

# Töötajakogemuse mõõtmise võimalused

Maarit Vabrit-Raadla, 2023

# MAARIT VABRIT-RAADLA



SOTSIAALTÖÖ



ÄMMAEMAND



TALLINNA ÜLIKOO

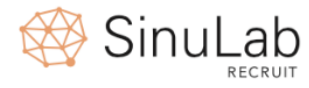
PERSONALITÖÖ



IT



LEADERSHIP



# TÖÖTAJAKOGEMUS EI OLE

- Töötajakogemus ei ole töötaja pühendumus.
- Töötajakogemus ei ole aastane rahulolu-uuring ja selle keskmine TriM indeks.
- Töötajakogemus ei ole peenelt sõnastatud paindlik tööpoliitika.
- Töötajakogemus ei ole hüvitiste pakett, mis on täis atraktiivseid materiaalseid võimalusi.
- Töötajakogemus ei ole avatud plaaneeringuga kontor.

# LÄHENEMINE 1

## SUBJEKTIIVNE

- Töötajakogemus on kombinatsioon sellest, millised on töötaja:
- **OOTUSED** nii enne sisenemist ja töötamise ajal
- **KOGEMUSED**, võib öelda, et ka elamused
- **ENESEMÄÄRATLUS** ehk kuidas ta ennast selles keskkonnas määratleb.

# LÄHENEMINE 2

## KOOSLOOME

McKinsey sõnastab töötajakogemuse nii:

- *EX is when Companies and their people working together to create personalized, authentic experiences that ignite passion and tap into purpose to strengthen individual, team, and company performance.*
- Töötajakogemus on see, kui ettevõtte ja sealseid inimesed teevad koostööd isikustatud ning autentsete kogemuste loomiseks, mis sütitavad ja tugevdavad üksikisiku, meeskonna ja ettevõtte **sooritusvõimet** ja **tulemuslikkust**.

# LÄHENEMINE 3

## KULTUURILINE

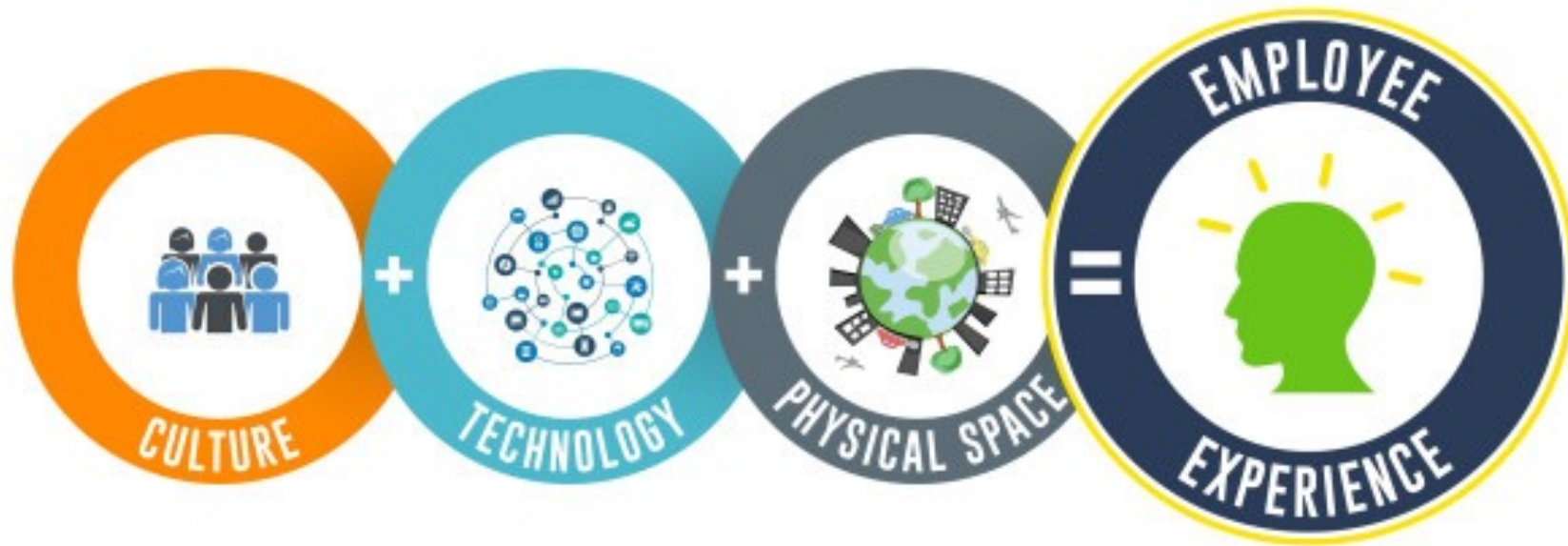
Josh Bersin sõnastab töötajakogemuse nii:

