



C2HR
CONFERENCE

*engage.
empower.
elevate.*

Elevating the Employee Experience
Through Engaged Listening

Thank You To Our Session Sponsor

Carlson
Resources inc.



Michele Parks

VP, HR Service Delivery

Cox Communications





October 17, 2019



Voice of Employee (VOE)

Michele Parks, VP of HR Service Delivery
Cox Communications



- Family-owned business
- Founded in 1898 by Ohio Governor James M Cox
- CEO Alex Taylor is 4th generation family leader



- **\$7B Annual Revenue**
 - World leader in vehicle remarketing services and software for automotive dealers and global consumers



- **\$12B Annual Revenue**
 - Largest privately held telecom company in the U.S.



Our Vision

Create a future-focused, One Cox employee experience by challenging the status quo, experimenting with new ideas and making bold recommendations.

Through EXLab, we will:

- Create a more modern workplace
- Accelerate a culture of innovation
- Drive growth and performance through our talent

Guiding Principles

We are one Cox

Let go of siloes, put your enterprise employee hat on

Appreciate the past, but shift our way of thinking

People have done amazing stuff before and now we have to let some of that go and do new amazing stuff

Listen, then listen some more

Use empathy to look through the lens of the employee

No more navel gazing

Look externally for new ideas that could work for Cox

Keep moving the needle

Don't let perfect be the enemy of good
Speed over perfection
Iterate and evolve



Our Approach

PEOPLE

PROJECTS

PROCESS



20+
Projects
focused on
improving the
employee
experiences



**Internal Cross-Divisional/
Functional**

NOT External Consultants

**Agile Design
Thinking**

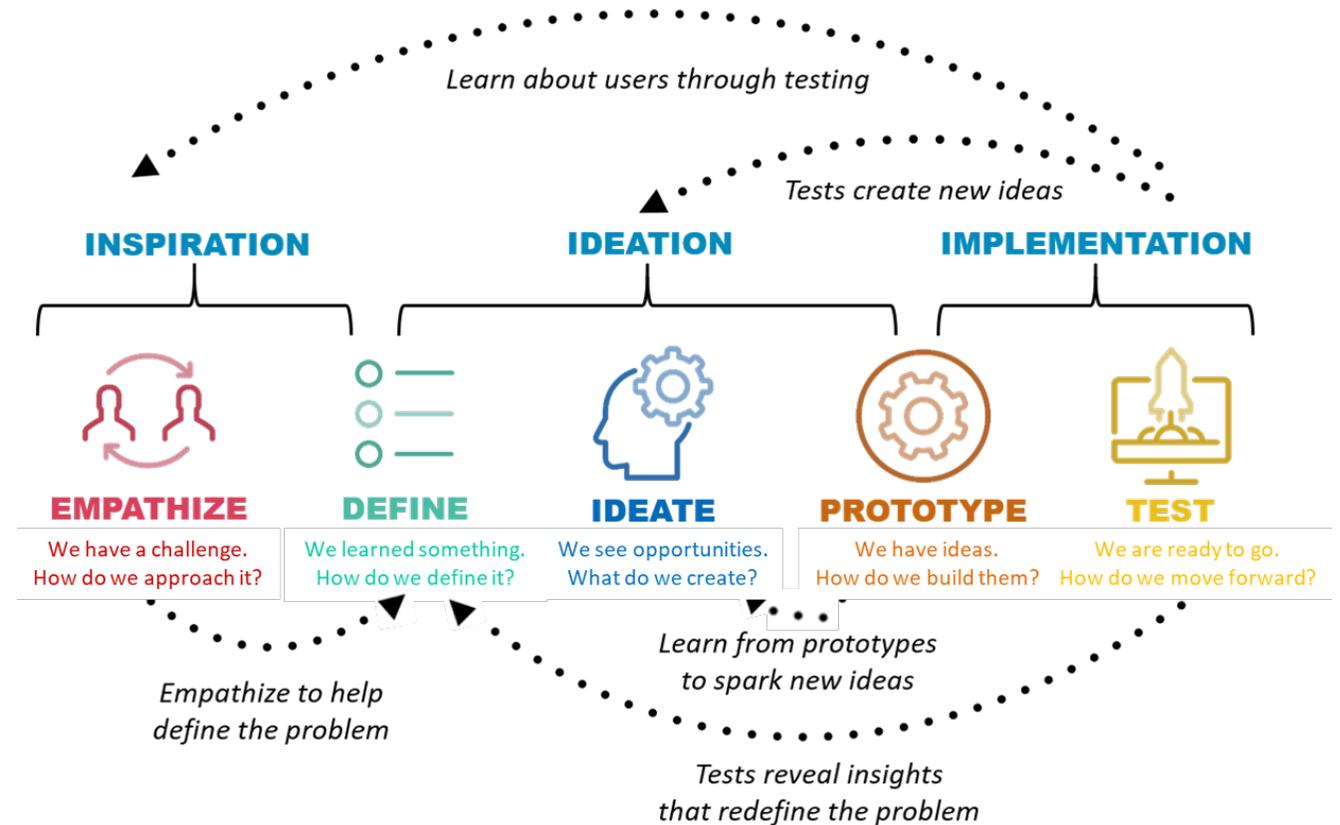
Agile Design Thinking

Design thinking is a creative and systematic approach to **problem-solving** by placing the user at the center of the experience.

-MIT

By using design thinking, you **make decisions based on what customers really want** instead of relying only on historical data or making risky bets based on instinct instead of evidence.

-IDEO





“

Cox must create a flexible strategy that empowers all Cox leaders to act on employee needs through dynamic listening and continuous engagement.



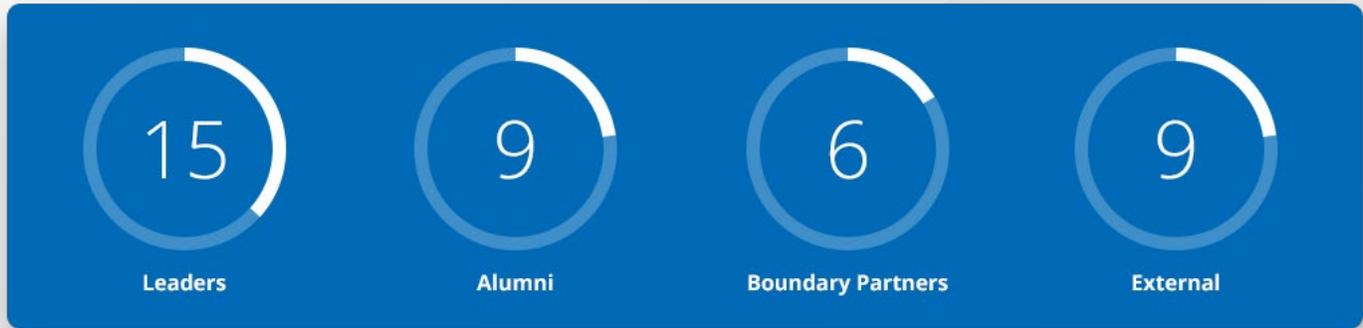


Informed Insights & Best Practices from Industry-Leading Brands

Focus Groups (31)



Interviews (39)



Survey (629)





