

Gartner for HR

# Identifying and Managing Moments That Matter to Employees



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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

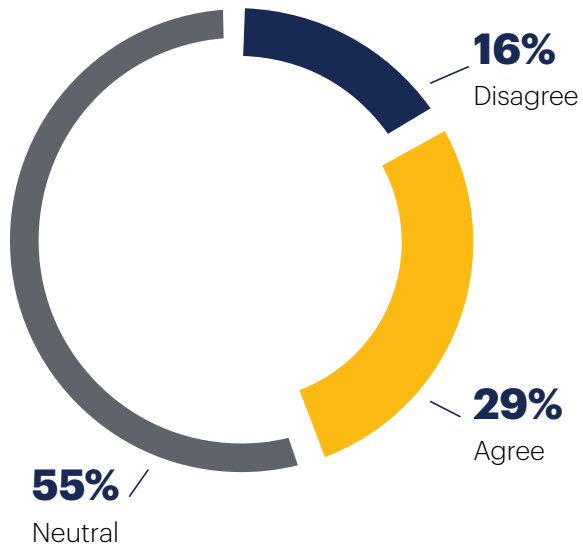


3. Employee Experience

n = 843 HR leaders  
Source: Gartner 2018 Digital Employee Experience Survey

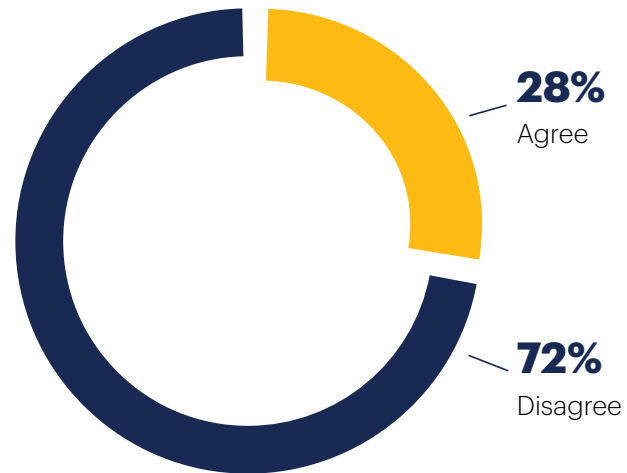
# Employees don't feel understood

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



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

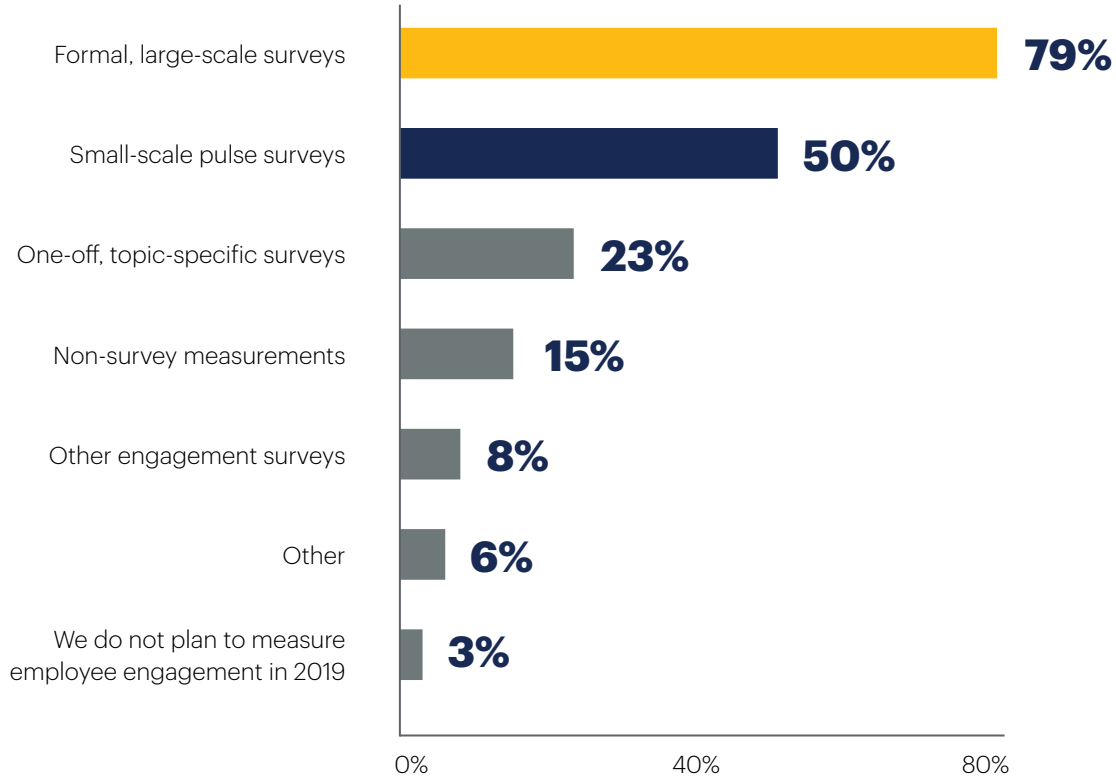
Q: "HR staff sufficiently involve employees when scoping and identifying business needs."



n = 171 HR leaders  
Source: Gartner 2018 Digital Employee Experience Survey

# Surveys still main approach for understanding employees

## Methods for measuring employee engagement



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.”

