## Introduction From The President
## Employees-Still the Key to Positive Customer Experience Delivery?

In spite of the emergence of all kinds of smart technology supporting the popularity and growing preference for self service, especially among the newer generational cohorts, the vast majority of the experience of customers is still delivered to a greater or lesser degree by people and the highest percentage of those people are employees. So, what is required to ensure the people asset operates at its optimum level?  The simple diagram below offers no help at all! It does however demonstrate how complex the issue of employee happiness can become grossly over complicated.



https://www.wellsteps.com/blog/2020/01/01/best-worksite-wellness-programs/
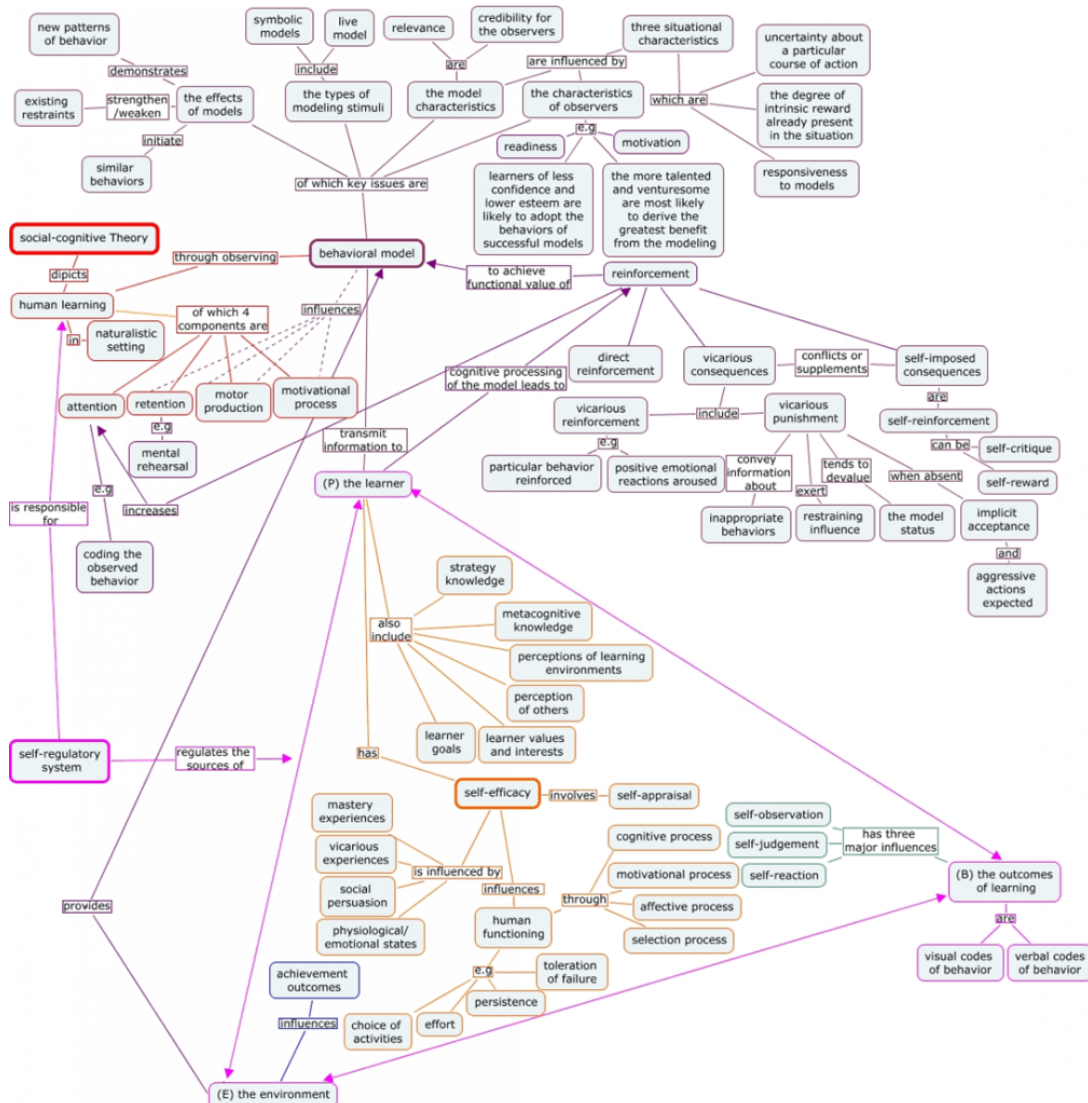
**So Why is Employee Happiness and Wellbeing Important?**
Apart from the obvious observation regarding wellness i.e. if the are unwell then they cannot attend work and thus be unable to deliver any kind of service to the organisation, colleagues or customers.
**So dealing with the issue of wellness first**.
 According to Dr. Steven Aldana, CEO of WellSteps wellness is a partnership between the individual and the organisation and each has to play their part  for the full mutual benefits to be achieved.
*Behavior change is the key to having a successful wellness program. The best worksite wellness programs keep the focus on the need to help employees adopt and maintain healthy behaviors.*

*Not too long ago, Dr. Michael O'Donnell introduced a simplified behavior change model we mentioned briefly above. It's designed to help wellness at work actually improve employee health behaviors. It's called the AMSO model, (Awareness, Motivation, Skills, and Opportunities). This simple model helps worksites create effective worksite wellness programs that improve employee health.*

Culture and Environment — 40%
Skills and Tools — 25%
Motivation — 30%
Awareness and Education — 5%
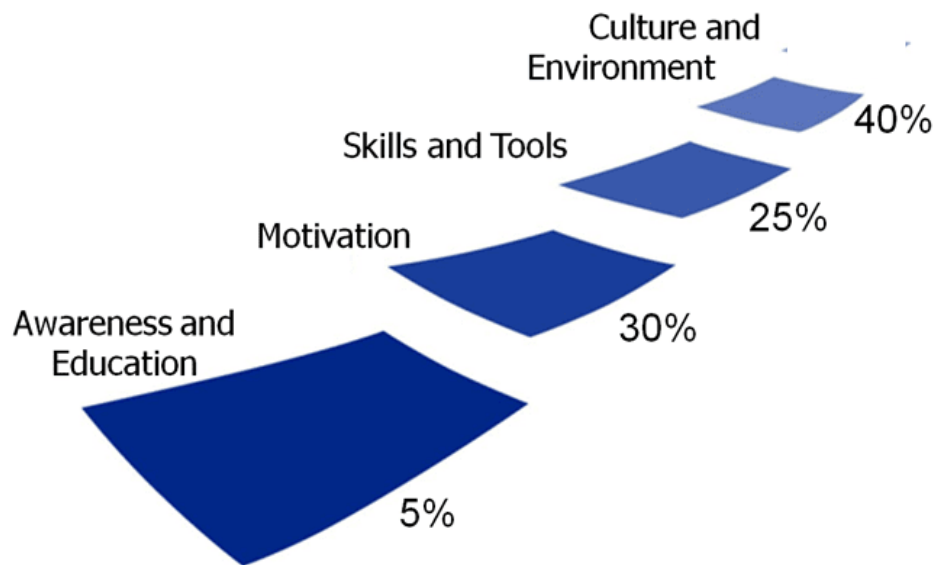
*The four components are pretty easy to understand. Awareness and education is the "what" of behavior change. The motivation is what drives us to change. The skills and tools portion is the "how do I do this?" part, and the culture and environment part is a conglomeration of environmental changes, policy changes, and support from others that all help us to be successful.*
*Which one do you think is the most powerful and helps people adopt and maintain healthy behaviors? As you can see in the figure above, the most important part of the behavior change process is actually culture and environment. About 40% of the success of behavior change happens when we establish a supportive environment and when we receive peer support from others.*
***The least important aspect of this model is awareness and education at just 5%, yet this is where most workplace health programs spend most of their time and budgets***.
https://www.wellsteps.com/blog/2020/01/02/employee-well-being-at-work/

