-type: none"> ▪ Career progression and personal growth opportunities offered to all employees equally, ▪ Providing possibilities and training sessions to learn or develop new skills and tools, ▪ Provide platforms and discussions to give possibilities to deserving employees to advance further in career path. | <div style="display: flex; justify-content: space-around; border-bottom: 1px solid red; padding-bottom: 5px;"> Actively investing in employees Development of skills & later advancement </div> <p>Self initiation from employee to eliminate GAP</p> <ul style="list-style-type: none"> ✓ Suggesting suitable trainings for each employee groups also giving visibility to what is the outcome after training and follow up activities planning to be able to utilize new learned skill, ✓ Sharing new knowledge in the team like - tools, books, websites, anything that brings awareness to other team members, ✓ Actively look for trainings inside/outside organization. <p>Expectation from organization to eliminate GAP</p> <ul style="list-style-type: none"> ✓ Having different profiles/levels of competences for different designers like junior to senior level with clear strategy to how many employees with which skill are required in the team, ✓ Long-term plan and vision for each member of the team with personal budget for education, books, conferences, online courses etc., ✓ Hiring more fulltime employees vs. trainees, ✓ Going to conferences, fairs as a team also trainees to be included. | <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Need for change</p> <ul style="list-style-type: none"> ▪ Due to many trainees and consultants in team the knowledge learned, understood and gathered is lost when they leave the organization, ▪ Organization need to hire permanent work force to build internal team, ▪ Personal development for employees need to be taken into consideration and discussed regularly for all type of employees - permanent, student interns, consultants or temporary employees. </div> <div style="width: 45%;"> <p>Good points</p> <ul style="list-style-type: none"> ▪ Personal development planning being discussed yearly with permanent employees only. </div> </div> |

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Figure 25: Cultural Environment GAP card 3/5

GAP CARD

Cultural Environment - 4/5

Practice being empathetic for internal and external customers

Criticality ♥♥♥♥♥

Feasibility ★ ★ ☆ ☆ ☆

| Ideal state | GAP – identification and elimination | Employee current state |
|---|---|--|
| <p><u>Empathetic to oneself & employee</u></p> <p>Being empathetic to employees by giving everyone :</p> <ul style="list-style-type: none"> ▪ fair and honest opportunity, ▪ balanced and flexible approach, ▪ understanding personal circumstances and situations, ▪ by eliminating biases when and where needed. | <div style="display: flex; justify-content: space-around; border-bottom: 1px solid red; padding-bottom: 5px;"> <div style="border: 1px solid red; padding: 2px;">Fair & honest opportunity</div> <div style="border: 1px solid red; padding: 2px;">Balanced & flexible approach while eliminating biases</div> </div> <p><u>Self initiation from employee to eliminate GAP</u></p> <ul style="list-style-type: none"> ✓ Pointing out unfair behaviour and address the incident to seniors and managers, ✓ Make available opportunities and possibilities accessible by all the team members, this will increase transparency in the team, ✓ When managers start listening to employee and take there suggestions to take honest decisions, ✓ By being empathetic to employees there will be trust and communication build in team. <p><u>Expectation from organization to eliminate GAP</u></p> <ul style="list-style-type: none"> ✓ Offering more opportunities for remote working. Also there is space issue to fit all the team members in same area, ✓ Remote working day once or twice a week, ✓ Provide possibilities for meeting free days, ✓ Clear roles and responsibilities, with visibility to who is entitled to do what kind of work or decision making. | <div style="display: flex;"> <div style="flex: 1;"> <p><u>Need for change</u></p> <ul style="list-style-type: none"> ▪ Transparent & open work environment to support better thoughts and ideas for quality outcomes ▪ Team lacking clear vision and goals giving employees no clear direction to work on a common direction, so everyone does as they wish ▪ Empathy is not know thing to be practiced for employees. </div> <div style="flex: 1; padding-left: 20px;"> <p><u>Good points</u></p> <ul style="list-style-type: none"> ▪ Personal circumstances and situations are listened to and understood by manager to give flexibility to support efficient work, ▪ Designers are empathetic to customers for whom they design, but are we empathetic to ourselves or to people around us. </div> </div> |

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Figure 26: Cultural Environment GAP card 4/5.

GAP CARD

Cultural Environment - 5/5

Manager to embrace coach and mentor mentality

Criticality ♥♥♥♥♥

Feasibility ★ ★ ★ ☆ ☆

| Ideal state | GAP – identification and elimination | Employee current state |
|---|---|--|
| <p><u>Manager as coach and mentor</u></p> <p>Managers need to be fully engaged in the success of employees and they receive enough training to embrace the coach and mentor mentality.</p> | <div style="display: flex; justify-content: space-between; margin-bottom: 10px;"> <div style="border: 1px solid red; padding: 2px; width: 45%;"> <p>Manager being coach & mentor to employees</p> </div> <div style="border: 1px solid red; padding: 2px; width: 45%;"> <p>Manager invested in success of employee</p> </div> </div> <p><u>Self initiation from employee to eliminate GAP</u></p> <ul style="list-style-type: none"> ✓ Bravely pointing out if something is unclear or demands action by manager, ✓ Keep active dialogue/interaction with managers, ✓ Actively asking for feedback when needed. <p><u>Expectation from organization to eliminate GAP</u></p> <ul style="list-style-type: none"> ✓ Increasing value of the team by advocating & talking about the team members and there activities outside of the team in organization ✓ Recognition of employee's ongoing works & having clear overview of what the team is doing ✓ Allowing the managers to have more time to act as coach & mentor ✓ "Mentoring KPI" for leaders & managers with allocated time in calendars for mentoring team members ✓ Dividing or delegating the managers responsibilities and having internal systems that are less time consuming. | <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p><u>Need for change</u></p> <ul style="list-style-type: none"> ▪ Manager lack to take responsibilities, as they are busy in their activities and meetings, ▪ Responsible team members and manager needed with clear vision and strategy, ▪ Manager need to promote and push employee to be successful and not see their own success only. </div> <div style="width: 45%;"> <p><u>Good points</u></p> <ul style="list-style-type: none"> ▪ Senior managers being clear with there strategy but the knowledge not passed on to next level managers. </div> </div> |

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Figure 27: Cultural Environment GAP card 5/5.

GAP CARD

Employee empowerment - 1/3

Foster open communication and provide plenty context

Ideal state

Criticality

★★★★☆

Communication and Context

- Fostering communication both ways from leaders to employees as knowledge sharing and employees to leaders as feedback and ideas, this channel of communication is necessary to be kept open,
- Most leader have accumulated and carry a lot of information in their brain, which is unfortunately not shared to other employees in there team. This creates gap for the team members to take benefit of information that could support them in taking appropriate actions and good decisions,
- Great leaders find out ways to extract the important information and share it in structured and consistent manner. Also give employees structured way to make their thoughts, feelings and observation be known and listen to regularly.,
- Leader can help employees to understand that there inputs are valuable, also acknowledge them for sharing and reward valuable inputs that helps the company. This will boost employees morale to unimaginable boundaries.

G
A
P

Current state of employees

- Lacking validation for project work, feedback and guidance which could support in proceeding ahead with projects.
- Lacking design driven organization, currently project success are not shared or the value of employees is not realized or encouraged,
- Employee does not have enough empowerment to make decisions as they need to depend on approvals from seniors.

Current state of organization

- Open communication is expected by all in the organization.
- Leaders who have gathered information from different stakeholders need to transfer the knowledge to there team members in structured, organized and regular form to empower their team.
- Having regular sessions to listen to employees thoughts, observations and valuable inputs that could benefit organization. Also rewarding or reorganization can boost employees morale.

G
A
P

Current state

Feasibility

★★★★★

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Figure 28: Employee Empowerment GAP card 1/3.

