

Improving the Employee Experience

The Visual Approach

Bruce Hazen, M.S. Certified Business Model You Practitioner

3? Three Questions Consulting

Business modeling, leadership coaching, career strategy

Before Your Bedtime You Will Have.....

- Reviewed the three stages and three aspirations of EEX
- Discovered the 5/5/5 Challenges to improving the EEX
- Started your modeling career
- Sampled Eiffel's "remodel" EEX and best practices
- Been alerted to 6 EEX deadheads you can avoid with visual modeling

“Leaders must somehow address both the self-serving me and the group-serving we. But the me-we conflict is inevitable, so eliminating it is impossible. Instead, a good team-builder uses this tension to everyone’s benefit. *The goal is to shift people toward we behavior by artfully recognizing everyone’s me.*”

3 EEX Stages

1. RECRUITMENT
2. ONBOARDING
3. PROGRESSION

3 Aspirations

- Engagement
- Business acumen
- Career Collaboration

quote

Gets in the Way

1. Lack of business acumen and systems thinking
2. Job description myopia
3. The dreaded **ORG CHART**

Needed

- Interdependencies key for engagement
- Bigger picture of work
- Authorizing + **OPERATING**

Where Does Work Get Done?

Desirable talents wants to know how things operate.

Business models show them.

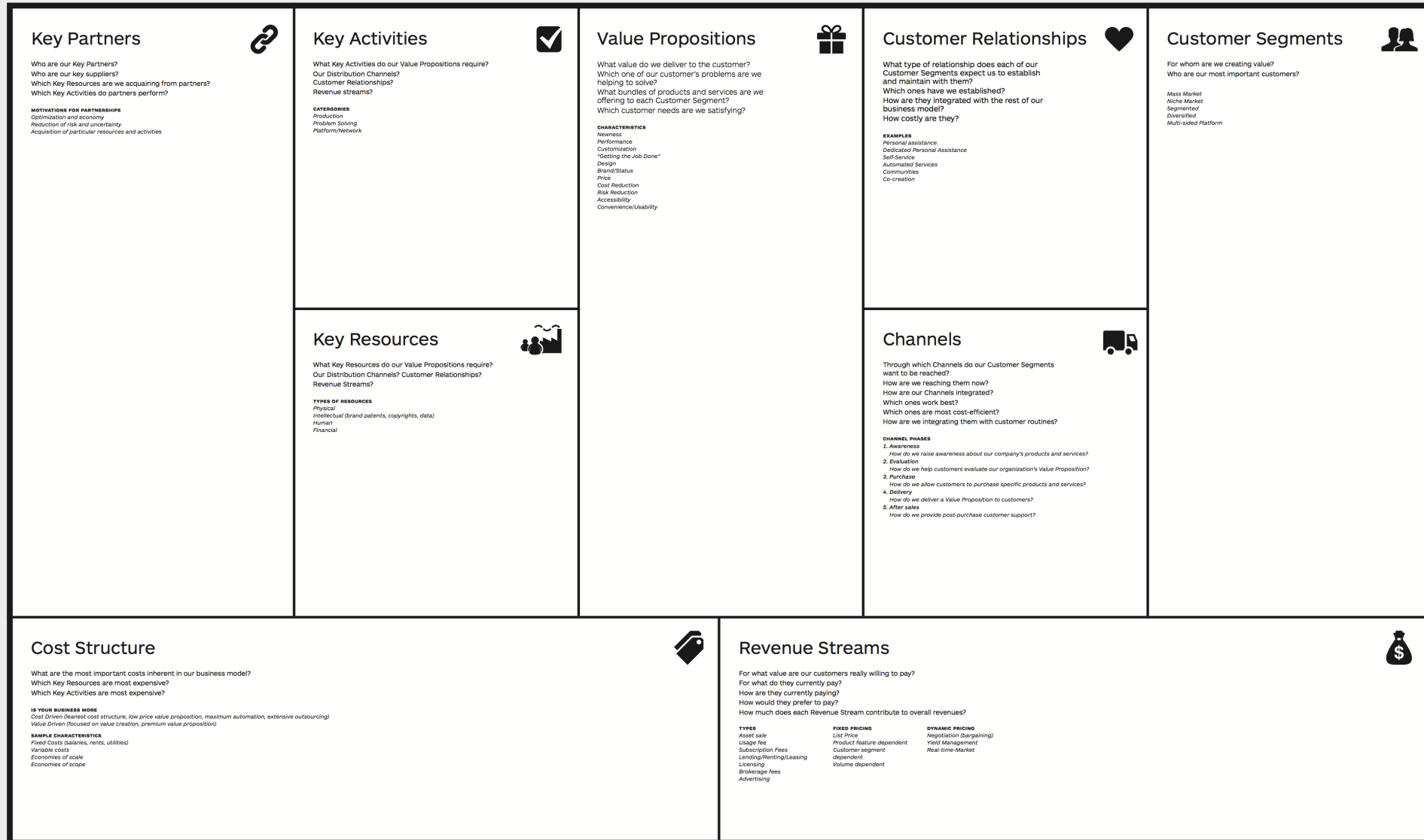
The Business Model Canvas

Designed for:

Designed by:

Date:

Version:



DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategyzer

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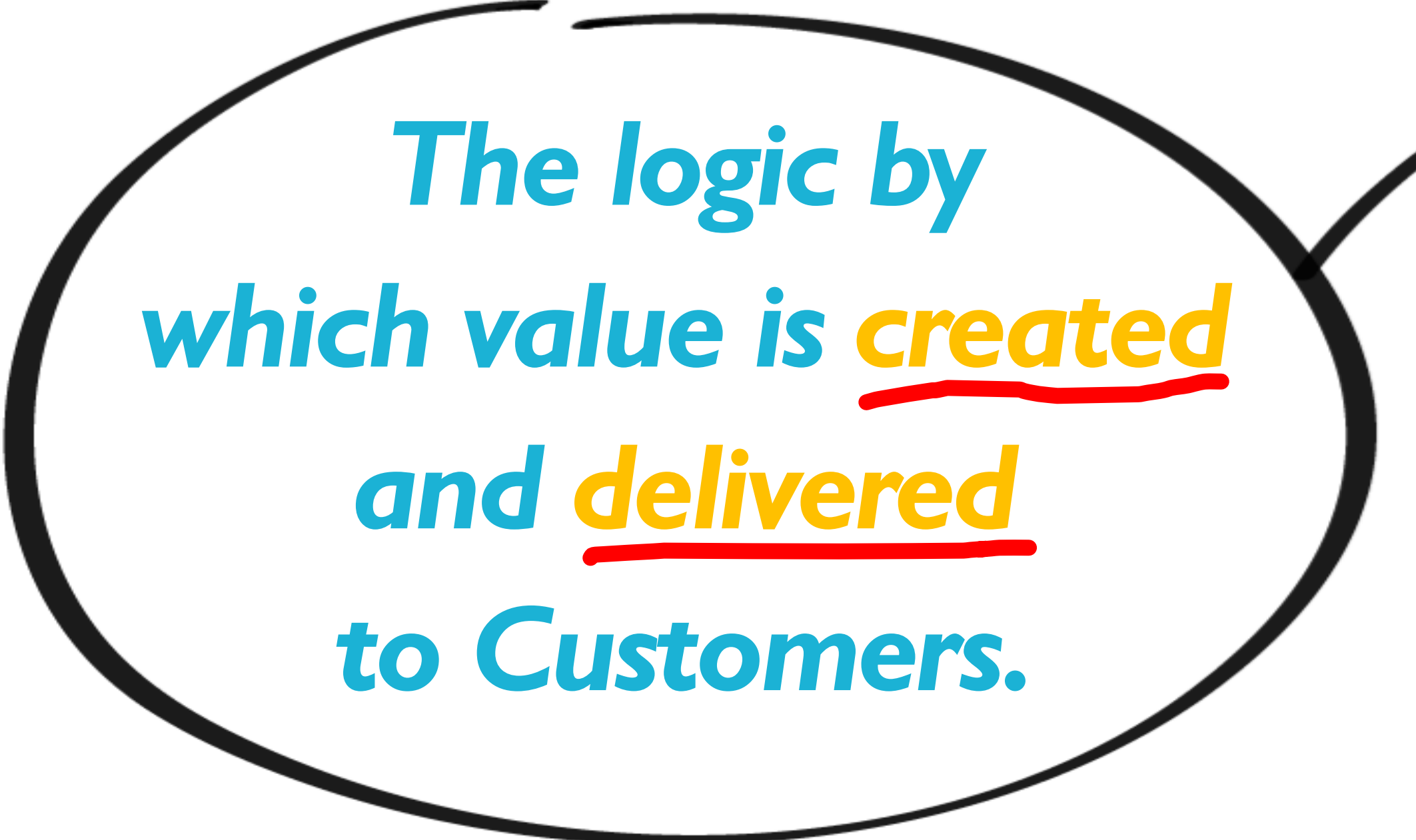
If your mission and vision represent where you're headed.....

....and your strategy represents the chosen path you will take.....

-your business model is the vehicle you will operate along that path to get you there.

If you want to get
everyone on the
bus.....

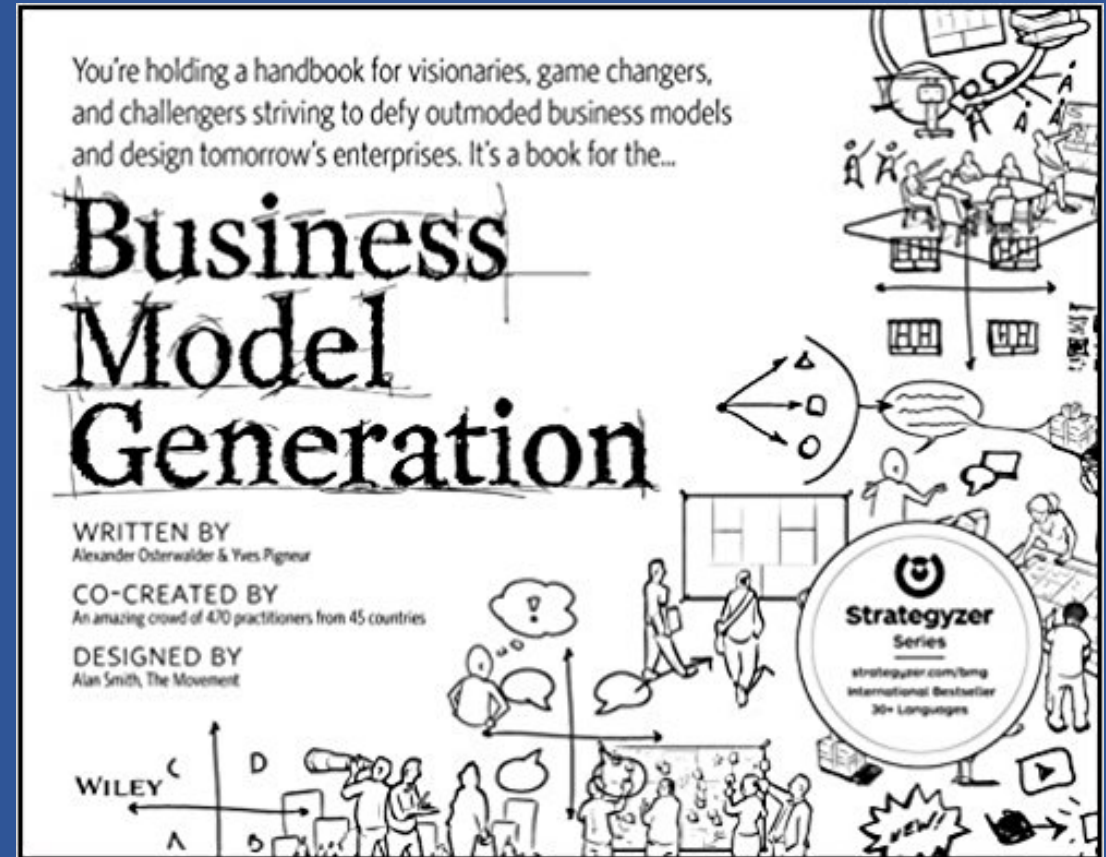
....don't you
think you
should show
them the
bus.....?



