

A guide to mapping your *employee experience*

FIG 1. EMPLOYEE AT WORK



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In a nutshell, employee experience (EX) encapsulates what people encounter and observe throughout their tenure at an organization. While companies are no stranger to mapping the customer experience (CX), not all are mapping (and systematically working to improve) the EX, despite it being a top priority for 9 in 10 HR leaders in 2021.¹

In fact, when organizations get employee experience right, they can achieve twice the customer satisfaction and innovation, and generate 25 percent higher profits,² than those who don't. While the specific area of the employee experience you're focusing on may change over time, working on any aspect of your organization's EX always starts with putting yourself into your employee's shoes.

1. www.willistowerswatson.com/en-US/News/2021/06/more-than-9-in-10-employers-make-enhancing-the-employee-experience

2. www.avanade.com/en-us/thinking/workplace-experience/mit-cisr-research

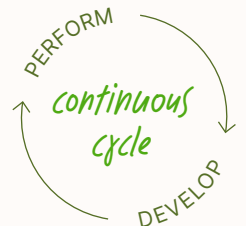


Stages

To begin, let's review the typical stages of an employee journey:

01 Attract	Candidates learn about your company, the role, and decide if it's the right fit.
02 Onboard	Employees get the training and knowledge needed to settle into their roles.
03 Engage	Employees learn more about the company and what it stands for, leading to greater motivation, commitment, and connection.
04 Develop	Employees receive feedback on how they're doing and the tools and skills they need to grow.
05 Perform	Employees are evaluated for their performance and recognized for their achievements.
06 Exit	Employees depart the organization and go on to their next chapter.
07 Alumni	Employees continue to cheer on (and refer people to!) the company from the sidelines.

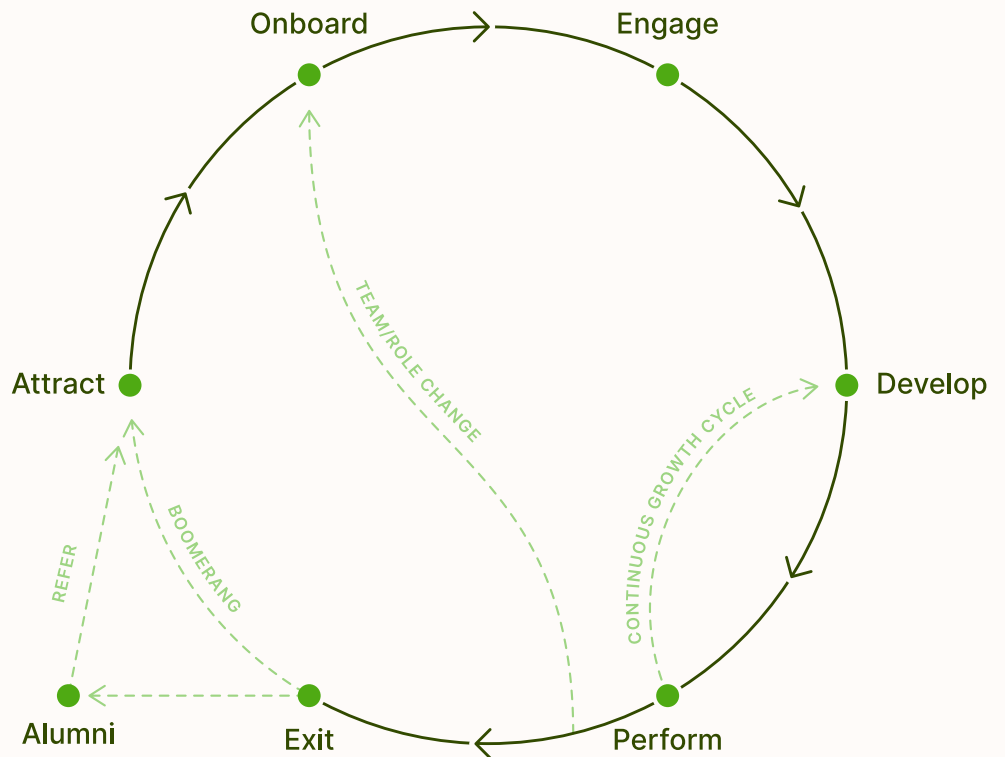
Sometimes these stages go in order; however, there are cases in which an employee returns to an earlier stage. For example, **Develop** and **Perform** should be explored as a continuous cycle.