### Awareness and Education

*All of us are familiar with this part of the behavior change process. This is the easy part of wellness at work. Company wellness awareness helps individuals become aware of and educated about good health practices. They help them understand what health risks are and what it really means to have an elevated health risk. They help them learn whether or not we have elevated health risks or unhealthy behaviors.The success of a wellness program at work will hinge upon whether or not its able to help employees improve health behaviors.*

### Motivation

*There is a need to have the right kinds of motivation in wellness programs in the workplace. Most workplace health programs encourage employees to participate in a variety of health promoting activities.The use of incentives is just one strategy that can be used to motivate employees. Everyone has been able to change their behaviors at one time or another. People change behaviors for a lot of reasons. Peer pressure, love, the desire for something better, fear, money and just wanting to improve our lives can provide ample motivation to change.*

### The Skills Required

*Awareness and motivation are important steps to start the behavior change process but without the requisite skills and tools failure is inevitable. As wellness professionals we need to show people exactly how to change behavior. We need to show them how to overcome the barriers that are preventing them from living healthy lives. To have a healthy diet individuals must know how to shop for, purchase, and prepare healthy foods.*

### Culture and Environment

*The last step of the behavior change process is the most important one. It's not just about changing the culture and environment, it's about altering policies of the worksite, creating social support, and changing the physical environment. It's the most important aspect of worksite wellness programs because it has the largest impact long-term on helping people have healthy behaviors.*

*Seven Most Important Reasons to Offer Employee Well-being at Work*

> *Improve Employee Health Behaviors*
> *Reduce Elevated Health Risks*
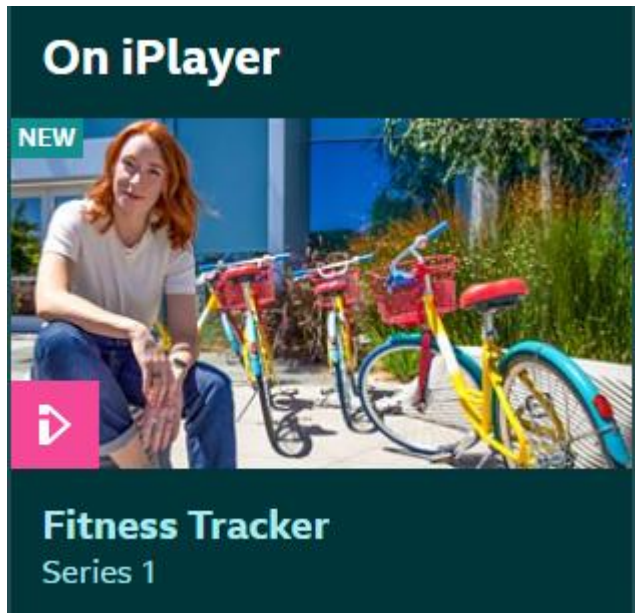> *Reduce Health Care Costs*
> *Improve Productivity*
> *Can Decrease Absenteeism*
> *Can Help Improve Employee Recruitment and Retention*
> *Build and Help Sustain High Employee Morale*

3

https://www2.deloitte.com/us/en/pages/technology/articles/what-does-the-metaverse-mean.html

**A Word of Wellness Caution**

In her BBC Television series "Secret Genius of Modern Life" examines in depth the secrets and inner workings of some of today's technologies that have become established as a part of the lives of millions of people. One episode looked at The Fitness Tracker of the kind produced by FitBit in the USA that as well as tracking activities like the number of steps taken can also monitor things like heart rate, blood pressure and blood oxygen.





**The big picture of your health**

Premium uses data about your body to uncover your unique wellness patterns. It doesn't stop there: you'll also receive personalised insights that empower you to make better choices plus access to workout and mindfulness videos.*

Dr Fry reports that many organisations are giving Their employees such devices as an incentive to encourage wellness and support a healthier lifestyle. A word of caution follows as it appears that some organisations may not be treating this as a voluntary employee but are using the data as a way of applying sanctions like increased insurance Premiums to those who do not conform

https://www.fitbit.com/global/uk/products/smartwatches/sense2?sku=521BKGB

**Another Wider Viewpoint on the Issue**
Another organisation Mapiq, based in Delft in The Netherlands, has developed an approach which builds upon the work of Abraham Maslow and his hierarchy of needs as the platform for their employee well being and happiness model, Known as The Mapiq Model Of Workplace Wellbeing.

The basic proposition states
*The Mapiq pyramid of workplace well-being. divides employee needs into three key areas:*      *1. Concrete needs,*
          *2. Belonging needs*
          *3. Actualization needs.*
*By meeting these needs, organizations can develop wellness-centric workspaces and ultimately improve the well-being of their company as a whole.*
***The importance of well-being in the war for talent***
*Now, employees expect more from their workplaces, with 66% of employees reporting that they would leave a role where they didn't feel appreciated. And the Great Resignation has proved that employees in record numbers are willing to act if they aren't satisfied with their work. It's an unavoidable truth—retaining staff requires a real focus on their happiness. And yet, in an increasingly hybrid world, managing employee well-being can be even more difficult. Full-time remote working has been shown to increase loneliness by 67%; the challenge is keeping teams connected and motivated while navigating virtual working. In this matter, technology can either help or harm; it can boost creativity and innovation, or it can leave people feeling disconnected and disenfranchised.*

https://www.mapiq.com/thank-you/pyramid-of-workplace-well-being

The ROI of Well-being

The Mapiq White Paper goes on to identify some interesting facts on the commercial benefits of identifying what is important to employees and the return of organisational investment in improving performance in those areas