*The logic by
which value is created
and delivered
to Customers.*

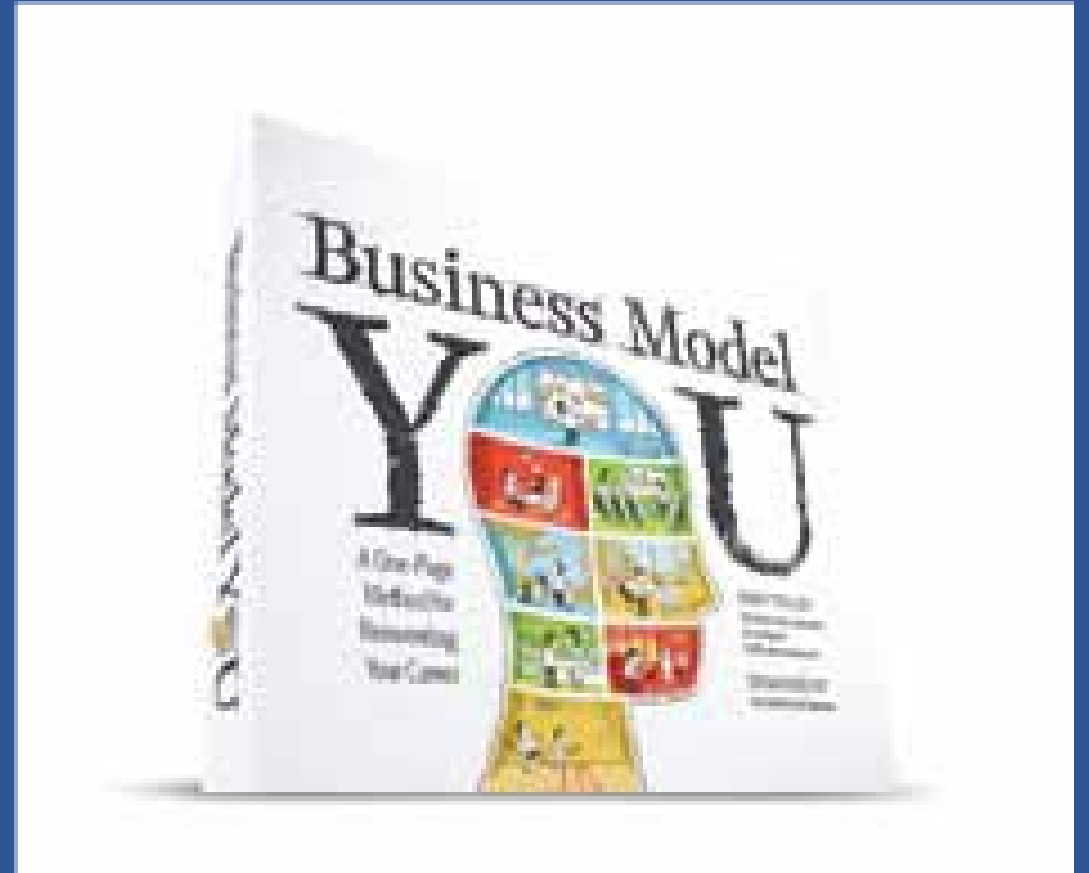
Business Modeling

- **Business Model Generation (2010)**
- Created the business model canvas
- Enterprise-level
- Outward focus



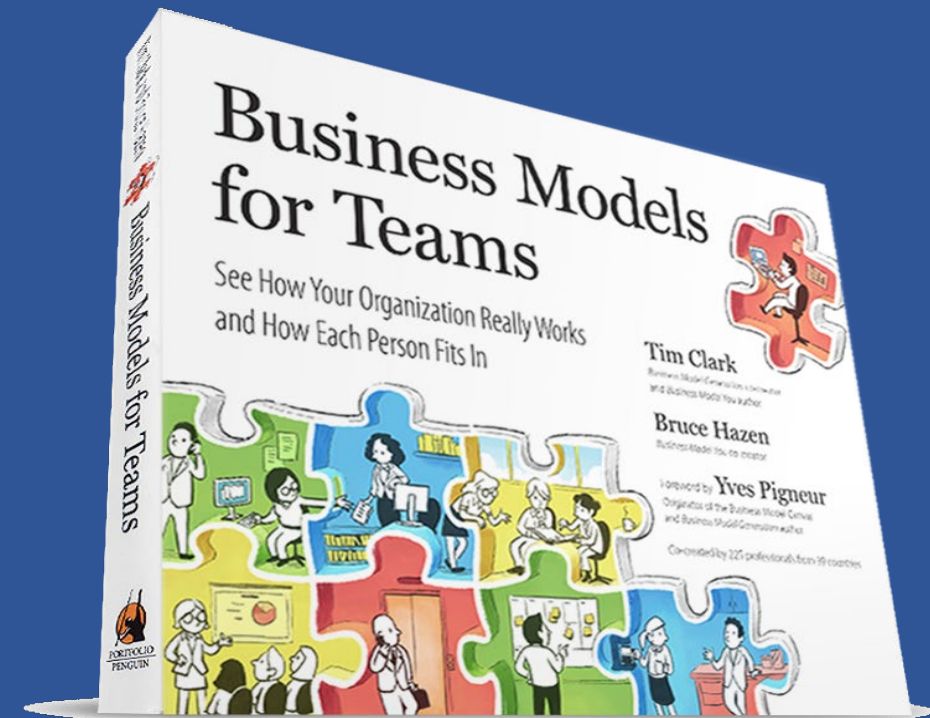
Next:

- *Business Model You: A One-Page Method for Reinventing Your Career*
- Published 2012
- Individual focus
- Everyone is a one-person business



Newest Addition

- ***Business Models for Teams: See How Your Organization Really Works and How Each Person Fits In.***
- Internal operations focus
- Individuals-teams-enterprise
- Three Questions career management methodology



