

Panel Discussion on Employee Experience (EX) vs Customer Experience (CX)- Why the big divide?

Unknown Speaker 0:08

Can everyone see John and strawberries on a blue background and me and hear me okay. Yeah.

Unknown Speaker 0:16

Yeah, good. Okay, so I'm gonna talk about jam and I like to ask, and you can raise hand or someone doing little chat Has anyone has this jam before, are conserved, I've learned that conserve is made from locally produced fruit and preserve is made from imported ingredients, but as anyone had Wilkins and sons jam or tree jams or no of it at all. Apart from me and Nathan and Rebecca, and probably some other people. So, it is the best job in the world, it's amazing it's off the charts. And I would say I'm very proud of. I'm originally from Essex and in the UK and those of us that are international know that we typically fall into a trap of when we go back to visit our families. We seek out local tourist things to do. So I'm now the authority on most tourist attractions in Essex, and one of them actually being the tip tree museum experience an empty room, which I think of any fan out tonight that Nathan's and colleagues in the UK were actually a part of and. And I remember going around the museum and just reading about the history of this company and his family so the tip. The Wilkinson sons family moved to tip two in the 1700s, and then set up the Britannia food production

Unknown Speaker 1:39

company and they would harvest fruit local fruit and set it to market in London, and then had the idea and Charles Wilkin, and the founder and father the family said I'm going to make jam and I'm going to make a very good quality jam, and not deviate from that and makes us germinating ac 95, and he did such a good job that the merchants in question, bought all of it, and shipped it straight to Australia, which I thought was quite interesting so all the Australian people got to have the jam and nudie by the English people, and. And what am I talking about Jan so one of the things that the final talk about Charles Wilkin was a staunch nonconformist, which is quite sad that was he was swimming against the tide here, but he had a really, and what was seen at the time and enlightened social conscience, and he had a genuine concern for the welfare of his workforce, and he put that at the heart of his company, and a picture of tiptree orange which I purchased So actually, when I was doing my research this I actually felt compelled to buy some jam, which luckily arrived on Monday and I've been eating Jan for two days which in Sydney in the rain it's been the best thing ever. I have to say, just sit in a jam. And, and so is my dog, so probably get a bit fat. Luckily the sun's come out and I'm really running out jermall ready. And, but the types of things I did so 1900, they introduced a company pension and and company housing scheme for employees so when they learned they built some housing and they made it much easier for people to be able to come to work and to afford to live in a sort of balanced environment now. I haven't got all the statistics on this but this is a picture from that period and you will notice there is a 5050 gender split of women and men working separately in this factory because their working environment enabled that So, and it was probably an easier balance for family and work life, other initiatives during World War One. 8000 boxes of jams there was jobs inside those boxes were sent with the 73 employees that were caught up to fight to boost morale, bless them on the front line, but see a lot of people would have really appreciated that Jan, and during the 1980s, they also introduced a shared ownership scheme for the employees. And since its inception, if you look through history, the company's been an integral part of the tiptree community profits are usually put towards things so some of the profits to support local charities to sports to the tip tree box at the County Cricket site and arts and environmental priorities so they're actually doing a lot of work around sustainable farming, and it's very much part of the community and to give you an idea in 1885 and as early as 1900 years there was about 850 people that lived in tip trees was quite small. During peak seasonal time for picking they employed 400 people so it's quite a large initiative in the local community. So why is this, if you think about, and this story is on their website and then there's this constant thing of looking after the people, not deviating from quality they always use an orange is from Seville for their marmalade and they didn't deviate from that They kept a high level of quality balance with sustainability and looking after their staff and the staff then felt very proud to work for tiptree. It's almost like they took the attitude that you will either be a customer of our jam or you'll be an employee with us so that's what we want you to be. And, and I obviously can't help myself I put a bit of a recruitment lens on this. And the thing that I find interesting. And that's them today by the way so they still do the housing and affordability scheme, and right up until last year. That's the latest walking family member, and some local people where they can get into some affordable housing that's linked to the company for employees and of course, they all know their neighbors, and as well. So, when you go to the website and you go to their recruitment page they actually apologize because there's such low staff turnover. It's quite a wage to get a job at tiptree it's very very difficult. They're

very sweet about it they talk about how they're they're so interested to hear from you. And I like it's so humanized and to the point where they actually invite you to write a letter to this lady, talking about your interests and your yourself, and then your experience because they say there are some jobs that require a certain qualification but we really want to know about you. And it says a lot about them, understanding their local community because I have a feeling if you took the time to write a letter, and did actually write you back and they might invite you for an interview. And they've even got to the point now where they're designing the ends of things which is something that I find that very interesting how we design the off boarding of a thing so they even have a range of retirement bungalows and form employees they have a place to go. And when they retire and up until so these are the figures from last year there's other reasons this all sounds very fluffy and nice and something might go well that's not gonna make us money, and the Wilkinson family are incredibly wealthy we've now got a fourth generation of family running this business. And last year they their turnover was around 50 million pounds mark and their profit the pre tax profit was discharged 4 million pounds down a little bit from the year before because they did sell some of their property and land ownership, but I think we'd all agree that we would love to have a company or working for a company right now, that is turning a very good profit and has a turnover, like that. And, but the main reason I picked this because there's lots of stats, I could have shared around. If you're invested employee experience, it reduces your turnover, it means your service staff, it helps keep your costs low, there's all these stats around man sick leave, sick leave is down and your profit and probably make on average about 20% more profit. But right now, the reason I picked this is. This company is 135, years old, it has been successfully doing delivering an exceptionally good product, and has made a profit and has kept a company a family financially extremely strong and survived two world wars, a Spanish flu pandemic but at 12,006 people died,

Unknown Speaker 8:07

and has continued to make a profit during the past three UK recessions. And if you were ever to make an argument for why it's good to have a social conscience and put the value of your employees and your people at the heart of your business decisions that I thought was a great example, because even up until a few hours ago. I can tell you their jam is fantastic. And they are still doing well but they are still doing well now and that's, that's why I wanted to start talking today about jam. Thank you.

Unknown Speaker 8:42

Amazing. Well, that's that's some of the jam you can buy which is also very good diversified and get gin, you can get all sorts of things now. I think you just say, Jim.

Unknown Speaker 8:54

Yes, they're making Jim

Unknown Speaker 8:57

O'Neill talking.

Unknown Speaker 8:58

Yes. I tried that when I was there last Scarlet Jen and you can then I'm not sure they deliver here and now you can get all the reserves and concepts here and then chutneys they've got some Christmas puddings and are getting involved in but some. Yeah.

Unknown Speaker 9:12

Awesome. Thank you so much, Kathy that was and it's really nice to start off with a story I think and it kind of puts everything into context. And so, that was great and I think it kind of explains a little bit about why we're here and what we're. We are looking to talk about but I guess maybe we'll, we'll start off with one question which is, I guess, employee experience is a bit of a concept that is relatively new. So, for those who don't have or aren't maybe part of an employee experience team. I will ask, maybe I'll start with Kimberly, what is x and where would you say is a great place to start.