1. Kogu ettevõtet hõlmav **kontseptsioon**, mille eesmärgiks on hoida ja kasvatada töötajate töövõimet ning heaolutunnet.
2. Kogum "**tööriistu**", mis aitab muuta töö produktiivsemaks.
3. Hõlmab endas kõiki töötaja **kokkupuutepunkte**.
4. On organisatsiooni **strateegia** dünaamiline osa.
5. Tihedalt seotud org. **kultuuriga**.

# LÄHENEMINE 4

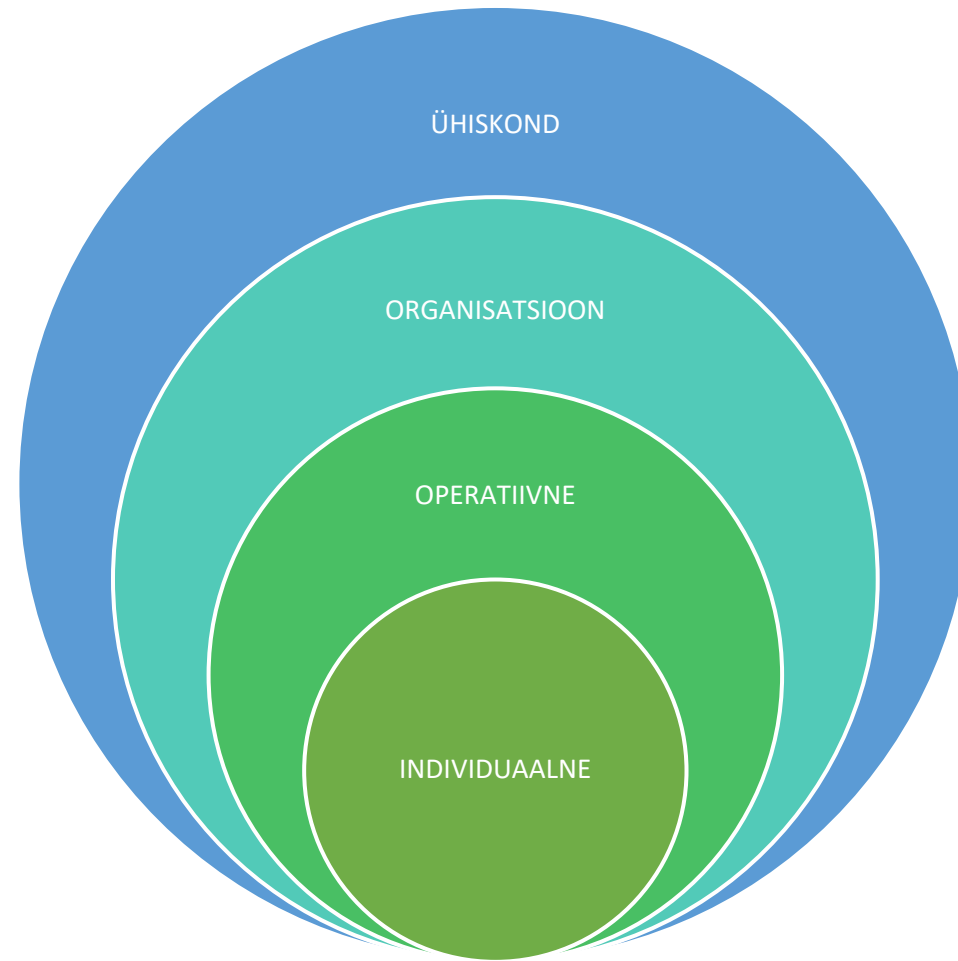
ÜLDISTAV

## THE EMPLOYEE EXPERIENCE EQUATION



© Jacob Morgan ([thefutureorganization.com](http://thefutureorganization.com))

# TÖÖTAJAKOGEMUSE TASANDID





Mida ja miks mõõta?

# KES MÕÕDAVAD TÖÖTAJAKOGEMUST ?

- Jacob Morgan
- IBM Smarter Workplace Institute
- Josh Bersin
- McKinsey
- Deloitte

# JACOB MORGAN EMPLOYEE EXPERIENCE INDEX



- 3 kategooriat
- 17 alamjaotust
- küsitakse töötajate sisendit

Search for Company			Sort by Category	Clear	SORT BY:			Physical Space MAX: 26	Culture MAX: 70	Technology MAX: 19.5	Overall MAX: 115.5
1		Facebook	Experiential	24.4	63.0	18.2	OVERALL 105.6				
2		Google	Experiential	24.2	63.0	17.7	OVERALL 104.9				
3		Apple	Experiential	24.4	62.2	18.2	OVERALL 104.8				
4		LinkedIn	Experiential	25.2	62.2	16.6	OVERALL 104.0				
5		Ultimate Software	Experiential	23.4	64.4	16.1	OVERALL 103.9				
666		Airbnb	Experiential	23.1	60.2	16.9	OVERALL 100.2				

# IBM

- **Kuulumine** – tunnetamine end osana meeskonnast organisatsioonist
- **Tähendus** – mõistmine, miks mu töö on oluline, kus luuakse väärtust
- **Saavutamine** – tunne, et tööga on midagi olulist saavutatud
- **Õnnelikkus** – meeldiv tunne, mis tekib tööga seoses
- **Elujõulisus** – energia, entusiasm ja põnevus tööl