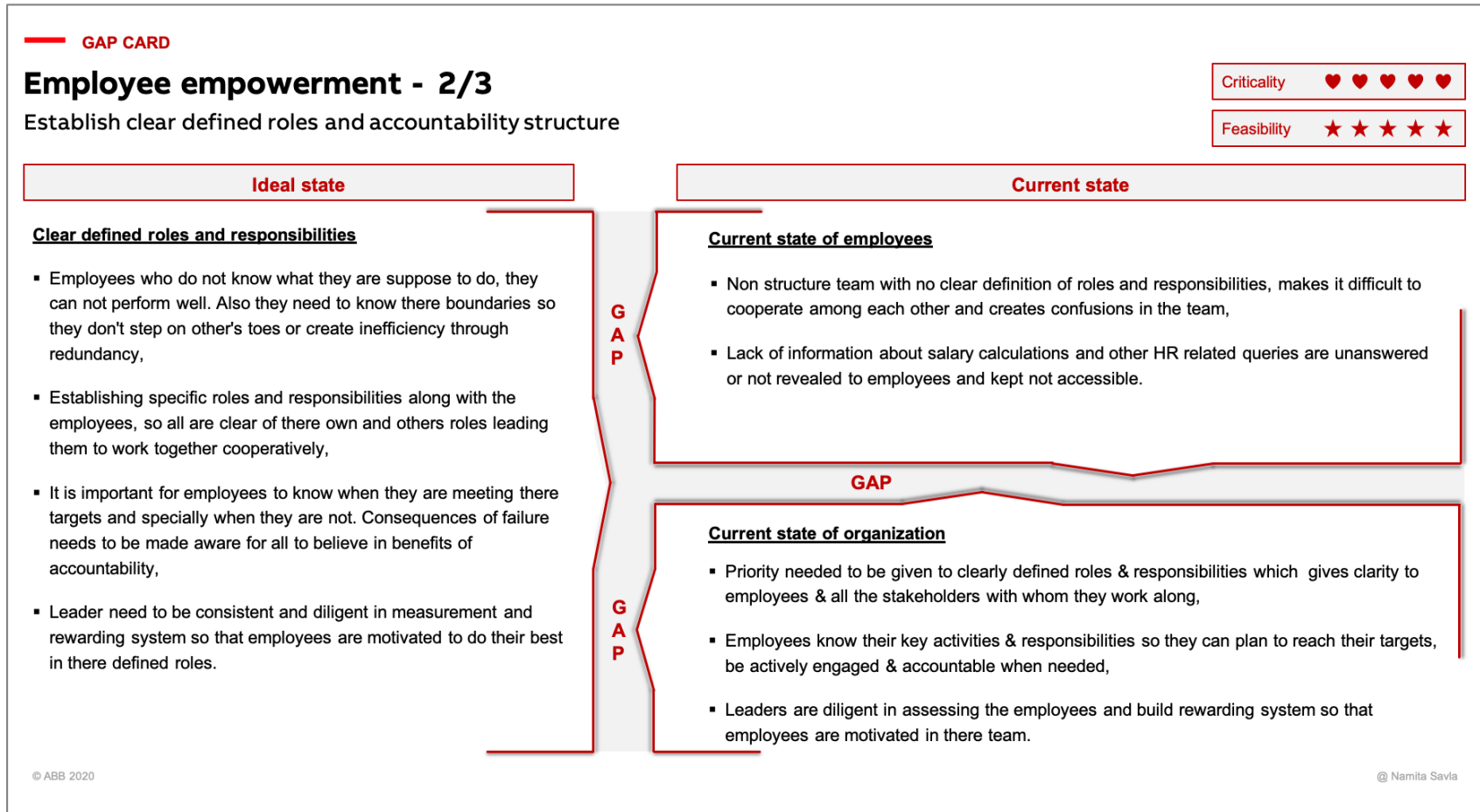


Figure 29: Employee Empowerment GAP card 2/3.

GAP CARD

Employee empowerment - 3/3

Establish environment for innovation

Criticality ♥♥♥♥♥

Feasibility ★ ★ ★ ☆ ☆

| Ideal state | Current state |
|--|---|
| <p>Encouragement and time for innovation</p> <ul style="list-style-type: none">▪ Giving employees opportunity to try out new things in defined boundaries. Creating milestone check points in define time line and keep monitoring the progress from distance.▪ This will give the employee scope to explore and try out new thoughts and ideas while learning from trying out and become successful too. This behaviour will foster innovation in the team members while feeling valued and supported by there leaders.▪ Also giving employees the time to learn, time to experiment, and time to manage there personal affairs.▪ Time is the best ingredient for achieving best results. Only when time is used productively in acquiring new skills, tools and methods, techniques, experiences or even solving personal biases will help the employees to become productive in the work they do. | <p>Current state of employees</p> <ul style="list-style-type: none">▪ Too many project tasks and tight schedules creates gaps in expectations from employee to the project. Currently there is no balance between project work and number of employees, there are too many projects and too less employees to work,▪ Clear structure and adoption process to maintain professionalism and to become productive. |
| | <p>Current state of organization</p> <ul style="list-style-type: none">▪ Leaders build employees targets in mutual discussion with them,▪ Employees are given opportunities to explore and learn new skills, tools and competences by training programmes.,▪ Later employees can use new acquired skills into their day to day activities and give best of their performances. |

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Figure 30: Employee Empowerment GAP card 3/3.

GAP CARD

Leadership qualities - 1/4

Adopting to the change and being change agent

Criticality ♥♥♥♥♥♥

Feasibility ★ ★ ★ ★ ★

| Ideal state | | Current state |
|---|-------------|--|
| <p><u>Become change agent</u></p> <p>To become a change agent today's leaders need to be fearlessly agile, learn quickly, be flexible to change and adapt to changing environment. As fast changing markets become competitive also the surrounding technological environment advances rapidly so does the workspaces evolve and teams are transitioning to adopt to new ways of working:</p> <ul style="list-style-type: none"> ▪ Future leaders need to adopt to the change by thinking effectively, decide and inspire their team members to build vision to be competitive and fearless, ▪ Along with ability to learn quickly they need to recall past learning and reformulate current knowledge to be able to coach and mentor their team members, ▪ By adopting changing technology and staying up to date with the cutting edge modern technology and new era of millennials created culture leaders need to be active, fresh, attentive and effective flexible leaders. | G A P | <p><u>Current state of employees</u></p> <ul style="list-style-type: none"> ▪ Leaders not taking ownership of leading the team and its members to common vision that would encourage them to move forward, ▪ Leaders lack strength and knowledge to give clarity on target setting, currently they are based on the needs rather than looking toward future, ▪ Leaders failing to adopt to the changes and new ways of working not able to give enough freedom or able to supervise efficiently. |
| | G A P | <p><u>Current state of organization</u></p> <ul style="list-style-type: none"> ▪ Leaders need to distribute the understanding of organization vision, create mission and action plan to achieve goals along with the team, ▪ Currently confusion is created due to lack of detailed knowledge of needs and outcomes by various key stakeholders, ▪ It is observed that the process of change adoption is slow and off the track due to no clarity on work culture. |

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Figure 31: Leadership qualities GAP card 1/4.

GAP CARD

Leadership qualities - 2/4

Today's leader become, tomorrow's future leader

Ideal state

Qualities of future leader

In the future workplaces will evolve to become transparent, collaborative and mindful also businesses becoming global where team members can be from different cultures. To become future leaders following qualities are need to be developed in today's leaders to be effective leaders in evolving workplaces:

- Leaders need to earn respect by becoming diligent, taking responsibilities and be accountable,
- Leaders need to adopt humility to be modest about ones values and encourage team members to shine rather than taking spot light for themselves,
- Leaders need to embrace understanding, appreciation by leveraging and respecting cultural differences to benefit from them to become critical and deliver effective leadership,
- Leading tirelessly encouraging the team members around them while diffusing there fears by having unshakable certainty in themselves and willingness to be generous to those they lead.

