

Revolutionizing Employee Experience with Moments that Matter

THE EMPLOYEE EXPERIENCE ACADEMY



“The Great Resignation”¹ and the [pivot to the remote work setup](#)² are key characteristics of an escalation in [the global war for talent](#)³ and they are dramatically shaping how we think about work today.

With so much transformation in working routines, in the blending of living and work spaces and in how our workplace models are adapting, there is a monumental shift in how people are reflecting on their lives and jobs.

People are reevaluating not only what it is that they want to be doing, but also how they want to be doing it. They ask: “how do I find the most value in my personal and professional experiences?”

[Purpose and meaning](#)⁴ matter more than ever. Employees want to do more than just make a paycheck, and many are actively seeking a deeper meaning and purpose in and through their work. In practice, this means organizations are rethinking how employee experience (EX) works and creating purpose-rich environments where people thrive.

There’s never been a more exciting — and difficult — time to drive EX excellence in the digital workplace. Leaders are compelled to focus on “Moments That Matter” to boost engagement and bring employees closer to their “why.” But what exactly are these “moments” in the new world of work?

[1] LiveTiles. (2021.) How Companies Can Navigate “The Great Resignation.” Retrieved from: <https://livetilesglobal.com/how-companies-can-navigate-the-great-resignation/>

[2] LiveTiles. (2022.) Employee Experience In The Age of the Hybrid Workplace. Retrieved from: <https://livetilesglobal.com/employee-experience-in-the-age-of-the-hybrid-workplace/>

[3] Kelly, J. (2021.) A War For Talent Is Starting—Spoiler Alert: Workers Will Win. Forbes. Retrieved from: <https://www.forbes.com/sites/jackkelly/2021/04/17/a-war-for-talent-is-starting-spoiler-alert-workers-will-win/?sh=4fbbda2c49f2>

[4] Wiles, J. (2022.) Employees Seek Personal Value and Purpose At Work. Gartner. Retrieved from: <https://www.gartner.com/en/articles/employees-seek-personal-value-and-purpose-at-work-be-prepared-to-deliver>



Why Moments that Matter are Important for EX

“Simply put, these [moments that matter](#)⁵ are the interactions and touchpoints that have the biggest impact on an employee’s experience with an organization,” says Kelly Michael SVP for Employee Experience at LiveTiles.

In the hybrid workplace, these moments are taking on a whole new meaning and significance. They are no longer just about the typical career milestones like recruitment, onboarding, training, promotion, and retirement. The more emotional or ‘intangible’ moments add up, too. “As the lines between home and work-life blur and blend, moments that matter become more personal and all-encompassing.”

More specifically, these moments can be categorized into three, [says Jacob Morgan, author of “The Employee Experience Advantage”](#)⁶:

- **Specific moments** which are usually life milestones like a birth of a child
- **Ongoing moments** which usually last for months like a relationship with a co-worker
- **Created moments** which are usually events or projects like a hackathon

As moments that matter evolve, one thing is clear: each moment can have profound implications for a person’s well-being, performance, engagement, and productivity at work.

[5] Moore, S. (2019.) Focus on Moments That Really Matter to Employees. Gartner. Retrieved from: <https://www.gartner.com/smarterwithgartner/focus-on-moments-that-really-matter-to-employees>

[6] Morgan, J. (2022.) 3 Moments that Matter for Every Employee. Youtube.com. Retrieved from: <https://www.youtube.com/watch?v=pybewQIX8WA>

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Vantage Point: Employees as Experts of their Own Experiences

“At LiveTiles, we believe the moments that matter vary per employee, and that each individual is the expert of their own EX. The goal is to deliver exceptional experiences for both the big and small moments at work”, according to Kelly Michaels. As a [new paradigm in EX](#)⁷ is emerging, organizations must empower their people by giving them the freedom to choose when, where, and how they work.

To meet employees’ changing expectations, organizations must co-create experiences and take a more holistic view of the workers’ needs and preferences. In a hybrid work environment, this also means bringing back human connections to the moments that matter most. This is where an effective digital employee experience platform steps in to support the employee journey and [foster a greater sense of belonging and collaboration](#)⁸ among employees.

[7] Accenture. (2017.) Employee Experience Reimagined. Retrieved from: https://www.accenture.com/us-en/_acnmedia/PDF-64/Accenture_Strategy_Employee_Experience_Reimagined_POV.pdf


[8] Chamorro-Premuzic, T., Berg, K. (2021.) Fostering a Culture of Belonging in the Hybrid Workplace. Harvard Business Review. Retrieved from: <https://hbr.org/2021/08/fostering-a-culture-of-belonging-in-the-hybrid-workplace>



Measuring What Matters

Knowing the value of employee experience (EX) is one thing; but how do you identify the moments that matter and use the insights to improve EX?