Unknown Speaker 9:54

Thank you. Good to be kicking off the first question. So, what is x, well that's a pretty tricky one and an easy one. It's really everything to do with the company it's, you know, the systems and tools that we use experience that we have when we go into the physical building a physical office building, or you know, that connect virtually it's the technology that we use. It's the leadership and the behaviors that we experience within the company. And it even goes right down to things like the type of coffee machine that we have in the kitchen home. These are kind of the things that matter to our people. And so, employee experience to me is really quite a big area. I guess where would you start if you kind of don't have anything, or if you don't have, you know, kind of a dedicated employee experience, I'd say every organization has an employee experience even if they don't have an

employee experience function. And if you're looking to set up a dedicated focus on it, I'd say there's kind of five things as the first I would say, you know, start with looking at his strategy and let that guide you. Obviously focus on people ask them what you know is important to them what do they like and dislike about working at your company and say quickly provide some proof points of how an employee experience function can make a difference. That will get people believing in what you are doing. I think somebody earlier said, you know, employee experience is a little bit fluffy to some people of us. They really see HR as hiring and firing. So I would say that the more that you can focus on making a dial and progressing a couple of big things, people will start to believe in it and say partner with other teams is number four. So, my team at QB cannot change the employee experience single handedly. It's just impossible, and where we've had some good impacts we've partnered with property facilities, and I chains, as well, to make a difference. And then the fifth piece of advice I guess I would give would be. Be bold and try and focus on progress rather than perfection. I kind of say them that my goal in my role is to have somebody go to a barbecue and say to their friends who may, you know, Qd is a really great place to work, or you know there's a role of cuvier I think you should go for it because I think you'd enjoy it. So that's kind of my objective and my little pieces of advice around how to get started on the X journey.

Unknown Speaker 12:32

Awesome, thank you so much for kicking us off with that can really, and I guess, is there anything else that anyone would like to add to maybe Emma or.

Unknown Speaker 12:40

I'd love to add just I think the one thing I'd add on to that would just be that is some, so it is all of the things obviously that Kimberly just cited there, but it's also the things that we observe. So, how all the processes and systems and the environment, and you know the the facilities, everything is important but it's also what we observe. And I think certainly one of the things that gets missed sometimes is that you know how values are observed in an organization, because that has a big impact on experience. And when we think about experience employee experience. We're now so focused on it because of the fact that it's come from, you know, I think back to the years when I was in my early career days where culture wasn't a thing it wasn't talked about I mean, back in the days when we all smoked in the office and that kind of stuff. It was in the dark ages but another era. But, cut there wasn't even a culture thing so people, if you talked about workplace culture, people were like, Well, you know, you mean I can't smoke or what what are we talking here. So, you come along a lot further and you know then you get into the 90s and think of. Nobody knew what user experience was, it was just a thing that people did you know it was just another thing, and it, it only became known as what it you know did it probably in the late 90s or something. And then you've got an employee experience which I think has come from that culture and recognition of how important culture is and how much of a business driver it is as well as other stuff but also. Then you've got culture and employee engagement, and then you started we started to get the numbers around employee engagement and how important that was to the bottom line. And the difference it can make, which is obviously significant to a business, and that's where employee experience suddenly kind of sprung up out of nowhere. A few years ago, and suddenly we started to see the occasional, we're hiring an employee experience person, and now it's employee experience teams, and so it's kind of morphed on, and it's got the same lens over it that user experience and customer experience has where you still have to have the empathy of the and be able to see the world of work through the eyes of everybody in your organization. And that also which draws me back to that, you know, it's not just setting up great coffee, you know, food and dogs allowed in the office and whatever. It's not just about perks and I think a lot of people focus on perks but it's a lot about what is observed in the workplace as well.

Unknown Speaker 15:30

That's the one small

Unknown Speaker 15:31

thing I've been very happy to add at the end of that.

Unknown Speaker 15:35

Just add something to that I'll just add two seconds into that. You don't always want to have. Wow special amazing experiences. Sometimes you need experiences that are about focus. Sometimes you need experiences that are about community. So, it's about identifying the kind of experiences that you need and then how do you shape those within the particular segment of the employee journey that you're working

Unknown Speaker 16:04

at. No, actually can be really counterproductive if you if you introduce a lot of special things but the underlying culture in, you know, is crap. It feels really disingenuous to employees to have all this whiz bang and it's like, oh do you actually really care.

Unknown Speaker 16:22

We actually have our first question from James, James joueurs do you think employee experience will lose status and organizations that are downsizing or unemployment is increasing supply of desperate candidates

Unknown Speaker 16:36

and question. Who would like to answer the

Unknown Speaker 16:39

first.

Unknown Speaker 16:42

Lucas, wouldn't you have already seen some of this firsthand. I actually think it will lose the, where organizations still have the traditional mindset of employing you engagement meaning. Let's give them ping pong tables and let's give them, you know, a bar full of drinks and things like that which is great. But, if, if that's your perspective of what employee experience is you're going to yes those people that are going to lose focus in the organization but if you have a true understanding of employee experiences about reducing frustrations, increasing meaning and engagement and purpose and connection between employees to with each other but also to the work. Now is a crucial time when everybody's separated. Physically, how do you create connection. It's a crucial time right now to to be focused on employee experience.

Unknown Speaker 17:49

Yeah, If I can just start that from Lucas perspective. No, I work in in Creative Advertising and we do have the ping pong tables and the balls full of there, if any, I think it's the, I think it's I think you see country now is simply coming out with hasn't come out post COVID. I think that employee experience will will big will raise it will raise its importance and its profile within, you know, any reasonable business which we see big clients or small clients that actually the employee experience will be more important than ever. This moment, because you know we've had a lot of businesses that you know I've gotten rid of people that have led to crisis go to waste it's a cliché that we've all probably heard there's going to be a bit of a relaxing of that pressure on the wall of talent that might not be the you know the top town that people. People wanted in the past, but fresh is gonna be. It's gonna be more candidates in the market, but it's actually how you keep those candidates because you know how you sign up candidates, how do you keep your employees in a, an environment which is going to be dramatically different than it was six months ago so as a concept as a tool, I think, e x is going to be, you know absolutely at the forefront of, of, you know, the most progressive companies minds in Australia and around the world.

