

Get smart about

employee emotions


ttec



Table of **contents**

Emotion analytics uses data and behavioral science to predict future decisions and create deeper employee engagement.

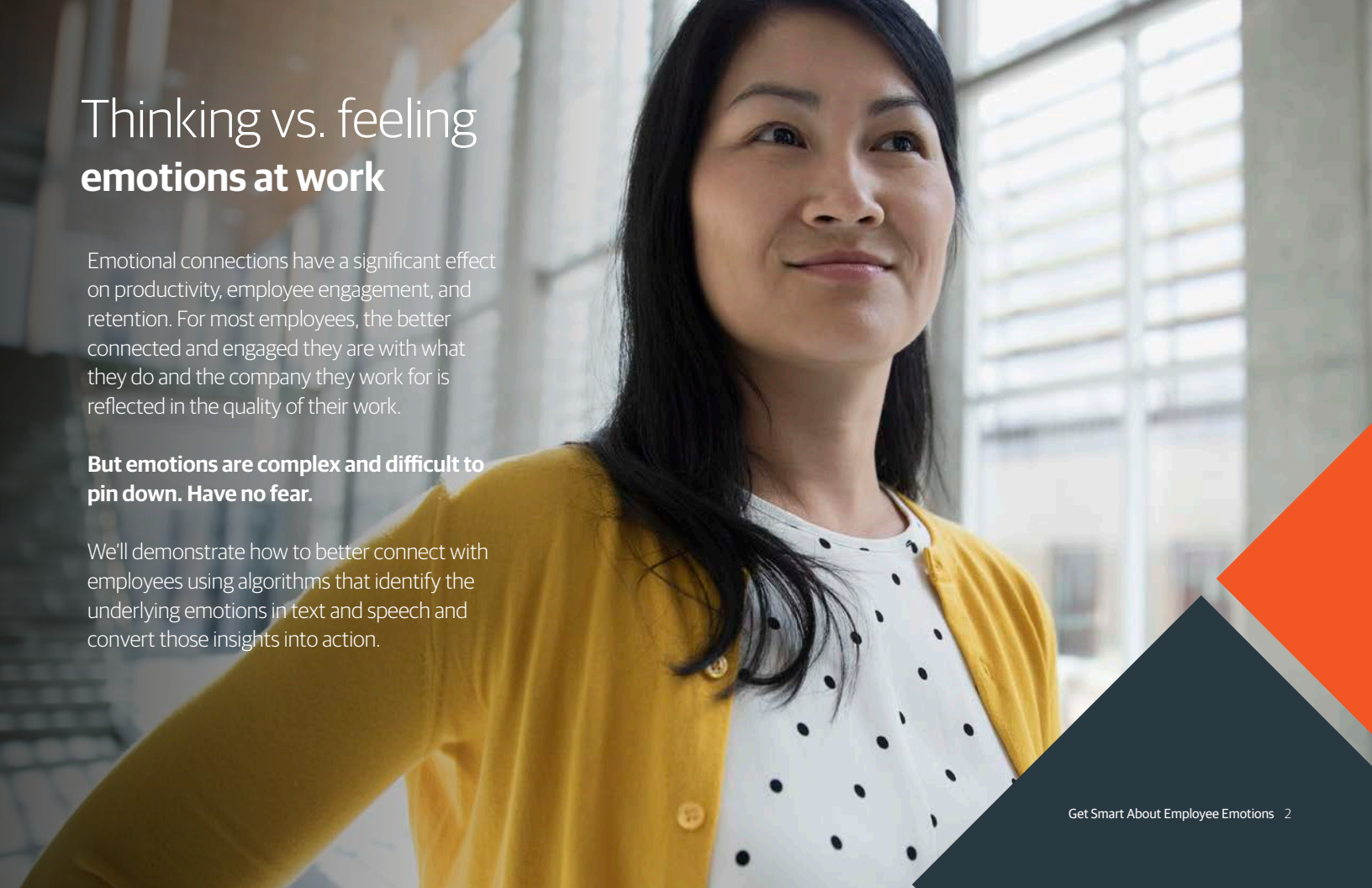
Introduction.....	1
Thinking vs. feeling	2
The role emotions play at work.....	3
Why consider employee emotions?.....	4
The challenge	6
The solution.....	7
A closer look at the Employee eXperience Vector	9
The analytical process behind EXV	10
How does this help me?	11
Case study	12
Getting started	13



“At the end of the day
people won’t remember
what you said or did, they
will remember how you
made them feel.”

