Identifying and Managing Moments That Matter to Employees

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- Discussing or disclosing customer-specific information
- Discussing or actively dividing or allocating markets or customers
- Discussing or actively engaging in boycotts or refusals to deal
- Discussing or taking joint action against a customer, supplier, distributor or competitor

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Employee experience is a growing priority

Employee experience definition

Employee experience
The interactions employees have throughout all touchpoints in their day-to-day work and the contexts that influence those interactions

Source: Gartner (2019)

Top key initiatives for HR leaders in 2019

1. Building Critical Skills and Competencies for the Organization
2. Current and Future Leadership Bench
3. Employee Experience

n = 843 HR leaders
Source: Gartner 2018 Digital Employee Experience Survey
Employees don’t feel understood

Q: "HR really understands what people like me need and want."

- 16% Disagree
- 29% Agree
- 55% Neutral

n = 5,873 employees
Source: Gartner 2018 Digital Employee Experience Survey

Q: "HR staff sufficiently involve employees when scoping and identifying business needs."

- 28% Agree
- 72% Disagree

n = 171 HR leaders
Source: Gartner 2018 Digital Employee Experience Survey
Surveys still main approach for understanding employees

Methods for measuring employee engagement

- Formal, large-scale surveys: 79%
- Small-scale pulse surveys: 50%
- One-off, topic-specific surveys: 23%
- Non-survey measurements: 15%
- Other engagement surveys: 8%
- Other: 6%
- We do not plan to measure employee engagement in 2019: 3%

n = 97 CHROs and business unit leaders
Source: Gartner 2018 HR Agenda Poll
Multiple limitations to HR surveys

Limitations of surveys

Limitation 1: Reflects HR’s biases
“Surveys are great, but sometimes we are limited by only asking questions that HR thinks are important.”

Limitation 2: Often infrequent and static
“We only do engagement surveys once a year, so we don’t always know what is happening in the moment.”

Limitation 3: Difficulty taking action
“Most of the time we only use these surveys to tell us if employees are satisfied, rather than improving employee programs, processes and tools.”

Source: Gartner (2019)
Emerging techniques to understand employees

**Personas and journey maps**

Percentage of HR functions experimenting with and interested in each approach

- **Creating employee personas**
  - We have done this: 18%
  - We plan on doing this: 19%

- **Mapping employee journeys**
  - We have done this: 29%
  - We plan on doing this: 21%

Source: Gartner (2019)

n = 253 HR leaders

Source: Gartner (2019)
Emerging techniques to understand employees

**Personas and journey maps**

Percentage of HR functions experimenting with and interested in each approach

- **Creating employee personas**
  - We have done this: 18%
  - We plan on doing this: 19%

- **Mapping employee journeys**
  - We have done this: 29%
  - We plan on doing this: 21%

n = 253 HR leaders
Source: Gartner (2019)

**Moments That Matter**

Percentage of HR functions experimenting with and interested in Moments That Matter

- **We have done this**: 16%
- **We plan on doing this**: 56%

n = 43 HR leaders
Source: Gartner (2019)
Moments That Matter address common limitations

Benefits of Moments That Matter relative to employee surveys

- **Limitation 1: Reflects HR’s biases**
  - “Surveys are great, but sometimes we are limited by only asking questions that HR thinks are important.”
  - Moments That Matter benefit: Captures employee perspective
  - “Moments That Matter allow us to learn more about the moments that matter to employees rather than the moments that HR and leaders think matter to employees.”

- **Limitation 2: Often infrequent and static**
  - “We only do engagement surveys once a year, so we don’t always know what is happening in the moment.”
  - Moments That Matter benefit: Designed to evolve
  - “Moments That Matter evolve and we are continuously evaluating if these moments align with employee needs and wants.”

- **Limitation 3: Difficulty taking action**
  - “Most of the time we only use these surveys to tell us if employees are satisfied, rather than improving employee programs, processes and tools.”
  - Moments That Matter benefit: Enables action
  - “When we identify the Moments That Matter to employees, we have clear next steps for HR to take action on to improve the employee experience.”