BUILDING BLOCKS

Q





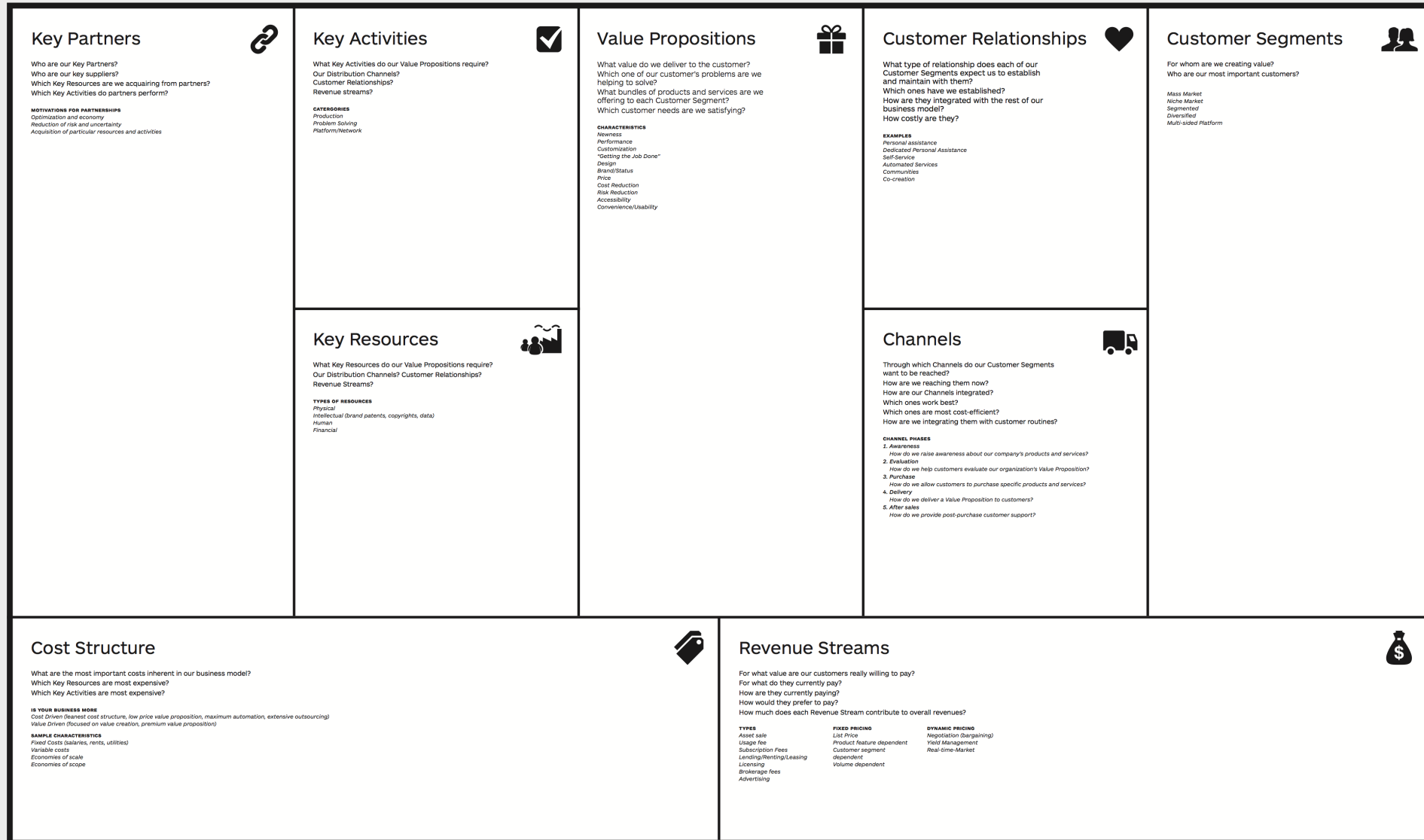
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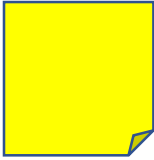
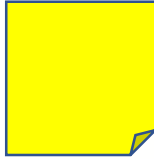
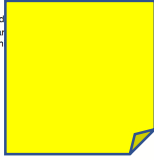

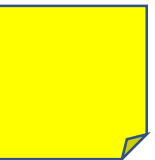

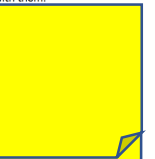
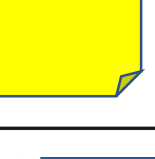
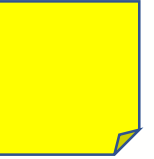

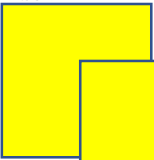
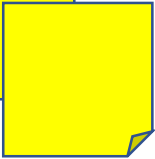

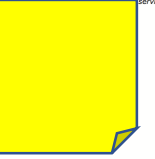


The Business Model Canvas

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<h3>Key Partners</h3> <p>Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS Optimization and economy Reduction of risk and uncertainty Acquisition of particular resources and activities</p>  	<h3>Key Activities</h3> <p>What Key Activities do we perform? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES Production Problem Solving Platform/Network</p>  	<h3>Value Propositions</h3> <p>What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS Newness Performance Customization "Getting the Job Done" Design Brand/Status Price Cost Reduction Risk Reduction Accessibility Convenience/Usability</p>  	<h3>Customer Relationships</h3> <p>What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones are most important? How are they being acquired? How costly are they to maintain?</p> <p>EXAMPLES Personal assistant Dedicated Personal Service Self-Service Automated Services Communities Co-creation</p>  	<h3>Customer Segments</h3> <p>For whom are we creating value? Who are our most important customers?</p> <p>Mass Market Niche Market Segmented Diversified Multi-sided Platform</p>  																							
<h3>Key Resources</h3> <p>What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?</p> <p>TYPES OF RESOURCES Physical Intellectual (brand patents, copyrights, data) Human Financial</p>  		<h3>Channels</h3> <p>Through which Channels do we want to be reached? How are we reaching them? How are our Channels integrated? Which ones work best? Which ones are most costly? How are we integrating them?</p> <p>CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase? 4. Delivery How do we deliver a product or service? 5. After sales How do we provide post-purchase services?</p>  	 																								
<h3>Cost Structure</h3> <p>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</p> <p>IS YOUR BUSINESS MORE Cost Driven (cheapest cost structure, low price value proposition, maximum automation, extensive outsourcing) Value Driven (Focused on value creation, premium value proposition)</p> <p>SCALE CHARACTERISTICS Fixed costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope</p>		<h3>Revenue Streams</h3> <p>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</p> <table border="0"> <tr> <td>TYPES</td> <td>FIXED PRICING</td> <td>DYNAMIC PRICING</td> </tr> <tr> <td>Asset sale</td> <td>List Price</td> <td>Negotiation (Bargaining)</td> </tr> <tr> <td>Usage fee</td> <td>Product feature dependent</td> <td>Yield Management</td> </tr> <tr> <td>Subscription Fees</td> <td>Customer segment dependent</td> <td>Real-time-Market</td> </tr> <tr> <td>Lending/Renting/leasing</td> <td>Volume dependent</td> <td></td> </tr> <tr> <td>Licensing</td> <td></td> <td></td> </tr> <tr> <td>Brokerage fees</td> <td></td> <td></td> </tr> <tr> <td>Advertising</td> <td></td> <td></td> </tr> </table>		TYPES	FIXED PRICING	DYNAMIC PRICING	Asset sale	List Price	Negotiation (Bargaining)	Usage fee	Product feature dependent	Yield Management	Subscription Fees	Customer segment dependent	Real-time-Market	Lending/Renting/leasing	Volume dependent		Licensing			Brokerage fees			Advertising		
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The 5/5/5 Challenges: #1 Career stages

5 CAREER STAGES THAT ANYONE CAN BE IN

1. Test what you've learned
2. Develop a specialty
3. Lead others in that specialty
4. Lead across functions
5. Lead more complexity (VUCA)



The 5/5/5 Challenges: #2 Generations and Search for Common Ground

5 GENERATIONS

1. Great
2. Boomer
3. X
4. Y Millennial
5. Z

Customizing prohibitive

The 5/5/5 Challenges: Career Management

Common Ground FOUND

- 5 of the Gallup Q12 questions relate to **career progression**

11

In the last six months, someone at work has talked to me about my progress.

06

There is someone at work who encourages my development.










03

At work, I have the opportunity to do what I do best every day.