— Maya Angelou

Many organizations say that their employees are their most important assets, but few really know how their employees are feeling, or the effect it has on their performance and loyalty.



Thinking vs. feeling emotions at work

Emotional connections have a significant effect on productivity, employee engagement, and retention. For most employees, the better connected and engaged they are with what they do and the company they work for is reflected in the quality of their work.

But emotions are complex and difficult to pin down. Have no fear.

We'll demonstrate how to better connect with employees using algorithms that identify the underlying emotions in text and speech and convert those insights into action.

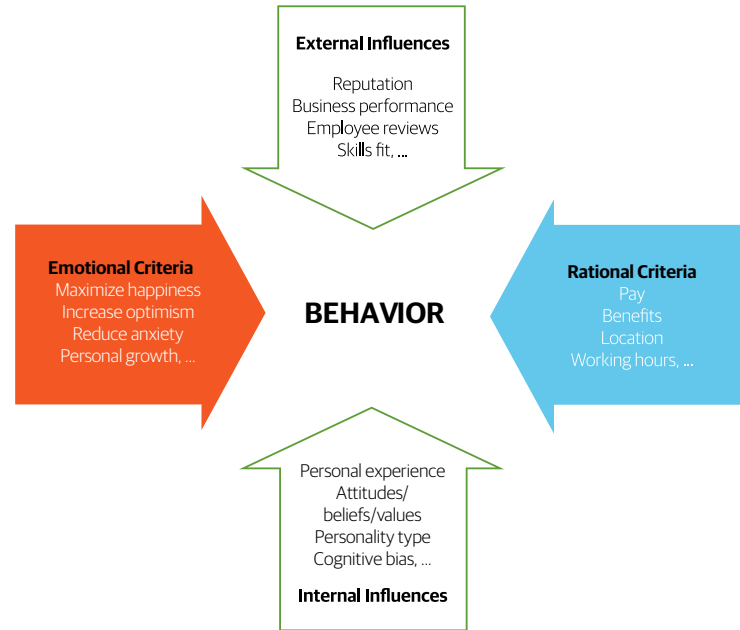
The role emotions play in employee decision making

Almost all human decisions have an emotional component – it is just a question of which ones and to what degree.

Whether consciously choosing which organization to work for (or to stay with) or subconsciously deciding how hard to work or 'when to go the extra mile' – emotions have an impact on behavior and performance.

Whilst 'employee experience' is becoming a more widely discussed topic, all too often employers focus on pay and benefits, paying only superficial attention to emotions.

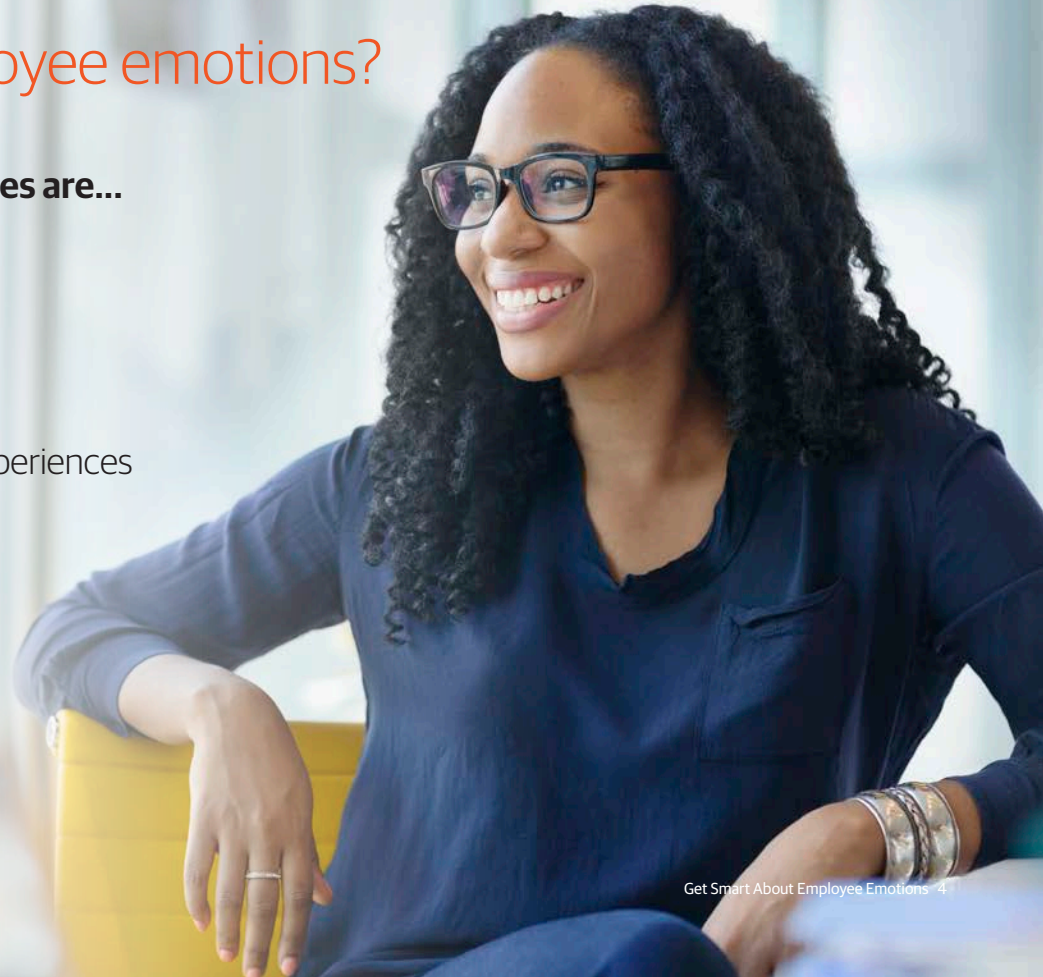
Emotion analytics gives us a better understanding of the emotional criteria that stimulate employee decisions and what to do to influence them. In that regard, it is both descriptive and predictive.




