Designing Work Organization
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Lecture 60

Designing Organization for Meaningful Experiences

In this particular session of the designing the organization for the meaningful experience, we will try to understand what are the components of the employees experience, the frame work for experience, the transformation model, influencing the employee experience, the five practices, designing the employee experience in your organization, how can the organizational design improve the employee experience?, then the research paper and the references are there. So, there are the different components of the employee experience and these components are basically under three primary spheres are there, the social sphere, the physical sphere and the work sphere is there. When we are talking about the social sphere, it is the interaction of the employees with the others in their work setting is concerned, maybe with the superior, maybe with the subordinate, maybe with the colleagues and whenever these type of interactions are there within the organization or maybe with the customers that is the outside of this organization, if the job profile is like that, then the work sphere is there that is the interaction that is the employees having with their assigned tasks are there. Now, basically there are three types of the task, unskilled task, semi skilled task and skilled task. So, therefore, in that case that whatever the work sphere is there, whatever the type of the tasks are there, because the job profile will be having these different types of these tasks are there and the physical sphere is there and that is the interaction of the employees having with this tangible environment is there. Here, I would like to mention about that is this impact of the light, impact of the space, these all variables that will come under these physical sphere is there.

So, whenever the employee experience, so employee experience is the human interaction with the others, then about the work sphere that is the what type of the task he is doing and the physical sphere is there. So, when we are talking about these strategies and the employees work day, these spheres of interaction often overlap, creating six facets of the employee experience, and what are those six facets are? First and foremost that is about the community. So, in the case of this community, there will be the social platforms and the physical workplace will be there. So, these are whatever the activities are performed on this social platform only.

So, therefore in that case, whenever we are talking about these the employee experience, it also becomes important that is what social platform he is using. Similarly, when we are

talking about the environment, so environment is having the physical workspace is there, but simultaneously it is overlapping with the tools are there, that is what tools or mechanism he is using. So, these components of the employee experience which are creating the according under the strategy and the culture are concerned. So, whether we are having the social platform strategies, physical workplace strategies or activities and environment and which will be creating the overall organizations culture is there. Now, let us discuss one by one.

So, community is virtually that all of us depend to some degree on interaction with others. It is therefore, surprising that the relationships we create and sustain can influence our individual effectiveness and our perceptions of our organization as a whole. The goodwill that we generate through these relationships, are often referred to as the "social capital", impacts a number of important factors from the facilitating cross organizational knowledge sharing to boosting individual employee satisfaction. The environment is not only to do organizations need to focus on the design and configuration of the workplace furniture, but they also need to consider the other environmental factors. Ambient lighting, the temperature control, noise, ventilation and even office location can notably impact the employee productivity and the experience.

For example, the research has shown that the human error rates increase when ambient temperatures are set too low or the too high further comfort levels are there. When we are talking about the physical workplace, experts mentioned the configuration and the design of the individual and team workspaces as the critical component of employee experience. Organizations can enhance their workspaces by providing the reconfigurable furniture and equipment to accommodate flexible work teams and then the communal spaces that facilitate information flow, then the quiet spaces for concentration and places where there is a serendipitous interactions can occur. So therefore, it is very important that is the whatever the physical workplace is there and it makes it very important in the employees experience is there. I would like to give a very simple example like, management trainee or the engineer trainee when he joins the organization, and then he reports at the department, then he finds that there is a place for him to work or somebody says it is okay you can sit here or you can sit there for one week, he is not getting his seat.

Now, this is becoming a very, very important that this type of the experience that will create an employee experience for that particular organization. So, another example is, IBM has been developing the design studios, where the project teams of the designers, business architects and the programmers they can come together to develop faster, more innovative the client solutions. And, these physical workplace design that can also impact the employee wellness is properly designed, ergonomics that can reduce the

employee stress and the limit of the physical injury is concerned. Now, when we are talking about the total digital capabilities, such as the mobile computing and the internet of things- have changed the way we access the information and tap into the experts, make decisions, and ultimately deliver and the consumer goods and the services. Not only have these new technologies changed where we do our work, they have changed the very nature of the how work gets accomplished.

