



Gartner for HR

# CHRO Guide: Reinvent Your EVP for a Modern Workforce

Actions to humanize your  
employee value proposition

# Reinvent the EVP for Higher Impact

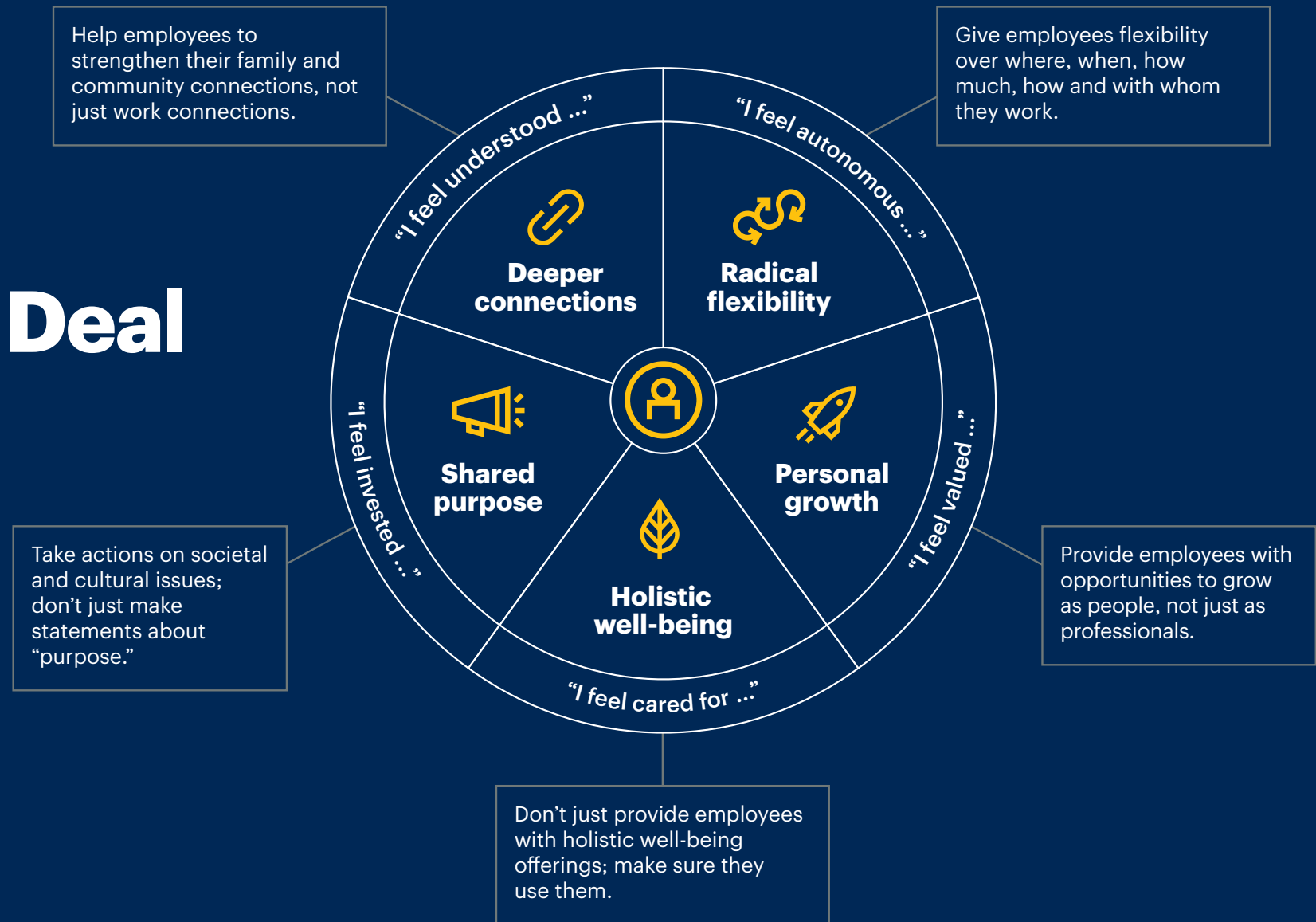
The modern workplace requires a value proposition based on new management principles



**The reinvented employee value proposition (EVP):  
“The human deal”**

A human deal orients toward employees as people, not workers; provides the attributes that are critical to that person’s life experience, not just work experience; and delivers a positive emotional response.