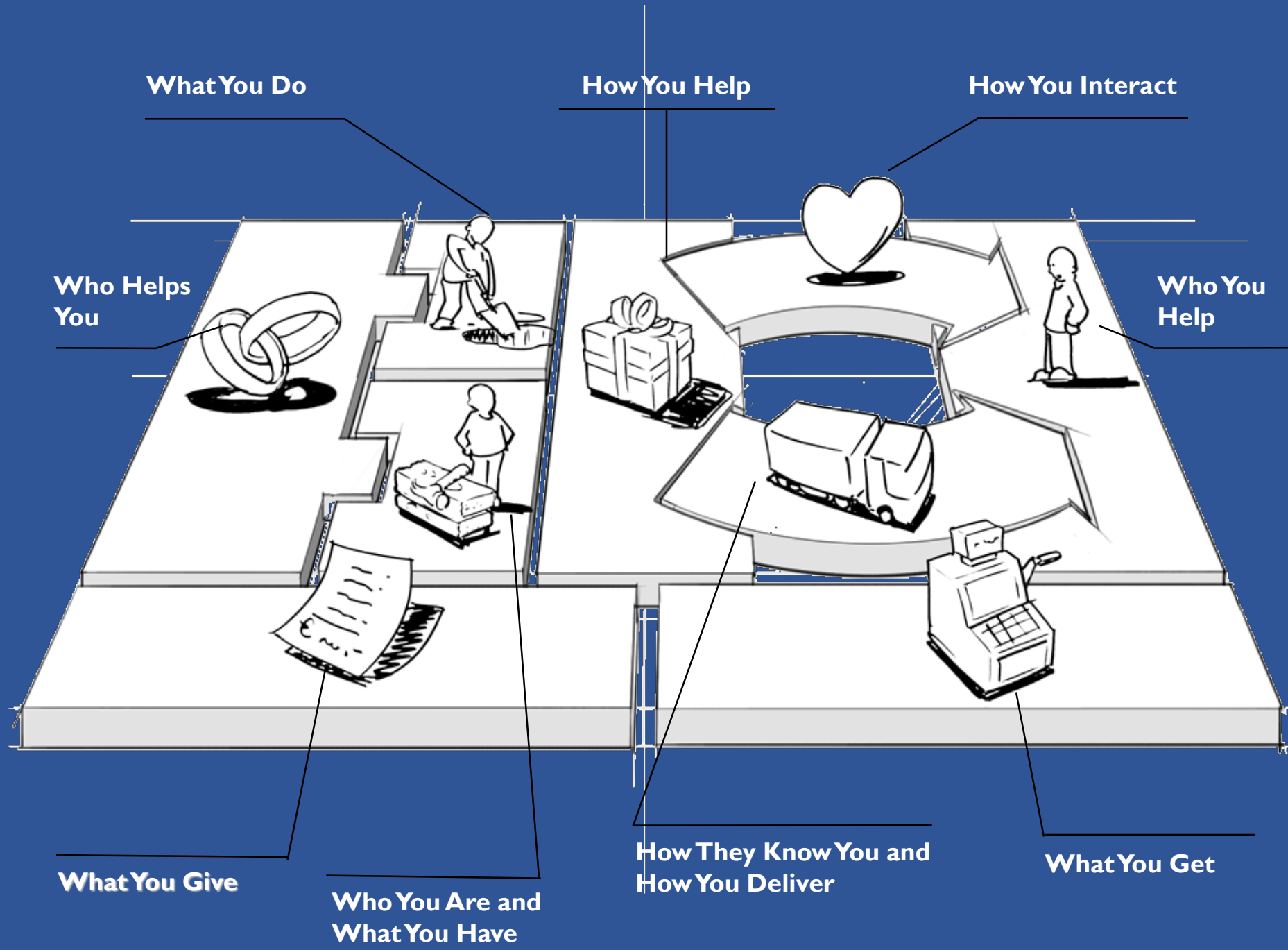
**Start with a unique
framework for career
management.....**

YOUR NAME HERE

's *Personal Business Model Canvas*

<p>Key Partner List the people who help you create and deliver Value</p> 	<p>Key Activities Describe the key activities that distinguish your work from other occupations</p> 	<p>Value Provided Describe specific benefits you deliver or problems you help solve</p> 	<p>Customer Relationships Describe how you interact with Customers</p> 	<p>Customers List the people/organizations who depend on your help to get jobs done</p> 
	<p>Key Resources Interests Personality Abilities/skills</p> 		<p>Channels Describe how Customers find out about you, how you deliver, and how you follow-up</p> 	
<p>Costs Describe the time, energy, or other resources you devote to work, and stress or other "costs" you incur</p> 			<p>Revenue and Benefits Describe both tangible and intangible benefits you receive</p> 	

Best place to start is with you.
Business Model You

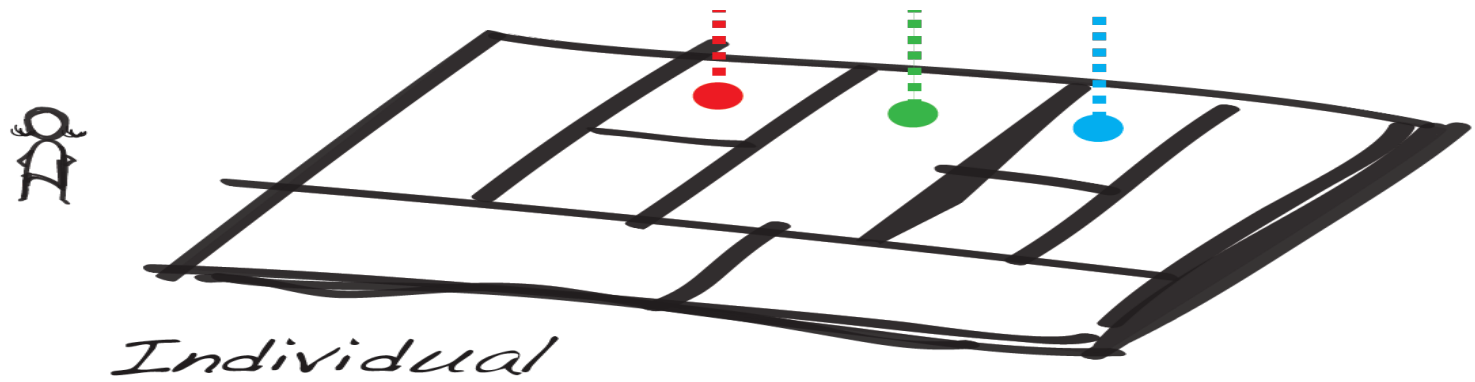
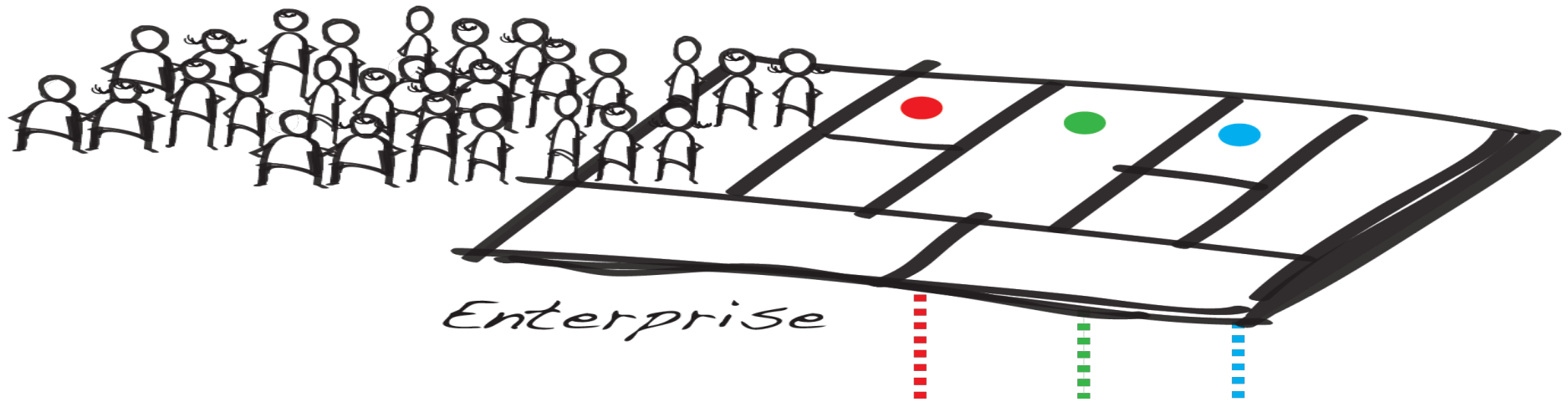