Source: Gartner (2019)
Defining “Moments That Matter”

Understanding the elements of Moments That Matter

Getting started with Moments That Matter
Moments That Matter origins

Customer experience (CX) “Moments of Truth” definition

Moments of Truth
Moments in a customer journey that determine if a customer will make a purchase from your organization

Both emotional and rational moments
Both now and in the future
Moments CX can and cannot control

Source: Gartner (2019)
Moments That Matter defined

Employee experience (EX) “Moments That Matter” definition

Moments That Matter
Moments that impact an employee’s organizational experience most significantly

- Both positive and negative
- Across an employee’s day, year, career
- Both in and out of the organization’s (and HR’s) control

Source: Gartner (2019)
Elements of Moments That Matter

Five elements of Moments That Matter

- Emotion-generating
- Scalable
- Frequent
- Business-aligned
- Critical-talent-aligned

Source: Gartner (2019)
A tale of two organizations

Talent goals and Moments That Matter elements

HR leaders must ensure Moments That Matter align with their talent goals.

<table>
<thead>
<tr>
<th>Goals</th>
<th>Organization A</th>
<th>Organization B</th>
</tr>
</thead>
<tbody>
<tr>
<td>To improve their leadership pipeline</td>
<td>To improve their employee brand</td>
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Source: Gartner (2019)
# A tale of two organizations

## Talent goals and Moments That Matter elements

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</tbody>
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| Potential Moments That Matter elements prioritized | Critical-talent-aligned | Business-aligned |

Source: Gartner (2019)
Benefits of Moments That Matter identification

Four benefits

- Improved delivery of promised EVP
- Improved employee perceptions of and relationships with HR
- More informed and targeted HR investment
- HR solutions that are more relevant to employees

Source: Gartner (2019)
Roadmap

Defining “Moments That Matter”

Understanding the elements of Moments That Matter

Getting started with Moments That Matter
Understanding each of the five elements

Five elements of Moments That Matter

- Emotion-generating
- Scalable
- Frequent
- Business-aligned
- Critical-talent-aligned

Source: Gartner (2019)
Element 1

Emotion-generating

Definition
Moments that elicit a strong emotional response from employees

Why consider this element?
Because these moments have a lasting effect on employees’ opinions of their organization, they impact employees’ decision making and have a ripple effect on the other employees with whom they interact.

Source: Gartner (2019)
Element 2

Scalable

Definition
Moments that impact a large number or percentage of the employee population

Why consider this element?
When HR improves these moments, it ensures its investments have a fair and global impact on most or all employees.

Source: Gartner (2019)
Element 3

Frequent

**Definition**
Moments that occur the most often in an employee’s experience

**Why consider this element?**
Employees are always experiencing these moments, which means there is a greater likelihood that recency bias with these moments will impact their decision making.

Source: Gartner (2019)
Element 4

Business-aligned

Definition
Moments that align with the business strategy, culture and values

Why consider this element?
Because these moments align with business goals, HR can be confident in buy-in from senior stakeholders and its ability to show tangible business outcomes.

Source: Gartner (2019)
Element 5

Critical-talent-aligned

Definition
Moments that disproportionately impact a critical or desired employee population

Why consider this element?
Improving these moments can help organizations recruit, engage and retain top talent.

Source: Gartner (2019)
Roadmap

Defining “Moments That Matter”

Understanding the elements of Moments That Matter

Getting started with Moments That Matter
Identify Moments That Matter to your organization

Keys to success

1. Define and analyze the Moments That Matter for your organization: Consider which elements of Moments That Matter for your organization.

2. Gain employee perspective: Not only does this require working with employees through focus groups and one-on-one interactions to understand the Moments That Matter to them, but also checking in over time to ensure these moments still matter.