Why consider employee emotions?

Emotionally engaged employees are...

- ...more productive
- ...demonstrate more loyalty
- ...learn faster and retain more
- ...deliver exceptional customer experiences





77% of employees say they'd work longer hours for an empathetic employer¹

51% of American employees are not engaged at work²

Companies that invest in employee experience outperform those that don't³

¹Businessolver – 'Second annual workplace empathy monitor'

²Gallup - 'State of the American Workplace Report'

³Jacob Morgan – 'The Employee Experience Advantage'

The challenge

Emotions are

individual

How we react to an event or situation is dependent upon what we have experienced before. No two people have had exactly the same experiences.

situational

If and how strongly we feel emotions is also dependent upon the context – for example, what we are trying to do and how we already feel.

fleeting

Even strong emotions don't last for long; they come and go in moments. However, that doesn't mean that the effects don't accumulate over time.

unpredictable

Try though we might and because of the above, it's impossible to accurately predict how a specific employee will feel as a result of a business or personal event.

Traditional employee performance monitoring techniques used in isolation simply don't work when dealing with emotions – they're usually too infrequent, too crude, and widely gamed.



The solution

score and map employee emotions with EXV

what it is

Employee eXperience Vector (EXV)

is a method of summarizing complex and long-term employee state-of-mind in a few simple numbers and that can help anticipate staff turnover, predict productivity, etc.

EXV combines data science (segmentation, predictive modelling, etc.) with behavioral science (analysis of feelings, perceptions, etc.) to create a multi-dimensional score that indicates the likely current emotional state of every employee in a workforce.

The solution converts fleeting emotions into persistent, long-term emotion maps (sets of numbers) that summarize each employee's unique journey from recruitment to retirement.

how it works

Our approach is not dependent upon surveying each employee. It extrapolates experiences across employee journeys and business events.

Because the solution is not dependent upon surveys, it can be used to generate EXV scores for the whole workforce and in near real-time.

It does this at scale (for every employee), automatically and frequently (every day) and gives a simple-to-use score that can be embedded within operational systems such as human capital management, learning/career management, resource planning, etc.