More commonly, if an employee is performing and doesn't see opportunities for further development, they may choose to exit in order to progress. [Check out the Forecasted Employee Growth Model¹](#) to learn more about this cycle.

On the other hand, if an employee undergoes a role or team change, they will return to an earlier stage, but as part of a “new” journey. This can also happen if an employee boomerangs back to the organization after exiting.



The following 4 steps will help you identify what matters most for your employees and how you can make their journey remarkable. This means going beyond the high-level stages and towards the concrete moments that [deliver on your organizational values²](#) and create a memorable experience for every type of employee in your organization.

1. www.cultureamp.com/blog/forecasted-employee-growth-model

2. www.cultureamp.com/blog/how-to-live-your-company-values-across-the-employee-experience



Step 1:

Moments that *matter*

Within each stage, there are moments that matter more than others. These moments are those your employees will most remember as part of their experience at your organization.

On the following page, highlight the moments that are most relevant to your employees.



01 Attract

First conversation with a recruiter or employee of the company.

First interview with their future manager.

Receiving their offer letter.

02 Onboard

First day experience.

Meeting their team for the first time.

First 1-on-1 with their manager.

Coming back from extended leave or time outside of the office.

03 Engage

Going on an extended leave.

Dealing with personal grief.

Work anniversary or birthday being celebrated (or not).

04 Develop

First stretch project.

Receiving constructive feedback.

Attending their first manager training.

When priorities change and how those are communicated.

05 Perform

Performance cycle kickoff.

Performance evaluation conversation.

Promotion announcement (or lack thereof).

06 Exit

Resignation/ termination conversation.

Exit interview.

Departure announcement.

07 Alumni

Welcome to the alumni network.

Reference/recommendation from previous colleagues.

Next job announcement and colleague reaction.



Now consider: what are the unique moments that matter to employees in your organization?

For example, if you have a retreat for top performers, this might be a moment that matters in the Perform stage.

01 Attract

02 Onboard

03 Engage

04 Develop

05 Perform

Example: Retreat for top performers

06 Exit

07 Alumni

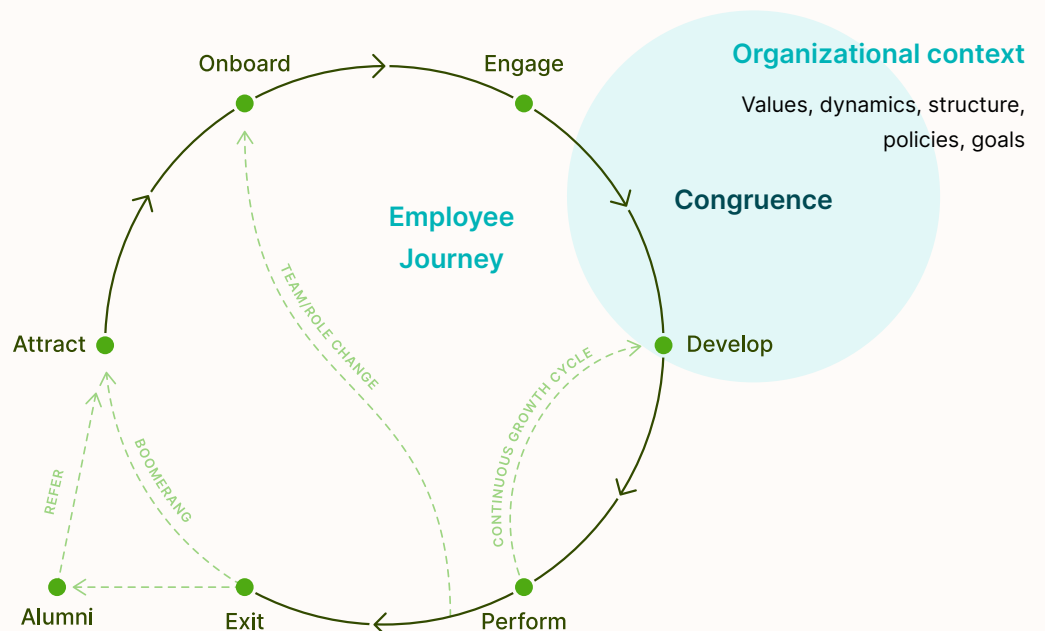


Step 2:

Organizational context

The employee journey is not limited to the stages outlined above, as the broader organizational context is a crucial factor that must also be taken into consideration. Things such as your organization's values, structure, and goals play an important role in establishing the standard to which an employee is holding the company.