Unknown Speaker 19:09

Isn't that a

Unknown Speaker 19:11

new is that not just a, a, I mean it's a viewpoint that would be would make it, yes, it's a popular thing, but if I think about the CEOs that I know how is it their burning platform when they're burning platforms, there's so many other, you know, fires. And how are they going to look at employee experience as being something that they need to maintain and, you know, I think somebody else mentioned you know is seen as like a fluffy HR kind of thing, Kimberly said that, and I kind of feel like that's the stuff that tends to go first is like prior it drops down to the bottom of the priority list. What do you think,

Unknown Speaker 19:51

I think, I think you're, I think you're right. and

Unknown Speaker 19:56

you know the CEOs that I speak to and being one myself is it, it will always, it will always be discussed in the context of actually well we've got to hit on numbers or, we've got shareholders, please. Um. Having said that, I do think right now. The again the most progressive CEOs will understand that at the heart you know we've gone through a dramatic change in how we look at life, look at work. Now, it might be the catalyst that CEOs move to a more holistic view of successful organizations so we've from a pure branding branding perspective where I come from, you know, we've seen the, the rise of purpose led brands. We've seen

actually that the idea about what is your mission, what is your brand purpose, be much more intrinsically aligned to the business strategy and keeping employees and employee experience I think is naturally going to be elevated, because I think CEOs now starting to understand that the shareholder other you know the targets that they need to hit on a monthly or quarterly basis can literally disappear overnight as we've seen in the last couple of quarters and keeping people, you know, again it's cliched as you speak to most CEOs I sell people is what my business is about what my business is all about people rather well actually put your money where your mouth is for once, and invest in the people and invest in those processes. Yeah, and I think we've just I think we're maybe on a horizon where you know I dare to say this you know cx has been the you know the the two letter acronym of choice, you know for what for a while now. I think you actually know that before then but e x might be the might be the kind of might be the next trend. And that's not to say I think it is impinging on the people around the table the zoom call to say we are EAX proponents specialist whatever you want to call us. It's part of our job to raise the profile to raise important. I don't think, you know, from a from a loop between profitability and employee engagement, or employee experience, there's been fascinating studies to understand I think Kimball you mentioned that. Sorry Katherine you mentioned it that the profitability of more engaged employees in businesses is proven now it's not a, it's not for the bait it's highlighting that to co say that's how important. It's impinging on the people around the table here.

Unknown Speaker 22:27

Okay, perfect. And I think that that's, I think what we've all said has been really really good and kind of transparent and what Melissa, has asked us you know are there. She's interested to hear if there's some things that have surprisingly worked or have not and I think Nathan you've touched on a few there. One thing I wanted to touch on as well as Airbnb when you know the pandemic first hit they were I guess recognized for how they treated their employees they they spoke rubbish. Or I guess they were extremely transparent with their employees about what was happening and wash, they were planning to do and it was very, they kind of roll the employees, along with them on their journey, which I think, you know, just transparency and NGO communication, well from an employer employee anyway. I've felt that that has been so crucial in my experience and I think as well as we see from some of the bigger tech giants I guess out there as well, has has worked and it's also helped, but is there anything else that people want to automate things have surprisingly worked or not worked during this time,

Unknown Speaker 23:33

let's say, I just want to ask. Oh,

Unknown Speaker 23:35

sorry, we knew this was gonna happen

Unknown Speaker 23:39

really really fast especially me, and I so quickly about my experience at talent, I said what I've actually physically been through, and I guarantee every person on this call has had either a very average or bad experience with a recruiter and we will get onto that shortly so I think that there's some bits there that which plays into what James was asking and about the redundancies and people in hiring the action. And, but exactly the same thing I'm very lucky to work for a company that is exactly like tiptree jan unfortunately don't have jam. But it is very very people centric I've never. I've had it in pockets in my career I've never heard that and I'm so proud to work for a company that really has. I think any business that puts their people at the heart of it where you are responsible for navigating this and supporting each other from afar, and you're given the things you need, and also what comes with that connection is people bring ideas in the middle of the midst of this and I'm sure we've all had days I've had days, especially in the rain, I'm like, God, you know what has happened, you fall apart a bit and we're all feeling that times and so you have a company that give you to give you some stats one in three recruiters have lost their jobs in the last two months, it's, it's that the bad thing that probably had to happen to our industry to give us an opportunity to clean it up. But, and that's without the people that are on shopkeeper right now so they'll be more to follow. And it's really quite frightening and what it means, though, is we've had to really pivot how we work and what we do. We've got to do it all together and and I think if I bring it back to Jan point, there were times obviously post war there was a time when they lost control the company could sell to people that was, there was a law that you can sell to people, it was all taken control. But then you look at the sudden then bounce, after those horrible periods. That's because of the people that were there, and they were like we've got this idea we're going to implement this. And I think that's, it's just gonna be very black and white over the next few months I see very clearly people that focus and have their team that are transparent work together have tangible and intangible things. We have a ping pong table as well and and it's, it's great but you. That's going to I think so, show us, who survives this and who, who then does well, not just surviving it and unfortunate I think so many companies that had big cracks in this faces before coming into this we all know that this thing is shining light on things that are a problem in all parts of our society.

Unknown Speaker 26:10

And I shut up now.

Unknown Speaker 26:13

I think someone said to

Unknown Speaker 26:15

me, need some just the need and the opportunity to really foster co creation. So to Kimberly's britches started off by mentioning immigration and not needing to be perfect. And I think now's a really good time for that because I don't know anyone who on their LinkedIn profile or CV saying they've got pandemic experience. So,

Unknown Speaker 26:35

the badge.

Unknown Speaker 26:37

And I think from a human centered design point of view that opportunity to be doing a survey, pointing out what now becomes valuable to employees or to customers, because the world's really shifted. It sounds trite to say it but that need the CO creation of solutions that are quick and iterate and prototype tested really help organizations look at their employee experience in a totally different way. I suspect unfortunately many will look at it as an opportunity to turn over staff, perhaps, but I'm also hearing so many looking at what how can we work with staff to reduce hours to have a blanket agreement on how we use that resource base, rather than have people lose their jobs. And that is, I think, refreshing and a reflection of experience strategies

Unknown Speaker 27:31

that I've got to say that's after saying a note from Kimberly's hair about that, Airbnb actually the whole HR team is his ex. And I think that's a really interesting, potential trend, because HR. I think has evolved over the years to become far more of a is gone to people and culture, and then it's moving further and further towards that sort of culture piece and values, and perhaps they're gonna move even further towards x as a, as a baseline, because it's becoming more of a strategic function in businesses than it ever was ever has been, you know, it used to be, risk and compliance and that was an operations and that was the focus, and now it's a it's a different beast altogether. It has a big hand in district in an organization was reaching its strategic objectives. So you know, is he going to sit at the core of that.

Unknown Speaker 28:32

So I think we're moving into kind of the next, next question that I was going to ask and that is kind of, you know, this EAX versus and cx I guess and, you know, do, do we think there is a big divide or, like, why do we think that is so maybe learning I can I can talk to you pointed out to you first.