GAP

Current state

Current state of employees

- Leaders lack to take responsibility so there is no clarity of roles and responsibilities of the team members,
- Also not enough guidance and supervision to produce quality work output as decision are not made/unclear/not well communicated,
- Self motivated team members lack clarity, encouragement and are not valued enough.

GAP

Current state of organization

- Responsible leaders are lacking to create a clear and visible structure of there team and sometimes not standing by team members to be accountable and attentive,
- Leaders are confused to encourage and support their team members by clearly communicated guidance and supervision to perform better and shine, instead they rush to complete tasks on hand.

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Criticality ♥♥♥♥♥♥

Feasibility ★★☆☆☆

Figure 32: Leadership qualities GAP card 2/4.

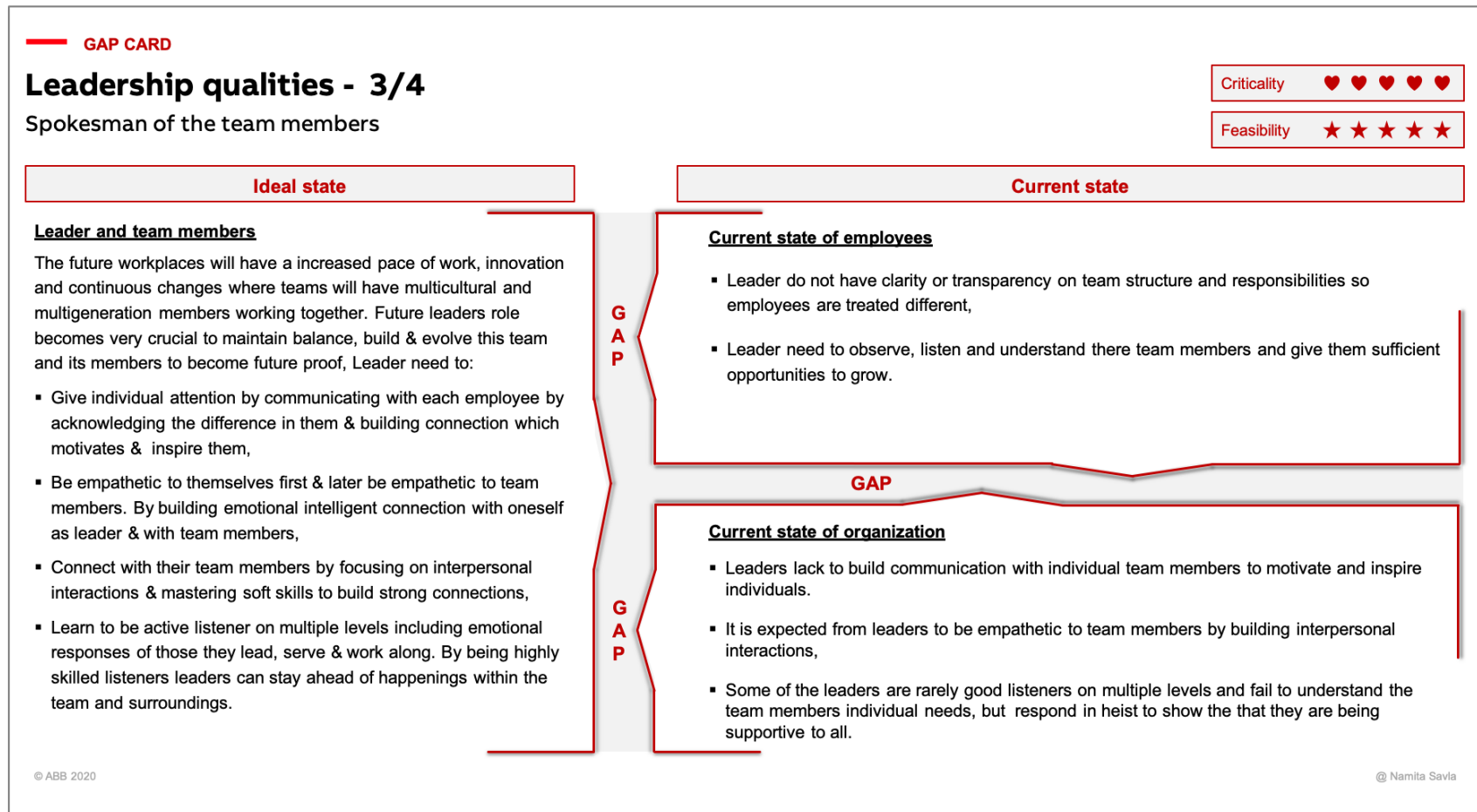


Figure 33: Leadership qualities GAP card 3/4.

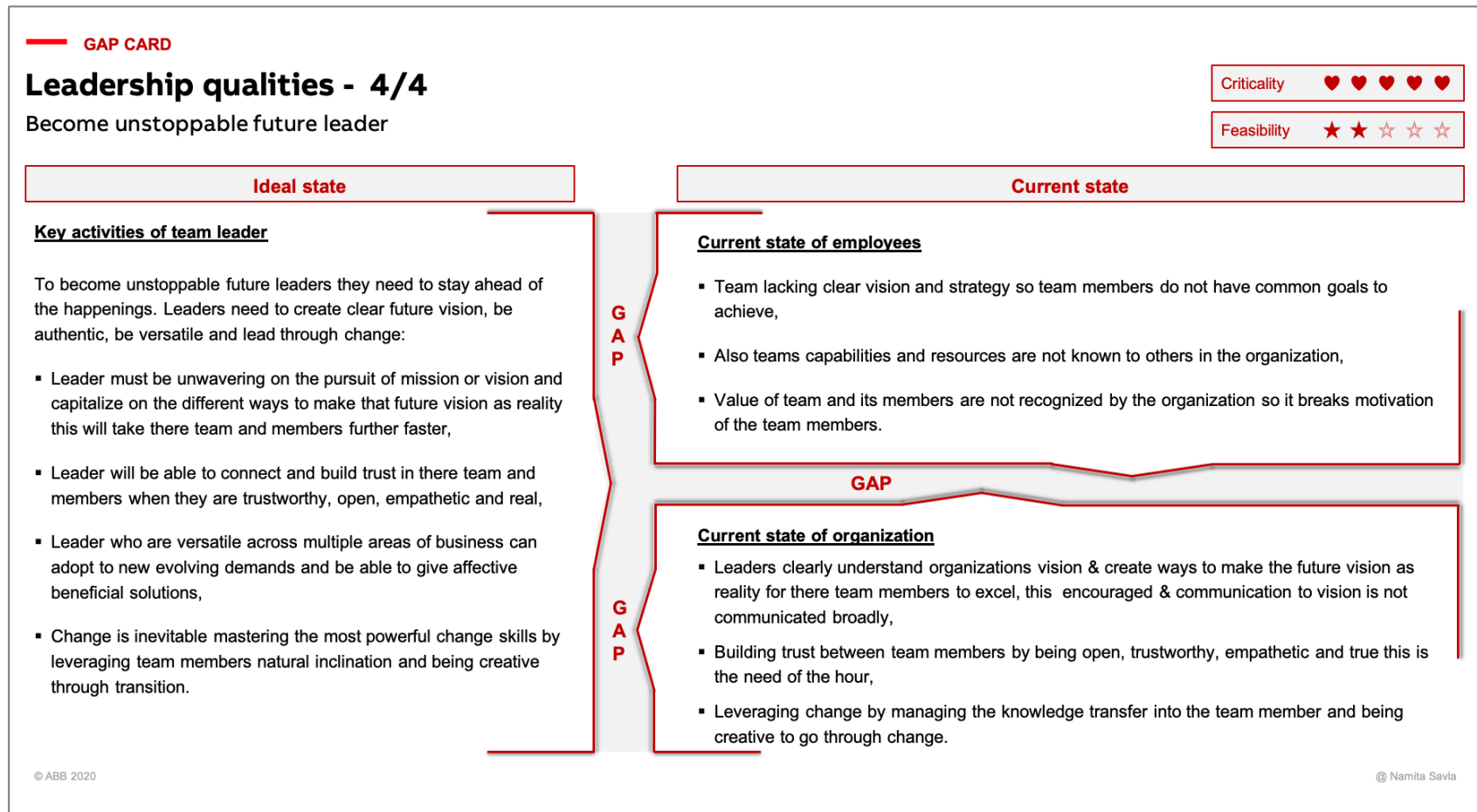


Figure 34: Leadership qualities GAP card 4/4.