What Employees are telling us



I fear
retribution



Close the loop,
even if the
answer is no



Give me other
forums to
communicate



Don't treat all
of us like desk
workers



Give me
real-time
results



Don't "force"
me to take it

You're Talking



What Leaders are telling us



I fear
retribution



Forced to have
the same areas
of focus



Overwhelmed
by data...help
me translate



Survey Feels
like an event

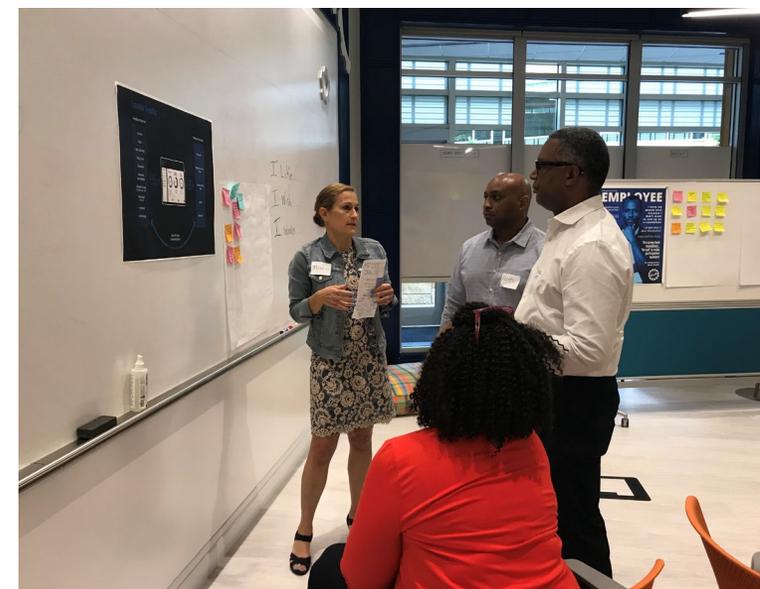
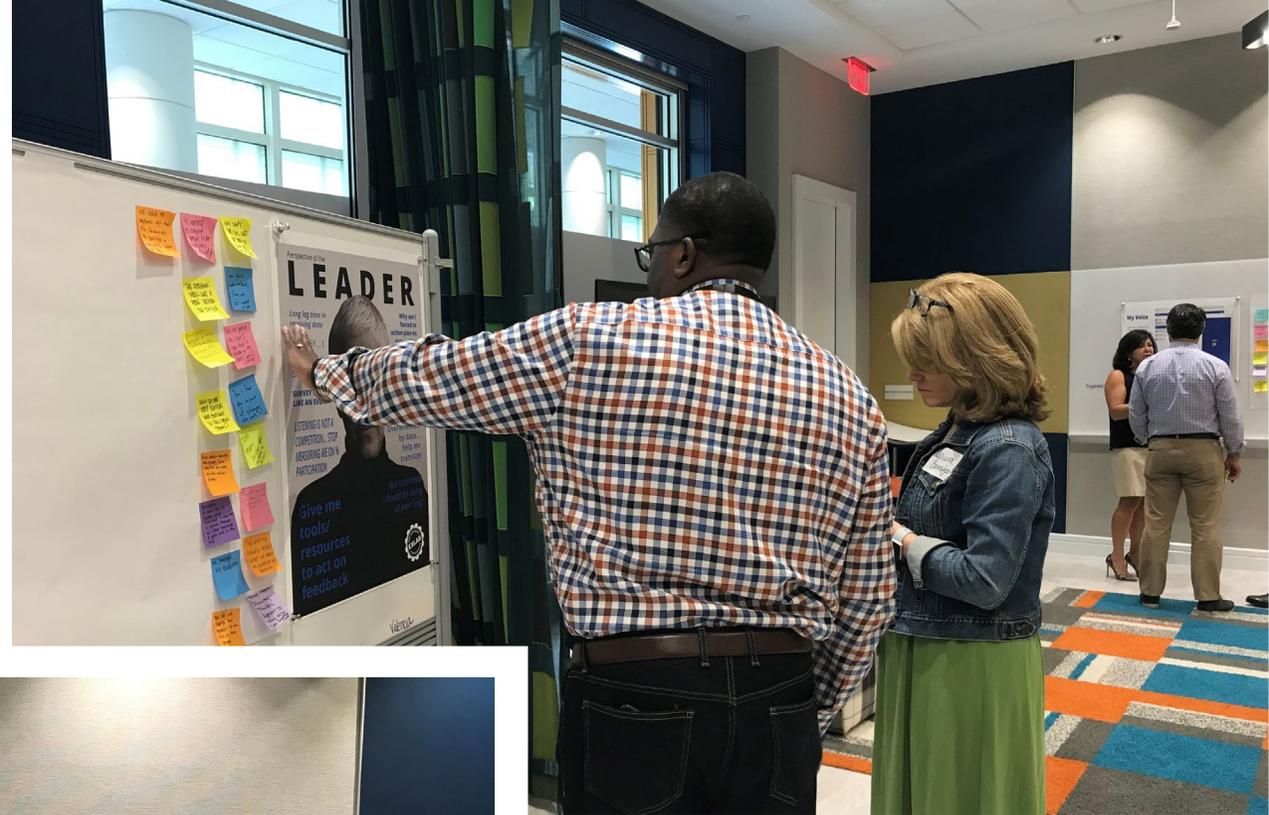