Figure 1. A framework of drivers and outcomes of employee experience at work



1. usaldus organisatsioonis
2. suhted kolleegidega
3. tähendusega töö
4. tunnustus, tagasiside ja areng
5. jõustamine ja kuulamine
6. töö - elu tasakaal

Figure 1. A framework of drivers and outcomes of employee experience at work



# JOSH BERSIN

- USALDUS
- LÄBIPAISTVUS
- KAASAMINE
- HOOLIMINE

1. tähenduslik töö
2. juhtimine
3. positiivne töökeskkond
4. tervis ja heaolu
5. arenguvõimalused
6. usaldus organisatsioonis

## Trust, Transparency, Inclusion and Caring Matter Most



Meaningful Work	Strong Management	Positive Workplace	Health & Wellbeing	Growth Opportunity	Trust in the Organization
Job and values fit	Clear goals with stretch opportunity	Tools, processes and systems to get work done productively	Safety and security in all aspects of work	Open, facilitated job and role mobility	Mission and purpose beyond financial goals
Autonomy and agency	Regular coaching and feedback	Appreciation, recognition, and rewards	Personal fitness, health, and physical wellbeing support	Career growth in multiple paths	Transparency, empathy, and integrity of leadership
Agile teams, supportive coworkers	A focus on management development	Flexible hours and workspace	Psychological and emotional wellbeing and support	Many forms of learning as needed	Continuous investment in people
Time to focus, innovate, and recover	Transparent, simple performance management	Inclusive, diverse, and sense of belonging and community	Family and financial support	A culture that supports learning	Focus on society, environment, and community