*91% of workers at companies led by leaders that support well-being
efforts say they feel motivated to do their best at their jobs.
(American Psychological Association)
Of employers offering wellness programs,
67% reported increased employee satisfaction,
66% reported increased productivity,
63% reported increased financial sustainability and growth,
50% reported decreased absenteeism.
(IFEBP)
89% of workers at companies that support well-being efforts are more likely to
recommend their company as a good place to work.
(American Psychological Association)
61% of business leaders have already made significant investments in smart
technologies and are benefiting from higher revenues, improved customer
experience and increased employee satisfaction.
(Leesman, 2017)
11% higher revenue per employee for organisations with highly effective
health and productivity programs
1.8 fewer days absent per employee per year,
28% greater shareholder returns.
(Buffett National Wellness Survey)
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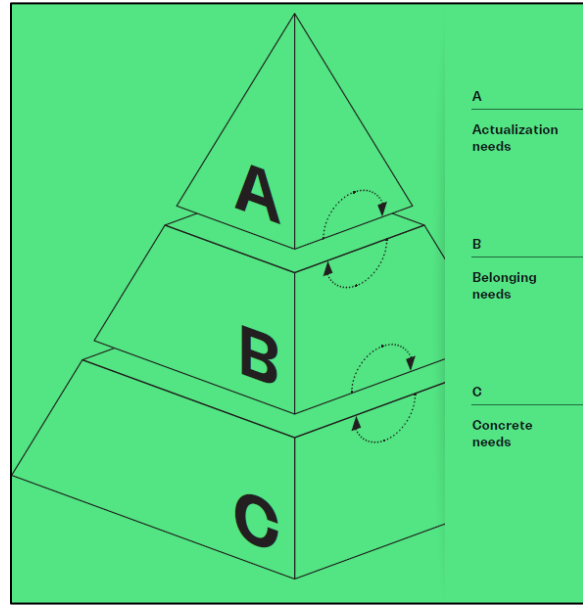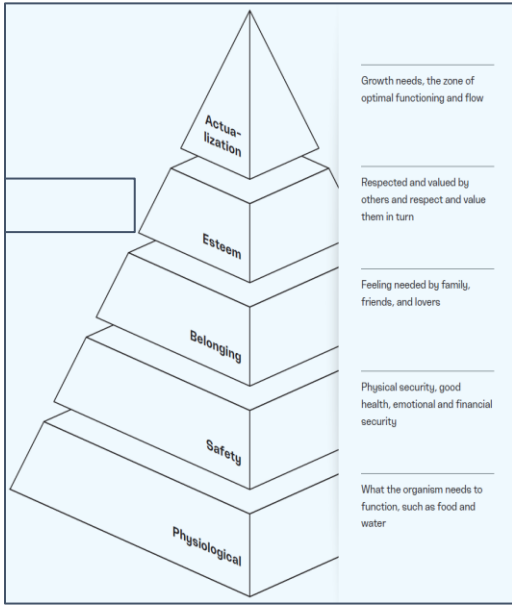63% reported increased financial sustainability and growth,
50% reported decreased
absenteeism.
(IFEBP)
74% of employers view well-being as an important to employees and a useful tool for
recruiting and retaining staff.
(Xerox)*

https://www.mapiq.com/thank-you/pyramid-of-workplace-well-being

**Maslow's Hierarchy of Needs     The Mapiq Pyramid of Work Place Well Being**



*Actualization* — Growth needs, the zone of optimal functioning and flow

*Esteem* — Respected and valued by others and respect and value them in turn

*Belonging* — Feeling needed by family, friends, and lovers

*Safety* — Physical security, good health, emotional and financial security

*Physiological* — What the organism needs to function, such as food and water

A — Actualization needs

B — Belonging needs

C — Concrete needs

*Concrete Needs*

*With the rise of remote and hybrid working, employees must be incentivized to return to the physical office space. For instance, 40% of people reported being more productive at home than in the office. To counteract this and regain capacity at the office, the workplace needs to become a space that meets all basic needs while setting the foundations for collaboration and a sense of belonging.*



C — Concrete needs

Design, Materials, Temperature, Light, Air, Sound, Nutrition, Physical health, Safety
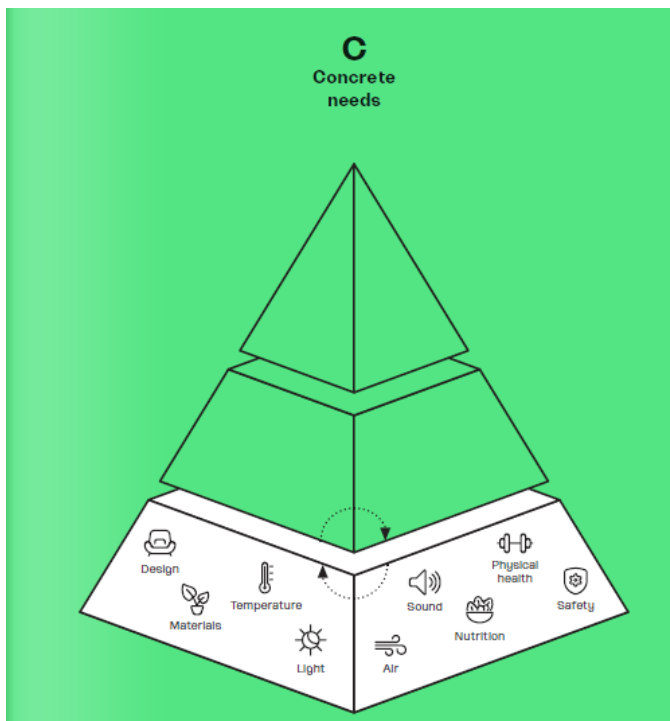
Meeting concrete needs ensures that employees are healthy and safe at the office.

Every aspect of an office—from design to air quality—needs to contribute to people's **health and happiness.**

Organizations should create workspaces that suit different needs and working styles.

Implementing workday technology allows employees to better understand and interact with their workspaces.

Employees need to feel that the office meets their needs, or else they might feel more comfortable just working remotely.

https://www.mapiq.com/thank-you/pyramid-of-workplace-well-being

*Belonging needs consist of connection, contact, confirmation, and camaraderie.*
*These traits can be encouraged in several ways, but technology and culture play particularly significant roles.*
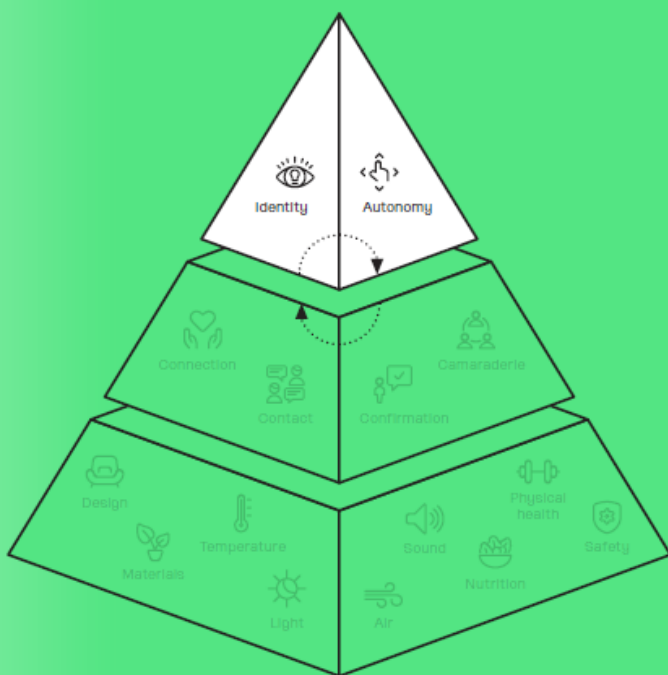*Through freedom and ownership, a sense of belonging can lead to feelings of actualization.*
*COVID-19 and hybrid working are examples of challenges that must be overcome when addressing employees' belonging needs.*
*However, they can also serve as an opportunity to reassess strategies and build stronger teams.*

