

A New Transparent EVP: Five Levers to Build Workforce Trust



Context

Disruptions can reduce employee trust and engagement, but transparency from leaders can foster it. To create a disruption-proof employee value proposition (EVP) and protect trust, CHROs should adopt a transparent EVP, centering on the organization's offerings and their limits and expectations.

- Ninety-six percent of CHROs experience at least one disruption to the employment deal as employees face increased uncertainty (52%), heavier workloads (51%), reduced work flexibility (50%) and more organizational change (48%).
- Less than half of employees think their organization is being honest about what they can and cannot deliver on for the employee experience.
- Transparency about decision making makes employees 4.3x more likely to trust senior leaders and employees who trust senior leaders are 43% more engaged than those who do not.






The evolution of the EVP

Five key domains of the EVP have remained Relatively stable in importance to employees over the past five years: flexibility, connections, well-being, growth and purpose/value. If employees are satisfied with all five areas, it can improve employee engagement by up to 78% and enterprise contribution by up to 29%.

However, what employees expect and what employers can provide within each area is changing, leading to a disconnect in which employees feel the organization is not delivering on the EVP. Whereas the EVP has previously relied on presenting the latest features or generating positive feeling, today's EVP must find a way to restore understanding and trust through acts and transparent expectation setting.

The evolution of the EVP

|  Features | |  Feelings | |  Facts | |
|---|--|---|-----------------|--|---|
| EVP domain | Features outcome | EVP domain | Feeling outcome | EVP domain | Knowledge gained |
| People | Positive culture and supportive people | Deeper connections | Understood | Guided connections | How to connect with others |
| Work | Aligned to lifestyle and interests | Radical flexibility | Autonomous | Structured flexibility | The extent of my flexibility |
| Opportunity | Career support | Personal growth | Valued | Adaptive growth | Skills needed for growth |
| Rewards | Financial and health support | Holistic well-being | Cared for | Productive well-being | How to prioritize my time at work |
| Organization | Aligned values | Shared purpose | Invested in | Clear value | The (monetary and societal impact) value of my work |

Source: Gartner

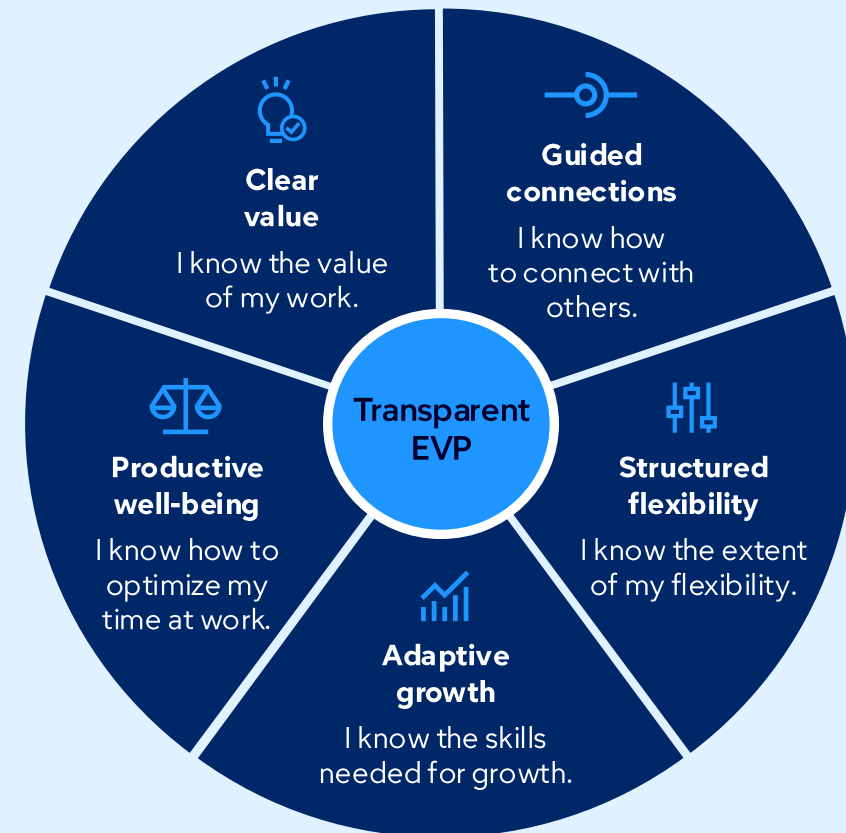
The solution: Gartner Transparent EVP Framework

Instead of only focusing on the positive things your organization offers, the EVP must provide full transparency about what employees should and should not expect and why.

Use your EVP to set expectations and build trust during disruption. Address tensions in the employment deal through full transparency in EVP design and delivery to increase trust, engagement and productivity. The transparent EVP clarifies what employees can and cannot expect from an organization across five high-impact areas of the employee experience:

- **Structured flexibility:** Structure flexibility to provide role-appropriate flexibility options and help employees know when, where and how to use these options to maximize autonomy.
- **Guided connection:** Foster effective collaboration and relationship building by upskilling employees in this area and providing connection options that work for individuals.
- **Productive well-being:** Build wellness into work practices and train managers to address mental health alongside productivity to create sustainable productivity.
- **Adaptable growth:** Create transparent career and skill opportunities through co-creation and personalization to adapt to changing technology and roles.
- **Clear value:** Address transparent compensation and the social impact of employees' work to create a vision of value that boosts engagement.

The Transparent EVP Framework



Source: Gartner

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