Strength of impact: Moderate Medium High Very High

Source: Employee Experience: The Definitive Guide, © Josh Bersin Research, April 2021

# JOSH BERSIN

## Andmed

- uuringud, pollid
- arutelud
- kokkulepped
- eesmärgid, mõõdikud
- HR andmed

## Sisuline teave

- tulemusvestlused
- sisemised päringud (Helpdesk)
- memod
- 360 kraadi tagasiside
- voolavuse põhjused

## Käitumise jälgimine

- koosolekutel osalemine
- soodustuste kasutamine
- vabatahtlikud tegevused
- vastutuse võtmine
- tunnustamise hoiakud



1.0	2.0	3.0	4.0
Annual engagement survey	Pulse surveys with mobile access	Intelligent dashboards and action plans	Continuous response action platforms
<p>Once per year. Focus on management. Benchmarked annually. Rigid questions asked year after year.</p> <p>Focus on benchmarking.</p>	<p>Agile surveys as needed. Pulse on regular basis. Feedback on mobile or apps. AI-based action plans. Immediate feedback.</p> <p>Focus on feedback.</p>	<p>Many sources of data. Dashboards recommend action, deliver nudges, suggestions, and learning or action plans for individuals.</p> <p>Now called employee experience.</p> <p>Focus on behavior change.</p>	<p>Tied into internal systems with alerts, feedback, cases and integration with CX systems.</p> <p>Focus on action.</p>
<i>Survey technology</i>	<i>Mobile, easy to use</i>	<i>Useful data and learning</i>	<i>Instrumented actions and alerts</i>

**Figure 2:** Employee Engagement Evolves into Employee Experience



# DELOITTE UNIVERSITY

## Töötajakogemusest humaanse kogemuseni (From Employee Experience (EX) to Human Experience (HX))

- fookus on töötajal
- töö tähendus ja eesmärk (missioon)