**B**
**Belonging needs**

Connection

Contact

Confirmation

Camaraderie

Design

Temperature

Sound

Physical health

Safety

Materials

Light

Air

Nutrition

**A**
**Actualization needs**

Identity

Autonomy

Connection

Contact

Confirmation

Camaraderie

Design

Temperature

Sound

Physical health

Safety

Materials

Light

Air

Nutrition

*People and companies experience actualization through a combination of autonomy and identity.*
*Three levels of autonomy should be implemented:*
*Structural autonomy, Team autonomy, and*
*Employee autonomy.*
*Open communication and shared values are the foundation of a "peak performance" culture.*
*Technology can help with transparency, communication, and autonomy.*

https://www.mapiq.com/thank-you/pyramid-of-workplace-well-being

**One final point from the Mapiq White Paper which is recommended reading in full is the link to the *Lee Kum Sheung Center for Health and Happiness at the Harvard TV Cheung School of Public Health***

**Which includes, among a range of measures, the following model from he National Institute for Occupational Safety and Health NIOSH which outlines their Five Domains of Worker Well Being**

**This model looks at 68 elements across**
**Its 5 sections**
**1, Work Evaluation and4 Experience**
**2. Workplace Policies and Culture**
**3. Workplace Physical Environment and Safety**
**4. Health Status**
**5. Home Community and Society**



*NIOSH WellBQ Section 1. Work Evaluation and Experience (16 items) y*
*Job Satisfaction - Wage Satisfaction - Benefits Satisfaction - Advancement Satisfaction y Supervisor Support - Coworker Support - Job Security - Job Autonomy - Time Paucity- Work Overload - Meaningful Work - Work-related Positive Affect - Work-related Negative Affect - Work-related Fatigue - Job Engagement*

*NIOSH WellBQ Section 2. Workplace Policies and Culture (14 items)*
*Supportive Work Culture - Management Trust - Health Culture at Work - Availability of Job Benefits - Availability of Health Programs at Work - Work to Non-work Conflict - Non-work to Work Conflict - Workplace/Schedule Flexibility*

*NIOSH WellBQ Section 3. Workplace Physical Environment and Safety Climate (10 items)*
*Overall Workplace Safety - Workplace Safety Climate - Physical Work Environment Satisfaction - Discrimination - Work-related Sexual Harassment - Work-related Physical Violence - Work-related Bullying*

*NIOSH WellBQ Section 4. Health Status (23 items)*
*Overall Health - Days of Poor Physical Health - Chronic Health Conditions - Insomnia - Days of Poor Mental Health = Overall Stress - Poor Mental Health - Physical Activity - Tobacco Use - Alcohol Consumption - Risky Drinking - Healthy Diet - Sleep Hours - Sleepy at Work - Cognitive Functioning Limitations - Work Limitations - Productivity - Work-related Injury - Injury Consequence*

*NIOSH WellBQ Section 5. Home, Community, and Society (5 items)*
*Life Satisfaction - Financial Insecurity - Support Outside of Work - Activities Outside of Work*

https://www.cdc.gov/niosh/docs/2021110/pdf/2021110revised052021.pdf?id=10.26616/NIOSHPUB2021110revised52021

**So Moving On from Employee Wellbeing to Employee Happiness**

One definition, among many, "Employee *Happiness is the state of mind unique to every individual centred upon their level of contentment with the physical and psychological environment in which they operate given to the degree that it may permanently influence their loyalty to that employer."*

So defining an organisation's employee "Happiness" may appear as a difficult concept to both achieve and manage. Happiness is very much the domain of every individual so is it possible to make every individual completely happy at work? Probably, in fact definitely, impossible. However the term has entered the lexicon of organisational management and has gained currency, traction and value, primarily because of the benefits associated with developing an organisation that has a high level of measurable happiness generally across the its human resources. While the Holy Grail may be 100% happiness across 100% of employees the reality is likely to be lower than that but the target should always be to aim high.

So what are the benefits?

*In Why You Must Create and Maintain a Happy Workplace 6Q provide a list of fourteen*

*A job, by definition, is not necessarily fun, or enjoyable either. Work is hard. Dealing with work stresses day in and day out is exhausting. However, there are many benefits for companies to reap from creating and maintaining a happy workplace for their employees. Many of the top performing companies in the world today have learned along the way that encouraging and fostering a happy, fun and inspiring workplace offers several key benefits to their organisations. Benefits of a happy workplace include;*

> ***Happiness has a multiplying effect.*** *Happiness is contagious and, when encouraged, can spread throughout an entire company.*
> *Employees who take joy in their work make excellent role models for their fellow workers and encourage them to also take joy in their work and this the kind of leadership your organisation needs.*
> ***Happy employees have the right attitude.*** *Having dull or unhappy employees can lead to them harbouring a negative attitude that can gradually show through their work and suppress job performance and creativity. Happy employees, on the other hand, who have a positive attitude are more likely to succeed at their general work assignments and perform duties beyond expectations*
> ***Happiness increases productivity*** *Stressed-out employees are distracted employees. This can have a devastating effect on productivity.*
> *Eliminating stress and worry can lead to an instant productivity boost. Happy employees find it easier to concentrate on their tasks for longer periods of time than unhappy employees.*
> ***Happiness encourages risk-taking*** *Business is not about playing it safe – you know you gotta risk it to get the biscuit. Succeeding in business requires taking the right risk at the right times.Happy employees are more likely to take the calculated risks your company needs to leap forward, while unhappy employees are more likely to play it safe because they are too scared to risk anything.*

***Happy employees support each other***. *Engaged employees who have a positive work mindset are more eager to help and aid their fellow staff members and to participate in collective projects. Happy employees are also more likely to quickly ask for help and/or clarification and this the ideal attitude you need your team members to have.*

***Happy employees are not afraid to make mistakes.*** *Your team is more likely to learn from their mistakes rather than fear them. Mistakes can be a significant learning tool that can lead to unpredicted breakthroughs. Employees who are scared to make mistakes will fail to recognise key learning opportunities.*

***Happy employees make less mistakes.*** *By worrying less about making mistakes happy people actually end up making less mistakes. When you're happy at work the once-in-a-while mistake doesn't rattle you up a lot. You recover, pick your lessons from it and continue forward. You also don't mind admitting to others that you screwed up and simply take responsibility, apologise and fix it. Maintaining such a relaxed or laid-back attitude means that careless errors are less likely to occur, and that you're more likely to learn from them.*

