

Whitepaper

On the Link Between Customer Experience and Employee Experience

Published by:

experience5 GmbH
Daniel-Kircher-Str. 5
40822 Mettmann - Germany

www.experience5.de

Phone from outside the US: +49 - 2104 - 6409-370

Phone from the US: 415-500-6483

Fax: +49 - 2104 - 6409-371

Email: team@experience5.de

Content

Content.....	2
List of Figures.....	3
Section I The Three Darwinist Stages of Customer Experience.....	4
The Three Darwinist Stages of Customer Experience	5
Typical Challenges	5
Aligning the Purpose of Your Company, Your Customers, and Your Employees	6
Section II Sustainable Employee Experience Can Boost You into Phase 3	7
The Four Pillars of Your EX Repertoire	8
1. Compensation	8
2. Workplace	8
3. Task.....	8
4. Life	8
Is Your Company’s Employee Experience Repertoire out of Balance?	8
Filling the Gap.....	9
Section III Balancing Your Employee Experience in the ‘Life’ Category.....	10
A Balanced Toolbox for Your Team’s Life Balance	11
Elements of a Corporate Life Balance Program	11
Life Balance Leadership Awareness	11
Free Access to mybalance.net for all Employees	11
Free Copy of the Book ‘The End of Work-Life Balance’ for Every Employee	12
Frequent Workshops / Webinars	13
Life Balance Newsletter.....	13
Life Balance Keynote	13
The ROI of Life Balance.....	14
Section IV On the Topic of Life Balance	15
The First Step Toward Improving bad Work-Life Balance is Dropping the Term!.....	16
Work is bad – life is good?.....	16
The Good Things in Life Come in Five Buckets – Introducing Life Balance!	16

1. Me, Myself, and I – Being My Best Friend	16
2. One Plus One Equals Three? How Important is a Relationship for Life Balance?	17
3. Blood is Thicker Than Water – Family Ties	17
4. Doubling Your Joys, Dividing Your Sorrows – That’s What Friends Are For!.....	18
5. Don’t Trade-in Your True Calling for a Job – Doing Work You Dislike Is Wasting Your Life	18
Life Balance Is Not a Destination, It Is a Journey.....	18

List of Figures

Figure 2 – Examples from the Software Industry	5
Figure 3 – In a Triangular Relationship: Company, Employee, and Customer Purpose.....	6
Figure 4 – Relationship Between CX Phases and Purpose Aligned	6
Figure 5 – The Four Areas of the EX Repertoire	8
Figure 6 – Top Challenges of an Unbalanced Employee Experience Repertoire	9
Figure 7 – Elements of a Corporate Life Balance Program.....	11
Figure 8 – www.mybalance.net : An Employee Resource to Assess and Improve one’s Life Balance	12
Figure 9 – ‘The End of Work-Life Balance’ by Stefan Osthaus	12
Figure 10 – Stefan Osthaus, Life Balance Expert and CEO of mybalance.....	13
Figure 11 – The Five Areas of Life Balance	16

Section I

The Three Darwinist Stages of Customer Experience

The Three Darwinist Stages of Customer Experience

Organizational focus on customer experience usually falls into one of three Darwinist phases: in the first phase, companies do the profitable thing with a clear view to maximize earnings from a given number of potential customers. Then, in a second phase, companies establish a customer experience practice, analyze their customers' journeys and the related pain points and then do the easy thing. In this phase the customer experience function gets to fix the low hanging fruit without basically running into conflict with any of the known conflicting behaviors of the company. In the third phase, the company understands its core values and matches them with their customers' and employees' values. This is when companies start to do the right things and authentically overcome some of their own bad behaviors from the past.

We believe, that ultimately every company gets the customers and employees they deserve.

Typical Challenges

Most companies interviewed in our research state that they are stuck in phase 2, where they are doing the easy things without really addressing the main customer experience inhibitors like bad corporate behaviors (see example from the software industry below) or the need to strengthen critical infrastructure.

While corporate bad behaviors can easily seem to be too profitable to abandon, phase 3 of doing the right things will always lead to the more sustainable business models.