3. Involve the organization in Moments That Matter execution: Recognize that the execution of the Moments That Matter lives across HR, other functions, leaders, managers and even employees.
Appendix
## Appendix

### Top 10 memorable experiences

<table>
<thead>
<tr>
<th>Experience</th>
<th>Memorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being discriminated against at work</td>
<td>36.2%</td>
</tr>
<tr>
<td>Taking maternity or paternity leave</td>
<td>26.5%</td>
</tr>
<tr>
<td>Relocating at least 50 miles away for the organization</td>
<td>20.2%</td>
</tr>
<tr>
<td>Being passed over for a promotion</td>
<td>19.5%</td>
</tr>
<tr>
<td>Establishing a flexible schedule or work arrangement</td>
<td>19.3%</td>
</tr>
<tr>
<td>Managing an underperformer</td>
<td>18.2%</td>
</tr>
<tr>
<td>Changing a benefits election</td>
<td>18.0%</td>
</tr>
<tr>
<td>Hiring a new person on your team</td>
<td>18.0%</td>
</tr>
<tr>
<td>Getting injured at work</td>
<td>17.9%</td>
</tr>
<tr>
<td>Being embroiled in a conflict at work</td>
<td>17.5%</td>
</tr>
</tbody>
</table>

n = 5,873 employees  
Source: Gartner 2018 Digital Employee Experience Survey
## Appendix

### Moments That Matter by region

<table>
<thead>
<tr>
<th>Africa</th>
<th>Asia</th>
<th>Australia and Oceania</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Being discriminated against at work</td>
<td>Hiring a new person on your team</td>
<td>Being discriminated against at work</td>
</tr>
<tr>
<td>2  Applying for an internal job opening</td>
<td>Establishing a flexible schedule or work arrangement</td>
<td>Taking maternity or paternity leave</td>
</tr>
<tr>
<td>3  Being passed over for a promotion</td>
<td>Changing a benefits election</td>
<td>Hiring a new person on your team</td>
</tr>
<tr>
<td>4  Being embroiled in a conflict at work</td>
<td>Being discriminated against at work</td>
<td>Establishing a flexible schedule or work arrangement</td>
</tr>
<tr>
<td>5  Getting a new hire started and productive</td>
<td>Delivering a performance review</td>
<td>Applying for an internal job opening</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Central and South America</th>
<th>Europe</th>
<th>North America and Caribbean</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Getting a new hire started and productive</td>
<td>Hiring a new person on your team</td>
<td>Changing a benefits election</td>
</tr>
<tr>
<td>2  Hiring a new person on your team</td>
<td>Taking maternity or paternity leave</td>
<td>Establishing a flexible schedule or work arrangement</td>
</tr>
<tr>
<td>3  Establishing a flexible schedule or work arrangement</td>
<td>Being discriminated against at work</td>
<td>Applying for an internal job opening</td>
</tr>
<tr>
<td>4  Being promoted into a managerial role for the first time</td>
<td>Getting a new hire started and productive</td>
<td>Transferring to a different role internally</td>
</tr>
<tr>
<td>5  Managing an underperformer</td>
<td>Managing an underperformer</td>
<td>Being discriminated against at work</td>
</tr>
</tbody>
</table>

n = 5,873 employees
Source: Gartner 2018 Digital Employee Experience Survey
Note: Questions identifying race or ethnicity were only asked of U.S. respondents.
## Moments That Matter by generation

<table>
<thead>
<tr>
<th>Generation Z</th>
<th>Millennials</th>
<th>Generation X</th>
<th>Baby boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Hiring a new person on your team</td>
<td>Hiring a new person on your team</td>
<td>Being discriminated against at work</td>
<td>Completing mandatory compliance or other regulatory training</td>
</tr>
<tr>
<td>2 Getting a new hire started and productive</td>
<td>Taking maternity or paternity leave</td>
<td>Hiring a new person on your team</td>
<td>Getting a new hire started and productive</td>
</tr>
<tr>
<td>3 Delivering a performance review</td>
<td>Establishing a flexible schedule or work arrangement</td>
<td>Managing an underperformer</td>
<td>Transferring to a different role internally</td>
</tr>
<tr>
<td>4 Being discriminated against at work</td>
<td>Being discriminated against at work</td>
<td>Establishing a flexible schedule or work arrangement</td>
<td>Applying for an internal job opening</td>
</tr>
<tr>
<td>5 Getting injured at work</td>
<td>Applying for an internal job opening</td>
<td>Changing a benefits election</td>
<td>Hiring a new person on your team</td>
</tr>
</tbody>
</table>