***Happiness inspires creativity.*** *Innovation is the lifeblood of any business, and happy employees are inspired, creative employees who will create the solutions your business needs to succeed. If your productivity depends on being able to come up with new ideas, you need to create and maintain a happy workplace for your employees. If people are in a good mood on a given day, they are more likely to have creative ideas that day, as well as the next day, even if we take into account their mood that next day. There seems to be a cognitive process that gets set up when people are feeling good that leads to more flexible, fluent, and original thinking, and there's actually a carryover, an incubation effect, to the next day.*

***People like to work with happy people.*** *Happy workers are more keen to co-operate in order to achieve shared goals, more likely to foster company loyalty, and more likely to encourage the effective team bonding that is important to your company's prosperity. Happy employees also improve your employer brand, attracting more talent to your company.*

***Happy employees work better with others.*** *Nobody wants to work with a sulker. People naturally enjoy being around happy people, both in and out of the workplace, and this often translates into more effective teamwork, smoother manager-employee interactions, and better customer experience which produces more sales.*

***Happy people fix problems instead of complaining.*** *When you dislike your job, it becomes difficult to fix any problem without fussing over it or complaining endlessly about it. When you're happy at work and you run into a problem, however major, solutions are quick and problems are easy to resolve, hence keeping the workflow moving instead of stalling the entire process.*

*Happy employees get sick less often.* *Falling ill is gets in the way of your productivity and if you are not happy with your job you're susceptible to catching illnesses such as ulcers, cancer and diabetes. You also become more vulnerable to work related conditions like fatigue, stress and burnout. This is another important reason why it's important to maintain a happy atmosphere in the workplace.*

*Happy employees make better decisions.* *Unhappy people are always operating from a mindset of crisis and disaster. Their choices are mainly driven by fight-or-flight survival instincts so they often fail to keep the big picture in mind.On the other hand, happy people are able to stay calm and make better, more informed decisions and are better able to focus on what's important even in the face of crisis and disaster.*

*Happy employees learn faster*

*When you're happy and relaxed, you're much more open to learning new things on the job and thereby raising your effectiveness at it.If you are happy, you will be curious about whatever you come across and this is the mindset you need your employees to have in this modern setting that requires constant learning.*

*In Summary*

*Happy employees show more loyalty and this is what it takes to become an exceptional company like Google and Apple. You therefore need to pick a leaf from them: create and maintain a happy workplace so that your employees are always inspired to perform.*

https://inside.6q.io/happy-workplace/

**Is happiness in the workplace a synonym for employee engagement?**
The signposts on the highways of the gurus of the internet tend to lead in that direction.
In their 2022 white paper
*"Employee Engagement: A Strategy for Performance& Retention"* LumApps propose the
following
*Employee engagement is the evaluation of enthusiasm and dedication an employee feels*
*toward their job, and the relationship between an organization and its employees.*
*Organizations with high employee engagement have a majority of employees who report*
*high satisfaction with their work and therefore outperform organizations with low*
*employee engagement.*

*Employees are usually categorized into one of three groups:*
　❶ *Engaged collaborators are enthusiastic about their situation and*
　*their employer. They are satisfied in terms of fulfilment, well-being and trust.*

　❷ *Non-engaged collaborators lack enthusiasm for their work and*
　*employer. These employees usually provide minimal effort and are*
　*not invested in personal or company goals.*

　❸ *Disengaged collaborators are not at all invested and might be*
　*working against the company due to discontentment. This group*
　*is prone to high absenteeism and accelerated turnover*

*Disengaged employees cost the US between $483 and $605 billion each year in*
*productivity loss.(Gallup)*
*According to Gallup research, here are some advantages for*
*companies who score in the top quartile for employee engagement:*

　　• *Absenteeism: 41% lower*
　　• *Turnover: 59% lower*
　　• *Employee safety incidents: 70% fewer*
　　• *Productivity: 17% higher*
　　• *Sales: 20% higher*
　　• *Profitability: 21% higher*

*Engagement encompasses many aspects of the employee experience.*
*Employees can be highly engaged or disengaged for a variety of*
*reasons so return on investment (ROI) can be difficult to measure. But*
*there is plenty of data that indicates engagement is directly related*
*to business success.*

*Well-being is not just about Paid Time Off or work hours.*
*There are five components to consider.*
> *• Cultural - Building well-being into social behaviors and norms.*
> *• Relational - Fostering well-being in co-worker relationships*
> *• Operational - Considerate management policies, processes, and programs.*
> *• Physical - Optimized physical workspaces and equipment.*
> *• Virtual - Digital workspaces that facilitate productive and*
> *collaboration.*

*The work-life balance challenge is a perpetual issue for organizations, but investing in employee health is a real lever for engagement and performance.*

**Other key issues in the equation**

*A welcoming company culture*
*Every organization should socialize their vision and values. Employees are more likely to enjoy their time at work if they relate to company values.Culture remains a challenge. Less than one-third of workers believe they have a strong culture. Additionally, 43% would be willing to leave for a 10% salary increase, and weak company cultures are to blame. (TinyPulse Employee Engagement Report, 2019)*

*Upholding these universal values:*
> *• **Respect**. The tone must be set by management so employees follow suit. Respect enhances collaboration and reduces conflicts.*
> *• **Trust & Investment.** Financial compensation is no longer the end-all, be-all for employee happiness. Training and development, transparency, and communication are all major factors in today's landscape.*
> *• **Open dialogue.** Allow people to express themselves and share praise along with concerns. Provide opportunities for dialogue.*
> *• **Recognition** Only a third of workers received recognition the last time they went the extra mile at work and just 25% feel highly valued at work (TinyPuls)*
> *Recognition gives employees confidence, which fuels their motivation. Data shows that recognition and appreciation (promotions, cash bonuses, acknowledgement in meetings, etc.) improves engagement. 82% consider recognition an important part of their happiness at work (SurveyMonkey/Bonusly Survey, 2019).*
> *• **Feedback Loops** Employees need dedicated spaces to express themselves, share ideas and be involved in decision making. There are limitations, but ignoring this need is detrimental*

***Manager-employee relations***

*Positive management relationships are essential. In many cases turnover is the result of employees leaving their manager more than their company.*

*So, what makes a great manager? A superior manager is able to drive action and earn trust through communication. This includes:*

> *• Fostering and maintaining togetherness.*
>
> *• Maximizing the potential of their team.*
>
> *• Managing conflicts and clashing personalities.*
>
> *• Communicating an optimistic yet realistic vision.*
>
> *• Demonstrating leadership, empathy and high EQ.*
>
> *• Knowing when to take responsibility and when to delegate.*

