Gartner for HR

Moments That Matter: An Emerging Approach to Understanding Employees

Gartner.

Moments That Matter: An Emerging Approach to Understanding Employees

By Analysts HR Practitioner Research Team

HR leaders can read this article to learn how to identify and manage moments that matter to employees by understanding the moments that matter definition, their common elements and benefits of managing these moments. The article shares feedback from a webinar with hundreds of HR leaders on the topic.

Overview

Today, 16% of HR functions are experimenting with a "moments that matter" approach to understanding employees and 56% of HR functions are interested in identifying moments that matter for their organization. As interest in this approach to understanding employees' expectations grows, HR leaders should be aware of a few keys to success if they decide to use a moments that matter approach for improving the employee experience at their organization.

Defining "Moments that Matter"

Before HR leaders can identify and manage moments that matter to employees, they must first understand what actually is a "moment that matters." When HR leaders were asked this question during a recent webinar discussion, their responses were varied and expansive as seen in Figure 1.

Gartner

Figure 1: Q: What does the phrase "moments that matter" mean to you?

n = 87
Source: Gartner (2019)

Gartner

While the responses were varied, a few high-level trends emerged. HR leaders shared that they believe moments that matter:

■ Were both personal and work related,

■ Were both discrete events as well as emotional responses and

■ Impacted drivers such as engagement and loyalty.

"Moments that matter" originates from the customer experience function's "moments of truth" or the moments in a customer's journey that determine if they will make a purchase from an organization. The definition of moments that matter to employees is fairly similar to CX's definition of "moments of truth."

"Moments that Matter" are the moments that impact an employee's organizational experience most significantly across an employee's day, year and career.

Identifying the Elements of "Moments that Matter"

Gartner.

Our research shows there are five distinct elements of moments that matter to employees. These elements are:

- Emotion-generating,

- Scalable,

- Frequent,

- Business-aligned and

- Critical talent aligned.

Although these elements vary in importance with every organization across time and throughout different experiences, each are critical to understanding how these moments impact an employee's overall experience as seen in Table 1.

Table 1: Elements of Moments That Matter

Element ↓	Definition ↓	Why It Matters ↓
Emotion-Generating	Moments that elicit a strong emotional response, both positive or negative, from employees	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.
Scalable	Moments that impact a large number or percentage of the employee population	When HR improves these moments, they ensure their investments have a fair and global impact on most or all employees.
Frequent	Moments that occur most often in an employee's experience	Employees are always experiencing these moments, which means there is a greater likelihood that recency bias with these moments will impact their decision making.
Business-Aligned	Moments that align with the business strategy, culture and values	Because these moments align with business goals, HR can be confident in buy-in from senior stakeholders and their ability to show tangible business outcomes.
Critical Talent Aligned	Moments that disproportionately impact a critical or desired employee population	Improving these moments can help organizations recruit, engage and retain top talent.

Source: Gartner (April 2019)

When HR leaders were asked which of the elements their organization uses to define moments that matter, the majority (71%) said they prioritize moments that are business-aligned (as seen in Figure 2). The other elements were relatively equally distributed. Our research shows there is no magic moment; most moments do not need to have all elements equally in order to be successful, but HR leaders should prioritize the elements that align most with their employee experience goals.

Gartner

Q: Which of These Elements Does Your Organization Currently Use to Define "Moments That Matter"?