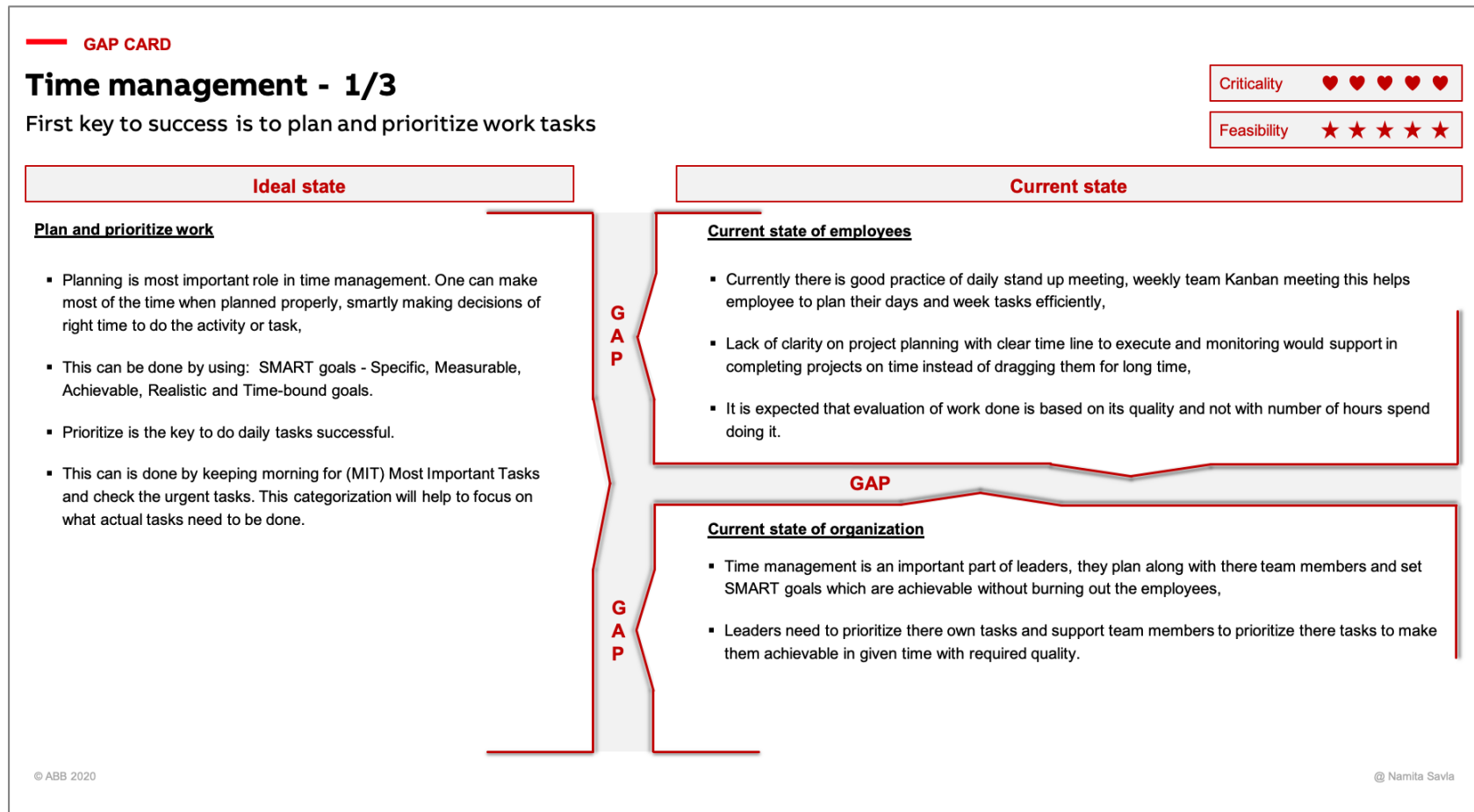


Figure 35: Time management GAP card 1/3.