- TÄHENDUSLIK TÖÖ
- TOETAV JUHTIMINE
- POSITIIVNE TÖÖKESKKOND
- ARENGUVÕIMALUSED
- LEADERSHIP USALDAMINE

Figure 4. Factors that contribute to a positive employee experience











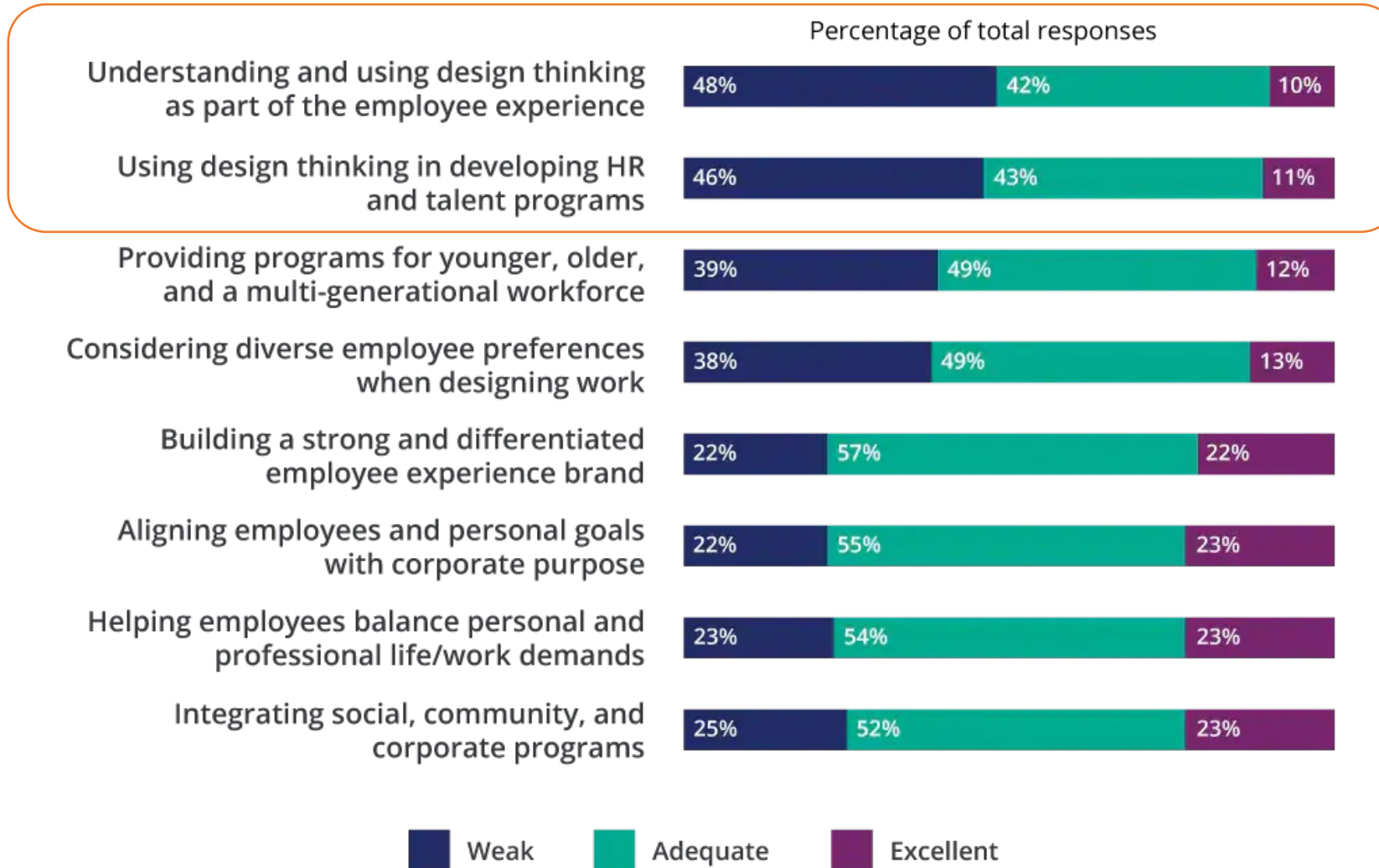
Simply Irresistible Organization™ model				
				
Meaningful work	Supportive management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
Cross-organization collaboration and communication				

Figure 4. Factors that contribute to a positive employee experience

Simply Irresistible Organization™ model				
				
Meaningful work	Supportive management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear and transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Investment in development of managers	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Agile performance management	Fair, inclusive, diverse work environment	High-impact learning culture	Inspiration
Cross-organization collaboration and communication				

**Figure 3. Respondent ratings of sub-capabilities related to employee experience**



# MCKINSEY LÄHENEMINE

- SOTSIAALNE KOGEMUS
- TÖÖTAMISE KOGEMUS
- ORGANISATSIOONI KOGEMUS

1. Inimesed ja suhted
2. Meeskonnatöö
3. Sotsiaalne kliima
4. Töö korraldamine
5. Töötamise paindlikkus
6. Areng ja tunnustus
7. Eesmärk
8. Tehnoloogia
9. Füüsiline keskkond

Social experience	Work experience	Organization experience
<b>1</b> People and relationships Am I seen and treated by my leaders as a significant contributor to the organization?	<b>4</b> Work organization Do I have clear responsibilities, interesting work, and the resources I need to be successful in my role?	<b>7</b> Purpose Does my company have a purpose that aligns with mine, as well as processes to which I can contribute?
<b>2</b> Teamwork Do the people I work with every day trust and care for one another to create a collaborative and innovative environment?	<b>5</b> Work control and flexibility Do I complete my work efficiently, with flexibility and positive integration in my life?	<b>8</b> Technology Does my company's technology enable me to work efficiently and without friction?
<b>3</b> Social climate Am I welcome in this community and do I feel like I belong?	<b>6</b> Growth and rewards Am I given incentives and opportunities that help me learn, grow, and provide for my family?	<b>9</b> Physical environment Are my surroundings safe, comfortable, and human centered?