# The Human Deal



# Making Progress on Any Part of the Human Deal Delivers

## The human deal



### Increase No. of net promoters

**28%** increase in employees who are highly likely to recommend the organization by delivering deeper connections



### Drive performance

**18%** increase in high performers by delivering radical flexibility



### Increase intent to stay

**6%** increase in intent to stay by delivering personal growth



### Maximize employee total wellness

**7%** increase in employees' physical, financial and mental wellness by delivering holistic well-being



### Increase employee loyalty

**9%** increase in employees who are highly likely to accept the job again by delivering shared purpose

**Maximum impact is achieved through delivering on all aspects of the human deal**

n = 5,000 employees worldwide  
Source: Gartner 2021 EVP Employee Survey



# Your human deal action plan

## Deeper connections

### What to do:

Make employees feel understood by helping them be themselves and maintain their coworkers, family and community.

### Attributes to leverage:

- Camaraderie
- Diversity, equity and inclusion
- Collegial work environment
- Community support
- Co-worker quality
- Manager and leadership quality
- Family support



## Get Started

### 1. Build inclusion into employee workflows to enable everyone to bring their full selves to work

- Reference talent data and engagement survey results to identify underrepresented talent segments or report lower feelings of inclusion.
- Develop an anonymized way for employees to report their experiences at the organization so they feel more comfortable.
- Incorporate inclusion goals into talent processes like performance reviews and total rewards.
- Provide employees opportunities to own inclusive culture initiatives inside and outside the organization.

### 2. Focus on direct family benefits that match employee and organizational needs

- Train leaders on the importance of supporting employees, their families and the communities they live in.
- Conduct an employee listening session to determine which connections employees value most.
- Identify well-being offerings that help establish an emotional connection with employees.

### 3. Identify information that employees are comfortable sharing to improve trust

- Hold sessions for managers to learn about the different challenges their employees face when sharing personal information that help builds deeper connections.
- Provide time and space for manager reflection on lessons learned to build empathy.
- Develop a guide to prompt manager conversations on what they can do to create deeper connections with their employees and teams.



# Your human deal action plan

## Radical flexibility

### What to do:

Make employees feel autonomous by giving them flexibility over where, when, how much, how and with whom they work.

### Attributes to leverage:

- Location
- Innovative work
- Risk taking
- Work-life balance
- Workspace



## Get Started

### 1. Give employees flexibility choices within team-established boundaries

- Encourage teams to co-create their own flexibility norms to increase alignment and collaboration.
- Identify how to provide employees with options on where and when they can work to maintain productivity within the team context.
- Provide managers a discussion guide to remove barriers from and hold employees accountable for productivity in a flexible work environment.

### 2. Determine the activities within each role that can be flexible

- Break roles down into activities to determine which can be completed under flexible work arrangements.
- Cascade guidance to managers on which activities can be completed under flexible work arrangements.

### 3. Identify manager-tested solutions to scale flexible work practices

- Identify managers who productively manage remote teams by benchmarking their team's performance with others.
- Provide virtual space for remote team managers to share and test best practices and learn from peers.
- Create conversation guides to help managers workshop productivity solutions and accelerate applicability to individual teams.



# Your human deal action plan

## Personal growth

### What to do:

Make employees feel valued by providing them with personal growth opportunities.

### Attributes to leverage:

- Professional development
- Personal development
- Job-interests alignment
- Future career opportunity
- Equal opportunities



## Get Started

### 1. Provide employees with objective career coaches to ensure personal growth

- Identify individuals interested in providing objective, unbiased career coaching and create opportunities (i.e., development, mentoring) for them to take on that role.
- Provide managers/coaches with conversation guides to uncover and understand employees' personal and professional aspirations.
- Equip managers/coaches to support employee exploration of both internal and external growth opportunities.