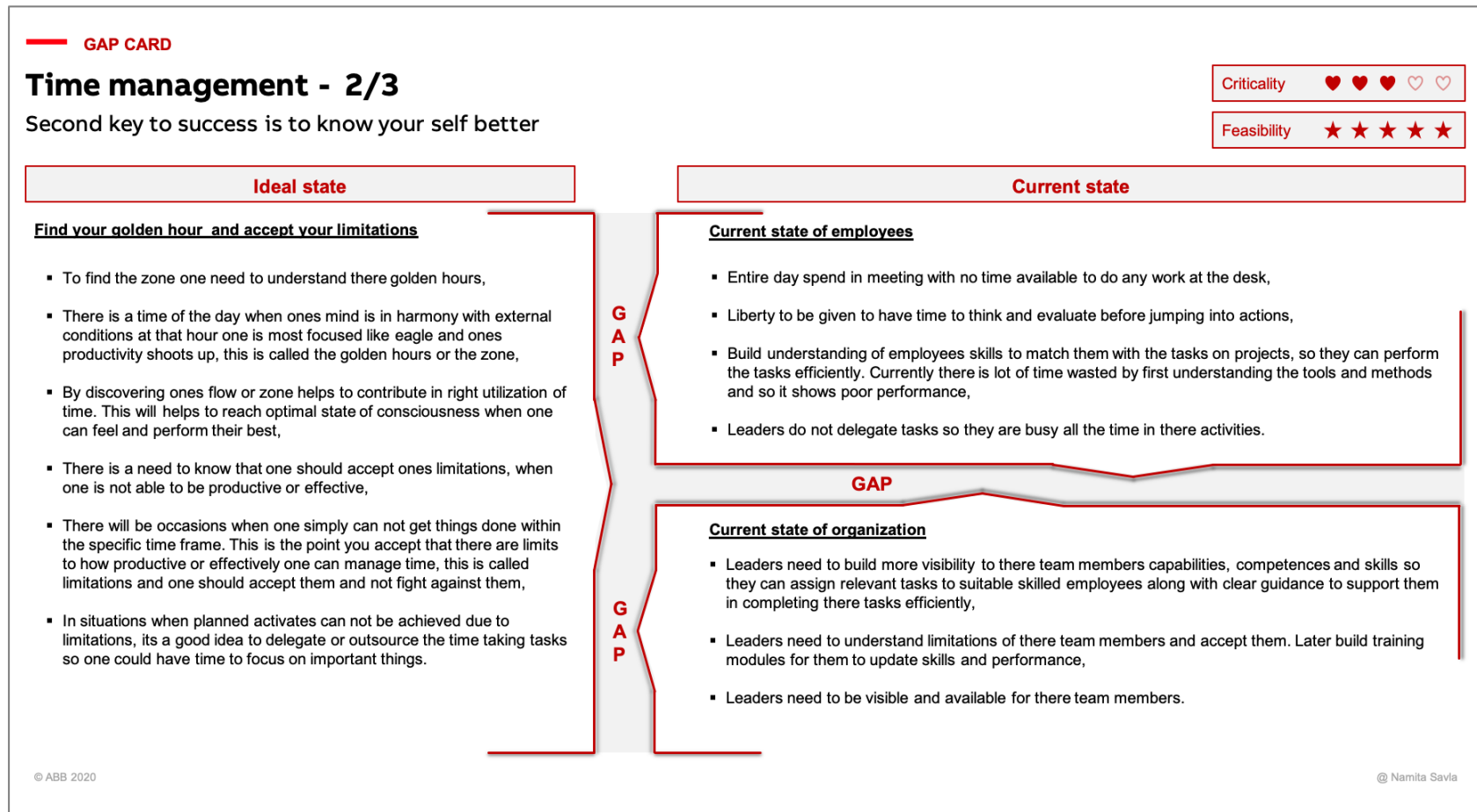


Figure 36: Time management GAP card 2/3.

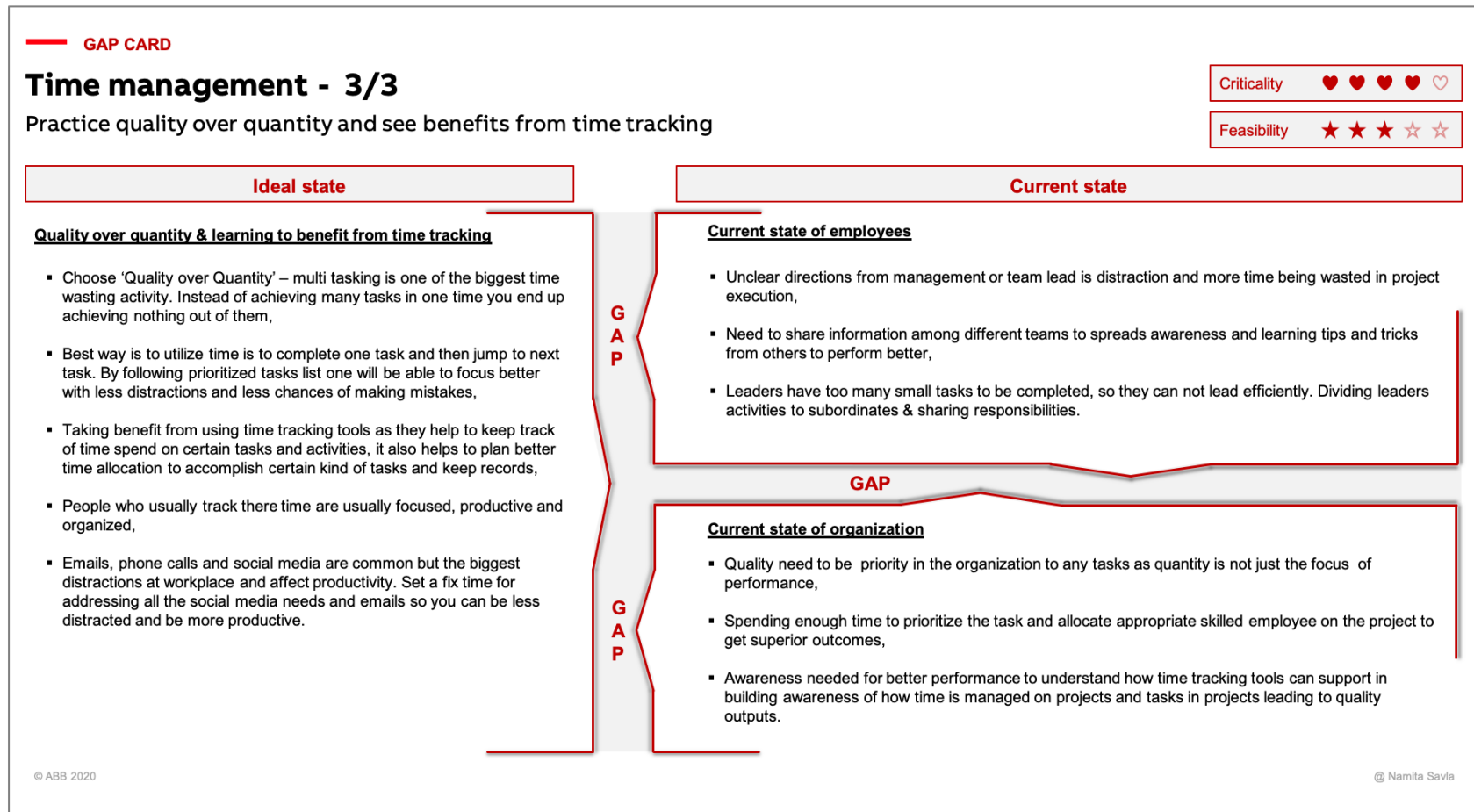


Figure 37: Time management GAP card 3/3.

Above GAP cards became the backbone for the thesis outcome also the results depicted in this chapter were supported and created by the users and stakeholders of the case company. The author of the thesis felt satisfied to develop the much-needed study for superior employee experience in structured format bringing out needs and wants of the employee's through this research. The formation of GAP cards and the data represented here seems ideal to create a process called Superior Employee Experience Model - SEEM. The model is described in detail in next chapter 5 - Conclusions. SEEM model will bring change in the three environments of the case company by following the outcomes represented in GAP cards and SEEM process flow.

5 Conclusions

This chapter draws together the research development work results and examine them through the theoretical framework of the thesis. The research questions are addressed, while the aim and the conclusion of the thesis is discussed in relation to the literature studied and personal interaction with group of employees in various forms as described in the content. The results from the GAP cards are concluded into suggestive outcomes for development of superior employee experience in the case company. Furthermore, the superior employee experience model (SEEM) is considered complete ones it has developed strategic plan for implementation, this is suggested by using Kotter's eight step change theory. In the end recommendations for the future research on this topic are suggested.

Creating experiences for human being is the basic essence of life so it is essential for them to have positive or negative experiences at their workplaces too, as they spend almost half of their awake time working at workplaces. Also, it has been established in the theoretical framework of the thesis that there is a mutual relationship between positive employee engagement and success in customer experience. So, these days the organizations have started to give extra attention to the experiences created by employees at workplace. Resulting in having added benefit of highly engaged employee who can contribute to increase customer experience by one and half times, leading to exponential growth of the business (Gallup 2017).

The thesis aimed on developing the Superior Employee Experience Model (SEEM) to cultivate appropriate environments inside organization for employees to receive superior employee experience. So, they are motivated to perform their best by delivering results that leads to superior customer experience for organization's customers and consumers both. It is identified from the theoretical framework of the thesis that physical, technological and cultural environment of the organization has big visible impact on building up employee experience inside the organization. Morgan's employee experience equation shows that physical, technological

and cultural environment are required for building employee experience. These three environments are individually distinct from each other while each of them helps to empower and support the other, so this equation is an exponential evolution resulting in ultimate employee experience. (Morgan 2019, 131-132). Along with the three environments, it is identified from the thesis research that qualitative aspects like emotions and feelings are related to developing employee experience. Employee connect emotionally with their employer, on the other hand employees are valued like internal customers of the organization. Connecting the three environments and qualitative aspects results into unique employee experience which is associated with the case company.