With these greater reliance on the software based tools comes a host of issues that, left unaddressed, and that can increase the employee frustration and reduce the productivity. The design of the physical equipment that houses the software is a key. Is it easy to access and use under daily work conditions? Software designs can also have a lasting impact on the satisfaction and productivity. How easy it is to sign on to a system? How much clicks does it take to get to the right screen and what is the duration between the screen differentials are there? So, therefore, in that case, this is the two digital capabilities that is memory making the sometimes may make these frustration and reduce the productivity and here that is the physical equipment data house where they are making the differences. So, employee expect the frictionless and the intuitive technology, and they want to spend their time doing their work, not figuring about how to use the technology behind it.

Finally, do the tools enable users to address the particular preferences of the physical challenges?. Given the ageing workforce and the desire of the many companies to provide more diverse, the inclusive environment, tools that can accommodate potential visual, auditory and mobility challenges are taking on the greater importance are there. These activities a major component of the employee experience is the extent to which the individual feel they can influence their work, build mastery and understand their work's overall purpose. A number of factors that influence a successful completion of the work related task and understanding of how the task fits into the work- unit's goals and the larger organization's missions, possession of the relevant knowledge or the expertise, access to the additional information or experts as needed and availability of the timely feedback- either from the managers or the automated systems can significantly shape the employee experience. As Daniel Pink author of Drive has noted, the science shows that the secret to high performance is not our biological drive or our reward and punishment drive, but our third drive, our deep-seated desire to direct our own lives to extend and expand our ability and to live a life of the purpose.

The social platforms increasingly companies are using the internal social platforms to support organizational innovation, expertise location and the knowledge sharing, and to help the employee connect to others across the globe. These social platforms provide a common environment where the employees can find relevant insights. What's more, the

analytics derived from the use of these tools that can help identify the hidden pockets of the expertise or emerging employees moral issues. For social platform to truly influence employee experience, a number of issues must be considered. Organizations need to create a critical mass of the users to sustain the necessary level of content and attract other users.

Also, they must establish the rules of the engagement that clarify what can be said and how the organization intends to use the data shared on the platform. Leaders need to publicly support the use of the platform and recognize those who make the substantive contributions. When we are talking about the strategy and culture, an organization must consider each of these six facets of the employee experience in light of the overall business goals and culture, and the business goals and objectives of a software company may be quite different from those of a retailer, while the culture of an entrepreneurial startup may differ from that of a large multinational corporations are concerned. For a hospitality company, the need to provide the high quality guest services may serve as the guiding principle in the design of the employee experience, for an oil company, the emphasis may be in the occupational safety. Clearly defining these underlying tenets is necessary to designing the experiences that not only match the needs of the individual but are aligned with the organizational priorities.

Likewise, once a company defines the strategy, it must help ensure that the leadership behaviors, people practices and the management systems, formal drivers of the organizational culture- consistently support the employee experience. Informal practices matter too. If the culture is fear based or hierarchical, employees may struggle to collaborate on the open social platforms. Now, we will talk about the framework for the experiences concerned. So, here we find that is the sort of discusses a framework for experience that has six dimensions and these dimensions are the significance, duration, breadth, interaction and triggers and intensity.

Now, when we are talking about these the significance that is the meaning, status and identity is there, the emotional or the lifestyle is there, then the price and function is there. So, any experience it is very important that is whether it is a meaningful experience or not. So, it is what meaning is there for your experience. If you find that is the job, which you are performing, it is becoming a meaningful job. I would like to give the example of like a firm and pharmaceutical industry and then the person who was a machine operator and is a worker, he said that is the I am not doing my job, I am serving to the society by making the life saving drugs.