*It's logical that employees who trust their supervisors would perform better, and the data backs this up.*
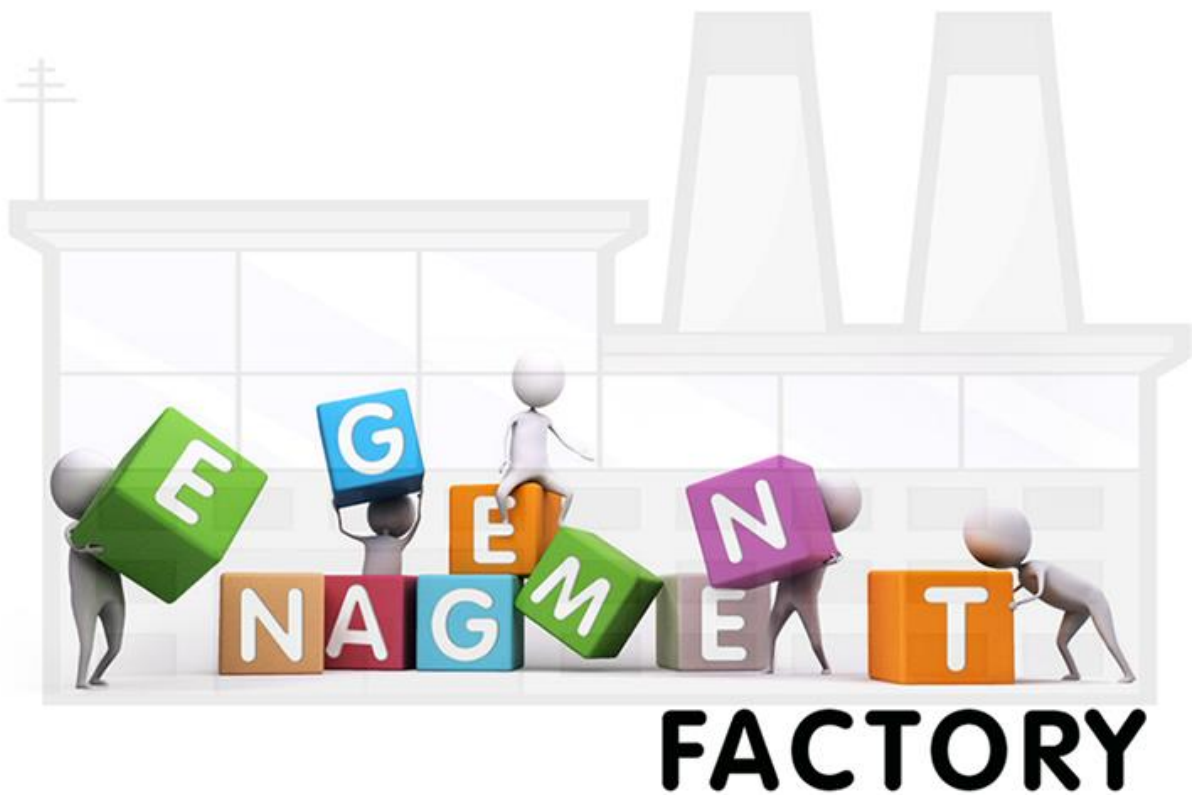
*Improving Employee Engagement*

*How do you improve employee engagement? Here's how to address each component.*

*Training & development - Give your employees the option to participatein new projects: mentoring, cross-department training, skills development courses, conferences, seminars, etc. The more people are given the opportunity to explore their professional interests, the more they increase their performance level.*

*Well-being - Plan around the five components of well-being: cultural, relational, operational, physical and virtual. Determine which area needs improvement. For instance employees might need ergonomic chairs or something intangible like the opportunity to make friends at work.*

*Company culture - Build a communications strategy to raise awareness about company culture. And make improvement plans with the help of employee ambassadors.*

*Recognition - Introduce gamification aspects into the recognition process by incentivizing employees to recognize each other and to earn recognition. Start simple by celebrating team accomplishments and creating a "compliment wall" on the company intranet.*

*Social responsibility - Find opportunities to get employees involved with charitable and volunteer efforts. As long as programs are optional, employees are more likely to stay engaged.*

*Feedback loops - Create feedback systems within an intranet or through manager-led initiatives. The power of feedback is limited if it's ignored. Feedback collection needs to be paired with action plans.*

*Manager-employee relations - Evaluate managers on the performance of their teams and survey feedback. If an issue is evident, invest in options such as leadership training or executive coaching. Sometimes the best option is to make strategic realignments.*

*To recap, here are general guidelines for improving employee engagement:*

*• Define realistic, clear and reachable goals.*

*• Establish an expectation of trust between managers and employees.*

*• Ensure that teams understand their role in the company's success.*

*• Build a trusting environment and encourage managers to show interest in their employees' personal lives and development.*

*• Publicly congratulate, privately reprimand, and design improvement plans for those who feel disengaged.*

https://www.lxahub.com/stories/who-do-you-need-to-hire-for-your-metaverse-team

Why is The  Employee Experience Even More Important ?
In their report The State of Customer Care 2022 McKinsey identify that there is a growing tension caused by increasing customer expectations and a shortage of experience talent to deliver it raising the prospect of poor customer experience leading to customer disloyalty leading to loss of revenue and the attendant associated issues.
To avoid this organisations are poaching talent from their competitors
McKinsey states

*Customer experience is more important than ever—yet it has never been more challenging as companies face a perfect storm of increasing call volumes, talent shortages, and rising customer expectations. Customer care talent is increasingly scarce Higher call volumes and more complex calls are challenging existing capacity—61 percent of surveyed care leaders report a growth in total calls, with increased contacts per customer and a growing customer base as the key drivers. And 58 percent of care leaders expect call volumes to increase even further over the next 18 months.*
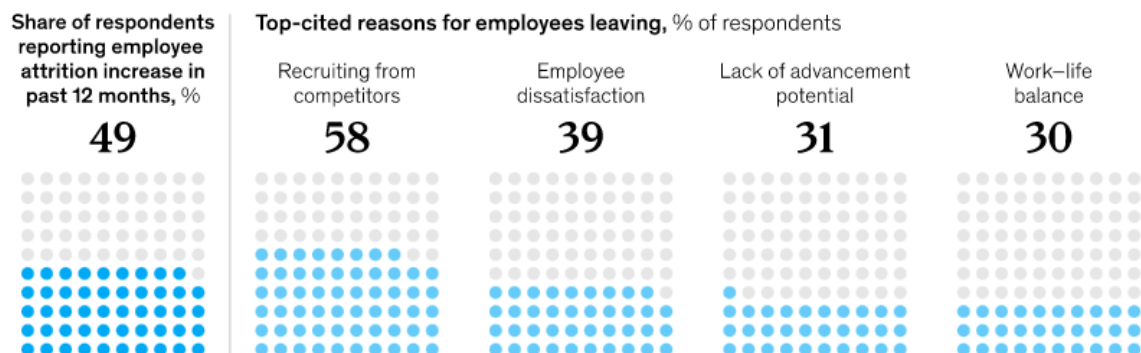*While a growing customer base is a positive sign for business, it puts greater pressure on contact centers that are already under strain. More customers mean increased call numbers, and with more complex calls, customers tend to have to phone contact centers over and over again—further affecting capacity and resulting in a more negative CX overall.*

***To make matters worse, talent attrition is affecting customer care capacity. Employees are leaving faster than they did before the pandemic—a result of the Great Attrition—and are more difficult to replace. Nearly half of surveyed managers report increased employee attrition over the past 12 months.***
***The top-cited reason for employees leaving is poaching by competitors—58 percent—alongside employee burnout, employee dissatisfaction, lack of advancement opportunities, and poor work–life balance***

