



Why Employee Alignment is More Important Than Employee Engagement

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Presenters



**Jacqueline Vose, Senior Vice President, Customer Experience
Greenwich Associates**

Jacqueline is responsible for developing the strategic direction for the Customer Experience business through product development and client engagement. Formerly, Jackie was Head of U.S. Customer Experience at TD Bank where she led the 25,000 U.S. employees to record-high loyalty metrics in both frontline and support teams. Jackie also managed the problem resolution division and oversaw corporate culture.



**Craig Hurty, Executive Vice President & Chief Human Resources Officer
United Bank**

Following a transformational merger of equals in 2014, Craig has led the change management effort related to the Bank's cultural attributes, talent management processes, and HR service model. He is also responsible for enterprise learning under United Bank University. He spent the previous 14 years with Fortune 100 health insurer and innovator Aetna, where he was a versatile Human Resources executive and held several senior leadership positions ranging from HR Head for Business Operations to defining a newly-created function as VP of HR Shared Services.

About Greenwich Associates

Greenwich Associates is the leading provider of global market intelligence and advisory services to the financial services industry

We provide unique market information, insights and advice to help clients:

- Improve their business performance
- Drive product strategy & development
- Increase sales effectiveness
- Gain a significant competitive advantage
- Enhance operational performance
- Optimize development initiatives
- Transform their business to improve every aspect of customer experience

Firm Facts:

- Founded in 1972
- Privately held
- Headquartered in Stamford, CT, with regional offices in Pleasanton, CA, Toronto, London, Singapore, and Tokyo

By the numbers:

260+ Sell-Side Clients
in the financial services industry

350 Employees
throughout the United States, Canada, Europe, Asia, and Japan

60,000 Annual Interviews
with buyers of financial services

150 Executive Interviewers
gather data in 70 countries in 14 languages

310,000 Universe of Experts
unique buy-side contacts

About United Bank

Well-balanced to meet our customers wants and needs



We are a full service financial services firm offering a complete line of commercial, business, and consumer banking products and services.

- 50 branches
- 700+ employees
- Connecticut & Massachusetts
- \$6.4 billion in assets



Customer Experience Strategy

Have you communicated the Customer Experience strategy to your employees?



The Difference Between Engagement & Alignment



Engagement

- Relationships between the employee and the organization (i.e., manager)
- Defining the work conditions
- Understanding drivers of compensation