Software Industry Example		
Doing the profitable thing	Doing the easy thing	Doing the right thing
Hiding what's good for the customer, e.g. how to opt-out from auto-renewal of the subscription. Result: Customers pay because they were not aware of their options.	Remove the need for a reboot after the delivery of a software update.	Clearly communicate the benefit of an automatic renewal of the subscription and give customers the choice to opt in or out. Result: Customers pay because they want to.

Figure 1 – Examples from the Software Industry

Aligning the Purpose of Your Company, Your Customers, and Your Employees

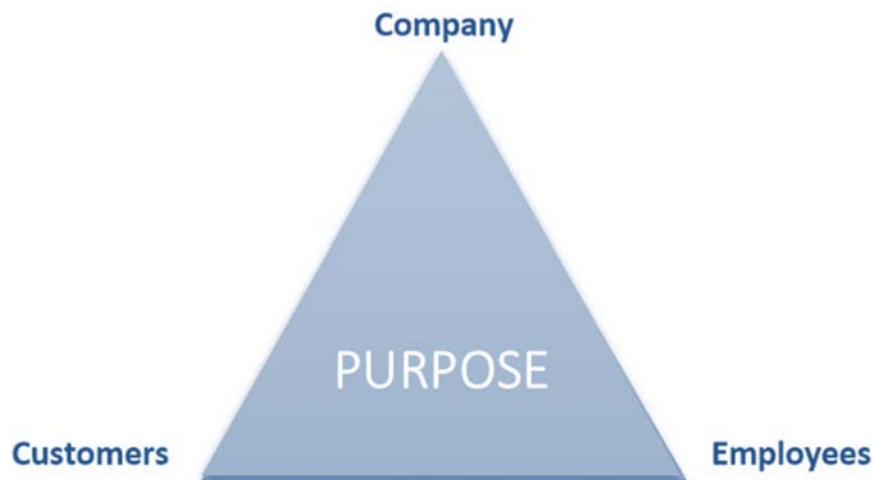


Figure 2 – In a Triangular Relationship: Company, Employee, and Customer Purpose

The phases match the purpose triangle: Make sure your company’s purpose overlaps with the purpose of your target customers and is matched by your employees’ purpose. After all, you get the customers and employees you deserve.

There are many different ways of defining and measuring customer satisfaction, loyalty, delight – you name it. At the highest philosophical level customer satisfaction is the degree to which customers’ purpose is matched by a company’s values, which are then successfully and authentically represented by the company’s employees.

Darwinist CX Phase	Purposes Aligned
1 - Doing the profitable thing	Company
2 - Doing the easy thing	Company and (some) Employee
3 - Doing the right thing	Company, Employees, Customer

Figure 3 – Relationship Between CX Phases and Purpose Aligned

Section II

Sustainable Employee Experience Can Boost You into Phase 3

The Four Pillars of Your EX Repertoire

When designing the employee benefits for your company, there are four main categories of the repertoire to consider.

1. Compensation

The monetary benefits of working for your company usually come in several forms. Salary, bonuses, employee stock purchase programs, etc. make-up the bouquet of tools aimed to generate wealth for your employees.

The Employee Experience Repertoire



Figure 4 – The Four Areas of the EX Repertoire

2. Workplace

Comfortable office furniture, beautiful office buildings, a cafeteria and an area where the team can chill – the nuances in creating a work environment that matches your corporate values are plentiful. Add a few foosball tables or Xboxes and the cool factor goes up significantly. Your workplace directed activities create convenience and maintain health for your employees.

3. Task

All task directed activities in your employee experience repertoire aim to make your team effective and efficient. The right tools, individual development, the

absence of redundant and outdated policies and processes – all this provides the team with an atmosphere to thrive and get the work done the best way they can.

4. Life

In addition to the purpose we discussed in the previous section, this category of the employee experience repertoire aims at providing and maintaining life balance. We prefer the term over the term of ‘work-life balance’ because – quite obviously – life consists of more than just work and non-work. Please refer to page 15 for more on this. Today, the lack of life balance is considered as one of the most pressing challenges in the work force.

Is Your Company’s Employee Experience Repertoire out of Balance?

Many of our clients have very strong employee benefit offerings in the area of **compensation** and **workplace**. They provide wealth, health and convenience to the teams.