McKinsey  
& Company

## Social experience

### 1 People and relationships

Am I seen and treated by my leaders as a significant contributor to the organization?

### 2 Teamwork

Do the people I work with every day trust and care for one another to create a collaborative and innovative environment?

### 3 Social climate

Am I welcome in this community and do I feel like I belong?

## Work experience

### 4 Work organization

Do I have clear responsibilities, interesting work, and the resources I need to be successful in my role?

### 5 Work control and flexibility

Do I complete my work efficiently, with flexibility and positive integration in my life?

### 6 Growth and rewards

Am I given incentives and opportunities that help me learn, grow, and provide for my family?

## Organization experience

### 7 Purpose

Does my company have a purpose that aligns with mine, as well as processes to which I can contribute?

### 8 Technology

Does my company's technology enable me to work efficiently and without friction?

### 9 Physical environment

Are my surroundings safe, comfortable, and human centered?

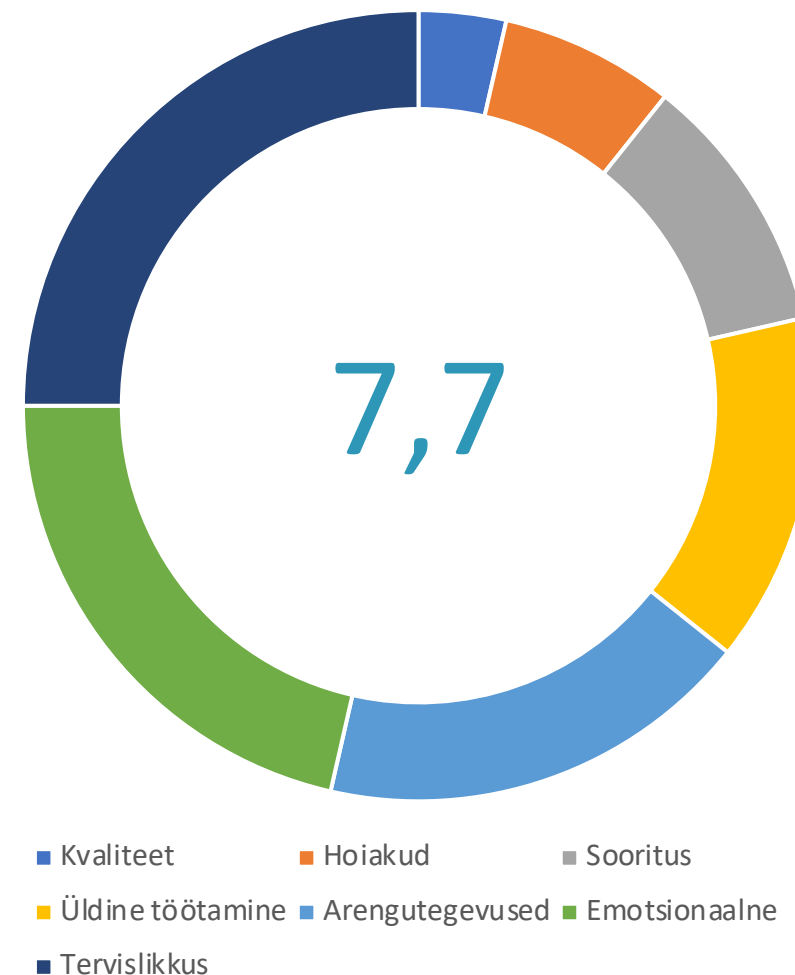
# PERSONALITÖÖ MÕÕDIKUD

- **Kvaliteedi** mõõdikud -> värbamise kvaliteet, juhtimiskvaliteet
  - **Hoiakute** mõõdikud -> pühendumus, töörahulolu, töökeskkonna rahulolu
  - **Soorituse** mõõdikud -> töötaja kasumlikkus, töö kvaliteet, tulemuslikkus, eesmärkide täitmine
  - **Üldised** töötamise mõõdikud -> puhkused, haigused, ületunnid, tööjõukulud
- 
- **Demograafilised** mõõdikud -> vanus, sugu, elukoht, lapsed