What goes into EXV

Identify what matters and why


“Water cooler”
conversations
Staff surveys
Pay & benefits

Exit interviews
180°/360° feedback
Performance reviews

Monitor events

Productivity
Working hours/
patterns
Employee
engagement

Life events
Human capital
management
Learning
management


**Employee
eXperience Vector**

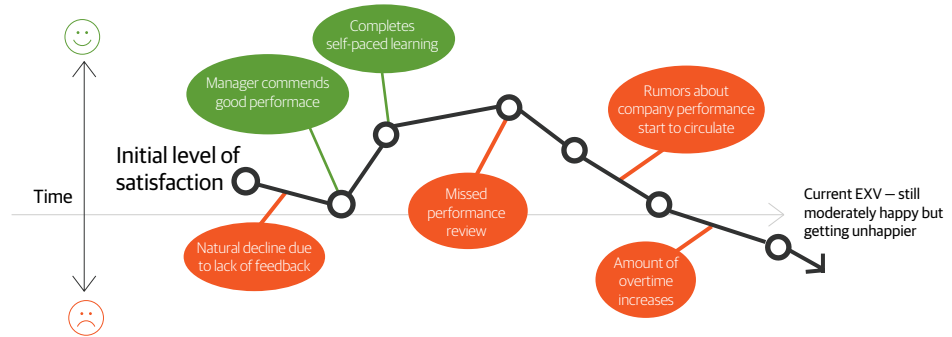
**Enhanced view
of the employee**

A closer look at the employee experience vector

An employee experience contains what we call “weak signals.” They are indicators that may otherwise be missed because they are so small when looked at as a single snapshot. But taken over time and weighted, these signals can accumulate into significance.

For example, negative experiences such as poor management, antisocial hours, shifts in organizational strategy, etc. may point to increasing employee dissatisfaction and declining engagement.

By identifying these signals, executives gain insight into underlying, emerging issues related to their employee’s working experiences. This enables early intervention to prevent negative occurrences before they become damaging, as well as promote and amplify positive experiences to encourage engagement.



The analytics process behind EXV

1. gather data

authentic voice
of the employee

narratives, not
statements

representative

contextualized

2. analyze for emotions

identify
emotions

categorize

quantify

3. generate initial EXVs

based on
research

split by role,
segments, profile

set the "starting"
levels

4. ongoing scoring

regularly
scheduled

whole workforce

make actionable

provide
feedback



How does this help me as a senior leader?

recruit

identify the characteristics of the 'ideal' employee and what attracted them to join – then find more candidates like them

motivate

understand the real factors and events that contribute/detract from employee motivation and what you can do to ameliorate them

train

blend knowledge acquisition with the 'soft skills' and mental attitudes that build a capable and flexible workforce

retain

track employee skills, motivation, and working environment to identify those employees who might be considering moving on

“You don't hire for skills, you hire for attitude. You can always teach skills.”

— Herb Kelleher, Co-Founder and former CEO, Southwest Airlines

Case study

A photograph of a woman with long dark hair, wearing a white blouse, smiling broadly and looking towards a man with short grey hair wearing a dark blue shirt. They are in an office environment with large windows in the background. Another man with glasses and a plaid shirt is partially visible in the background.

situation

An employer struggled to retain experienced and talented employees, despite offering above-average salaries and industry-leading benefits.

solution

The company gathered authentic Voice of the Employee data from informal channels, as well as existing periodic reviews.

It then used data analytics to initially identify which organisational and employee actions were correlated or predictive of low engagement and retention, then used emotion analytics to understand which emotions were significant and why.

benefits

The approach provided a strategic overview of the emotional health of the organization — one that was not reliant on asking questions that are rarely answered honestly or completely.

It identified employees who may be entering the “danger zone” before they start looking for another job.

Getting started

emotionally connect with your employees

1. Make the employee a priority

Is your employee experience strategy more about your business strategy or your employees' needs? And are they aligned?

2. Interact and listen

Make it easy for your employees (and customers/suppliers) to provide feedback and act on it.

3. Define an ideal connection

Give employees a clear understanding of what's expected of them and how they should interact with colleagues and customers.

4. Stay connected

Determine what resources you'll need to ensure a consistent communication flow and respond authentically in a timely manner.

5. Stay human

People want to do business with fellow people, not an anonymous conglomerate. Empower employees to make informed, productive decisions on the fly.

6. Walk in the employees' shoes

Managers can better connect with employees when they've had similar experiences. Find ways for them to understand the employee's role in a variety of situations.

About TTEC

TTEC Holdings, Inc. (NASDAQ: TTEC) a leading global technology and services provider focused on the design, implementation and delivery of transformative customer experience for many of the world's most iconic and disruptive brands. The Company delivers outcome-based customer engagement solutions through TTEC Digital, its digital consultancy that designs and builds human centric, tech-enabled, insight-driven customer experience solutions for clients and TTEC Engage, its delivery center of excellence, that operates customer acquisition, care, growth and digital trust and safety services. Founded in 1982, the Company's 47,800 employees operate on six continents across the globe and live by a set of customer-focused values that guide relationships with clients, their customers, and each other.

To learn more about how TTEC is bringing humanity to the customer experience, visit [ttec.com](https://www.ttec.com).