However, offerings in the categories of **task** (targeted at the efficacy and efficiency of the workforce) as well as **life** (targeted at the life balance of employees) are scarce and this lack presents companies with a liability when preparing for the retention of current and the acquisition of future talent.

Filling the Gap

We need to understand that customer experience and employee experience are two sides of the same coin. In our work with our clients we've learned that the employee experience repertoire has four elements: compensation, workplace, task, and life related benefits. Many employers focus on the compensation and workplace related benefits to create wealth, convenience, and health for their employees.

If your company's current focus is merely on compensation and workplace, then you need to complement it with task and life related offerings, for example by making a tool like www.mybalance.net available to your employees. Please refer to Section III for more on this.

Top 3 Challenges	
1. EX offers only exist in the 'compensation' and 'workplace' category. 'Task' and 'life' are blind spots.	Blind spots in these two categories are a severe liability. If employers do not focus on task related benefits, then employees will lack efficacy and efficiency. The difficult to use collections of tools in the contact centers are a great example.
2. Employees suspect motivation to just keep them in the office for as long as possible.	And if the fourth category – life related employee benefits – is ignored, then employees throughout the company will find it difficult to find purpose and life balance in their current jobs.
3. EX repertoire is only HR driven with no focus from functional leaders.	If employees are severely out of balance, they fail to live up to their full potential. They run a higher risk of attrition, and are exposed to numerous secondary disadvantages with a real cost impact to the employer.

Figure 5 – Top Challenges of an Unbalanced Employee Experience Repertoire

Section III

Balancing Your Employee Experience in the 'Life' Category

A Balanced Toolbox for Your Team's Life Balance

More than half of all employees worldwide state the lack of work-life balance as the main challenge in their work. One out of five say that their stress level is at a constant maximum. And one out of four would change jobs for more work-life balance.

An interesting statistic for the evaluation of the ROI of life balance is the following: 50% of all employees would accept a lower wage if that got them more life balance. And, if you compare two otherwise equal groups of employees with one group having good and one bad life balance, the former is 22 points more satisfied with their compensation than the latter.

The data above quite clearly shows that shortfalls in the first EX category 'compensation' can be compensated by a strong and sustainable offering in the fourth category 'life'.

Elements of a Corporate Life Balance Program



Figure 6 – Elements of a Corporate Life Balance Program

Life Balance Leadership Awareness

The focus on enhancing your team's life balance needs to start at the top. This is why every effective life balance program needs to start by creating awareness amongst the leadership team and the management ranks.

Free Access to mybalance.net for all Employees

First developed at Symantec, then as an independent platform, **mybalance.net** is the web's leading destination for employees to evaluate and enhance their life balance. The tool closes the common gap in the *life* category of employers' employee benefit offerings.

The mybalance program is a web resource that allows users to assess and improve their life balance. It is a unique system that starts with a profound self-assessment questionnaire developed with leading psychologists and sociologists from around the world and based on principles recommended by the US Department of Labor. Taking the test yields a comprehensive *Life Balance Report* that clearly shows your individual areas of strength, as well as the areas that need better balance and improvement.



Figure 7 – www.mybalance.net: An Employee Resource to Assess and Improve one’s Life Balance

Key Features

- ✓ A profound assessment of your personal Life Balance Score™
- ✓ Developed with leading researchers around the world
- ✓ Down-to-earth tips for all five main areas of your life balance
- ✓ A community to share and vet ideas with
- ✓ A diary app to track your own progress
- ✓ All this in an independent (not employer hosted) and self-driven environment.

Free Copy of the Book ‘The End of Work-Life Balance’ for Every Employee

Many of us have used the term ‘bad work-life balance’ to express that our lives are too much work and not enough play, but have we stopped to examine the term itself? Why do we set ‘work’ opposite of ‘life’? Can work be a healthy, enjoyable part of life and is it possible that our lives are actually made up of various components that ideally complement and balance each other, rather than two polar ends?

‘**The End of Work-Life Balance**’ will deconstruct the misleading concept of ‘work-life balance’ and introduce the reader to the much more sustainable and holistic concept of life balance. Through a comprehensive guide complete with 75 invaluable tips, your team will have immediate access to the right tools to incorporate new patterns, habits and actions into a more balanced life.