n = 129
Source: Gartner

708750
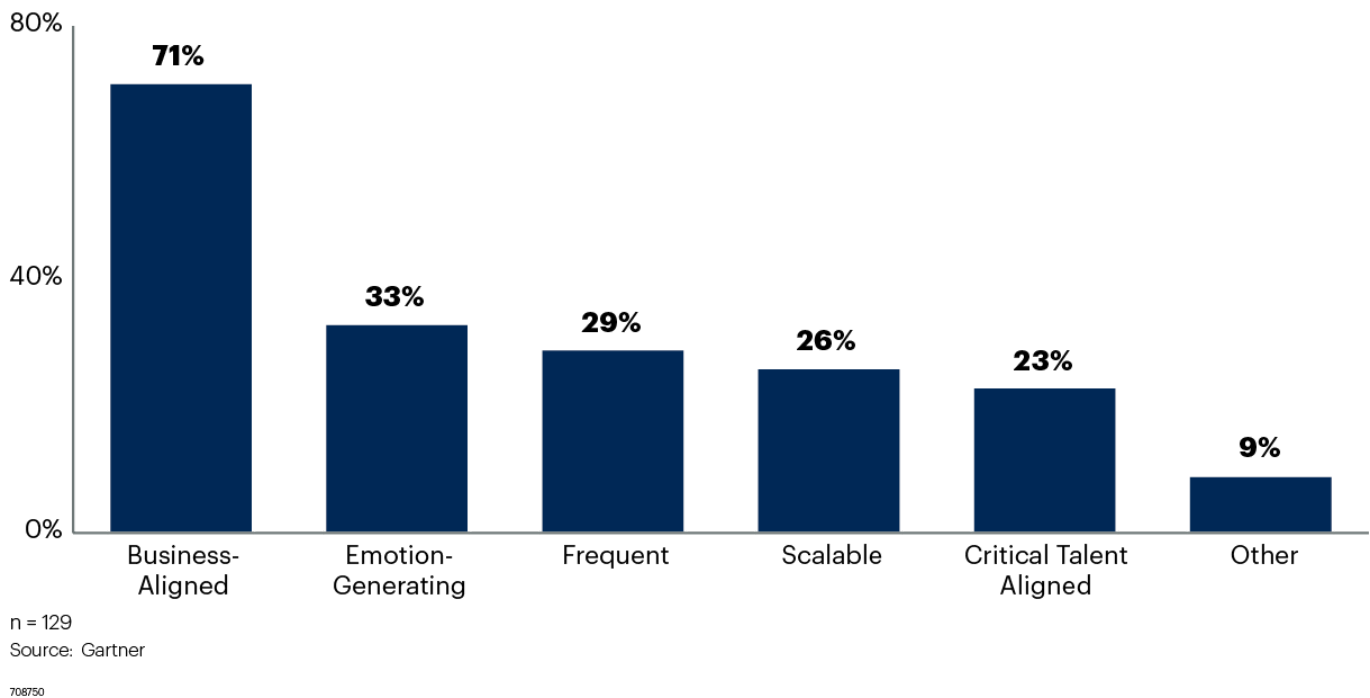
Gartner

Benefits of a "Moments that Matter" Approach

Organizations who have used a "moments that matter" approach share four primary benefits from identifying and managing the moments that matter to their employees.

- Improved delivery of promised EVP

- Improved employee perceptions of and relationships with HR

- More informed and targeted HR investments

- More HR solutions that are directly relevant to employees

Often HR leaders share these benefits with senior stakeholders to present their business case and gain buy-in for employee experience initiatives. For example, Cisco, a technology company based in San Jose, California, applied a moments that matter approach within their workforce. The leader of the initiative, Kylie Owen, shared this about how sharing moments that matter results benefited their leader's action:

"The day that we shared the feedback with some of our executive leadership was a really cathartic day. There were some difficult comments to share, but what was important was that the execs really listened

to them and didn't brush them aside."

Conclusion

Before identifying and managing the moments that matter most to employees, HR leaders must ensure they clearly understand what moments that matter means for their organization, the different elements of these moments and the benefits gained from identifying these moments.

Gartner for HR

Insights, advice and tools to achieve your mission-critical priorities and fuel the future of business

Lead your HR function to success with Gartner for HR, the definitive, comprehensive research and advisory resource for HR decision makers.

We help you:

- Diagnose your current state with objective assessments, research and advice to help you make informed decisions

- Develop your plan with best practices and trends to formulate your strategy

- Execute and drive change with practical tools, templates and guides to reduce work time

Get started:

Visit gtnr.it/heads-of-hr or

email hrleaders@gartner.com

Follow us on social:

Become a Client: gartner.com/en/become-a-client

Gartner