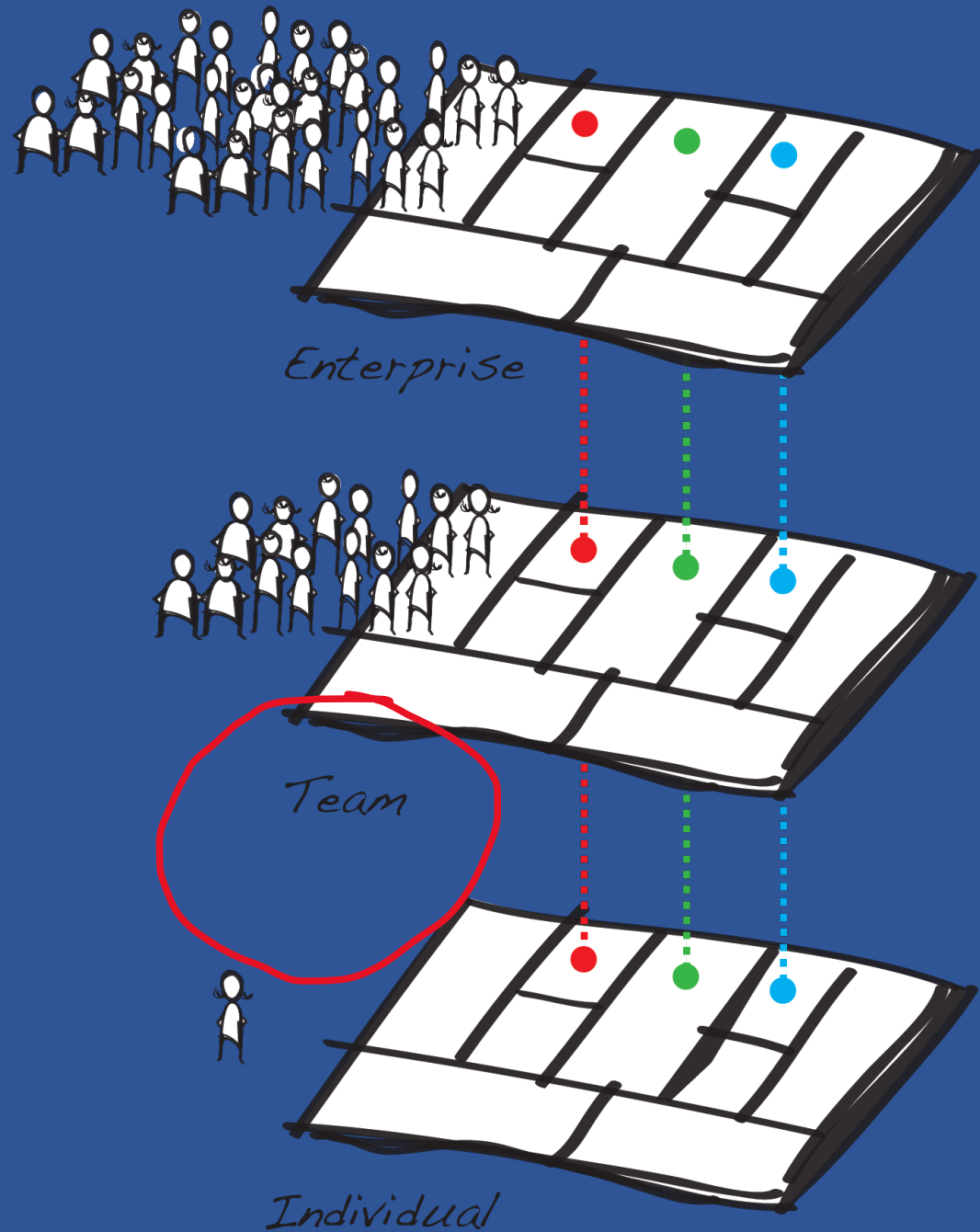
Distinguish **Activity** from **Value**

1. **Speaker:** Introduce yourself using your model and state the **Key Activities** you perform at work each day
2. **Listeners:** Guess the **Value(s)** created by each Activity
THEN SWITCH. 3min each

Like? Dislike? As a new way to intro.

- Why are Value Propositions difficult?





How most work gets done

Beatriz's "as-is" Training Team Model

Key Partners

Who are our Key Partners?
Which Key Resources do they supply, or which Key Activities do they perform?
What do they offer that is indispensable to our model?

External consultants

Outside trainers

Design & deliver project management training

Design & deliver engineering training

Key Resources

What assets do our Value Propositions require?
Which Customer Relationships do they support?

Four types of assets:
People: Skilled workers
Tangible Property: Vehicles, buildings
Intangible Property: Brands, methods
Money: Cash, stocks, investments, loans

Training staff

Training methods

Facilities

Value Propositions

What benefit(s) do we provide to Customers?