n = 5,873 employees  
Source: Gartner 2018 Digital Employee Experience Survey
# Appendix

## Moments That Matter by gender

<table>
<thead>
<tr>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Hiring a new person on your team</td>
<td>Taking maternity or paternity leave</td>
</tr>
<tr>
<td>2 Getting a new hire started and productive</td>
<td>Being discriminated against at work</td>
</tr>
<tr>
<td>3 Managing an underperformer</td>
<td>Establishing a flexible schedule or work arrangement</td>
</tr>
<tr>
<td>4 Establishing a flexible schedule or work arrangement</td>
<td>Changing a benefits election</td>
</tr>
<tr>
<td>5 Being discriminated against at work</td>
<td>Applying for an internal job opening</td>
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</table>

n = 5,873 employees  
Source: Gartner 2018 Digital Employee Experience Survey  
Note: Questions identifying veteran status, disability status and sexual orientation were only asked of U.S. respondents.
## Appendix

### Moments That Matter by ethnicity

<table>
<thead>
<tr>
<th>Asian</th>
<th>Black</th>
<th>Caucasian/white</th>
<th>Hispanic/Latino</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Taking maternity or paternity leave</td>
<td>Changing a benefits election</td>
<td>Changing a benefits election</td>
<td>Establishing a flexible schedule or work arrangement</td>
</tr>
<tr>
<td>2 Establishing a flexible schedule or work arrangement</td>
<td>Establishing a flexible schedule or work arrangement</td>
<td>Establishing a flexible schedule or work arrangement</td>
<td>Applying for an internal job opening</td>
</tr>
<tr>
<td>3 Applying for an internal job opening</td>
<td>Applying for an internal job opening</td>
<td>Applying for an internal job opening</td>
<td>Managing an underperformer</td>
</tr>
<tr>
<td>4 Being discriminated against at work</td>
<td>Being passed over for a promotion</td>
<td>Transferring to a different role internally</td>
<td>Being discriminated against at work</td>
</tr>
<tr>
<td>5 Completing mandatory compliance or other regulatory training</td>
<td>Managing an underperformer</td>
<td>Hiring a new person on your team</td>
<td>Changing a benefits election</td>
</tr>
</tbody>
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n = 5,873 employees  
Source: Gartner 2018 Digital Employee Experience Survey  
Note: Questions identifying race or ethnicity were only asked of U.S. respondents.
### Appendix

#### Moments That Matter by employee status

<table>
<thead>
<tr>
<th>Full time</th>
<th>Part time</th>
<th>Salary</th>
<th>Hourly</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hiring a new person on your team</td>
<td>Applying for an internal job opening</td>
<td>Hiring a new person on your team</td>
<td>Applying for an internal job opening</td>
</tr>
<tr>
<td>2. Being discriminated against at work</td>
<td>Hiring a new person on your team</td>
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<tr>
<td>3. Establishing a flexible schedule or work arrangement</td>
<td>Establishing a flexible schedule or work arrangement</td>
<td>Being discriminated against at work</td>
<td>Being discriminated against at work</td>
</tr>
<tr>
<td>4. Taking maternity or paternity leave</td>
<td>Being embroiled in a conflict at work</td>
<td>Managing an underperformer</td>
<td>Taking maternity or paternity leave</td>
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<td>5. Managing an underperformer</td>
<td>Taking maternity or paternity leave</td>
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Source: Gartner 2018 Digital Employee Experience Survey
Contact us

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