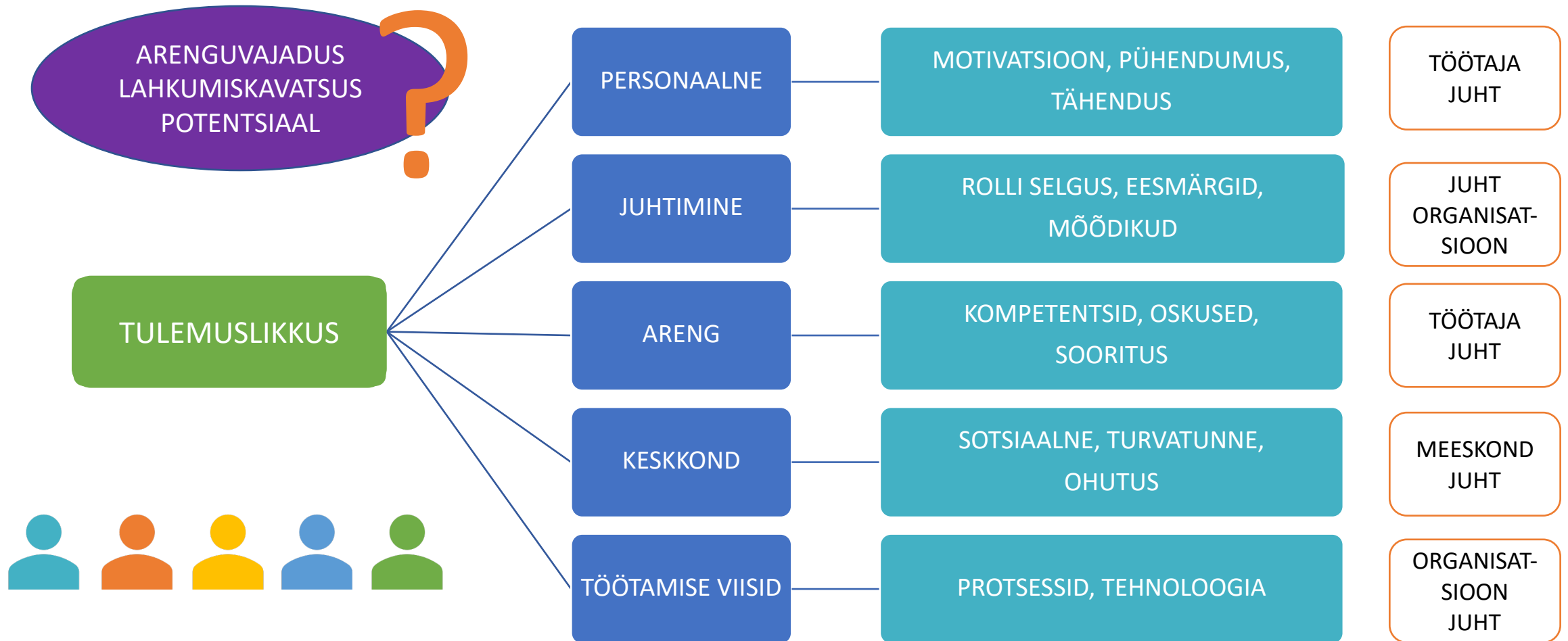
# TÖÖTAJAKOGEMUSE MÕÕDIKUD

- **Kvaliteedi** mõõdikud ->
- **Hoiakute** mõõdikud ->
- **Soorituse** mõõdikud ->
- **Üldised** töötamise mõõdikud ->
- **Arengutegevuste** mõõdikud ->
- **Emotsionaalsed** mõõdikud ->
- **Tervislikkuse** mõõdikud ->
- ENPS
- ...