Unknown Speaker 28:55

Thanks Rebecca um this shouldn't be his I think my, my starting feeling about this question because I did have some time to think about it and I think the alternative made me really uncomfortable. So if, if I look at, you know, customers are often attributed to the source of revenue of the business. But if you don't have employees who can service those customers and you don't have the revenue and that's that's the path to the businesses, sort of, needs to be. And, and the other thing that really strikes me is, you also want your employees to be your customers to draw any sort of line between the two found things really counterintuitive. I've had some great examples where you know that, whether a customer or an employee would be at choose to be a customer says a lot about both your customer experience and potentially your employee experience. And if you sort of view the employees is also customers, either of your business or other businesses in the future, and that's really shifts your mindset about the experience you want to create people, and it gives you great access to engage employees who want to help you. From the front line, and from their own direct experience with customers, improve the customer experience. So it ends up a very mutually fulfilling relationship. So then, if I look at why does it end up seeing each other or not working together, potentially, ISIS suspect sometimes it's because it's seen as owning or being owned within different functions. So the customer experience is often put in the marketing team employee experience we're talking about potentially being owned within the HR department is their co creation, as I said before around the two strategies and how they are unified in the mentioned, what is your strategy. So your strategy has to have a place for value in the employee experience and then convert that into Well, what does it actually look like within our organization then if that leadership was really tangible interactions that create an employee experience out there,

you're not going to see it treated equally or equally come into life as a customer experience might. And I think the other thing that I really struggled with here is making sure that there's measures of employee experience that Seaton synthesize with the customer experience as well. And then, can be projected to financial measures as well, so that we don't end up in a competitive debate around, which is more important, and organizations are finding a way to make that really visible transparent and meaningful are going to have a distinct advantage to those who haven't found a way to do that yet.

Unknown Speaker 31:56

Melissa just asked employee NPS, potentially,

Unknown Speaker 32:00

potentially, I think it's more nuanced than that if you understand what your business goals and your strategy is, then you may have more tangible measures that sit at an organizational level or in an individual staff member level, and also extend to your partners and third parties, because that becomes an extension of your brand and the experience as well. So being a little bit more clever around what you choose to measure how you explain it to you, your employees and create something that really makes meaning is I think come a much more experienced driven measure than I, an existing one that we might have.

Unknown Speaker 32:45

Catherine, is there anything else you may want to add

Unknown Speaker 32:48

just a little bit and I think it's interesting, we talk about NPS and talk a bit about the technology and the things we put into place and I think it still comes back to a shift in mindset. And like you said, Were you typically seen as a cost to the business versus something that makes the sale but on can't go without the other. it's quite interesting when I think about some of the startup world that I spend a lot of time with typically there's two or three people working very passionately as one. And then you sit down with them and I ask the question, would you do you think it's important to think about human resources recruitment employee experience, and they kind of like you know we're so small that we're smaller we're just doing our thing. And I said, Okay, well, do you think it's important to think about, people attraction. And then that there's some of that that gets there notice because it has been too siloed and I think if you're trying to build something that is attractive as a human employee or just as attracting people to it, and to being an advocate for it. That's when you kind of got to keep at the heart and I like the barbecue analogy that Kimberly made and that's what I whenever I do recruitment posts to someone, you know, you can't control people people will do and say what we want and we know people say that the experience is the new brand you know people will just type whatever if you do something wrong with suit too quick to call it out but then everything you can to help that person or support them we think that's that barbecue without the pub and they talked about the situation and someone asked them about it, or did they do this and did they do that, you know, we'll try. And I think if you try and come at it as an account member his name Forgive me, but the CEO of Unilever who recently retired, he's in a lot of good chat around building sustainable business and and says about is ultimately what I'm here to make products and services for people to use and I employ people. So people shouldn't be my last thought and come back to the jabbing I think, unfortunately. We're on the wrong side we need a mindset shift and then come, the things that we introduced the MPs and it'd be great if you didn't need it, or you use measurement that you're the measurement came from that the amount of people you can't. I would love to know how what tiptree jobs actually do because they're starting every so low, but suddenly when the fact that people buy their jam like I think we're having one of those unless you ask your people and you've got your people very engaged with conversations and you sit down with people working remotely, you've got, it's funny how some companies are putting together their teams to work out what works best for them and doing a mixup on and off site, the beginning some regional hubs, you've got other people putting keyboard trackers

Unknown Speaker 35:27

on people, and I know some of my

Unknown Speaker 35:30

friends have a friend who set up with the keyboard tracker figured out you can just press like a put a pad on the keys and it just makes it look like you're working all day,

Unknown Speaker 35:39

and she's a little bird. Yeah.

Unknown Speaker 35:45

It says a lot it says a lot and I think that that is sort of light on this. It's Yeah.

Unknown Speaker 35:51

So I actually wanted to. So we've seen about like kind of why is there a big divide and how maybe more about hierarchy go hand in hand. And Greg I throw a bit of a curveball to you here because I know you've just joined, you know, you've just started. So you've been through that employee experience, but also as maybe the head of a team as well like you're kind of coming in new. Do you have any ideas of maybe how you'll create that employee experience for your for your team, sorry,

Unknown Speaker 36:25

our creative work. Well, I think the responsibility for creating an employee experiences on a lot more people authenticity. The organization at large has the vast majority of the team heads though and people like myself, we've got a cultural job. I mean, I always think that I

Unknown Speaker 36:43

can't just get on my soapbox.

Unknown Speaker 36:46

I always think that the jobs of a leader, and nothing to do with the work, then nothing to do with you could be making widgets or selling coconuts or like in my case it's software. I think the job of a leader is make your people feel safe. make them feel like them making a difference. And just listen to this if you could, sometimes people just need to talk. And sometimes they tell me what is wrong with your organization, sometimes they tell you what their customers think, and those three things are things that I can achieve quite happily by remote. I don't think I'm quite as good at it. I think because I've lost like I've lost a bunch of different senses of a little bit at the start of that last year and I felt that I was trying to observe my universe of work through a 13 inch square, that was placed on my desk, and it's fine now I got a bigger monitor, but it was basically a difficult thing to do because I had lost some of the human senses that are part of leadership and work culture that are part of being able to leave, and part of actually understanding when your employee or your team member, you don't really call them employees. When your team member is feeling anxious or is worried or has something to say that they haven't said a lot of that is subconscious and a lot of various layers and layers which are a little bit more difficult in this slightly crazy world that we're living in right now. So, I have no idea if that answers your question but that's the best thing.

Unknown Speaker 38:19

And I guess maybe Nathan Is there anything you would like to add obviously as, you know, a leader as well within a company.

Unknown Speaker 38:28

Yeah, I mean look, you know, given that we've got a lot of human centered design experiments here. The framework or the meta you use for CX, or reckless for he actually already talked about on the chat is you know your your employees or 100 hosts those kind of tools and frameworks that we use and the csps. We can use very easily in the ESP. So it naturally goes hand in hand. I do, Rebecca just want to pick up on the previous question about why is there a difference between Yes, I think, I think, I think, Maybe it was Emma mentioned it that I'll probably put my head up and throw this in being contrarian that I usually am is differences. But as you've said the E x is worn by HR department and CX is usually possibly default maybe marketing. And the biggest issue I see is actually those two those two people need to co collaborate because the way we see e x MC x is a subset of your brand. The brand is your is your is your reason to be it's it's why you get up in the morning and unless it's a clear understanding of both sides of the same coin. Unless a move in the same direction, both from a customer perspective and an employer perspective, then invariably they tend to deviate and get lost, and we've all got examples of businesses which say to their customers we do this. On one hand, and then you meet them at the barbecue the employees or you have experienced themselves.