And here you find that is, he finds his job is a meaningful job is there. So, especially in the healthcare industries, that is this time in the pandemic situation, the everyone was

feeling that is it is not that   they are doing the job rather than they are serving to the society as a whole. So, therefore, these are the job significance, what is the job significance for me, is it only a status, it is only an identity or there are emotions concerned with my job or whatever the money or the salary I get for that, or the what functions I do. So, therefore, in that case, this become a very, very important, what is the significance of a job for an individual is there. Now, when we are talking about the duration, so that is the naturally in the job, We talk about that is the initiation is there, then the immersion is there, then the conclusion is there and the continuation is there.

So, whenever we are talking about the initiation of a job, then it is important that is what is the immerse is there. And finally, when we are talking about how it is concluding and then his continuation of his job is doing and it is about the duration of the job. When we are talking about the breadth of the job, then the product, service, brand, name, channel and the promotion, price is there. So, all these are making the breadth of that particular job is there. Now, question arises that is in the experience, it is the interaction, what type of the interaction did you have? So, that is whether it was active or passive or interactive was there.

And naturally, when you are talking about the meaningful job, then you will like to have your job which is more interactive. When, we are talking about the intensity is there, that is a reflex, habit, and the employees engagement is concerned. Now, related to these capacities, we will talk about the transformation model is there that is about the strategy, culture, systems, structure, core process and a very important is the leadership is there. And what environment you are giving, as we have seen that is the it is becoming the physical environment also plays a very, very important role. It is a cultural environment also and the physical environment also, and that will lead you to give the results are there.

So, therefore, in that case, those strategies which are implemented at the workplace under a given environment and that will give you the results. When we are talking about the influencing the employee experience, the five practices are very important, personalization, transparency, simplicity, authenticity and responsiveness is there. And these organizations are using to create more effective experiences are there. So, when you are creating a person fit, so therefore, in that case the experience of the employee that will be very high, but what is required is that is the decision making process. The decision making process should have the transparency and for both the employer and the employee when there is a transparency is there, so they will work with very highly simplicity and these activities and information to streamline the experience are there.

And these aligns the experiences to the organizations culture and value systems. The

responsiveness allows both employees and employer to share information and the modify the action is there, which will give the ownership also. So, when we are talking about this personalization, it is from a social perspective on and in with the unique characteristics of the individuals and they will like to collaborate with others and the HR system as well as data and individual self identified interest will be there. At the physical level, this could include empowering the individuals to configure their work areas to match the both their work requirements and their personality tastes are there. So, National Australian Bank recognized the need for the personalization as it looked to accommodate the individuals with the disabilities in an effort to increase its labor pool.

Now, the one of them, the four largest banks in Australia, serving 12.7 million people. It developed an action plan to increase recruitment of the people with disabilities and make all branch sites accessible and foster an inclusive culture. The bank also created a dedicated team of accessibility consultants to support employees with disabilities from the recruitment onward. Now, when we are talking about the transparency, much as individuals are looking to gain a greater understanding of what goes into their food, food, clothing, other goods and services and they are also seeking to understand their own organization's working, and they want to know how their efforts contribute to their large goals are there.

These social platforms give the individual a forum to raise the concerns, contribute innovativeness ideas and maintain an ongoing dialogue with the leadership is there. Now, these leaderships, their social platforms that will work using the internet of things to obseve their collaborative patterns and interaction with the customers are there. Companies such as the Humanyze are collecting the "people" data that is from this geolocation systems, the social signals and the face to face interaction with the wearable electronics sensing badges. And this collective data which is the anonymized and aggregated, can help organizations align internal metrics, adjust structure and resources and these identify the operational gaps. So, one organization that is the focus heavily on building the organizational transparency is Klick, a technology company that provides the commercialization, digital marketing and the e-learning services to healthcare and other specialized industries.