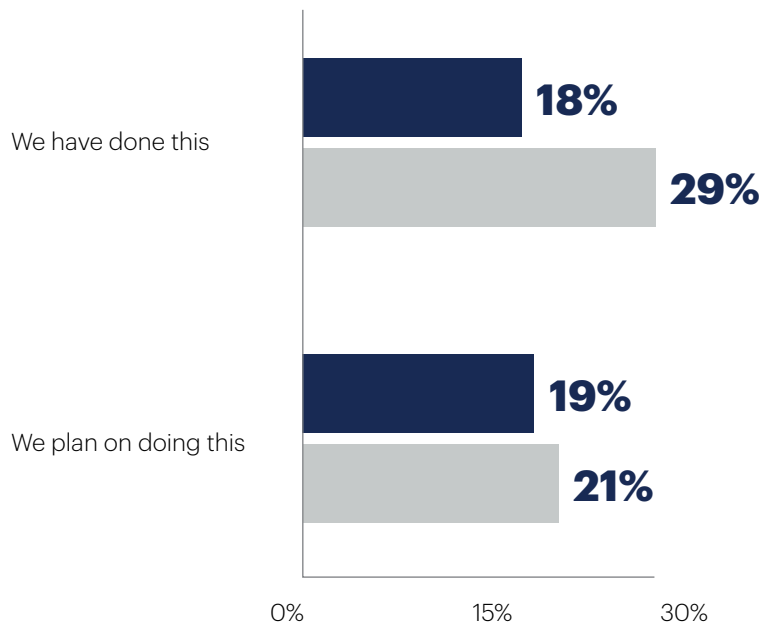
Source: Gartner (2019)

# Emerging techniques to understand employees

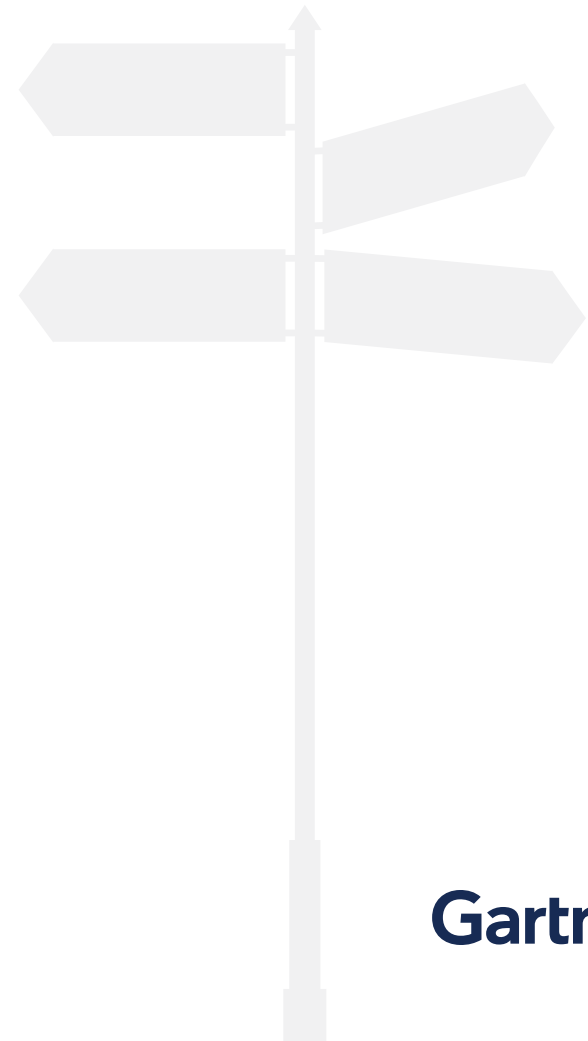
## Personas and journey maps

Percentage of HR functions experimenting with and interested in each approach

■ Creating employee personas   ■ Mapping employee journeys



n = 253 HR leaders  
Source: Gartner (2019)