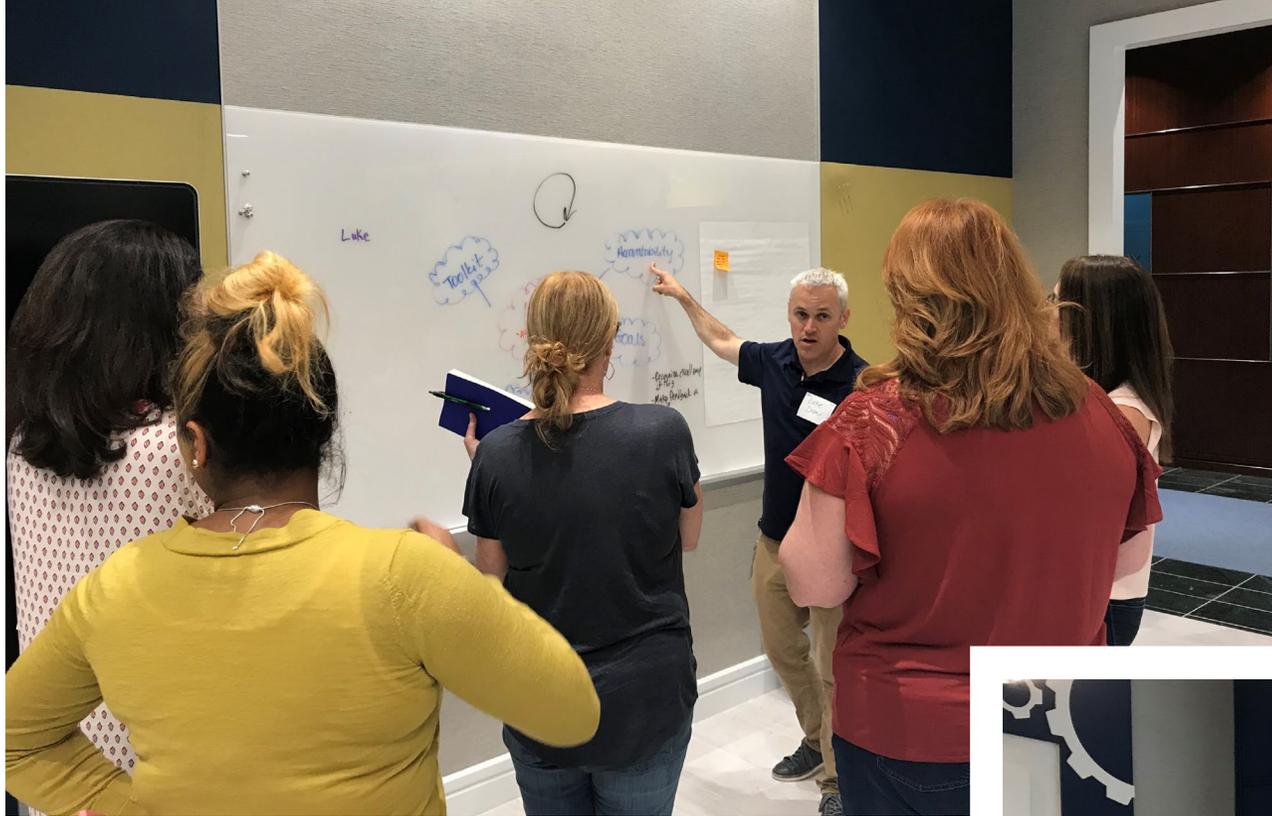
Keep It Simple
Stupid



Long data lag
times

You're Talking







We're unifying our listening strategy to...