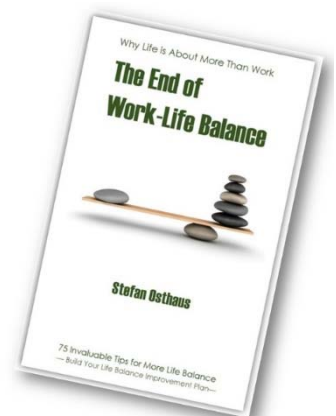


Figure 8 – ‘The End of Work-Life Balance’ by Stefan Osthaus

- Reduce your work list, get better sleep, manage care for your elderly parents, make and maintain your friendships, shut off your gadgets, improve the quality of your life. Be it work, relationships or the self, the life balance program will give its users concrete examples of what stands to be balanced in their life and what exactly they can do to achieve this balance.
- Going beyond merely ‘work’ and ‘life,’ life balance will outline how areas such as work, home, relationships, friends, family and self; home, health, finance, values and time for the self all intricately fit together in a system that can be either draining—or providing valuable, sustainable energy!

'The End of Work-Life Balance' is the compilation and culmination of mybalance founder Stefan Osthaus' observations regarding employee and customer satisfaction after more than fifteen years of experience as a leader in Fortune 500 companies. Osthaus first developed his life balance program for the leading software company Symantec, in response to the lack of satisfaction he saw amongst team members struggling to create a more sustainable life model. Now, he's brought all his tips and tricks together in one handy, comprehensive guide for anyone seeking better life balance.

More information can be found at www.mybalance.net/book

Frequent Workshops / Webinars

Either in-person or via the web: The training programs "Achieving Life Balance" and "The Balanced Leader" are ideally suited to provide longevity to your life balance program. Flexible scheduling as well as crisp and interactive delivery make these programs favorites for the team and ensure that everyone benefits in the area they want to improve most.

Life Balance Newsletter

As part of the team's membership to mybalance.net, the newsletter 'Your Monthly Balance' provides reminders, new insights, and recommendations that will keep your team focused on their life balance improvement journey.



Figure 9 – Stefan Osthaus, Life Balance Expert and CEO of mybalance

Life Balance Keynote

Having observed people complain about the lack of "work-life-balance" throughout decades of experience as a leader, Stefan has turned his passion to help improve balance for others into dedication to provide life balance advice to users, audiences and corporate employees around the world. His focus is on the link between employee environments and customer experiences, as well as value-based leadership.

The ROI of Life Balance

The effect of improved life balance has been researched extensively and spans across several areas, all yielding significant return on investment. These areas include:

- Health and Longevity
- Income, Productivity and Organizational Behavior
- Individual and Social Behavior

Please contact us for mybalance's Life Balance Whitepaper with a complete list of research findings related to the above.

Section IV

On the Topic of Life Balance

Source: The End of Work-Life Balance by Stefan Osthaus

The First Step Toward Improving bad Work-Life Balance is Dropping the Term!

In our research, one of the most common complaints of employees is the lack of a good “work-life-balance.” This complaint is right up there with bad pay, inadequate budget and the occasional complaint about the manager.

Why is it that we view work as standing opposite of life? What can help us improve the balance in our lives? And can we learn to drop the term “work-life-balance”?

Work is bad – life is good?

If we view Mondays through Fridays, eight to five, as the bad times in our life and only the weekends and evenings as good, this means we’re spending a major part of our lives suffering, not advancing our goals and not pursuing what we find truly satisfying and meaningful. To balance this lack of fulfillment, we may find ourselves trying to compensate on the weekends with over-consumption, distractions and entertainment. Or we do the opposite: vegetate on the sofa to recover from our work week. It’s little wonder if this model leaves us unsatisfied—fortunately, life is much more versatile than that!

The Good Things in Life Come in Five Buckets – Introducing Life Balance!

If we look at our lives holistically, we can see that work is an important part of our well-being. We will also see that people like our partner, our family and our friends play a huge role in how we feel about life and about ourselves. Last but not least it is us who determine to a great extent what life means to us and what quality of life we lead. Balancing these five areas – us, relationship, family, friends, and work – will allow us to attain life balance and live a purposeful and fulfilling life. Let’s look at these five areas a bit more closely.