Dan and Chip Heath, co-authors of “The Power of Moments: Why Certain Experiences Have Extraordinary Impact”, share that what dominates people’s memory of an experience are “peak” moments, or “the best moment of a positive experience”.⁹ “Think of the way you might recall a vacation to Disney World,” they say. “You don’t tend to remember the long lines and the sweatiness and the irritability. You remember the special moments: The adrenaline rush after riding Space Mountain. Or the time your kid beamed with delight because Goofy gave him a hug.” They also emphasize how these moments that matter “don’t make themselves” – companies must pay attention to these moments and consciously create “peaks” for their employees.


According to industry leader and HR analyst Josh Bersin, the ments that matter most to employees revolve around **four key themes**¹⁰: inspiration, growth, trust, and clear leadership.

[9] Schawbel, D. (2017.) Dan And Chip Heath: How To Create Powerful Moments At Work. Forbes. Retrieved from: <https://www.forbes.com/sites/danschawbel/2017/10/03/dan-and-chip-heath-how-to-create-powerful-moments-at-work/?sh=791b2156efd0>

[10] Bersin, J. (2019.) Which Parts Of Employee Experience Really Matter Most? Joshbersin.com. Retrieved from: <https://joshbersin.com/2019/11/which-parts-of-employee-experience-really-matter-most/>

He says organizations with a sense of inspiration, mission, and growth create the best EX. “People don’t come to work for free lunch or exercise facilities, they come to work to get something accomplished. The most engaged, happy, and successful people feel truly fulfilled by their jobs, so themes like trust, growth, and inspiration score high.”

Kelly Michael echoes the same sentiments and says that at the highest level, what matters most to people is feeling a sense of purpose. Employees seek businesses they can be proud of, identify with, and advocate for. “We measure what matters by identifying which experiences have the biggest positive impact for employees... what **factors influence trust and satisfaction**¹¹ across the business.”

“ We measure what matters by identifying which experiences have the biggest positive impact for employees... what factors influence trust and satisfaction across the business.” 

KELLY MICHAEL, SVP Employee Experience, LiveTiles

[11] Pafow Global. (2021). “Measuring what matters: from engagement to impact” Conferencecast.tv. Retrieved from: <https://www.conferencecast.tv/speaker-50700-nikki-tugano#speakerPage-latest>



Mapping Out the Employee's Journey

To better understand and recognize what these specific moments are, we can map out the moments that matter based on the traditional stages of an employee's journey.

RECRUITMENT (OR PRE-BOARDING)

MOMENTS THAT MATTER HERE INCLUDE:

- The first time an employee hears about the organization
- An employee's experience with submitting requirements
- How an HR officer responds to employees' queries

WHAT ORGANIZATIONS CAN DO:

Opinions formed during the formative few weeks or months are likely to shape the way an employee feels toward an organization in the long term. Make sure that employees have the tech and tools to carry out their roles from the outset.

Consider a [dedicated channel](#)¹² of communication where they can get support and access resources even before they've been assigned an official email.

[12] LiveTiles. (2022.) LiveTiles Reach. Retrieved from: <https://reach.livetilesglobal.com/>

ONBOARDING

MOMENTS THAT MATTER HERE INCLUDE:

- An employee's first lunch with his or her team
- An employee's first check-in with a colleague — whether virtual or face-to-face
- How incumbent employees help newbies get started

WHAT ORGANIZATIONS CAN DO:

Organizations must ensure every new member has time to get acquainted with and adjust to the teams they are joining. Focusing on connections over processes can greatly impact morale and relationships. Build a culture of active listening, continuous learning, and feedback into the onboarding process.

ENGAGEMENT

MOMENTS THAT MATTER HERE INCLUDE:

- An employee's bonding moments with colleagues
- How an employee receives support in finding career growth opportunities
- How an employee experiences conflict at work
- How an employee is supported during big life milestones (e.g. having a baby)
- When an employee experiences values alignment with the company and colleagues

WHAT ORGANIZATIONS CAN DO:

This stage is where the majority of an employee's time in an organization is spent. And it's when an employee builds relationships with colleagues. Organizations must **cultivate conversations and spaces**¹³ that empower employees to engage deeply with the company and its culture and recall it in a positive light.

For example, applying for parental leaves and dealing with conflicts in the workplace require a more human touch. Organizations boost people's morale by showing that they genuinely care about the moments that matter to the employee's personal life.

DEVELOPMENT

MOMENTS THAT MATTER HERE INCLUDE:

- How an employee gets complimented and recognized for a job well done
- How an employee is held accountable for shortcomings
- An employee's performance review
- When an employee has an opportunity to play to their strengths

[13] Pendell, R. (2018.) Employee Experience vs. Engagement: What's the Difference? Gallup. Retrieved from: <https://www.gallup.com/workplace/243578/employee-experience-engagement-difference.aspx>



WHAT ORGANIZATIONS CAN DO:

This is the time when employees develop their skills and build character. These moments require a higher degree of trust between leaders and their teams, as well as a **culture that's focused on results, rather than the hours**¹⁴ worked to achieve them.