Hear better, more often, with mindful intent and greater clarity

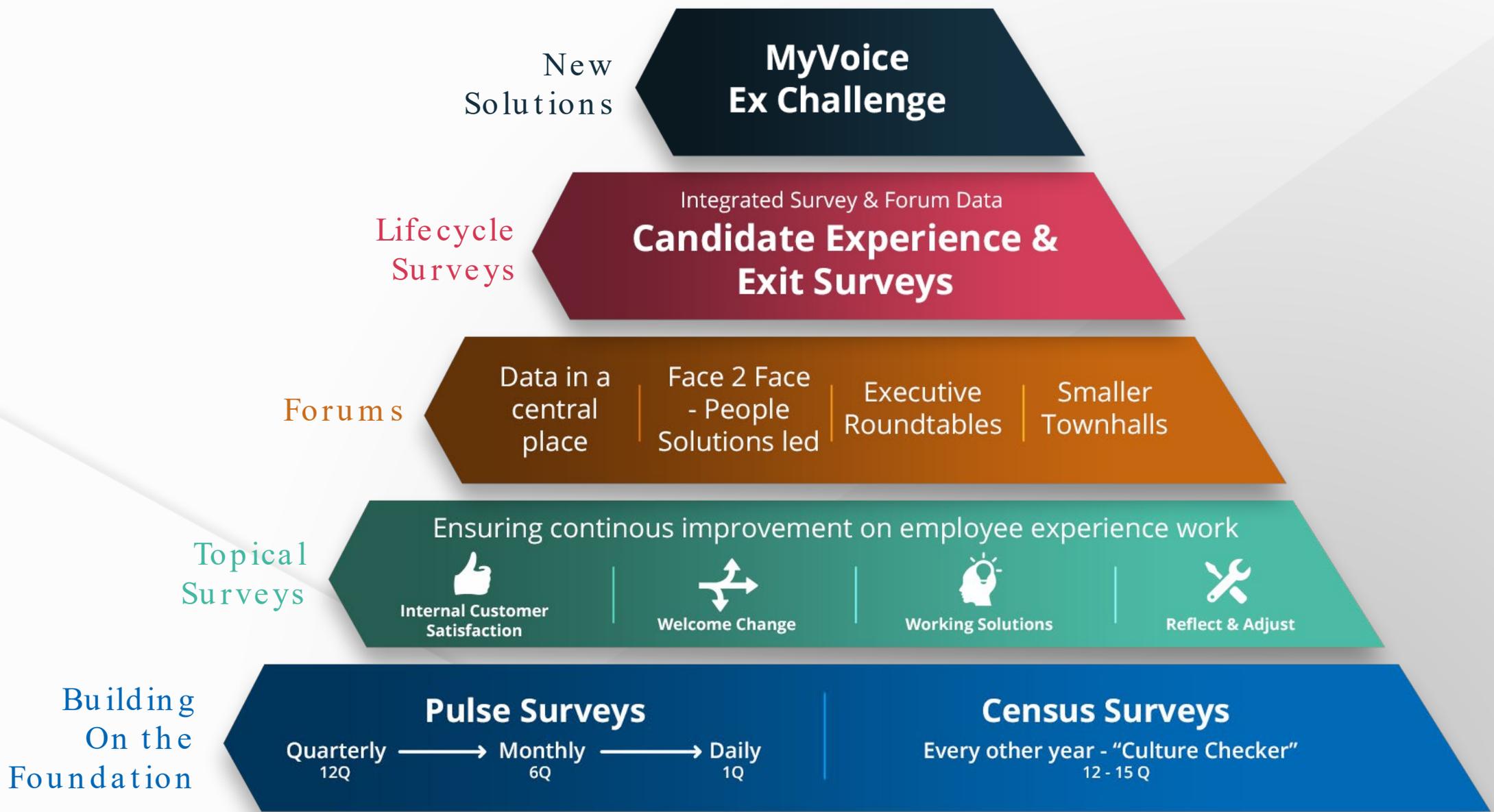


Gain valuable insights from the company's most treasured resource - our people



Discovering improvements that benefit customers, employees, and the company

We're
Listening



New Solutions

MyVoice Ex Challenge

Lifecycle Surveys

Integrated Survey & Forum Data
Candidate Experience & Exit Surveys

Forums

Data in a central place | Face 2 Face - People Solutions led | Executive Roundtables | Smaller Townhalls

Topical Surveys

Ensuring continuous improvement on employee experience work

 Internal Customer Satisfaction |
  Welcome Change |
  Working Solutions |
  Reflect & Adjust

Building On the Foundation

Pulse Surveys | **Census Surveys**

Quarterly 12Q → Monthly 6Q → Daily 1Q | Every other year - "Culture Checker" 12-15Q