Unknown Speaker 0:00

called so recently that I wanted to ventilate and you know the difference is, you know, night and day between the employee experience. And it's so essential I do think, you know, often hear you know, particularly around sex as well work we do your HR professional is not your internal custodian of your brand. You know, unless they have a very clear view of what the brand is the brand ambition is, it tends to deviate tends to talk about values which aren't particularly aligned to the brand values, and that tends to be again. Again cliché, a marketing, and a role, but it's very clear, conversation between the two, which I think is lacking that's causing the divide.

Unknown Speaker 0:48

It's a really good place

Unknown Speaker 0:49

to start, not just a sign of a company where the internal values and the externally projected values are different.

Unknown Speaker 0:57

Absolutely great, you know, and I think that they need to be aligned and it goes, you know, from my perspective, it goes right back to your recruitment process your recruitment process needs to have a filter about this is what our brand stands for. If it's about simplicity and I have to say I'm an amazing admirer of Atlassian it's kind of values to keep the no bullshit and go to the customer. You know, and the power of teams but the no bullshit should be absolutely how your employee experience should be. It should be how your recruitment experience be. We've all had situations where,

Unknown Speaker 1:30

you know, you know the recruitment

Unknown Speaker 1:33

experiences is a tick the box up to the right school you effect fit the right profile, you know, not very often that, you know, you're asked, do your values match the company's been or the brand balance. And I think that's essential MMA desperate to jump in there so yeah stop me from talking anytime.

Unknown Speaker 1:52

I'm ready. I think we're just talking a bit about the employee value proposition in a way and the branding and, you know, a huge part of what I do and why I do what I do is because of all the. Excuse me, bullshit smoke and mirrors and lip service that gets paid to this stuff. In reality, so, you know, Atlassian has a set of values that I think, you know, they've put themselves out there and said this is us being no bullshit and saying what we really think, and not dressing it up. But I can tell you, I've been in this game for sure Katherine's, not too far off me but 27 years now. In the recruiting talent, people and culture space, and I can not tell you, I get asked on a regular basis, who's doing this well. And there's not very many that the reality of what goes on inside reflects what you see outside. So when you're doing customer experience. And you do a huge amount of research and you put a lot of research into it because your customers are, why you exist you live to serve your customers. The difference is having the same purpose from your leaders to serve their people. And that I do not see very often so it's it's wonderful to talk about it, but I think the reality of what's out there, falls very very far short of it. The, the focus is not put on that to the degree that you're describing which sounds wonderful. in theory, I just don't see it practiced

Unknown Speaker 3:21

with not because what where I noticed you've got your first point of problem is whether people are aligned to Nathan's point through an agreed want any patient. Because if if you're not a marketer, but you're in the customer service team. Your specialization isn't brand. It isn't understanding marketing, you're the person that the customer touches, when they contact your business. So the execution and the training of staff and this skill sets that have built for them to be able to provide a seamless customer experience across the journey you provide becomes really critical. One of the things I'm noticing more and more in conversations over zoom I'm having is the failure to recognize that service and systems have what are non repeatable by other organizations and that can really distinguish you and the investment that needs to be put into those as part of what are your plays provide is it seamless does it resonate with your brand that might sit in marketing, but where it's actually touched by the customer can be in your service team can be in other or third party distributors, so that execution pace becomes quite complex, even if the want, and the aligned agreement is there.

Unknown Speaker 4:41

But the difference

Unknown Speaker 4:42

is this recruitment, this is where I think it breaks down, is that you're, and I'm, I come from a place of being a part of a Slack channel, which is full of talent acquisition people across Australia some overseas, as far as London and parts of Asia, and it's really active, and it's, I could tell you, there are people from companies that are here whose talent acquisition people are part of this

Slack channel, and we talk all the time, and I ran a session on EDP recently. And what the reality is is that the people on the front line who are doing that attraction in the same way as Nathan was talking about in attracting your customers that piece that they're doing comes from a place where they are given a slice of knowledge, this big, and all they focus on is attraction. Now attraction is this you know we're talking branding it's making something look attractive, but they have they have virtually no line of sight or very limited line of sight of actually the effects or the experience that happens further down the track for those people. So where obviously in my life isn't it I'm talking about you know the the experience of women working in technology teams, which is pretty appalling. A lot of the time. So although you can say all these wonderful things out externally, when you're going out to market. The reality of what happens when people get through the door is the same thing different company, you know, it's the same for all of them because they're not, then it's not authentic so you talk about authentic branding and you want your branding to be authentic and it may well be to your customer. If you fix all your service provision and everything is joined up internally and people are, you know, working with values. But when it comes to the experience of the employees, it's great for some people, but not for everybody, certainly not for a lot of people and it just doesn't you know and then going out to market saying this is a wonderful place to work because we have all these wonderful things. And that's what the brand is but it's not based on real experience. Sorry to be negative. And I don't mean to be overly negative I've

Unknown Speaker 6:47

got it in Korean perspective that kind of addresses that from a different perspective than than what's been discussed, but I don't know if that's going to take us out a long way so Becky tell us whether you want us to dig a little bit deeper into this or.

Unknown Speaker 7:03

Well, I might question and then maybe we can see if we, and then maybe we can move, move back into it, but I think, Emma and Ernie and people are bringing up an incredible point here about maybe companies that are potentially projecting an image that isn't reflective of what they actually are. And I think one thing that is discussed a lot is, how do potential employees select candidates who are applying for a job. How do they like, I guess, weed out the liars, I guess you know so I think when you're when you're interviewing for a role. I've asked this in the past when I am prior to moving to Australia I was like, how did you figure out if it's a good culture fish like what questions, should you ask, because I think it's, you know, the expectation versus the reality of when you join can be so jarring that you end up nearly jumping back on LinkedIn to find a new job straight away. So, you know, is there anything you can ask oh my god

Unknown Speaker 8:02

exists glass doors there for that reason glass doors become such a massive thing because of it, because people do want to have a glass door view of inside a company, so they will look how people, how companies are rated they'll look at the people their quality of people, they'll do their research and their due diligence beforehand. And, you know, and often they end up going in eyes wide open that isn't necessarily, and certainly for women in tech, it's going to be the same everywhere. But, you know, that's that the culture has done so well because it's allowing companies, the ability or giving companies, the ability to to do the, the research, the same way as you would do it for customer experience, they do the user research or the customer research and they're doing that on employees so you can actually go in and properly use if you use the tool properly, a lot of people who have that tool don't necessarily use it properly but it can give you the insights you need.