Töötajakogemuse indeks

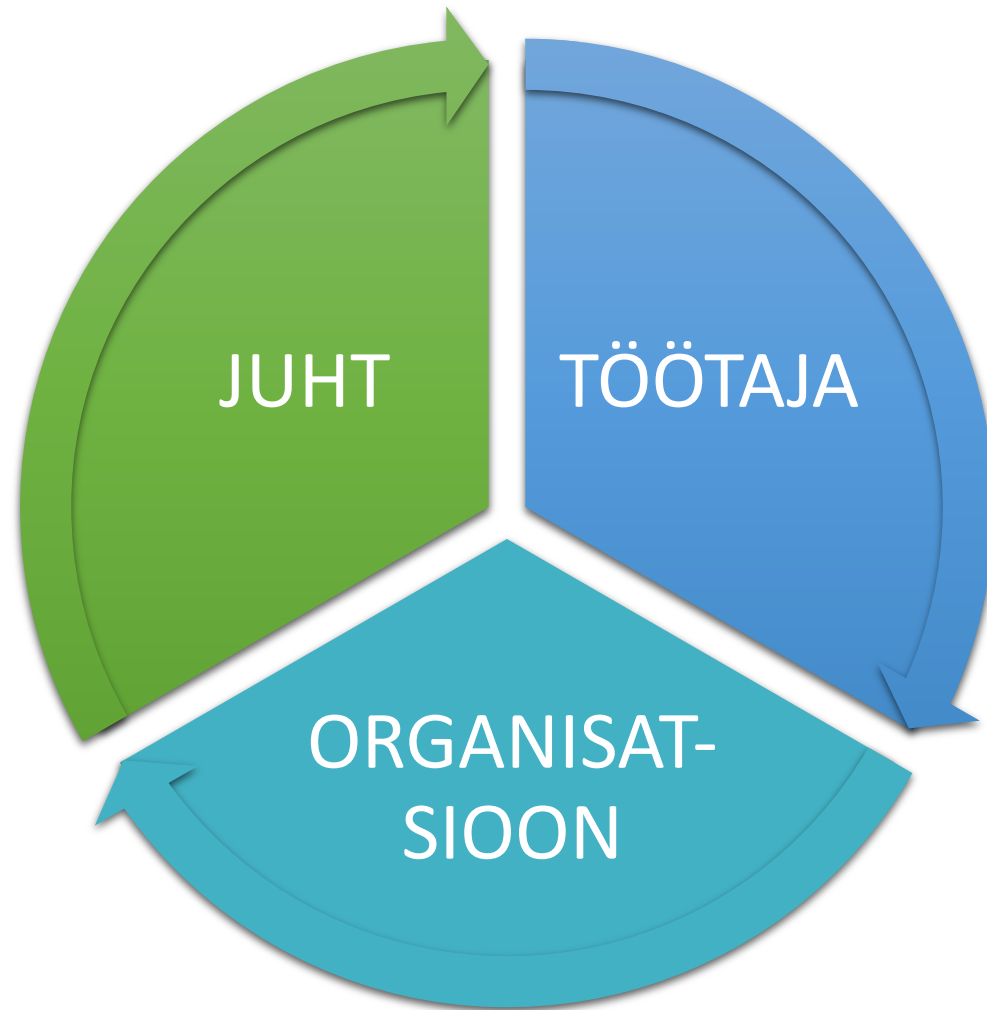


# TÖÖTAKOGEMUSE DISAINIMISE LÄHENEMINE





# ROLLID JA PEAMISED MÕJUTAJAD



Tänan!

# KONTAKT JA INFO

[maarit@sinulab.com](mailto:maarit@sinulab.com) e-posti aadressil või  
telefoni teel **Maarit Vabrit-Raadla 5210194.**

[www.sinulab.com](http://www.sinulab.com)



SinuLab