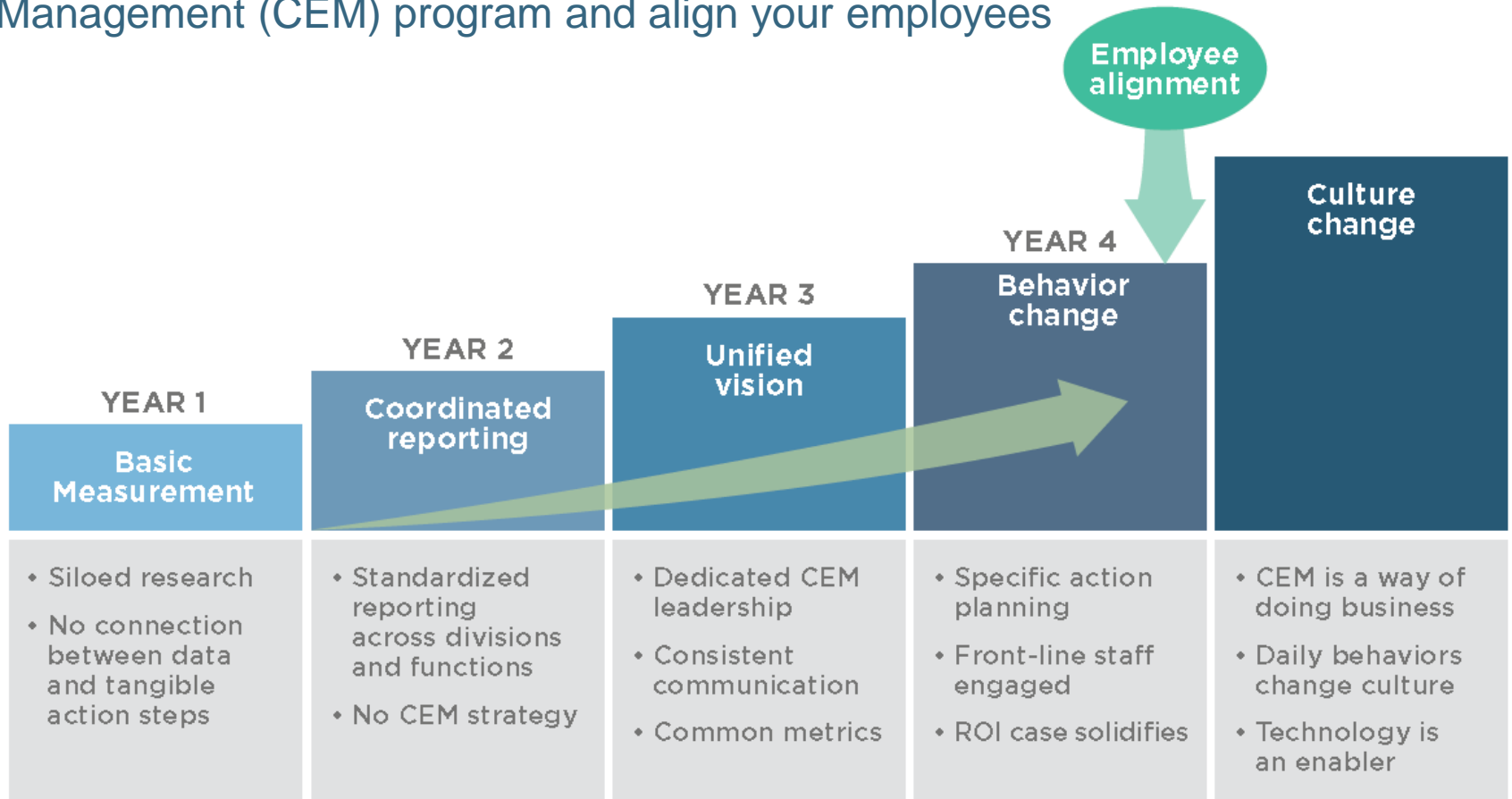


Alignment

- Ensure understanding of your customer experience strategy and their role supporting the customer
- Measure motivation, empowerment & commitment to the customer experience strategy
- Drive organizational performance
- Identify internal customer experience influencers

Embarking On Cultural Change

Move up the path to evolve your Customer Experience Management (CEM) program and align your employees



Source: Greenwich Associates 2016

Take The Leap

Banks face a choice: Continue to measure and report, or evolve their CEM programs to more effectively drive business outcomes



Leading banks are asking 'what's next' after measuring loyalty for many years but not fully leveraging customer insights to increase employee alignment with their customer experience strategy.

The Culture Challenge

Leverage your CEM program to drive culture change



Actions Speak Louder Than Words

- Visible and believable executive support is essential
- Strong sponsorship ensures resources will be made available to the entire team from start to finish
- Accountability is an imperative



Articulate The Destination

- Clarity and communication around executive management intent is critical
- Intent becomes an important part of a successful internal communication plan



Watch for Black Holes

- Organizations have Black Holes: line managers who receive CEM data or scorecards but take no action



The Devil Is In the Details

- Both organizational CEM prioritization and action planning are needed
- Connecting the employee's role to the customer's satisfaction is an ongoing detail

Why Undertake An Employee Survey?

The insights gained from your employee survey set the foundation of your employee alignment success

Results of study demonstrate linkage between shareholder return and employee willingness to recommend the company.



It is an opportunity for employees to demonstrate their commitment and how much they care.



It provides objectivity and perspective on how to better align the work environment and efforts of employees with customer experience initiatives.



United Bank Employee Survey: Why It Was Important

**UNITED AT
work**

We

WORK COLLABORATIVELY

to provide superior internal and external customer service.

We

COMMUNICATE

in a clear and timely manner organizationally
and within and across departments.

We work hard and

DO WHAT IT TAKES

to get the job done on time and with the highest quality.

We are friendly, caring and

RESPECTFUL

to each other and our customers.

We are

EMPOWERED

to make decisions and achieve results according to clearly
defined parameters and are held accountable for them.

We focus on learning, development and coaching to

CONTINUALLY IMPROVE

ourselves and our bank.

We are engaged with the products, services and technology of
the bank

TO MAKE IT BETTER.



Our Expectations

What we hoped to learn/gain from the Employee Survey

- We had mechanisms for hearing from our other constituents, but employees needed a clear voice that wasn't based on anecdotal information.
- We believe that it is through our employees that we meet the expectations of our other three constituencies.
- We needed to better understand how the Bank's internal relationship with its employees impacts its external relationships.



The Results: What We Learned From Our Study



Note: Greenwich Associates 2016 United Bank Study

1. Bank support staff placed a high priority on how their work contributes to the success of the bank.
2. Employees in different stages of their tenure with the bank generally had different expectations and satisfaction levels.
3. Generational differences were small when it comes to the pride and satisfaction employees felt in working for the bank.
4. Salary level was not necessarily an indicator of whether an employee recommends the bank as a place to work.

Employee Alignment

Drive customer-focused employee actions through an Employee Alignment Survey



Empowerment – Enable employees to give the best possible customer service



Prioritization – Motivate employees to make excellent customer service their top priority



Job Tools – Compete effectively to provide better customer service

Contact Info



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