For example:
Functional:
- Reduced risk
- Lower cost
- Better customer service
- Getting it right
Emotional:
- Enjoyment or fun
- Acceptance
- Belonging
- Approval
- Security
Social:
- Shared status
- Trend, style, or fashion
- Affinity

Boost engineering capability

Boost project management capability

Customer Relationships

How do we provide post-sales support? (Marketing Phase 5)
What other relationships might Customers expect us to establish and maintain with them?

For example:
- In-person or telephone
- Automated email or chat
- Remote services and diagnostics
- User community or forum
- Co-creation with Customers

Training advisors to other Depts

Training co-creators

Channels

Through which Channels do we reach Customers?
Which Channels are there?

Marketing Phase:
1. Awareness
2. Evaluation
3. Purchase
4. Delivery

Corp R&D assigns work

On-site workshops & training sessions

Customer Segments

Whom do we benefit?
Which Customers are most important?
Strategically, who is our target Customer?
Who are our Customers?

Engineers

Project Managers

Cost Structure

What are our biggest Costs?
Which Key Resources and Key Activities are most expensive?
What negative externalities do we generate?

Types of Costs:
Fixed: Salaries, leases
Variable: Cost of goods or services, contingent labor
Non-cash: Amortization, goodwill, externalities

Programs budget

Staff salary & benefits

Revenue Streams

For what benefits are our Customers truly willing to pay?
How do they pay now? How might they prefer to pay?
What forms do payments take?

For example:
Asset sale
License or rental fee
Subscription charge
Licensing fee
Brokerage fee
Placement or advertising fee
Auction-based dynamic pricing

Allocation from corporate R&D budget

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Outside trainers

Division training departments



Design & deliver project management training

Design & deliver engineering training

Design & deliver product management training

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Functional
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- Lower cost
- Better customer service
- Improved quality
- Getting a speed
Emotional
- Enjoyment or pleasure
- Acceptance
- Belonging
- Approval
- Security
Social
- Good word of mouth
- Trend, style, status
- Affinity

Boost engineering capability

Boost project management capability

Boost product management capabilities



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How do we provide post-sales support? (Marketing Phase 5)
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Marketing Phase 4:
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2. Evaluation
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Customer Segments

Whom do we benefit?
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Who are our Customers?

Engineers

Project Managers

Finance staff

Manufacturing staff

Supply chain staff

Sales staff



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Why We Created “Service Model”

- What most employees don't do.....
- Healthcare, NFP, NGO, public sector
- What these enterprises often lack...

SAME BUILDING BLOCKS

9



Team Name:

TEAM YOU WORK IN OR CONSULT

Team Service Model

Key Partners

Key Partners provide a Key Resource and/or perform a Key Activity on your team's behalf. Describe your Key Partners. Distinguish between true partners (without whom delivery and/or follow-up would be impossible) and ordinary suppliers who are readily replaceable.



Key Activities

Describe the activities most essential to delivering benefits and following up with clients/customers.



Benefits Offered

How do people benefit from the work your team does? Be specific. Benefits could include:

- Basic need fulfillment (food, clothing, shelter, health care, security)
- Emotional satisfaction
- Social need fulfillment
- Increased enjoyment
- Lower cost
- Reduced risk
- Improved performance
- Better convenience or usability
- Improved operations
- Better society



Roles/Relationships

Characterize the role your team plays or the relationship it has with each client or customer segment (for example: revenue or profit center, consultant, product/service producer, change agent, etc.).



Clients/Customers

Who benefits from your team's work? Who depends on your work to get their own work done? Be sure to describe both external and internal clients/customers.



Key Resources

Five types include:

1. People
2. Intellectual (methodologies, processes, brands, patents, etc)
3. Physical (buildings, machinery, supplies)
4. Financial (cash, cash equivalents)
5. Culture (values, purpose, beliefs)

Describe resources essential to creating/delivering benefits and following up with clients/customers.



How They Know the Team/ How the Team Delivers

Describe these five service stages:

1. Awareness
How do people find out about the benefits your team provides?
2. Evaluation
How do people know you are the right team to do the work?
3. Agreement
How do you agree upon the terms of the service(s) your team will provide?
4. Delivery
Describe where/how your team delivers service.
5. Follow-up
How does your team follow up to make sure clients/customers are satisfied?



In each stage, what portion of activity is conducted in-person? Remotely?

Costs and Consequences

Describe the financial costs your team incurs (salaries, benefits, key operating expenses). Describe the non-financial consequences of doing your work. Consequences might include:

- High employee turnover
- Suboptimal financial contribution
- Worker disengagement
- Missed opportunity
- Stress, burnout, isolation, or injury
- Adverse social impact or damaged reputation



Compensation and Rewards

Describe the compensation your team enjoys (revenue, budget allocation, grants, donations, etc.)

Which form of compensation is most important? Describe the non-financial rewards your team enjoys (social contribution, recognition, sense of belonging, mastery, learning). Which non-financial rewards are most important?



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6 minutes to do top 7 elements

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Orient a New Team Member

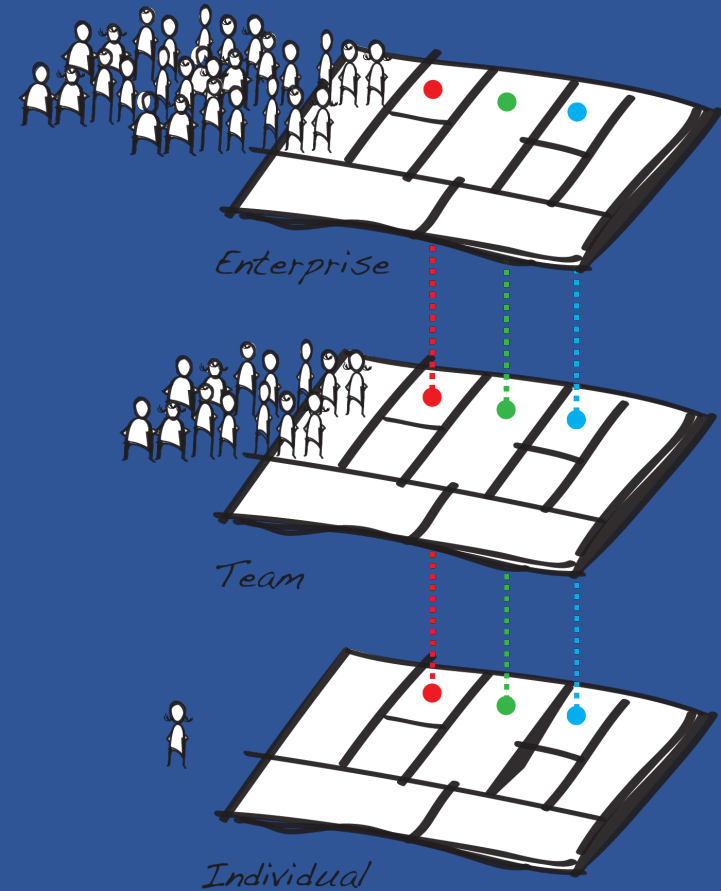
- Pair with a new partner
- Using your Team Service Model, orient your partner to the team
- Orientation time = 3 minutes each

Ah Ha.....? Insights?