So, Klick created an internal, proprietary enterprise operating system called Genome that harness is being big data and social technologies is to deliver a personalized and the engaging work experience. So, Klick collects and shares the team member performance, project management and other information and can mine the data to anticipate the potential employees needs. So, it can then provide the output in various ways from the individual feedback to continuously updated scorecards and the personalized genome word is there. So, and finally, when we talk about the simplicity, so many individuals in

the large organizations struggle with the two forces that make the flow of work increasingly challenging. On the one hand, the years of mergers, acquisition technology changes have turned their work process into the very convoluted set of procedures and regulations that contribute to the frustration and poor customer responsiveness.

 So, at the same time, organizations are bombarded by the new sources of data and information that are often conflict and like the necessary context to improve the decision making is there. So, even simple activities are there and the simplification efforts, like removing the non-value add process steps, providing the earlier access to the knowledge bases or changing the way information is displayed, and then can create a more positive work environment is there. Now, when we are talking about the authenticity are there, so here it is becoming these design and the corporate that is a culture and the value systems. So, design of the corporate headquarters and the local offices to be establishment of corporate events. So, in his 2014 book, the best place to work, author and psychologist, Ron Friedman notes that organization should consider how well their workspace design reflects the corporate culture and brand.

 So, he suggests, organizations that claim a particular characteristic but fail to follow through in their interior design that come across as the inauthentic to employees whose impressions inevitably trickle down to its clients is there. So, Clif Bar and company that is a maker of the nutritious and organic foods and drinks mirror its commitment to a healthy lifestyle in its corporate environment. The importance of the employee involvement and the wellness is reinforced through weekly all hands meetings that are Employee-led and start with a free healthy breakfast when employees are encouraged to socialize and connect. Some wellness benefits include the onsite massage, acupuncture and fitness training is there. The last practice of the employee experience is that is the responsiveness is there that is a feedback is quickly becoming the ubiquitous in our consumer and the professional lives.

 Not only do individuals want to provide input into their working environments, they expect the companies to respond to their ideas and concerns. As we highlighted in the "amplifying employees voice", a previous IBV study, by embracing the employees willingness to engage, organizations can work more effectively with an increasingly vocal and the dispersed workforce. They can also gain these valuable insights from the spotting warning signs to garnering the innovative ideas based on information employees share every day. So, organizations can then turn those insights into the actions to the improve the organizational knowledge, productivity, and the performance and to deepen employees engagement is there. So, companies are beginning to incorporate the responsiveness into their ongoing performances and that is a software gives individuals the opportunity to provide feedback to others within the organization via mobile app and

provide them with the rewards for their contribution.

The software delivers the immediate, direct and the visible insights to employees and the leadership, and generates a high volume of transaction that can provide data on relationships, productivity and organizational interdependencies. Companies are also gathering input about these individuals perception of the environmental conditions are there. So, how these influencing employees that is a CrowdComfort, a startup company in Somerville, mass,, focuses on the facilities management through the sensor networks. It developed a mobile app that the crowdsources information from the employees about building inefficiencies and environment preferences. Employees can report issues on the demand from anywhere on the company's campus.

Information is visible to all employees, as are resultant actions taken by the management, facilities staff and the others are there. So, now we will talk about designing the employee experience in our organization. So, first is most is the tune into the voice of these employee using the analytics. And here the subject of the employee experience may suggest the softer disciplines of the employee culture and the perceptions, but enhancement effort should start with the analytics. So, our organizations can apply similar techniques to gauging employee experience or those you use to measure and evaluate the customer experience.

So, traditional employees HR information, semi-structured engagement surveys and unstructured comments from the internal and external social platforms can provide these insights into the potential solution to the experience challenges are there. So, even the internet of the things that can generate data about working conditions and the personal wellness is there. So, analytics can help you develop insights about these specific segments of the population, identify the changes in physical and social environments, amplify employee voice and address issues associated with the productivity and the tool usage are there. So, normally the organizations will making the investment in the key touchpoints where the employee's experience has the greatest impact and difference for the employees and the organizations as a whole. For some companies, particularly those in traditionally labor intensive industries, recruiting and onboarding processes have a significant impact on the attracting and retaining their top talent is there.