myVoice

Real-time dialogue on the issues that matter to you

Topics from employees & leaders

Quick & easy

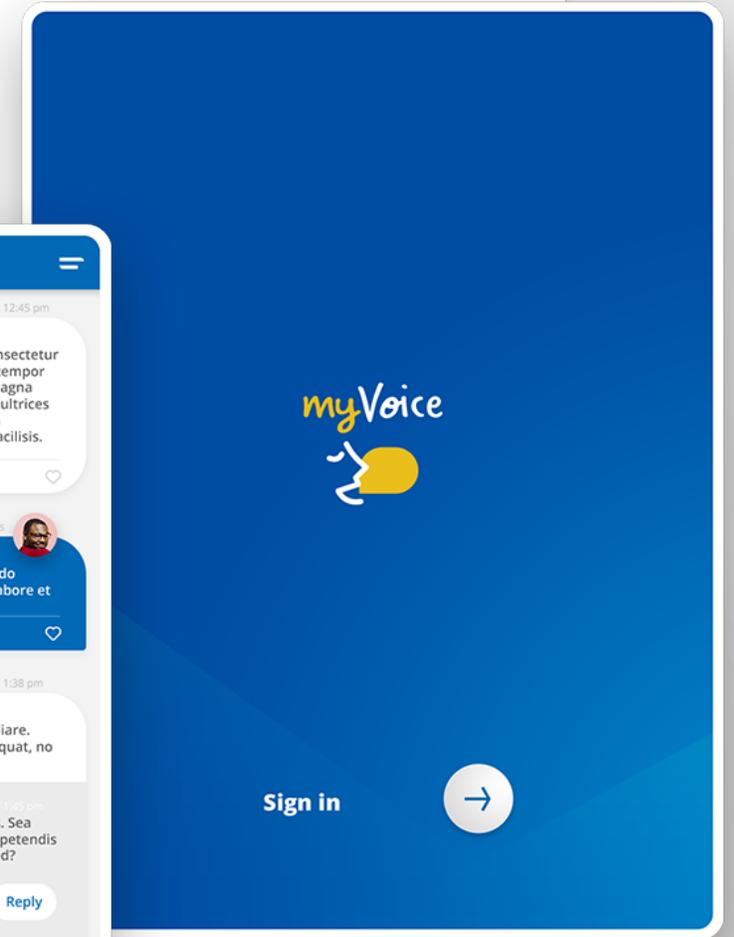
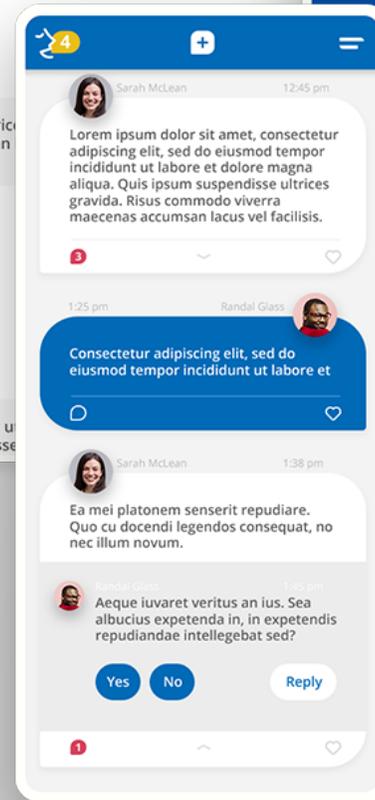
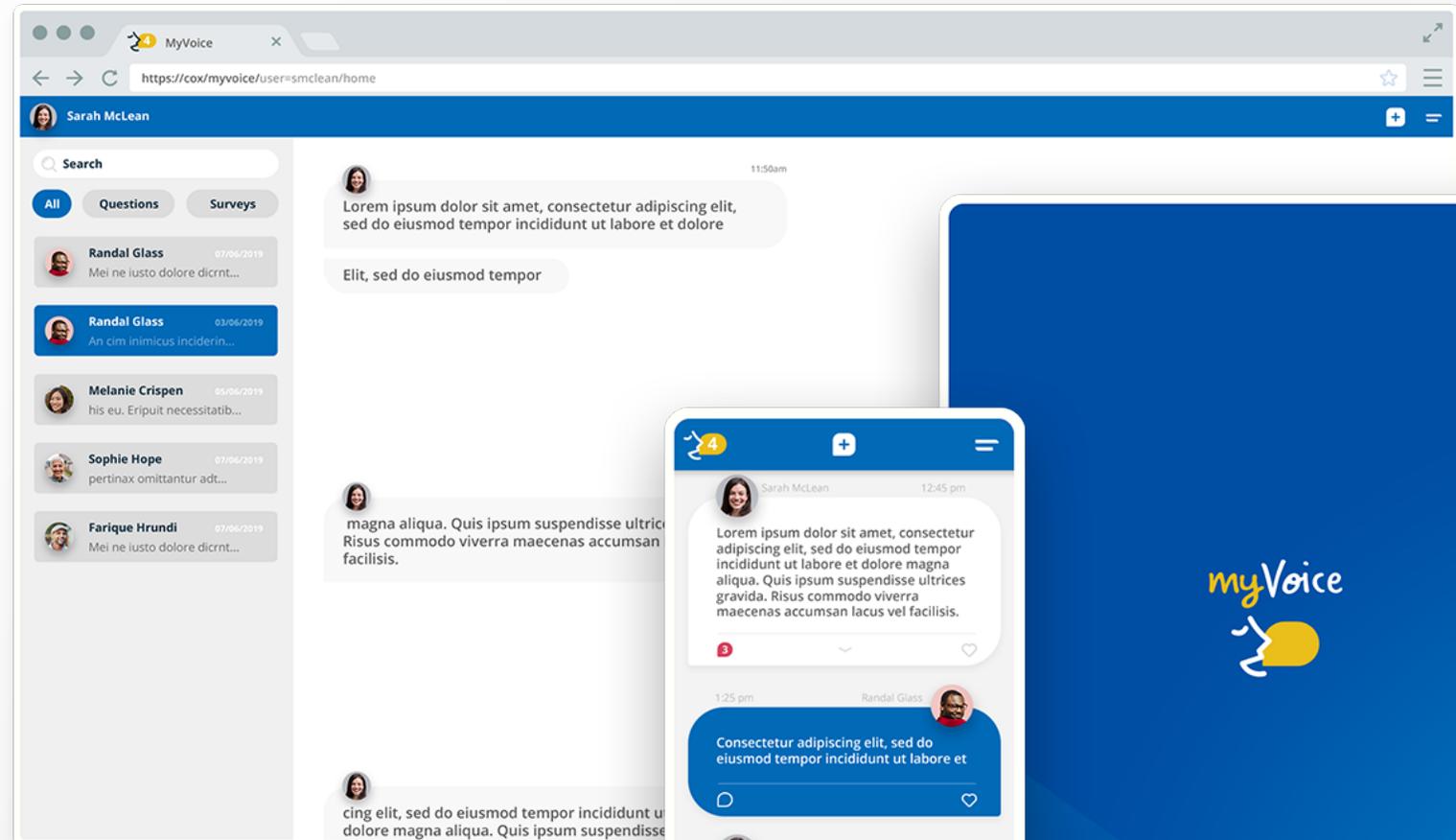
Polling

