



Same Workforce,
New Workplace Needs:

Creating an Employee-Centric Culture

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Executive Summary

In this research summary, you will learn:

- Whether employees feel their work stress is manageable
- How often organizations provide career opportunities to employees that align with their personal and professional goals
- How common it is for employees to leave because of limited development opportunities
- Whether organizations have technology platform/app(s) to support wellness
- The percentage of organizations that offer personal digital tools/wearables to help employees monitor their wellness
- The importance of managers providing timely and thoughtful feedback on employee performance

Organizations are good at doing the bare minimum of providing a safe and secure workplace but struggle when it comes to establishing a forward-thinking workplace that puts employees first. With the advent of The Great Resignation, theories have been put forth about the cause, but Brandon Hall Group research found that a large part of what may be driving mass resignations is the problem of coping with stresses at work. When asked if, “Employees feel their work stress is manageable” only 3% of organizations strongly agreed. Add to that, only 7% strongly agree with the statement, “Managers display all the qualities employees would expect in a great leader” and it is easy to see some of the underlying causes for a resignation wave like the one we are experiencing now.

One way to help keep employees at your organization is to make it more employee-centric — to add or maintain services and processes that serve employees and help the organization reach its goals.

Key questions include:

Which people, processes and technology do you have in place to specifically support creating a more employee-centric culture?

How important is creating a more employee-centric culture at your business?

What data sources does your organization have access to that can measure the results of your efforts?

What should your workplace look like in the next few years and what is HR’s role in getting the business there?

What metrics should you leverage to assess how far along your organization is in creating a more employee-centric culture?



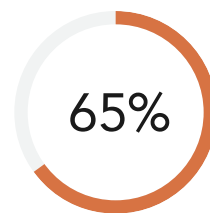
Current State

When it comes to promoting a more employee-centric culture — or any workplace culture — there is a hierarchy of needs. Chief among those is the need to feel safe and secure in the workplace.

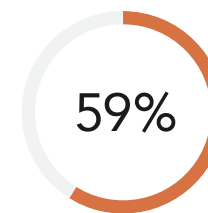
The good news is that regardless of organization size, a majority of managers are promoting a safe and healthy work environment. The bad news is that only about half of organizations strongly agree that managers encourage employees to be innovative, collaborative and exchange ideas.

Organizations are good at doing the bare minimum but struggle when it comes to taking action to truly promote a more forward-thinking workplace.

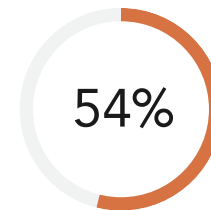
Organizations agree or strongly agree to the following statements



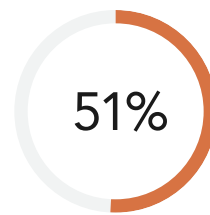
Managers promote a safe and healthy work environment.



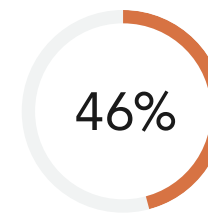
Managers care about their employees.



Managers promote a safe and healthy work environment.



Managers encourage employees to be innovative, collaborative and exchange ideas.



Managers have communicated to employees the vision, mission, strategy and values of the organization.

1 Strongly disagree Strongly agree 7

Source: Brandon Hall Group

Complexities

Two major challenges stand out in organizations trying to create an environment that puts employees first.

- 1 Managers very rarely provide timely and thoughtful feedback on performance.
- 2 Employees very rarely feel that their work stress is manageable.

In fact, looking at just organizations that strongly agree with the statement, "Employees feel their work stress is manageable,"

only 3%
were able to answer yes.



Taken together, the facts point to organizations struggling with the ability to evaluate and communicate performance with their employees (which is somewhat mitigated by the fact that many more organizations are now working in remote environments) and that practically no organizations are helping employees deal with unprecedented stress levels. The Great Resignation is happening for a reason and it is hard not to conclude these factors play a major role.

Organizations disagree or strongly disagree with the following statements



1 Strongly disagree Strongly agree 7

Source: Brandon Hall Group

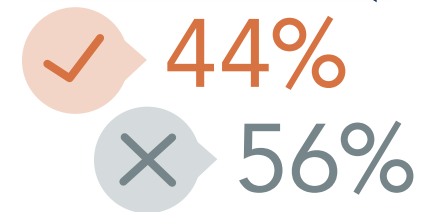
Two major challenges stand out in organizations trying to create an environment that puts employees first. One: Managers very rarely provide timely and thoughtful feedback on performance; and two: Employees very rarely feel that their work stress is manageable. In fact, looking at just organizations that strongly agree with the

statement, “Employees feel their work stress is manageable,” only 3% were able to answer yes.

Taken together, the facts point to organizations struggling with the ability to evaluate and communicate performance with their employees (which is somewhat mitigated

by the fact that many more organizations are now working in remote environments) and that practically no organizations are helping employees deal with unprecedented stress levels. The Great Resignation is happening for a reason and it is hard not to conclude these factors play a major role.

Do you have a technology platform/app(s) to support wellness?



For each of the following statements, choose a level of agreement between 1-7

14%

Managers provide timely and thoughtful feedback on employee performance.

13%

Employees understand how performance is evaluated for their role.

12%

Employees feel their work stress is manageable.

12%

Employees understand how performance is evaluated for their role.