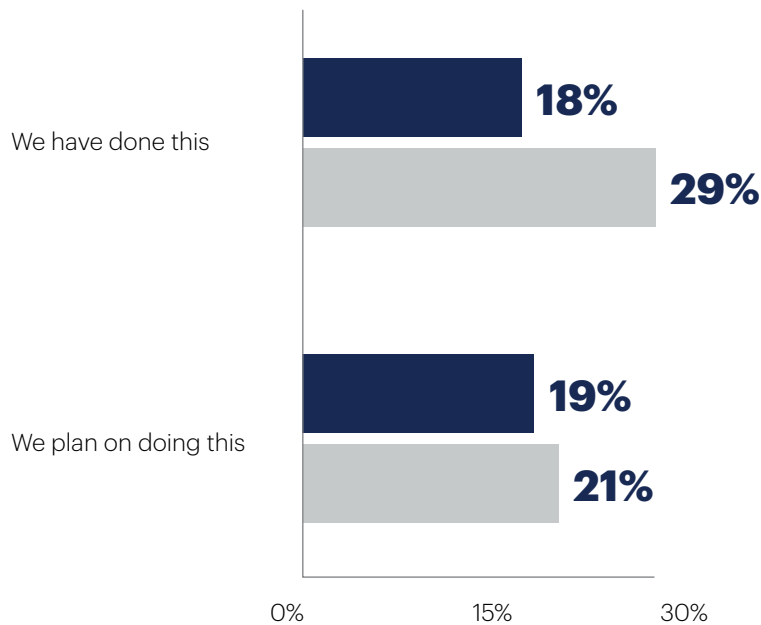


# Emerging techniques to understand employees

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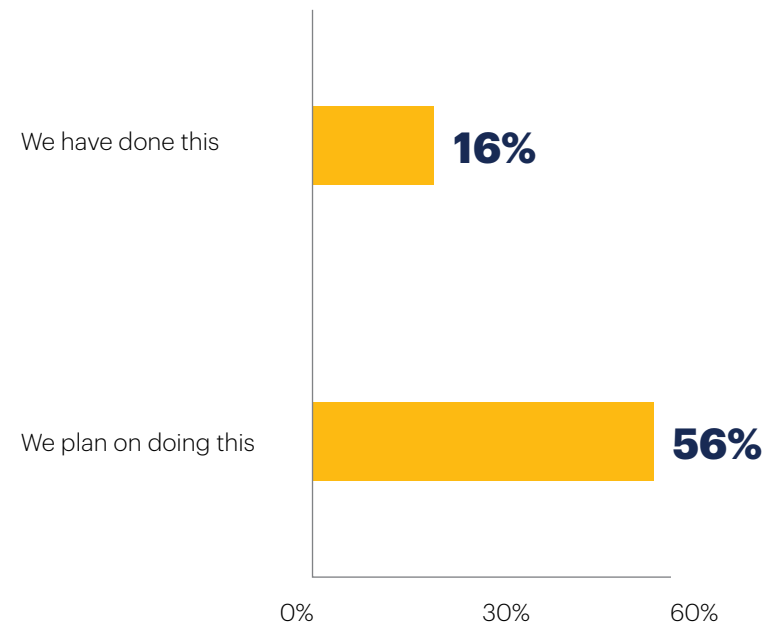
■ Creating employee personas   ■ Mapping employee journeys



n = 253 HR leaders  
Source: Gartner (2019)

## Moments That Matter

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



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)

# Roadmap



**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

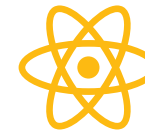
Moments that impact an employee’s organizational experience most significantly



**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.

	Organization A 	Organization B 
Goals	To improve their leadership pipeline	To improve their employee brand

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.

	Organization A 	Organization B 
<b>Goals</b>	To improve their leadership pipeline	To improve their employee brand
<b>Potential Moments That Matter elements prioritized</b>	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



**Emotion-generating**



**Scalable**



**Frequent**



**Business-aligned**



**Critical-talent-aligned**

### 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



Emotion-generating



Scalable



Frequent



Business-aligned



Critical-talent-aligned



### 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



Emotion-generating



Scalable



Frequent



Business-aligned



Critical-talent-aligned



### 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



Emotion-generating



Scalable



Frequent



Business-aligned



Critical-talent-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



Emotion-generating



Scalable



Frequent



Business-aligned



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

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

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

# Appendix

## Moments That Matter by region

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

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

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 generation

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

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

# Appendix

## Moments That Matter by gender

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

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

	Asian	Black	Caucasian/white	Hispanic/Latino
1	Taking maternity or paternity leave	Changing a benefits election	Changing a benefits election	Establishing a flexible schedule or work arrangement
2	Establishing a flexible schedule or work arrangement	Establishing a flexible schedule or work arrangement	Establishing a flexible schedule or work arrangement	Applying for an internal job opening
3	Applying for an internal job opening	Applying for an internal job opening	Applying for an internal job opening	Managing an underperformer
4	Being discriminated against at work	Being passed over for a promotion	Transferring to a different role internally	Being discriminated against at work
5	Completing mandatory compliance or other regulatory training	Managing an underperformer	Hiring a new person on your team	Changing a benefits election

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

	Full time	Part time	Salary	Hourly
1	Hiring a new person on your team	Applying for an internal job opening	Hiring a new person on your team	Applying for an internal job opening
2	Being discriminated against at work	Hiring a new person on your team	Establishing a flexible schedule or work arrangement	Changing a benefits election
3	Establishing a flexible schedule or work arrangement	Establishing a flexible schedule or work arrangement	Being discriminated against at work	Being discriminated against at work
4	Taking maternity or paternity leave	Being embroiled in a conflict at work	Managing an underperformer	Taking maternity or paternity leave
5	Managing an underperformer	Taking maternity or paternity leave	Getting a new hire started and productive	Transferring to a different role internally

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



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