5.1 Research core outcomes

The theoretical framework is constructed to develop outcomes for the first thesis research question: “what is the importance of employee experience when developing individual performance?” The topics covered are -understanding employee experience, creating engaged employee environment, essentials of work environment, the employee and customer experience connection and the agile organization. Research outcome from these topics develops ideology that is helping to build detailed understanding regarding the needs and purpose of having engaged employee. Giving framework of factors that build employee experience in an organization. Deriving clear perspective showing importance towards the growth of individual employee in creating an outstanding organization. Further it displays the interconnected relationship of customer and employee experience which are cyclical where one benefits from another so both need to work exponentially to bring outstanding results. This can be done by organization when they build up to become truly agile, as agile organizations become backbone for cultivating superior employee experience.

By using design thinking principals and service design tools together with users in this case employee and management team of the case company, to design and develop the model for superior employee experience and engagement within the case company. From the thesis research it is revealed that introduction of design thinking or service design into organization is not only done through customer experience but actually through focusing on having superior employee experience (Stickdorn 2020). Giving clear direction that employee experience is in the prime focus for organizational development. By using fundamentals of design thinking principals and service design tools, both focus on keeping users/employee in the center of development process, identifying needs, pains and gains from the users, involving users in collaborative ideation process and ideating different solutions in an iterative process with users, and later validating the solutions with users’ reflections and feedbacks. It is observed when solutions are co-created in a collaborative environment with the employees, it becomes easy for them to adopt to the change and commit to the new development easily.

Moreover, the Double Diamond from design council gave a definite structure to the research development process between converging and diverging phases of the model leading to produce the research outcomes. The different service design research methods used in the thesis made sure to cover all the aspects of the employee experience from objective to subjective perspectives. Using the Gap analysis model of employee experience service, helped to identify the gaps existing between employee and case company expectations on different levels. While the GAP cards support to ideate solutions to eliminate or reduce those current identified gaps between employee and the case company.

Addressing to the second thesis research question: “How to develop a culture inside organization so that employee in team are motivated to deliver superior customer experience?” This research question covers the core of the thesis research, to develop a culture inside organization the employees need to have superior employee experience in physical, technological and cultural environments of the organization. The thesis research development process used different theories, methods and tools to construct Superior Employee Experience Model (SEEM) with the case company. Once employee receive superior employee experience, they become highly engaged and motivated to give best performance. As they see importance of their work and efforts towards achieving self as well as organizational goals of achieving superior customer experience. All the parameters discussed in theory and research processes lead to achieve outcomes in form of GAP cards which are the bases for deriving the model SEEM. The model SEEM developed steps to achieve superior employee experience culture in the organization. Where every individual feels motivated when they are being part of improvement process defined by the company after considering their needs and requirements. The model SEEM and the process steps can be seen in the figure 38.

This model when used appropriately, following the process steps, can eliminate gaps between employee and organization to establish organizational culture of superior employee experience to flourish in an organization. While this model suits the needs and purpose of the case company, this model can also be tested into another company by following the defined SEEM process steps, which are:

1. **Information** regarding current state of employee in the organization need to be collected. The methods used in this process need to be quantitative as well as qualitative in nature. As only statistics or numbers do not reveal the complete picture, so feelings and emotions need to be collected to get a holistic perspective of current state of employee experience.

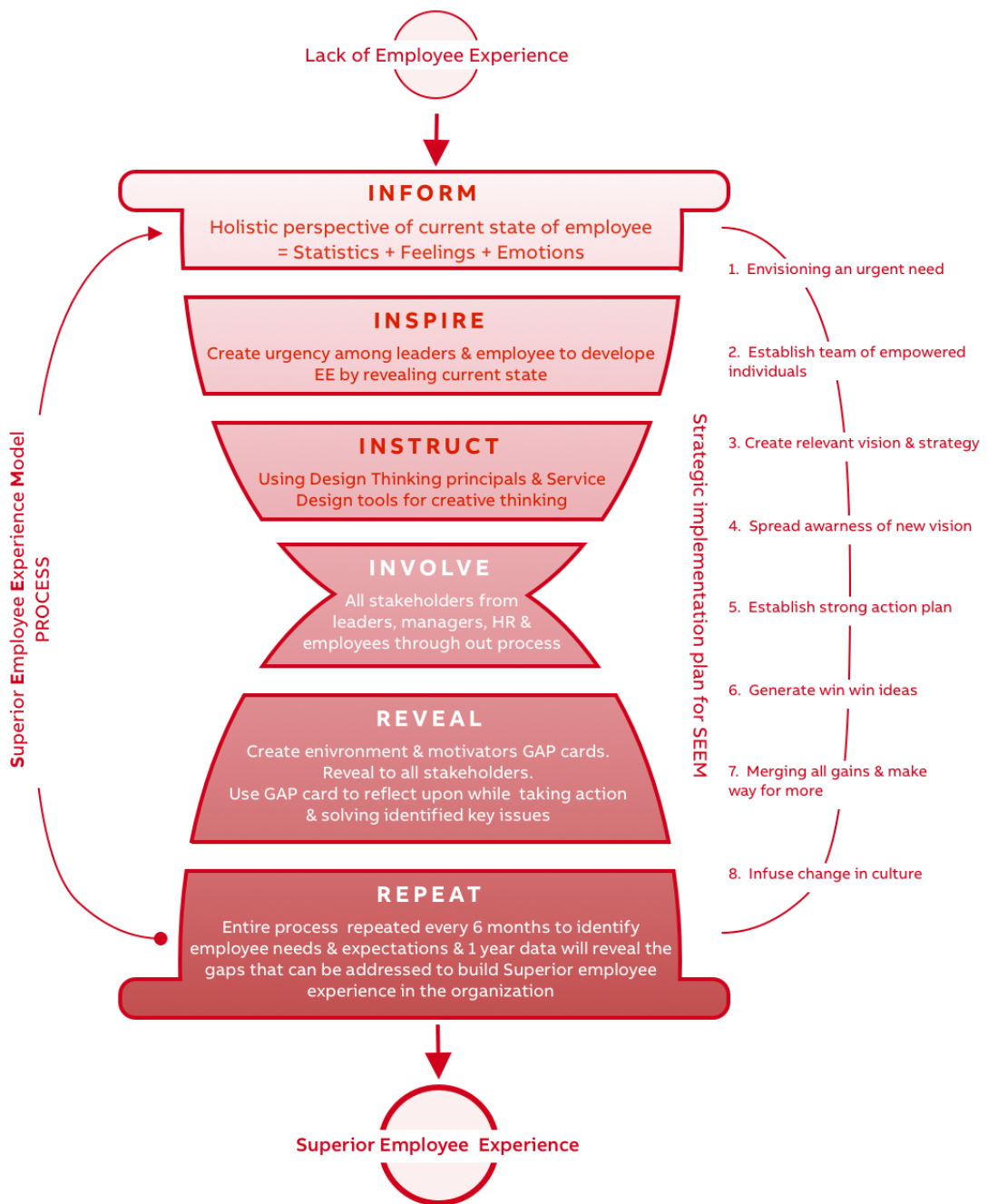


Figure 38: The Superior Employee Experience Model - SEEM

2. **Inspire** management, leaders and employee to understand the urgency of developing employee experience in the organization by revealing the complete results of current state of employee experience in organization. Create environment for open discussion among employee and management to identify key issues for development.

3. **Instruct** using design thinking principals and service design tools to ideate together solutions for identified key issues. The methods used in this process should allow creative thinking in a collaborative and co-creative mode, while keeping all the biases out and working together with aim to eliminate gaps between expectation from employee and organization.
4. **Involve** all the stakeholders in the process managers, leaders, HR and employees. Involving them during all these processes - ideation session, finalizing the solutions, taking actions to eliminate or reduce gaps, improving work processes and solving the identified key issues.
5. **Reveal** the GAP cards to all the stakeholders. The GAP card is a vital part of the model, which is comprehensive representation of all the above four steps accumulated into a GAP card. This GAP cards are to be used and reflected upon while taking actions and solving identified key issues.
6. **Repeat** the above steps every six months to identify the needs and expectations to build superior employee engagement and the yearly data in the same way will reveal the gaps which can be addressed, using the GAP cards organization are guided to take corrective actions following SEEM model and resulting in superior employee experience.