Unknown Speaker 8:58

How would you go, Katherine and then how would you

Unknown Speaker 9:03

just kind of piggyback on that question about the culture is actually a really good way to evaluate whether you really do want to work with that organization or not, for example, and oversized and if a company has, you know some owned shared values that everyone in the organization knows, they will have some very clearly documented content that they can share and not only that proactively make a point of giving that to you as an applicant. And that is the best way to evaluate with the care so most people that know me I do work with the deaf and hard of hearing community, and I help young people apply for jobs and feel comfortable being completely 100% human when they apply and the biggest question I get is, when do I tell them that I'm deaf. And at what point you know what if they tell me to go away. And I say right well if you tell them, you should always be 100% yourself at first and if those people have an issue with that. You don't want to work there anyway, but you can go and look on their website and if they have captions on their video. If they talk about a DNI strategy. You can get a feel for a company, unfortunately we've touched on it briefly because we have devalued the recruitment process, it is very difficult to physically get to talk to someone to get that information, but that's where I think any company that does this right and shares that and gives you

access to the culture. I hope so I'd like to believe that Atlassian did that with radar most people have a very good experience through that, as do people with Salesforce companies vote is one of the best places to work, companies that are most successful companies at the moment, goes hand in hand. So,

Unknown Speaker 10:39

I would say, don't be fooled by the pool tables. Look for the value statements.

Unknown Speaker 10:46

hundred percent.

Unknown Speaker 10:48

Make up your question was a really specific one in my mind of those people that were going, what do I need to ask an interview to cross chicken, and whether it's lived and the things that come to mind for me is asking the person who's interviewing you. How is you know the value of a particular value you might have seen on the website that's important to you, exhibited within your immediate team, can you tell me the last time you saw that being lived in the woods, of course,

Unknown Speaker 11:16

or,

Unknown Speaker 11:17

you know, how do you invest in employees When was the last employee experience activity that you're, you're proud of. Where are you most challenged in that space and I think in Emma's sort of field you could ask, what is it you're doing, particularly about women in tech, and really evaluating on the spot. What dip events that they provide. And whether you're excited by that, or disappointed by it because it goes to that. Are you likely to be picked within that organization, or equally asking them, what's on your horizon to do about that, could I be part of that, trying to actually create an experience within the interview that already gets the realizing you're going to want to shoot that, because I might not be satisfied with where it sits and they want to change makeup. So having that conversation and just assessing how they respond to your prompts could be a good way to test your own gut reaction or, you know, with my heart going to be in place,

Unknown Speaker 12:19

as I can. That's awesome.

Unknown Speaker 12:20

Yeah, so

Unknown Speaker 12:25

I'm gonna have to pull that one I

Unknown Speaker 12:27

recorded that didn't wait

Unknown Speaker 12:30

for that.

Unknown Speaker 12:32

But that's my

Unknown Speaker 12:34

flurry of other questions. Great because I think this is something where you want to make sure you're going to be able to contribute to an organization, and see beyond the smoke and mirrors that might have been mentioned, it also shows you did your homework. And that, if they really are living up to those values, you're gonna meet them where they're at. Yeah.

Unknown Speaker 12:58

I think I made a good point or something, then, boom, I'm gonna swear a lot now, and there's no bullshit. And I think everyone's had enough of the bullshit This is to come back to my industry full of bullshit. And, and you really can't do that anymore. You know, I, we can't sell snow to Eskimos like we used to we have to be genuine I know that sounds cliché or fluffy but it's true and, I think, whether you're building it into a box. If it's an AR like there's a lot of chat at the moment about empathetic AI and how we build a computer that will talk to us in a way because we're sick of being on that computer. So I think we really yeah but I think if companies aren't aren't taking more of this no bullshit attitude towards it, they're probably going to miss out on what Dustin's done well you know just got a cup foon.

Unknown Speaker 13:49

Yes, cut through the bullshit. And

Unknown Speaker 13:54

so we've actually got another question from Christine, and Selena Your eyes will probably start a flurry of them. Okay, so how do we help organizations, assess x, and do so both efficiently and sufficiently to understand the divergence in perspectives across employees, and what drives that diversion. There's a second part to that question but I'll just start with us.

Unknown Speaker 14:19

So, basically.

Unknown Speaker 14:22

So how do we help organizations, assess effects and do so both efficiently and sufficiently to understand the divergence in perspectives and crawl across employees, and what drives up divergence.

Unknown Speaker 14:37

Inside the culture, um, you know, when I mentioned called Trump I think that's probably the best tool I've seen to help. But, what would you say Lucas if you

Unknown Speaker 14:47

had, how to. You're the expert in x.

Unknown Speaker 14:51

Yeah, this is actually a really tough one because it's something that is really dependent on leadership wanting to hear these voices. And so, as, as, as a team, it's important to be honest. I was going to say before kind of my criterion view is around that is saying there is a bit of an unwitting deceit in the relationship between employers and employees. So, I'll give you, I'll give you an example.

Unknown Speaker 15:33

When was the last time you went to the butcher or to eat the fruit and veggie place sometime this week.

Unknown Speaker 15:43

Yes. So, let's say you went to the, to the shop. And you said I want the steak, and they said yes that will be \$10. So, I give them the \$10. In that situation, who is the customer

Unknown Speaker 16:03

is the butcher or am I the customer

Unknown Speaker 16:07

person with the \$10.

Unknown Speaker 16:09

That's right, giving the \$10, right. The trick question. Okay, now let's apply that thinking to the employee employer relationship, who is giving the money.

Unknown Speaker 16:24

The employer

Unknown Speaker 16:26

employer, right, that makes the employer at a basic level, at a basic psychological level, the employer is a customer of the employees, the flow of value. He runs from the employer to the employee, and there's a there's a basic. So, I know this is like, I couldn't see the people's faces it kind of goes counter to a lot of things that we've been trained on. But that's why I'm in this panel. This, this mindset is something that needs to be shifted into one of partnership with the organization. So yes, there is a customer like relationship with employees that an organization has because there's a whole lot of issues of power imbalance and situations like that. I've got a long history, and I understand all that. But at the end of the day, we used to at a very basic level that when I give you some value.

Unknown Speaker 17:41

Like, I'm the one who's the customer. So

Unknown Speaker 17:47

there needs to be some realignment in the honesty of the relationship that an employer has with the employees and I think a lot of organizations. Say, are your employees are a customer and people are the most important thing in our organization. But then there's this need money is being given to employees. And so there's this need for partnership, from the employees to contribute in in a in a in a customer type relationship to the employer. So, that honesty is not currently happening in in interviews and things like that so what needs to be shifted the shift that needs to happen, I believe, is that instead of just the employer being a roofer trying to say, look at all these wonderful things that that we offer. And then, once the person is in a relationship with the employer, then there's this change that says, Well now you need to deliver all these things, there needs to be an honesty about the relationship right from the very beginning and it's not, it's not about. Obviously there's a whole branding component, there's a whole component of how you communicate that. But the expectations of employees and employees. Employers are kind of mismatched, and if we can help employees, sort of, just add that component of the employer is my customer that can add a shifting perspective that maybe you want this employer as your customer in your life. Maybe you don't, and that's okay as well. But I just think that that mismatches is really important to to get it right.