Ideally, there is **congruence** between what the company stands for and what is experienced.





Two employees at different companies could experience the same employee journey and have very different responses.

For example, imagine a Company A that values Transparency, particularly in decision-making, and a Company B that values Respect, as demonstrated in being considerate in colleagues’ interactions with one another. Given the organizational context, publicly sharing the reason for an employee’s departure would likely go over well at Company A, but not be appreciated at Company B.

What are the key moments you want to demonstrate in the moments that matter to your EX?

Key value	How it’s exemplified (or not)
Example: Learn faster through feedback	Developmental 360 kicked off at 6 months
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Step 3:

Employee lens

In addition to the organizational context, the employee context needs to be taken into account. Who the employee is shapes the lens through which they view the organization.

For example, are they a new parent? Are they a caretaker? Are they relocating for a partner's job? Is this their first start-up or job in your industry? Where are they in their career (e.g., first job, IC, Manager)? Remember to consider [intersectionality](#),¹ as an individual can possess multiple identities.

What are the most important identities that would affect an employee's experience at your organization?

And are there specific moments that matter for those individuals?

Key value	How it's exemplified (or not)
<i>Example: Remote employees</i>	<i>Meeting their team for the first time</i>
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1. www.cultureamp.com/blog/why-intersectionality-matters



Step 4:

Prioritize

As your mind might now be spinning with all of the possibilities, it's important to prioritize and focus. First, think about which stage you want to focus on. If you have measures assessing each of these stages – for example, onboarding, engagement, and exit surveys – you can use that data to objectively identify what (and who) needs the most attention. You can also automate many of these feedback moments to make things easier for yourself.

[Learn how to automate your surveys.](#)¹

Choose a stage to focus on

If you aren't currently collecting [employee feedback](#),² you can prioritize your area of focus by asking yourself the following:

- Given the current global context, which stage are most employees currently experiencing? *For example, some companies focus on their Exit experience during a recession.*
- Which stage is most essential for your current strategy? *For example, if companies are redeploying employees into new roles, Onboard would be the most essential stage.*
- Which stage best exemplifies your [Employee Value Proposition](#)?³ *For example, some organizations heavily market development as part of their EVP.*

The stage I want to prioritize is:

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1. www.cultureamp.com/platform

2. www.cultureamp.com/blog/employee-feedback-procedure

3. www.cultureamp.com/blog/how-to-leverage-your-employer-brand-for-hiring-and-retention



Next, choose a moment

Once you've selected your focus stage, it's time to select the most important moment by considering:

- Which moment does the largest proportion of employees experience? *For example, focusing on your top performer retreat could have less impact than how you handle celebrating anniversaries.*
- What moments do you have control over? *For example, you might not be able to change the communications your employees receive from leaders, but you can improve their first day back in the office.*

The moment I want to prioritize is:

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Bringing it together

Now that you've prioritized a stage and a moment, consider:

- What are some important employee lenses to consider for this moment's experience? *For example, take an "employee's first day" as the Moment. "Being remote" could be an important lens to consider.*
- Are our values showing through, and if not, what can we do? *For example, a value of Belonging could be shown by "sending remote employees a swag package." That way, remote employees can have a similar experience to in-office employees arriving at their desk on their first day.*

If your values are already being demonstrated, make sure that's the case for all possible lenses.

- How can we make the experience of this moment a little better given our resource constraints?

Use the table below to workshop multiple moments, lenses, or values depending on what's most important to you.

Moment	Lens	Value	Action
<i>Example: First day</i>	<i>Remote</i>	<i>Belonging</i>	<i>Send welcome pack</i>
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We'd love to help

Learn how Culture Amp can help you transform the employee experience at your company.

Get in touch