11%

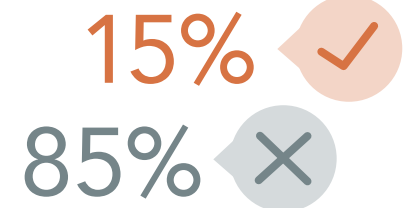
Employees feel the career opportunities available to them align with their personal and professional goals.

1 Strongly agree

Strongly disagree 7

Source: Brandon Hall Group

Do you offer personal digital tools/wearables to help employees monitor their wellness?



Source: Brandon Hall Group

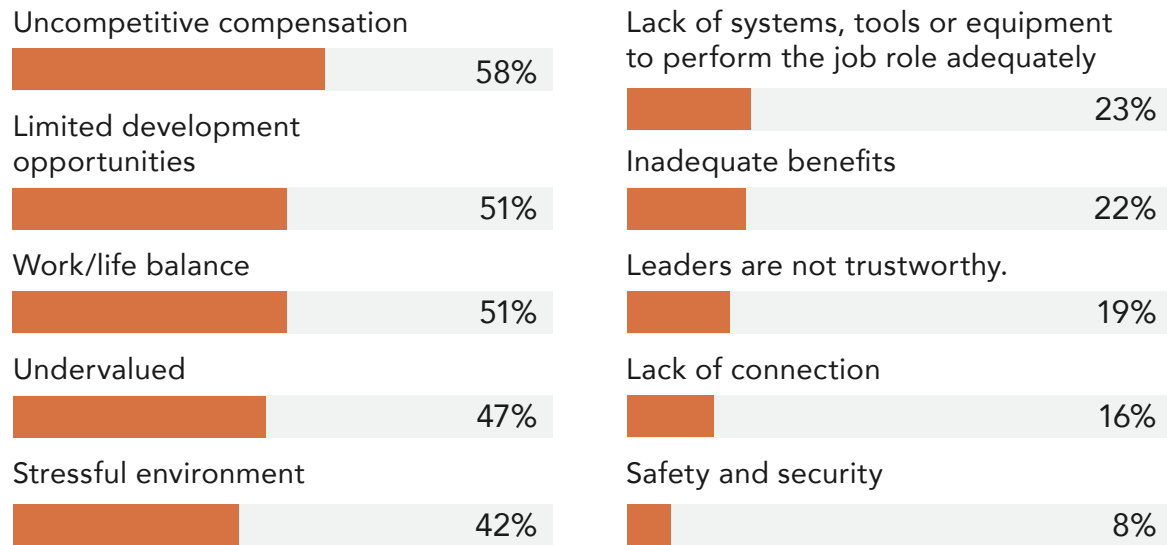
Consequences

The consequence of not creating a work environment where employees feel empowered and have the ability to determine their own career paths are clear — they will leave.

A historically high number of people are leaving their jobs and the data shows that. Setting aside compensation (although extremely important), limited development opportunities and a lack of help with managing work/life balance are major contributing factors.

Compensation is key, but just like safety and security should be considered table stakes. The next strategic step is to create a culture where employees can grow within the organization and in their personal lives, aligned with the company's goals — or they will be another Great Resignation statistic.

Employees leave your organization for the following reasons



Source: Brandon Hall Group

Critical Questions

How important is creating a more employee-centric culture at your business?

What data sources can your organization access to measure the results of your efforts?

Which people, processes and technology do you currently have in place to specifically support creating a more employee-centric culture?

What should your workplace look like in the next few years and what is HR's role in getting the business there?

What metrics should you leverage to assess how far along your organization is in creating a more employee-centric culture?



Brandon Hall Group POV

Four High-Level Strategies to Creating a More Employee-Centric Culture

Use technology specifically designed for employee wellness.

Organizations, when asked if they had a technology platform/app(s) to support wellness, mostly indicated they did not. Only 44% of organizations offer this. The same goes for supplying personal digital tools/wearables to help employees monitor their wellness. Only 14% of organizations offer this.

Make employee stress a monitored metric.

Organizations serious about creating an environment where employees feel valued and prioritized should make reducing employee stress a priority. The only way to ensure employee stress is affected by your efforts is to measure and monitor employee stress levels.

Train and support managers to create a more employee-centric workplace.

Managers are dealing with the same stress as other employees have been for the last two years but now, with more remote workers and changing job roles, managers are asked to deal with their own stress and higher levels of employee stress, so don't expect them to handle all of that without support. Create opportunities for managers to learn how to work in this new environment.

Give employees reasons to stay, not just reasons not to leave.

At the heart of creating an employee-centric culture is giving employees the power to decide their own career path and how they can best contribute to meeting company goals.

Demographics:

2022 Brandon Hall Group, Creating an Employee-Centric Culture Study

98 **Organizations**
Valid, verified responses

31% Under 1,000 employees

27% 1,000- 9,999 employees

42% 10,000+ employees



Geographic Distributions:

32% Highly distributed with multiple locations across the globe

32% Mostly located in one country with multiple locations

11% Mostly located in one country with some global distribution

25% Mostly located in one country in one location

Top Five Industries **Education, Technology/Software, Government, Manufacturing and Consulting.**

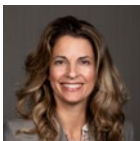
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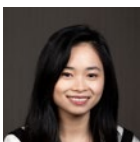
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About Brandon Hall Group

With more than 10,000 clients globally and 28 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Excellence Awards

Two annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

SOME WAYS WE CAN HELP



ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



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uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.