Author of the thesis wish the usage of SEEM model would be made mandatory in the case company as an important activity to bring out and highlight the arising gaps between the expectations of the employee and company policies. The author also wants to convert SEEM as strategic model that becomes part of core HR practices in the case company and benefit all the stakeholder in the organization. Detailed explanation of the strategic implementation plan is described in chapter 5.3. The model SEEM will help organizations to derive major cultural, physical and technological change expected by all the stake holders. This will give way to implement the major breakthrough of visualized cultural change step by step in a stipulated time frame set by the SEEM outcome guidelines giving support for the third research question to deliver better outcomes.

Moving on to addressing the third thesis research question: “Can redefining ways of working and better time management improve individual employee goals in future?”. Along with this research question researcher identified three key motivators - “employee empowerment, leadership qualities and time management” they support the third thesis research question by suggesting these key motivators would support in improving individual employee’s goals in future. To understand the strong connection of these key motivators to the thesis research question and to gather deep understanding they were studied through theoretical framework as well as key themes in research development service design process. The theoretical

framework was developed to cover following topics -organizational leadership qualities, employee empowerment and time management. Later, these motivators were used as key themes during the development phase in the research development along with employee and leaders. The outcomes were collected in series of GAP cards build from understanding gathered shown in figure 28 to figure 37. These GAP cards helped to visualize the present gaps between employee's current state and expected future states from organization. Moreover, table - 4 concludes the results and suggestive actions that would lead to build environment for superior employee experience.

The key motivators - Employee empowerment, leadership qualities and time management also behave as the key strengths for entire workforce from leaders, managers to employees. These key strengths are supported and motivated by the case company to develop, build and actively utilize these strengths by all. Once its practiced actively by everyone in their everyday work and becomes strength the key motivators become part of the company's culture. This kind of philosophy in the company will bring positive results, where company's business grows and outperform in competition. Gallup has studied that world's leading companies benefit from strength-based philosophy which highlights the values, culture through four powerful strategies: leadership, empowerment, engagement and development. Systematically implementing these strategies can dramatically boost key business outcomes (Gallup 2017).

5.2 GAP cards established suggestions

Based on the GAP cards which are seen in figure 21 to figure 37, the outcomes can be concluded as displayed in the table 4. The first column shows high level themes, second column shows concluded suggestion for action and third column shows increased employee experience status as results after the suggestion are put into action:

| High level themes | Suggestive action | Increased employee experience status |
|----------------------|---|--|
| Cultural Environment | Develop a system for structured, regular feedback and recognition sessions to support employee to produce high quality work output and later recognize the good work through rewards or tokens of appreciation. | Employees will have moral boost, feel trusted, valued, motivated with established sense of purpose and have increased urge to produce high quality work. |
| | Create cohesive team with clearly defined roles and responsibilities, visible to all, these will build awareness, transparency, trust and | Well aligned team with clear roles will work with collaborate and co-create efficiently, have transparent and open communication and |

| | | |
|----------------------------------|---|---|
| | communication among team members. | work as joint forces with high team spirit. |
| | Build plans with long term vision to invest in employee growth by equally offering opportunities through internal or external expert trainings, time to learn, adopt and later opt career progression possibilities. | Employee grow and foster themselves with new skills and techniques demanded by growing market to be well equipped to provide superior customer experience. |
| | Practice culture of empathy for employee and customer alike by being fair and honest, have flexible and balance approach and understanding each employee's personal circumstances before judging. | Culture of empathy will produce not just superior customer experience but also create environment for superior employee experience. |
| | Manager must be fully engaged in the success of employee by embracing the coach and mentor mentality. | Successful employee has strong supporting coach and mentor behind them guiding to progress ahead in employee lifecycle. |
| Physical Environment | Creating attractive working space reflecting value of organization, where employee is productive in different workspaces for different work tasks, and have flexibility of working place and hours with clear expectation, liberty and guidance to complete tasks with quality output | In the new workspace employee feel inspired, curious, joy and honesty to create inspiring quality work, they are proud to show workspace to friends and family, build connection with another employee, with flexibility of workplace and hours employee feel less stressed, healthy and happier with increased trust level in employee and organization. |
| Technological Environment | Make available for all employees best in market technology and tools, with appropriate training to adopt new technology to support employee produce quality work output, uninterrupted communication and fluent collaboration working environment. | Employee will feel empowered and engaged with best available technology on hand, there work productivity will increase, they will communicate, collaborate and co-create successfully and produce high quality work with best performance in less time. |
| Employee Empowerment | Foster open communication both ways, nurture innovation in employee by listening and considering their thoughts and suggestion, | Empowered employees are productive, innovative, give valuable inputs, make strategic decision, meet their targets in good time, |

| | | |
|---------------------------|--|--|
| | sharing structured relevant information and knowledge that will empowers employee to take better decisions on project work. | build transparent and trusted relation with their manager and have increased morale to unimaginable boundaries. |
| Leadership Quality | Future leaders create clear future vision, are authentic, versatile, lead through change, be spokesman of the team, have all the needed future leader qualities to become unshakable certain in themselves and wiling to be generous to those they lead. | Employee who are under future leader will be shinning in spotlight as they are highly inspired, competitive, attentive, effective and fearless towards their tasks. They feel well informed, timely guided, strong connection with leader, highly motivated and inspired by their future leader. |
| Time Management | Everyone to adopt time management skills to succeed by plan and prioritize work tasks, manage hours at work smartly, practice quality over quantity and utilizing benefits from time tracking tools. | Efficient employees are more organized, attend to prioritized tasks effectively on time, aware of their golden hours also accept limitations and delegate accordingly, able to focus better with less distraction and be more productive. |

Table 4: High-level themes GAP cards giving suggestive outcomes leading to superior employee experience status

5.3 Strategic implementation plan for SEEM

To make the SEEM successfully executed into the case company, the strategic plan needs to be created to implement the change. This can be done by using Kotter's theory on leading change by following the eight-stage process of creating major change. The author of the thesis studied the Kotter's eight stage process of creating change in details and proposes the following strategic eight steps leading to change in relation with the SEEM project (Kotter 2012, 23):

1. **Envisioning an urgent need** - Collected information regarding the current state of employee experience, discuss and show how does that affect growth of the company. This will surely establish high sense of urgency among the management team.
2. **Establish team of empowered individuals** - To achieve change in the company there is need to have right people on the change team. They establish trust among themselves to act on the change with understanding, respect and care. This team can use

the established goals from the GAP cards and build common goals which is sensible to head and appealing to the heart for the team members.

3. **Create relevant vision & strategy** - Create a compelling and clear vision to help direct the change effort for achieving environments for superior employee experience. Later create strategies for achieving that vision.
4. **Spread awareness of new vision** - Company need to use all the possible and available methods and tools to communicate the new vision and strategy to be made visible for all. So, there is visibility of the change propagated with vision and strategy leading all workforce to superior employee experience.
5. **Establish strong action plan** - First removing all the obstacles, next changing systems or structure that hinder the change vision and later encouraging creative methods to build ideas, activities and actions.
6. **Generate win-win ideas** - Using the GAP cards planning for visible improvement in performance that can be executed, creating short term wins. The visible efforts from people who made this win possible is recognized and rewarded. This will keep up the motivation to go achieve more of this kind of short-term wins.
7. **Merging all gains & make way for more** - Collecting and reviewing all the wins through GAP cards to identify the gains. Also, with increased capabilities of involvement and motivation change in the company's physical and technological environments are planned to follow the vision.
8. **Infuse change in the culture** - When all physical, technological environments are updated with solutions provided from GAP cards and the company builds the key strengths by actively practicing employee empowerment, leadership qualities and time management. It will gradually update the cultural environment of the organization. Later, articulating the connection between new culture, superior employee experience and company's success (Kotter 2012).