**Competitor recruitment is the top-cited reason for employees leaving customer care organizations.**

Employee attrition increase in customer care organizations and reasons for leaving[1]

| Share of respondents reporting employee attrition increase in past 12 months, % | Top-cited reasons for employees leaving, % of respondents | | | |
|---|---|---|---|---|
| | Recruiting from competitors | Employee dissatisfaction | Lack of advancement potential | Work–life balance |
| 49 | 58 | 39 | 31 | 30 |

[1]n = 167.
Source: McKinsey 2022 State of Customer Care Survey 2022, Q4 2021

https://www.mckinsey.com/capabilities/operations/our-insights/the-state-of-customer-care-in-2022

**What do customers think about employee Happiness and Wellbeing?**

Customers only really care about the experience they have when interacting with an organisation. Brand values and a numbers of other factors may influence whether or not they engage with the organisation in the first place but once the engagement has begun it is the experience they have that will have their major impact on their future relationship with the organisation. Some recent research in by *ACQUIRE* identified the ten things that customers expect. Probably the key point to consider is that all of these elements require competent , motivated people to ensure they are delivered effectively.

**ACQUIRE -** 10 Top Customer Service Expectations to Guide Your Strategy

1**. Personalized experiences**
Customers expect to be treated as distinct, unique individuals. In fact, 91 percent of consumers are more likely to shop with brands that recognize, remember, and provide them with relevant offers and recommendations.

2**. Privacy and data protection**
In the U.S., 63 percent of consumers say they'd share more information with a company that offers a great experience. However, there's a fine line to walk when it comes to personalization and customer privacy. Customers still want control and transparency over the info you use and how you use it.

3. **Omnichannel support**
Customers want the convenience of communicating with you on their preferred channel which vary across generations and increase the complexity of the customer support issue. So, you need to be able to communicate through a range of avenues. You also need to ensure the experiences between channels are connected together seamlessly. This way, interactions can easily move from one channel to another and flow like one continuous conversation.

4**. Rapid response time**
When it comes to online experiences, 94 percent of consumers cite speed as a key contributor to a great experience. Consumers also list resolving their issues within a single interaction as the most important aspect of a good customer service experience.

5**. Self-service options**
Self-service customer support is growing increasingly popular — with 90 percent of survey respondents saying they expect brands and organizations to offer an online portal for self-service.

6. **Proactive customer support**
With the amount of customer data available today, customers expect businesses to be proactive — about 70 percent of people have a more positive view of brands that offer proactive customer service notifications. Use surveys throughout the customer journey to ask how you can improve the service and identify recurring customer issues and address them with customers before they become bigger problems.

### 7. Digital innovation

Among the different trends, digital customer expectations are among the fastest rising. Over 3 out of 5 consumers say retail technologies and innovations improved their shopping experience.72 percent of customers expect virtual assistance to become more common, along with 68 percent expecting immersive virtual or augmented reality experiences.

### 8. User-friendly interactions

The top factors customers attribute to a memorable online experience include up-to-date inventory (listed by 15 percent of consumers) and ease of usage, such as easy navigation (13 percent) and user-friendly design (12 percent).

With more customers going online, it's essential to keep your information and resources up to date with content that's easy to find and relevant to your customers' most frequent questions.

### 9. Being heard and understood

Only 38 percent of U.S. consumers say the employees they interact with understand their needs; 46 percent of consumers outside the U.S. say the same. When agents interact with customers, it's important to make customers feel listened to and acknowledged. Customer feedback should be noted and acted upon. And the team should keep customers updated to let them know how the problem is being addressed. It also helps to have customer information on hand so agents have a wider context to work within and understand any historical interactions.

### 10. Transparency and honesty

Transparency is a top tip for customer engagement, as more and more customers want businesses to embody their values. A large majority (62 percent) of customers say they have stopped buying from a company whose values didn't align with theirs. This includes genuine and open communication about a product or service and delivering on the promises your solutions advertise. If things go wrong, apologize, accept responsibility, and let customers know what to expect with timing and follow-up while awaiting a resolution.

https://acquire.io/blog/customer-service-expectations/

**Putting it all together**



It appears that the terminology of Happiness, Wellness, Engagement, Experience and Environment have become both inextricably interwoven yet independently structured in the management fabric of employee happiness and wellbeing. There would appear to a space for an approach to the issue that provided a global platform that provided both the template and the means to create a common international standard for Employee Happiness and Wellbeing.

**A Unifying Approach**

The International Customer Experience Institute  (ICXI) has been operating **The International Customer Service Standard  (TICSI**), which has been developed into **The International Customer Experience Standard (ICXS 2019)** globally since 2008. These are the only global customer service standards independently assessed and certificated globally by the British Standards Institute (Bsi). These standard are available and applicable to organisations of all sizes in both the public and private sectors.



ICXI has recently launched The International Digital Experience Standard (IDCXS 2022)



The world's first customer experience standard specifically developed for organisations working either totally or partially in the digital space

**Previewing the**

**International Employee Happiness and Wellbeing Standard (IEHWS2023)**

Still in the final stages of development and due to be launched in early 2023 this new standard will be the first global standard specifically focused on the happiness and well being of employees. The newsletter has identified the imperative for every organisation to attract, develop and motivate their employees as a key factor in delivering the level of customer experience that delivers sustained organisational success. With the aim of providing organisations of all sizes in all sectors both public and private with the means and methodology to create, for the mutual benefit of the customer, the employee and the organisation, the most positive and productive operational environment possible.
This standard too will be independently assessed and certificated globally by BSi.

Part of the sustained broad acceptance of the Institute's previous standards over the past fifteen years has been due to the fact that they were platformed on a deceptively simple but very powerful management model, the 5 P's Model, originally conceived and developed by one of the founders of the institute in 1987 in association with a service quality study with Brunel University London.

Based on this very positive experience a similarly simple, robust, versatile and easily applicable platform has been sought and developed for **IEHWS2023.**

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The research and development process looked at multiple sources including earlier work on human behaviour from the likes of Frederick Hertzberg, Abraham Maslow, Douglas Macgregor and Dr Michael O'Connor and onto some of the more recent work by Gallup, EQFM, the UK's Investors in People (IIP) and Robert Keay's 6M's model all of which contain valued and valuable insights into the relationship and engagement between organisation, employee and customer.
It is an over simplification to see this relationship as a simple linked process as in the customer is happy, the boss is happy, the employee is happy and as a result of which good tidings and benefit accrue to all concerned. Its management has to be more carefully conceived. The platform model that has been developed for IEHWS 2003 is

# The Vector Model

The model identifies the core elements that are critical in maintaining a positive, energised, effective and respectful relationship or partnership between employer and employee for the mutual benefit of each of these parties and their customer. It capable of measurement by any vertical or horizontal organisational sector and provides guidance for performance analysis and consequent continuous improvement by all parties.