Leaders must be intentional and meet regularly face-to-face, in person, or virtually with employees to discuss their performance and development. Enable people to do their best work and have a fair shot at being recognized for it.

PROGRESSION

MOMENTS THAT MATTER HERE INCLUDE:

- An employee applies for an internal opening
- An employee transitions into a new role
- An employee shifts to a more flexible work arrangement or schedule
- An employee gets passed over for a promotion

WHAT ORGANIZATIONS CAN DO:

To ensure that the best talent stays, organizations must give their people better chances for more success in their careers. This is when key experiences like coaching or **one-on-one sessions of managers**¹⁵ can help employees better define their career paths within the organization.

[14] Emmett, J. et al. (2021.) This time it's personal: Shaping the 'new possible' through employee experience. McKinsey. Retrieved from: <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/this-time-its-personal-shaping-the-new-possible-through-employee-experience>

[15] Nelson, B. (2022.) The Employee Journey: A Hands-On Guide. Gallup. Retrieved from: <https://www.gallup.com/workplace/389408/employee-journey-hands-guide.aspx>

Consider how the culture affects employees' performance, focus on learning and development opportunities, and invest in tools that encourage internal talent mobility.

Identifying emerging leaders and possible successors to existing leaders is also part of this stage. One of our projects which we call "Talent Mapping" enables unbiased, data-driven decision making for succession planning, identifies learning and development priorities across the business, engages and upskills employees with personalized development pathways, and more.

OFFBOARDING

MOMENTS THAT MATTER HERE INCLUDE:

- An employee's exit interview
- How an employee turns over tasks
- Send-off parties for an employee who is leaving

WHAT ORGANIZATIONS CAN DO:

Organizations must **treat employees with respect and gratitude**¹⁶ during this process. Employees must feel they are "heard and appreciated for their contribution" when leaving an organization.

Experiencing positive moments in this stage may encourage the departing employees to become your brand's ambassadors who recommend your organization to other talented individuals. As well as making it known that the door is open should they wish to return, enriched with new experiences, to a welcoming organizational culture.

[16] Spain, E., Groysberg, B. (2016.) Making Exit Interviews Count. Harvard Business Review. Retrieved from: <https://hbr.org/2016/04/making-exit-interviews-count>

CASE STUDIES: Turning Moments into Opportunities for Engagement

Here's how one of the organization's we worked with paid attention to the moments that matter to create an employee experience strategy that truly works for their workers and their unique needs.

Entain's digital EX platform: Actively listening to and collaborating with the workforce to define moments that matter

To understand what employees needed to be more engaged at work, global sports betting and gaming group Entain held one-on-one interviews and focus groups to inform the design of its digital EX platform. The result? Leaders found out that an informal communications channel was crucial, especially for retail colleagues outside office environments.

Together with LiveTiles, Entain was able to deliver a [modern, "use-anywhere" solution](#)¹⁷ that lets users personalize their feed and makes internal communications as exciting and compelling as the brand's external products.

Wessex Water: Bringing purpose to life

To empower people to be their authentic selves at work, organizations must give them a strong sense of purpose. Wessex Water linked the organization's "why" to employee communications by [showcasing compelling stories of the 2,500 people who work at the company](#).¹⁸

Not only did the LiveTiles Intranet connect the company's field and office workers, but it also provided a platform for employees to interact with each other and celebrate the people who are living their purpose.

[17] LiveTiles. (2022.) Entain Bets Big on a Winning Culture. Retrieved from: <https://livetilesglobal.com/customer-stories/entain-bets-big-on-a-winning-culture/>


[18] LiveTiles. (2022.) Straight from the Source: How Storytelling Drives Engagement. Retrieved from: <https://livetilesglobal.com/customer-stories/wessex-water/>



Boost your EX Strategy by Successfully Identifying Moments that Matter

Gartner says 56% of HR leaders¹⁹ are already planning on experimenting with the moments that matter in crafting their employee experience strategies. In the new world of work, leaders and employees must proactively design and shape EX.

By learning more about the moments that matter most to their people, leaders can make improvements that will have the greatest impact on connection, engagement, performance, well-being, and inspiration. It will also help organizations deliver a consistently positive experience that gets richer as time goes on.

With flexible and hybrid ways of working, have you carried out a health check on your organizations Employee Experience? Check it now to generate a free report tailored to your needs and expectation: <https://livetilesglobal.com/ex-health-check/> 

[19] Gartner. (n.d.) Identifying and Managing Moments That Matter to Employees. Retrieved from: <https://www.gartner.com/en/human-resources/trends/identifying-and-managing-moments-that-matter-to-employees>