- Did the model makes **you** a better explainer?
- New member, how did it help you “get it”? Ask questions?
- OTHER ADVANTAGES
 - Model makes it clear when you’ve left out something important
 - Offers “third object” safety for the conversation

Multi-Use Methodology: SUPERUSER

- Business acumen
- Engagement
- Career Collaboration



Why the name “Eiffel”?





Leader and Employee Experiences You Can Address

Deadheads?

Leader and Employee Experiences You Can Address

Deadheads?

- Teambuilding that doesn't last

Leader and Employee Experiences You Can Address

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- **Org charts that don't explain how things work**

Leader and Employee Experiences You Can Address

Deadheads?

- Teambuilding that doesn't last
- Org charts that don't explain how things work
- **Job-description-myopia - employees don't see the big picture**

Leader and Employee Experiences You Can Address

Deadheads?

- Teambuilding that doesn't last
- Org charts that don't explain how things work
- Job-description-obsessed employees don't see the big picture
- **Teams that isolate themselves in specialty silos**

Leader and Employee Experiences You Can Address

Deadheads?

- Teambuilding that doesn't last
- Org charts that don't explain how things work
- Job-description-obsessed employees don't see the big picture
- Teams that isolate themselves in specialty silos
- **Collaborations that don't share the same operational model.**

Leader and Employee Experiences You Can Address

Deadheads?

- Teambuilding that doesn't last
- Org charts that don't explain how things work
- Job-description-obsessed employees don't see the big picture
- Teams that isolate themselves in specialty silos
- Collaborations that don't start with common goals and definitions
- **Lack of general business savvy about operations**

Final Word and Questions

- Unique uses you can think of?
- Customized training, implementation consulting, leadership coaching

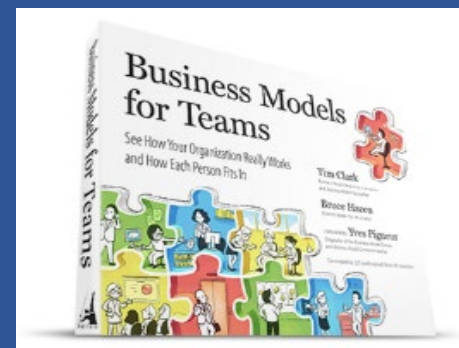
Bruce Hazen, M.S.

Principle

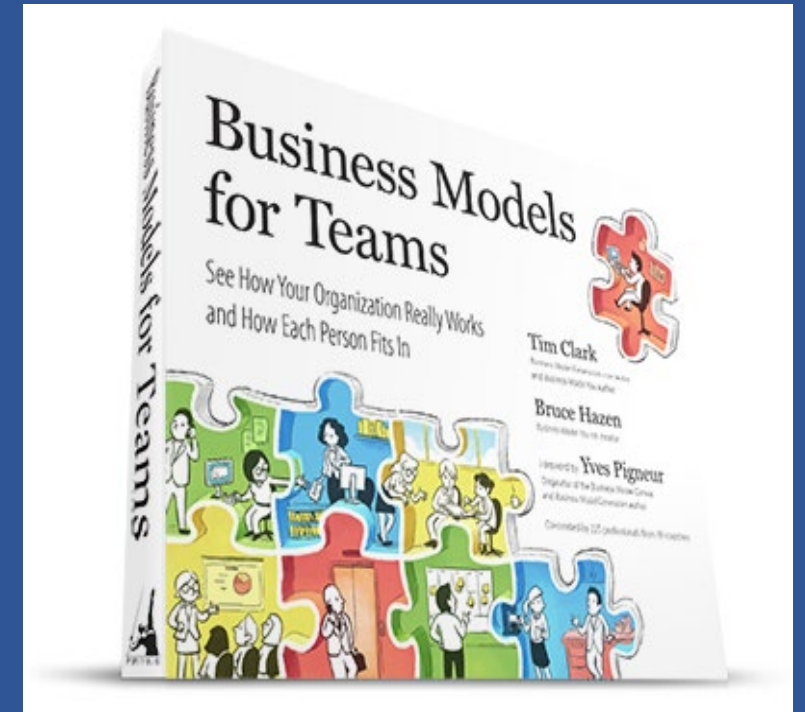
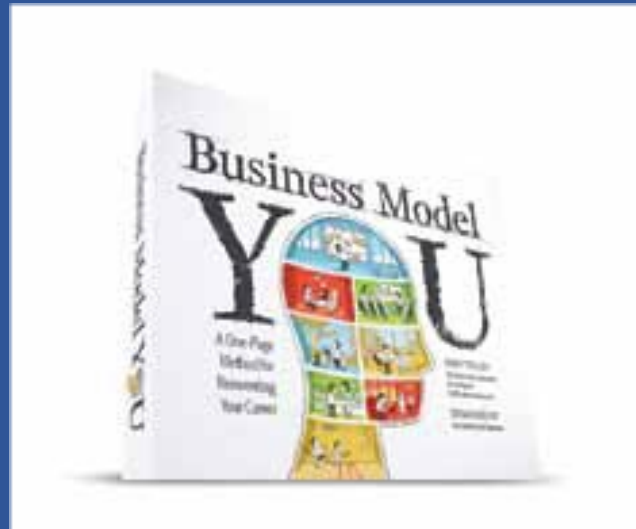
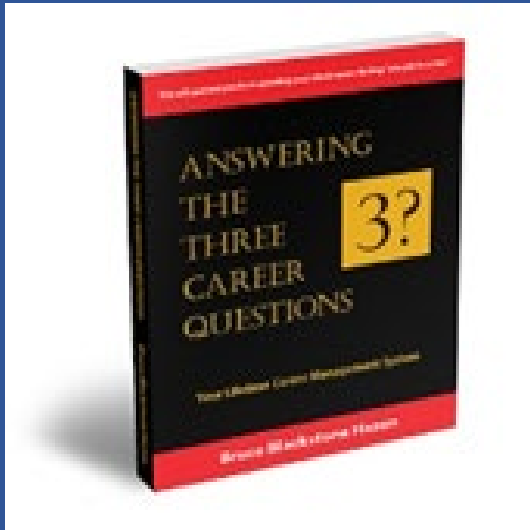
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