Kotter mentions that all eight steps need to be followed in sequence till the end for a successful change. As seen above, the first four steps in the transformation process help open up the toughen status quo. Step five to seven introduces many new practices and methods to achieve the change. The last step grounds the changes into the corporate culture and help to make them stay (Kotter 2012).

The model SEEM is invented from the research & development process followed to gather with data for the thesis and the entire process and research is shaped into the SEEM representation. Research outcomes gave two major breakthrough models namely: Gap cards and the

model SEEM; both have distinct usage and are necessary elements in the process. The purpose of the thesis is fulfilled with process driven SEEM model and simplest form of information representation by GAP cards to define the path of achieving superior employee experience in the case company and ultimately building the cultural change to sustain for longer duration making the case company as leading forefront company.

5.4 Future research path

In the case company, the need of superior employee experience model (SEEM) has been realized from company vision and strategies of business and employees, current state of employee engagement and experience gave future understanding of needs and thoughts of employee for building superior employee experience. The various theories and practices studied, and realistic employee interactions build and identified employee thoughts were put through GAP cards to show present and future needs of SEEM with ideal state of each parameters.

As the time changes and adoption of new technologies like machine learning and artificial intelligence along with specialized tools for HR, also employee experience tools being developed by many start-ups, the need for indigenous in-house tool is the need of the hour. This made me select this topic to bring out the tool/model for the case company as author's current work team is the center of focus for bringing SEEM to be tested and bring it to practice.

COVID-19 pandemic made every individual and origination to think in unilateral direction as general guidelines need to be followed for social distancing and keep COVID in check. As organizations are re-molded and organized situations to give safety to employee first. Some of the key elements controlling the HR and employee experience are:

1. Social distancing: Work from home or on-line meetings and distant decision making for routine or specialized work need to be accepted while minimum discipline is maintained for fair implementation. This will lead to work life balance imbalance with business strategy of maintaining earnings and business growth will keep rest of the HR perspectives on check for a while.
2. Clear vision: Vision for business sustainability will be the main focus area and rest all functions will have cascading effect to summarize themselves in to one and be live till the new normality come.
3. Time management: Managing online and keep every thought floating and be part of decisive process will lead to either smooth functioning or death of the thought. Proper time management of entire process of any working thought will lead to better employee experience and may lead to better contributor to company strategy or HR policy outcome in COVID-19 timeline.

4. **Maintaining culture:** This hard time of social distancing will be able to bring in better culture among colleagues, HR, management and overall vision of the company to distribute better performance benefits and may lead to "superior employee experience" satisfactorily.

As seen in the above section, by following the process steps of SEEM, the model will guide through the evaluation of needs for superior employee experience and will lead to suggestive outcomes through GAP cards. In this rapidly changing business environment, SEEM as a model will be ideal for employees and management to act as a unique ultimate team of high-performance individuals. This model will also help to discover the future needs of the employees to deliver before they start expecting in return of their best performances. Strategically SEEM will always be needed to be used even as pre crisis model to evaluate the needs and wants of the team member, employees and deliver appropriate solutions with required HR guidelines to perform better in post crisis situation and receive better than expected outcomes.

Further research on this topic can be subdivided in many specialized parameters like pay to performance, key advancement strategies for highly performing individuals, direct elevation through job rotation, teamwork evaluation for individual or groups and many more. Specialized areas leading to superior employee experience can be identified through niche theories. They can be developed with the help of intelligent and efficient employee, leaders, managers, guides and best of the available tools which are time tested implemented ideas from leading organizations from around the world.

Any given topic has always a potential to still go deep in research to see the larger unseen part of an iceberg. Let's not sink like a Titanic due to unseen depth of iceberg and let the learning curve be kept on for further research on the topic.

By this I wish to conclude my research thesis and wish the lessons learnt pre, present and post COVID-19 pandemic will make every working human being a better employee and be part of superior employee experience.

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Appendix 1: Survey questionnaire template.

29/05/2020

Survey questionnaire for - MBA research thesis

Survey questionnaire for - MBA research thesis

I am graduating candidate at Laurea University of Applied Sciences, studying MBA in Service Innovation and Design. I am aiming on collecting data from ABB designers for my research thesis on "Developing and designing employee experience and engagement within a team, through change in work culture and environment of organization. The results will be used to create solution for enhancing employee experience and engagement inside design team.

* Required

Case company/organization - ABB



1. Name *

2. Role at ABB: *

3. Job status: *

Mark only one oval.

Full time

Part time

29/05/2020

Survey questionnaire for - MBA research thesis

4. How long have you worked for this organization?: *

Mark only one oval.

- Less than 6 months
- 6 months to 1 year
- 1 year to 2 years
- 2 years to 5 years
- 5 years to 10 years

Employee experience and engagement survey questions

This survey should take just 10 min of your time. Try to answer these questions to your best understanding from your recent encounters in day to day work scenario.

5. 1. When I come to work, I know what I am expected to do? *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

6. 2. I have the correct material, tools, software and computer to do my work right. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

7. 3. In my everyday work, I have the opportunity to perform best. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

29/05/2020

Survey questionnaire for - MBA research thesis

8. 4. In the last seven days, I have received recognition or praise for my good work from my seniors or manager. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

9. 5. I have someone at work who encourages my development. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

10. 6. Usually, my opinions seem to count at work. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

11. 7. I believe, I am part of a team that works together towards a shared goal. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

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12. 8. I feel that my organization's values are aligned with that of my own. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

13. 9. I like the people I work with at this organization. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

14. 10. I believe, producing quality work, is a culture among fellow employees (associates) at my work. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

15. 11. In past six months, I have had discussions with someone at work about my progress at work. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

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16. 12. In the last year, I have had the opportunity to learn and grow. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

17. 13. I believe organization is supportive of giving a healthy work-life balance. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

18. 14. Most of the days, I am motivated to go to work. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

19. 15. I feel that my job gives me a sense of meaning and purpose. *

Mark only one oval.

| | | | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | 1 | 2 | 3 | 4 | 5 | |
| Disagree strongly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Agree strongly |

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20. 16. I can recommend a friend to work at this organization. *

Mark only one oval.

1 2 3 4 5

Disagree strongly Agree strongly

21. What according to you are the reasons this organization is a place where people would want to work? *

22. As an employee of this organization what would increase your satisfaction and productivity? *

Thank you for answering the survey questions.

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Appendix 2: Face-to-face interview questions

Face to Face Interview Questions

Interview structure:

Question 1 to 4: Semi structured question based on each participants response from survey questionnaire.

Question 5 to 9: Related to cultural, physical and technological environment of the organization

List of questions:

Question 1: Can you elaborate a little more about your responses for this question from survey

Question 2: Can you provide example to describe your response on this question from survey

Question 3: Describe your feeling will replying to this question from survey

Question 4: What could be the possible solution you can suggest so the negative response can be made to positive?

Question 5: How much do you know about employee experience in connection with you and the organization?

Question 6: What is the dream employee experience you would want to have from the organization?

Question 7: Do you think work satisfaction and professionalism work hand in hand in your team?

Question 8: In next 3-5 years where do you see yourself in this organization?

Question 9: Suggest 5 points - according to you what all will develop best of employee experience in your team?

Thank you for participation and hope to see you in co-creation workshop!