**The Core Elements**
The core elements of the model are

1. VALUES AND LEADERSHIP
2. ENVIRONMENT AND CLIMATE
3. CAREER CONTROL
4. TEAMWORK AND SUPERVISION
5. ORGANISATIONAL EFFECTIVENESS
6. REWARD AND RECOGNITION

**1. Values and Leadership**
The degree to which employees identify with and share the aims and practices of the organisation. This has always been area of key importance to every organisation that is only going to gain even greater import in the future. themselves from a most effective talent pool. Such new generations are not only potential employees they are also actual customers and can use the power of social media to negatively influence others both as employees and customers. Clear values and leadership are foundation elements for the creating and sustaining a positive employee experience

**2. Environment and Climate**
The physical and emotional conditions in which the employee operates. Many organisations do, by the very nature of their business have to operate in both difficult and dangerous conditions and every individual and team has to take their own piece of responsibility in such organisations. Others may have less challenging daily situations to address but all organisations have to make the operational environment safe for themselves, their colleagues and their customers.

**3. Career Control**
The degree to which the employee feels they have influence over their personal development. Some employees have very high levels of personal ambition and see advancement up the organisation as their goal, others care less for management responsibility in preference for the development personal expertise as specialists in one or two key skills areas, others have less drive and ambition and are both prepared and happy to remain in similar work for large parts of their lives.

## 4. Teamwork and Supervision

How the employee feels about the way they are managed and how effectively they are able to work with colleagues. Teamwork in this context refers not only to small local teams but in the sense of the whole organisation being one team.

## 5. Organisational Effectiveness

The way the employee feels about the competence of the organisation generally and the way in which it is fulfilling its customer propositions.

## 6. Reward and Recognition

How the employee feels about the compensation and recognition they receive. Hertzberg has adequately demonstrated that reward and recognition goes well beyond money.

## Scoring Elements

Each of the VECTOR elements comprises a number of deliverables each of which carries a "score" and against which the organisation will me measured and certificated. Each of the deliverables has a number of sub elements as shown in the table below

| ELEMENT | DELIVERABLES | SUB ELELMENT |
|---|---|---|
| Values and Leadership | 4 | 14 |
| Environment and Climate | 7 | 25 |
| Career Control | 4 | 14 |
| Team Work and Supervision | 3 | 19 |
| Organisational Effectiveness | 4 | 10 |
| Reward and Recognition | 2 | 10 |

Added to these elements are the

7th Element – **Measurement-** to provide the basis and direction for performance improvement and

8th Element - **Inprovement Implementation** – where the data is translated into actions

**Measurement**
Performance measurement is the 7th element of **IEHWS2023**

This section deals with the way the organisation measures the perception of its employees. The following example is based on the VECTOR model. The approach seeks to measure on each topic the three key dynamics of employees' satisfaction.
The level of AGREEMENT the employee attaches to the subject question
The level of PERFORMANCE the employee perceives is being achieved.
The level of HAPPINESS they feel it contributes
The resultant analysis of this combination will give the organisation much greater granularity in terms of understanding the employee sentiment and also greater direction on the priority in which topics should be addressed to achieve greater improvement or greater reinforcement. Slicing the data horizontally and vertically enable the organisation to observe differences in perception by location or by operational level and thereby make the improvement process even more specific.

**VECTOR HAPPINESS and WELLBEING PATHFINDER**

Included within the model is a measurement tool  the VECTOR HAPPINESS and WELLBEING PATHFINDER. This contains all elements included in the Vector Model.
It may be modified to suit the specific needs of any organisation but if used in its present structure will enable organisations to gain a valuable insight into where the happiness and wellbeing gaps are in their operation and provide clear sign posting  for directing performance improvement activity  (See sample below

| Values & Leadership | | Agreement | Importance | Happiness |
|---|---|---|---|---|
| | | Column 1 | Column 2 | Column 3 |
| 1 | I know the company's values | | | |
| 2 | I am in agreement with what the company says it stands for | | | |
| 3 | What the company promises and what it delivers are the same thing | | | |
| 4 | I understand how the company values affect what I do day to day | | | |
| 5 | I understand how my work contributes to the success of the company | | | |
| 6 | We have good leadership in the company | | | |
| 7 | The leaders have communicated a clear vision for the future | | | |
| 8 | I have confidence in the leaders of the company | | | |
| 9 | I am fully aware of the company, its products and its markets | | | |
| 10 | I know the things we must achieve for us to succeed | | | |
| | TOTAL | | | |
| | Average | | | |

To find out more visit ICXI.com

**The Final Word**

Employee Happiness and Wellbeing to a greater or lesser degree a matter for management  focus for centuries from the time when the Quakers first started voluntary serious investment in their employee welfare through to the present day where again, to a greater or lesser degree, the issue of employee conditions and welfare are addressed either  voluntarily or via state intervention.

Today there have been and continue to be a number  external factors that are combining to move the issue of employee happiness and wellbeing up the  leadership priority scale.

The shortage of skilled customer service people, the profusion of technology led customer communication channels, the rise of customer expectations and their intolerance of below par performance, the growing importance of sustainability and the lingering aftershock effects of the Covid Pandemic means that organisation's that do not take the issue of their employees' happiness and well being  are less likely to optimes their performance and do long term damage to their brand. Given that all of this is happening in a global economic climate which is not enjoying substantial growth means that long term improvements are more likely to be achieved by carefully planned strategic initiatives than short term tactical fixes.

The issue is further complicated by the fact that Happiness and Wellbeing are issues that are impacted by a wide range of factors.  However, it never needs to be as complex as the diagram on Page 1. One tool that may help avoid such a tangle is the use of a model- based standard  which addresses the subject from the platform of a wide range of factors and which may be more complex to implement initially may produce more sustainable outcomes.

The old adage, *"Our employees are our greatest asset*" may not be strictly accurate any longer , Perhaps it should now say  *"Our competent, professional and motivated employees are our greatest asset"*

*We Do These Things Not Because They Are Easy But Because They Are Hard  - JFKennedy*

**Highly Recommended Reading**
**Recommended Reading**
https://www.wellsteps.com/blog/2020/01/01/best-worksite-wellness-programs/
https://www.wellsteps.com/images/stories/webinars/changing_behavior.pdf
https://www.mapiq.com/thank-you/pyramid-of-workplace-well-being
https://www.hsph.harvard.edu/health-happiness/repository-of-workplace-wellbeing-measures/

      Affective Well-being at Work

      Job-Related Affective Well-Being Scale (JAWS)

      WARR Scale of Job-related Affective Well-being (Warr's Measure)

      Index of Psychological Well-Being at Work

      Thriving at Work

      Workplace Wellbeing Questionnaire (WWQ)

      Employee Well-Being Scale

      Worker Well-Being Questionnaire (NIOSH)

https://papers.ssrn.com/sol3/Papers.cfm?abstract_id=3470734
https://www.lumapps.com/resources/guides/measuring-employee-engagement/
https://inside.6q.io/happy-workplace/
https://www.mckinsey.com/capabilities/operations/our-insights/the-state-of-customer-care-in-2022
https://acquire.io/blog/customer-service-expectations/

Moment that count latest white paper
Employee happiness and well being NOMORWOR – A Waron =  Putin