1. Me, Myself, and I – Being My Best Friend



Figure 10 – The Five Areas of Life Balance

Looking at ourselves, we’ll see that our **values, physical health, homes, our financial situation** and the **time we give to ourselves** have a key influence on our life balance.

Probably the most distinguishing factor about you is **your values**; your purpose in life, your ethics, your spirituality –however you choose to call it. These terms all address that one part of you that is difficult to put in words, yet is so important. The meaning you see, the right that you differentiate from the wrong. We'll use the term "values" here. If you have not yet established a clear set of values for yourself and have not yet made it a part of your life to live these values, then catching up on this will significantly improve your life balance.

"A sound mind in a healthy body" is an oft-quoted reference to the fact that we live in a body and with this body, we seek **health**. Because many of us have to deal with challenges regarding our health, life balance is not about being healthy necessarily, but about being in balance with the physical challenges we face. It goes without saying that this can be one of the most difficult aspects of life balance.

The **home** that we choose for ourselves is another important element of our life balance. A home provides shelter and protection as well as a place for social interaction, but it can also turn into a burden if the financial or operational requirements overwhelm us or if the environment challenges us with noise, hostile neighbors or other stress factors that prevent us from recharging at home.

Being at ease with ourselves is a key prerequisite for improving our life balance. This requires **time that we spend on and for ourselves**. During this time, we are not catering to others, living up to expectations, or chasing the next task to be completed. This time for ourselves is needed to contemplate what's important to us, to do the things we like and to recharge after times of high activity. Making time for ourselves is an important task in life. Some need more, others need less, so determine the amount of time you need for yourself and secure it in your day, your week and your year.

Being able to balance our values, our health, our financial situation, and our home, as well as spend time on ourselves will allow us to be our strongest ally in improving our life balance.

2. One Plus One Equals Three?

How Important is a Relationship for Life Balance?

Having someone walk through life with you as your partner can be an important part of your life balance. However, that does not mean that any partner is automatically good and no partner is always bad. As proof, you will easily find couples in your own environment who are more out of balance than singles you know. Consequently, the question is not whether or not one has a partner but rather whether one has a partner if one wants one; whether the partner is right for you and if the resulting partnership is good for both of your life balances.

3. Blood is Thicker Than Water – Family Ties

We cry, we laugh, we sooth and we yell – family is interesting and emotional and often nerve-wracking. No matter what the status though, the ties between family members are generally stronger than any other ties we weave in our lives and consequently the family ecosystem has a very strong impact on our life balance.

How close or far certain family members live from you and how active your communication is impacts if your family is a source of strength and support—or a source of stress and disharmony.

4. Doubling Your Joys, Dividing Your Sorrows – That’s What Friends Are For!

There are phases in our lives when we find our friends are more important to us than our families. This only emphasizes the importance of our friends for our well-being. There is no optimal number of friends; neither is there the perfect mix of best, close and casual friends one should have. Some of us need one best friend, others want to be surrounded by many but not go too deep with any of them.

However, what we all need to do is to understand our needs and to make room for them so that they can be fulfilled.

5. Don’t Trade-in Your True Calling for a Job – Doing Work You Dislike Is Wasting Your Life

While the concept of work-life-balance misleads and narrows down a number of balance factors to only two—your life balance is still strongly determined by your work. Work doesn’t always equal going to the office every day or even pursuing a profession that pays. Work – in a broader sense – is what we spend our waking hours on; it is the change we try to make on this planet with our daily efforts. This definition of work includes people commuting to an office each morning, freelancers, artists, mothers at home, retirees engaged in a charity, athletes striving to do their best.

Obviously, a minimum degree of financial safety is necessary for life balance. Often, this financial safety comes from your work. No matter what it is though, if your work does not support your purpose in life, your life balance will suffer on a conscious or subconscious level.

Life Balance Is Not a Destination, It Is a Journey

I hope that this explanation of life balance gives you a good starting point from which to examine your own life balance. I hope that it inspires you to investigate the five dimensions – yourself, partnership, family, friends, and work – and provides you with insight on how to enhance your life balance. If areas are lacking, don’t be discouraged. Life balance is a journey, not a destination. The rewards of dealing with it are plentiful and include happiness, finding your own resilience against hardships and challenges, as well as a clear glimpse of what is important in your life.