Unknown Speaker 19:48

I just want to apply to Lucas's but I think that there is this issue with the value of what's on one side or the other. Recruitment plays a part in this as well and some of that has then been filtered into companies, it goes back to November till the early years. And when you look at it and people you know what's culture doesn't really matter. And I think all of us that the older ones of the group have worked in places where, you know, we weren't the long hours and that's how you got the promotion and there was there was very little shared and valuable the power was very weighted on one side. That was quite interesting. We also look over history, history is the answer for some of this. We've eroded share schemes, it's quite interesting, companies looking at ways of if you put some share ownership. That shifts the mindset and also a bit of the power, you know, there's still many, many people. But then, I think, I think we've seen some corporations get very afraid to give their employees that power. That's why I think that'd be when you look at quite ballsy what tiptree jams done I mean if we if they put a foot wrong which they did, they they they gobbled up a lot of the water supply of tiptree, but it shouldn't have. But it was very quickly fixed and I think when you, and this is starting to shift a bit with with customers as well as do some work we have a product, and this advisor for back that gives customers, a little ownership of shares rather than loyalty points or that it shifts the minds of the customer thinks I own a bit of that company I'm more likely to promote it to a friend and promote you know and more likely to read the email communication that comes, and it shifts your mind into I value this now, and I think so much go radical and give everyone houses but I do it I've thought about it, we've got all this commercial real estate in the city, you know, could it be that there's several floors that for employees if they want to do a paid pin pay sort of part ownership shared helps we get across about I don't know but I do think shifting some you know this is a time when we can. I think talk and speak quite radically about change because it's not going on. And I think any, any company that gives employees that power and then that was, I think will help them get through this. But it's ballsy, they don't really want to get that that level of control away. And, yeah,

Unknown Speaker 22:04

so I'm conscious of time and, and I know that we've kind of discussed. They were getting a couple of questions in here, but we've, we've discussed, I guess, a bit about the code how COVID has affected and we talked a little bit about the recruitment process as well. And now we have gotten some questions around so where's the difference with the few who focus on employee experience and those who don't why some invest in that and some don't. So is it a difference in human nature and character like some feel

like sharing profits and caring for the employees, and others are just selfish on a difference to their employees situations wellbeing and growth, or is it more than an education and awareness that makes a difference, or something else, what drives someone to think differently. It's a really good question.

Unknown Speaker 22:50

I've seen it. I've seen founders where you've got co founders who are like chalk and cheese on this, you know, and it is, I think it's quite often the case where you've got one founder who cares intrinsically, you know they have these implicit beliefs, it's their own personal belief system, and then you have others who are completely. You know, completely disjointed from that. So the two will have you know they'll have they'll be different people and. And I do think it's quite a human thing, and I think the other thing, as well as maturity. So the business, the maturity of an organization. So, when the founders of Atlassian first started Atlassian. You know when you get two guys in a you know once techie once an entrepreneur, or whatever, and they've got an idea, they they're not in the same headspace about that stuff, necessarily, as they might be when they've got maybe a couple hundred people in the company, you know, and there's a maturity. You know trajectory that they'll probably go on over time and we're one, you know, I've got two co founders and I work with people might come for a night finder, and they're totally different in their belief systems and how they think about, you know, diversity and inclusion, as an example, and you've got multiple founders in that group, and they all have different viewpoints and different care factors for it. And so I do think it's quite, you know, it comes from lived experience and your perspective on life and all the other things that influence how we see the world as individuals.

Unknown Speaker 24:27

That's fine. I think indirectly, a couple of I'm going to say this, it feels a bit like nature nurture coming into play, like a nature that might be bad but with experience, you learn to look out for opportunities and what the impact of values and his point with businesses is starting out, what's front of mind. It's how do I get my best customer How do I, if that's not the employee experience I need to create when I've got 100 600, you know 4000 people. And it's really becomes quite critical, I think to look at is the mentoring support. And also, where human centered design and our roles and expertise can play such a huge contribution. I was hoping at a startup, that's just a friend recently and I realized in the conversation with their founders that I was the only one, bringing even a CX, or an X lens to their business. And that was

Unknown Speaker 25:30

by chance,

Unknown Speaker 25:32

rather than

Unknown Speaker 25:34

you know good design. Now, but not, no detriment. I think they'll run a great business and they're really focused on those in front of mind for them in that moment with a lot of other factors, because they don't yet have employees

Unknown Speaker 25:53

DNI observing the diversity and inclusion perspective when I approach people about my program I typically find two camps of people. There's a camp of people that really want to be more socially responsible, and they want more inclusion in their teams and they do they do get the commercial value we've now got some stats around that and Mr. m can talk to great stats around, and then drop off women in tech and another product she's introducing to help combat that but the other flip side is I now get people that go yeah it's just, it's a commercial decision and commercially we want to build products and services that reach more people and they're actually getting that, and that's that's that's there's two camps, so I think you're always going to find employees or people where they're doing it because the genuine love and they get all they're doing it because they know it's commercially smart and. And I think then you have to work as a person, as long as enough humanized element here, and you can do it but I think it's still I mean, Kimberly I might ask you because I feel like the x row and Emma, it's still relatively new, like it's not everywhere, or it's not understood it's not separate. It's siloed or, it's still quite a young focus, I think, for organizations.

Unknown Speaker 27:08

I mean it could be our expansion is 18 months old. That's young,

Unknown Speaker 27:14

it is,

Unknown Speaker 27:17

I think why did we, why did we start why we born. I think that it came from the fact that we had a new CEO who really cared about people with the SEC you know real people say oh,

Unknown Speaker 27:32

who spent much more time you know visiting our different offices around the country than kind of thinking exact meetings, or you know being at the prime morning tea rather than often offered a board meeting. I think we had a newly defined strategy whether we felt that we had to put a stronger onus on this, and I also think there was that commercial lens to katherina. We're starting to say some things that are concerning and, you know, we need to focus on this a lot more, you know, it costs a lot of money to hire somebody new to replace somebody else's lots of people are leaving.

Unknown Speaker 28:07

So, I think it's one thing.

Unknown Speaker 28:12

Thank you that point, I think that's the biggest thing people do not make the connection with the cost of someone leaving. And I get a little bit record somebody sounds like, I've got to get my little bit in.

Unknown Speaker 28:25

People

Unknown Speaker 28:26

think I've sat there as a revision I've watched this over 20 years. The time it takes to hire someone has gone ridiculously off the chart. We have people having hundreds of interview with demanding novem. We've got problems where people are applying for things, and are now saying that I want anything to do with that brand often within the last week I took people once a Canva. Once AWS, which was I don't interested, and that's quite an interesting thing to hear of brands, obviously that are pro cessful, and because of that that process, and I've seen it where I've had more more people come to me and go I will want you to work on this job but we want a guaranteed period for a replace for free extended out to six months and I might, why you should within three months if someone's working out and I think you're just trying to churn through people. So what I've started to experience probably over the last five years it's got dramatic work, because I went into management and came back into hands on recruitment is the people element has been sucked out of it. And that says a lot about but it wasn't necessarily about culture. I measured a lot on how I'm treated as a supplier and how other people are treated in that process on how that they value employee experience and people in their organization. And it leaves a lot to be desired in a lot of cases, unfortunately, and, and I think we have an opportunity to clean it up because the cost of that turn is huge and and you'll look at some lessons an example there's very rare people leave. They go for permanent hiring, they have extra resources for recruiters to help them when there's peaks and troughs, the service should stay the same. And people are so excited about know that they put on LinkedIn and they got their impact and, and it's a bit of an it's a wonderful and that that's how it should be. And, and oh look they have a very successful company, they make a lot of money. So, I'll shut up now. Thank you. I put it out.