### 2. Empower employees to design development that meets personal and professional needs

- Involve employees directly in their own growth opportunity design to provide them with more personalized development.
- Let employees communicate personal growth experience preferences, including when, with whom, where and what the outcome is (degree, accreditation, etc.).
- Use nudges such as social media, goal setting and recognition to encourage employee participation in sharing growth opportunities.



# Your human deal action plan

## Holistic well-being

### What to do:

Make employees feel cared for by providing them with a complete set of well-being offerings and ensuring that they use them.

### Attributes to leverage:

- Compensation
- Employer recognition
- Health benefits
- Retirement benefits
- Vacation/holiday
- Organizational stability
- Well-being offerings



## Get Started

### 1. Make employees accountable for their well-being progress

- Gather employee preferences as inputs for plan design.
- Implement personalized well-being plans to drive offering usage.
- Enlist “well-being champions” to spread awareness about well-being offerings and encourage usage.

### 2. Reduce stigma associated with using well-being offerings

- Encourage senior leaders and mental health champions to have open and honest conversations about mental well-being to improve comfort levels.
- Equip well-being volunteers with tools and training for effective conversations around offerings.
- Normalize mental-health awareness by talking about it frequently at work.

### 3. Establish clear manager guidelines to support employees' wellness

- Coach managers on providing well-being support to prevent overreach or underinvolvement.
- Train managers to establish personal connections with their employees.
- Help managers assess employees' well-being against a continuum to ensure that they acknowledge and treat well-being as an ongoing conversation.





# Your human deal action plan

## Shared purpose

### What to do:

Make employees feel invested in the organization by taking actions on societal and cultural issues.

### Attributes to leverage:

- Work purpose
- Social responsibility
- Environmental responsibility
- Ethics/integrity



## Get Started

### 1. Establish cross-organizational ownership on societal issue protocol

- Understand the organization's purpose and values to ensure actions align with the organization's culture.
- Identify a cross-organizational team made up of employees across levels, business units and functions to extend perspectives beyond HR.
- Create a common language to talk about societal issues by defining what your organization means by shared purpose and the initiatives that matter most.
- Identify principles for when to take action on a societal issue versus when not to act to make decision making easy and consistent in the future.

### 2. Prioritize societal issues aligned to organizational priorities

- Set up a recurring meeting with experts across the organization to discuss emerging societal issues.
- Create a conversation guide to help experts understand key considerations for taking action on societal issues.
- Partner with communications team to establish a societal issues decision framework across the organization for increased transparency.

# How Gartner is helping CHROs adapt and stay ahead

The decisions CHROs make today can impact their company brand for the next five years. It's critical to have trusted support. With our insights, actionable tools and advice, we help HR leaders adapt their strategies across a variety of mission-critical priorities to set their organizations up for success in today's evolving business environment.



Diagnostics and benchmarks



Guides and toolkits



Expert inquiry



Expert research



In-person events



Peer connections



Case studies and best practices



Live webinars and online learning events



Document reviews

## Example of Support as a Gartner Client

### Diagnose current state



Discuss with an expert advisor your current EVP framework and how to transition to the human deal



Understand new hire attraction drivers with the Recruiting Effectiveness Diagnostic (RED)



Identify drivers of attrition with DepartureView: Gartner Exit Survey

### Develop your plan



Attend upcoming and on-demand virtual events on humanizing the EVP



See examples of how GBT, Novartis, S&P Global and Southwest implement components of the human deal



Connect with a former CHRO to discuss how your organization can create shared purpose and radical flexibility

### Execute and drive change



Review your new EVP framework board presentation with an expert advisor for individualized feedback



Use our Ignition Guide to Delivering on your EVP Promise



Implement Gartner recommendations to optimize mental and emotional well-being programs

# Connect With Us

Get actionable, objective insight that drives smarter decisions and stronger performance on your mission-critical priorities. Contact us to become a client:

**U.S.:** 1 855 811 7593

**International:** +44 (0) 3330 607 044

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