These organizations depend on the recruiting the experiences that reflect on the employer brand are able to rapidly absorb employees into the working environment. For the other companies, experiences related to the project assignment and the career development will now more notably impact retention and productivity. Understanding this relevance at different stages, then you come to know that is employee experience, and taking into consideration that is your organization strategy and culture will help you

target investment in those areas that are the most impactful are there. Whenever we are talking about building an employee experience coalition that crosses the traditional silos are there. So, therefore, it makes easier for employees to perform those jobs, the facilities in the real estate services are vital to developing the workspace that enables individual productivity and the collective innovations.

Marketing must help amplify and communicate in the connection between the employee and the corporate branding and perhaps, most importantly, the leadership at the line of the business are there. So, employees experience that cannot be delegated to a specific supporting organization, rather it needs to be the woven into the very basic fabric of your businesses there, and this is the opening and to making these encompassing the employee experience as well. So, when we are talking about designing the employee experience using rapid, iterative, then design principles are the second stages of the employee journey, highlighting the physical, social and task related interactions that occur at the each stage, as well as approaches for the addressing the limitations or the bottlenecks are there. So, these type of solutions that solve parts of the puzzle over the short time periods rather than this creating one larger solution that take months or years to execute. Finally, capture feedback and the refine the original solution on an ongoing basis.

Applying these principles to the design of the employee experience that can generate quick successes and the prevent larger, more costly challenges in the future is there. So, how can an organization design improve the employee experience is there? As a technology here the continuous to power fluid ecosystem of the permanent and the contracted talent working side by side or the remotely anywhere the world, the task of the redesigning the entire employee experience that cannot be the put on hold. So, from activity pursuing greater diversity of thought, to rewiring the corporate communication to foster essence of belonging among these disparate groups, then pioneering the organization are already driving the change across the globe. So, HR leaders can help their organizations to design a better employee experiences by managing the new employee ecosystem, communicating the corporate values, and creating a sense of belongingness is there. This is a research paper Sense making at work and the meaningful work experiences for the individuals and the organization.

The purpose of this paper is to take a closer look at the concept of meaningful work experience for individual and organization and discusses the role of the sense making in the creating it is there. This is the finding of the paper, the job crafting is a sense making tool enabled by empowerment for the individuals to make the sense of the internal environment of the organization, and the strategy crafting a sense making tool enabled by organization learning. For organizations to make the sense of these external

environment of the organizations are concerned. So, this paper has attempted to converge the macro and macro level concepts by bringing together individual and organizational level variables into a joint discussion. It places the job crafting and strategy crafting in the context of the sense making theory and it reinforces the idea of proposing the model and that will consider the multi level implications of the organizational research.

This is the book recommendations that is a mapping experience, a complete guide to customer alignment through journeys, blueprints and the diagrams are there. The author of this book is that is James Kalbach and the customers who have inconsistently experienced with the production services are understandably frustrated, but it is worse for the organization that cannot pinpoint the cause of these problems and because they are too focused on the processes. The updated book shows that your team how to use the alignment then these diagrams to turn valuable customers observations into the actionable insight. With this powerful technique, you can visually map these existing customer experience and these envision future solutions. Designers, products and brand managers, marketing specialist and the business owners will discover how experience diagramming helps you determine where the business goes and the customers perspectives intersect.

So, this will be making the armed with this insight you can provide the people you serve with the real values are there. So, this will be helping you to facilitating in the increasing becoming the part of these mapping efforts and shifting the focus from a deliverable to the actionable and explore the ways to apply the mapping of the all coins to the non-commercial settings such as the helping victims of the domestic violence. These are the references, please make the detailed study of these references which will give the insight about these employee experience and then what are the different dimensions which are affecting the customer experience and the employee experience are there, and you will be able to create a very positive experience of your employees at the workplace, and simultaneously a very positive note with these the customer experience also. Thank you. Thank You.