Unknown Speaker 30:23

Right. And so, I promise people that we would kind of be wrapping up around seven, and we do have a couple more questions, and I won't go through them all, there was a really interesting one. We're not going to be able to do it quickly but I know that I will send a link to all the content in the blog that I create afterwards. But, um, I don't know, Lucas kind of an mo were discussing this previously around, and, you know, is this a transformation project right for each HCD team to drive an organization level or is an ecosystem design problem that job seekers, or employers need to start pushing for change. So, is there any way we can briefly touch this, or is this way too.

Unknown Speaker 31:06

I think it's fun. No, I think it's fun, it's about people to vote with their feet, I want people to call out this bad behavior from the recruitment end and I'll leave the other guys to do the bit once you're in there. And, but can we, and it started to happen, which is good on LinkedIn, but yeah, what you won't you won't people won't work with a recruiter anymore if they're pushy if they're rude, if they're horrible they don't get back to you. So what it comes back to this power thing that was so having this fear to call it

out, because we don't get a job then, do you want to work there, the horrible. I think we as a people we need to vote with our feet, because that's going to help drive the change.

Unknown Speaker 31:45

And then now hand over to the experienced people

Unknown Speaker 31:49

got one minute contribution and I think it's even shorter than that, it's both. Because even if you match with your feet and everyone gets involved, you still need the diverse expertise that HCD brings so that you have some support and methods and the diversity of expertise is really shared in the CO creation. I, my sort of career is, you know, longer than 15 years, but I've got, you know, probably five years in the HDD space and I thought I wish I'd had it earlier, because that skill set and frame, frame of reference, you've got shared with other people, is really supportive empathetic and curious, which removes a lot of the judgments that can go on if everyone's running the problem, without a coordinated solution. Mm hmm. Well one of the things that we did to try to shift the the power and the dynamics that you see in an interview, is we created a tool called the job seeker Canvas, which aims to shift, what happens during an interview and beforehand. And I don't know Katherine if you've

Unknown Speaker 33:00

grabbed it.

Unknown Speaker 33:02

If you wanted to notice, very quickly.

Unknown Speaker 33:07

It's basically to

Unknown Speaker 33:08

two parts to to the, to the job secret canvas. One is learning about me and what basically were a lot of insights design insights that drove the creation of this was that the mindset that a lot of job seekers go into into interviews with is, I want to get that job. Right. And that's the wrong mindset to have because you don't know what that job is going to be like you don't know what that employer is going to be like. So one of the key things that that we saw, to help shift that is to gain clarity around you as a person, what you have, we've talked about the values that you're looking for in, in an organization. A lot of people haven't done deeper into what what they value right so this this first part, the about me part of the job seeker Canvas helps you to articulate the value that you bring to an employer by discussing what are the outcomes that you've achieved what are some challenges that you've developed, what are the types of experiences that that you've addressed and the whole purpose of this is to increase the confidence level in your ability to talk about what what you bring to the table. Often people get asked questions and they're trying to think on the spot, about their value proposition. And all of this is focused on on doing that pre work before you go to any interview. So that's the About Me page. Then what we say to to employees, is to then take after you've done that pre work to take this about job page to an interview. When you think of a typical interview experience. Typically it looks like this, the interviewers have all got pens and notebooks, and they're writing, and they're looking at you, and the job seeker is sitting there, asking it's, it's the it's the dynamic of an interrogation rather than a than a two way dialogue. Right. And so we will try to think of how can we change the dynamic in a really subtle way. And the reason that we say to take this with you to to an interview. Is that so you as an employee have got a pen and paper that you're also taking notes, as, as questions are being asked as discussions are being made. Part of why we have questions here and prompts that help. The, the job seeker to ask questions about the job is that, in an interview. Most conversations are about responsibilities as opposed to what are you trying to achieve, what's getting in the way of achieving that and that's what those outcomes and challenges questions are about. So, those are prompts for the, for the job seeker to be asking those types of questions, and the context is what we were talking about before, we're learning, get an amazing job in in using behavioral type questions to put to them about the employee experience. That's, that's the whole area of context, and the whole purpose you can see the little top circle above there and on the other pages a little circle at the bottom so that when you get home, you can put the two little half circles together, and you can do a comparison around you what you identified for you what your values are, and what you discovered in in the interview, and then you can decide what kind of a job fit, that is, the whole purpose for the tool is to is to change that dynamic of what an interview is like and to empower the the job seeker in that dynamic.

Unknown Speaker 37:16

Yeah. Just a simple. Thank you, Lucas that's awesome because a lot of you know I'm usually called in when the recruitment process has failed, or there's problems, and it's usually because of recruitment process has been put into place and came back to Emma's point, I think a lot of time acquisition people when I've done a stint been in an internal recruitment role as well as being external and one thing I noticed when you're internal is you have very little control, or power or opportunity to strategize or to guide or to lead and to help change you are literally you're, you're in a you're stuck in a position and you're just trying to do what you can, in that position. So, to break that you know a lot of people I work with to say look, you know, they're trying to hide the trying to hire for a mindset. If you do a proper design recruitment process, you're always talking about the person's mind and their portfolio. And now we've seen more and more businesses need more and more roles where the mindset is so important. There's a lot of work to do around culture and values and alignment but we also need to shift that process and probably replace out some technology that we use to better service that and I think it's interesting, and Emma's product that she's launched is obviously, if a company's got an intent to address that diversity issue, they're going to be interested in the product or the product helps them address that, you know, I think everyone would argue most recruitment and HR tech you work with does not help. It doesn't help the application process, it doesn't demonstrate the person, so it doesn't enable you to show work. So, there's some things around there and I think one of the points people said about what you can do first as a designer can raise this conversation I think when you're in somewhere where you work where you go to work to talk about great design problem to solve, lots of opportunity, and also use as a designer can people in businesses the best place to start is to ask employees to go through a process to apply, apply for a job and start there. And I think then gather that information, and then your all of your employees are then part of the change and I think that's the key thing you can't just put this on some like Kimberly's shoulders to drive that or ms come in. Everybody has to be a part of it.

Unknown Speaker 39:27

I'll stop No, I think that's a nice, a nice way to end where we're all in this together, we need to drive us. Yeah, yeah, we have some

Unknown Speaker 39:35

jam I'm gonna use some jam now.

Unknown Speaker 39:37

Yeah, so I'm conscious that it's dinnertime for everyone. So, if there's not any vital little last tidbits you want to share we might end it there, and I will also be sharing both the recording, and I've also done the transcription for anyone that is hard of hearing so that I can bring that together you. Welcome. And, yeah, I just want to say thank you very much to our incredible panelists. You have shared a fine ton of knowledge, people just kept saying in the chat, quote, unquote, so I'm going to have to go through and maybe try and tell.