Crowd sourcing ideas

Voting on top employee experience suggestion

Public or private

Partnership with Public Affairs





EX Challenge

Your avenue to contribute solutions and be heard

A familiar social media App Experience

Compete for the best solution to the employee experience issues you're most passionate about

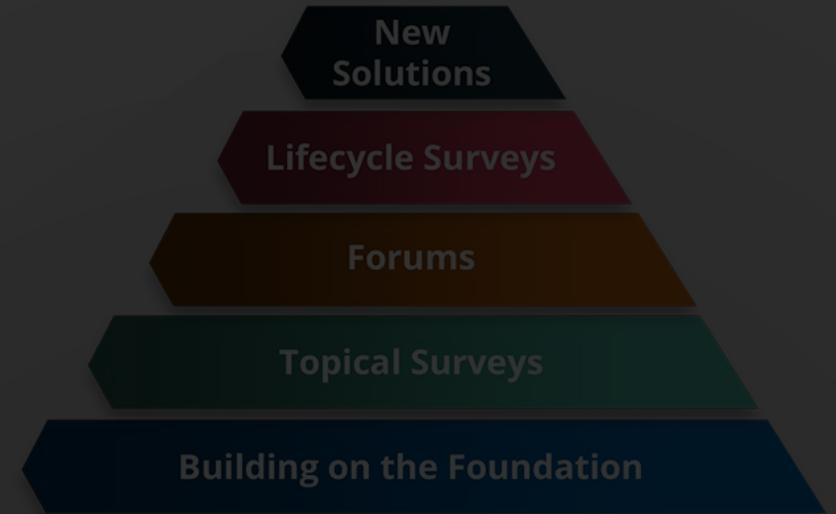
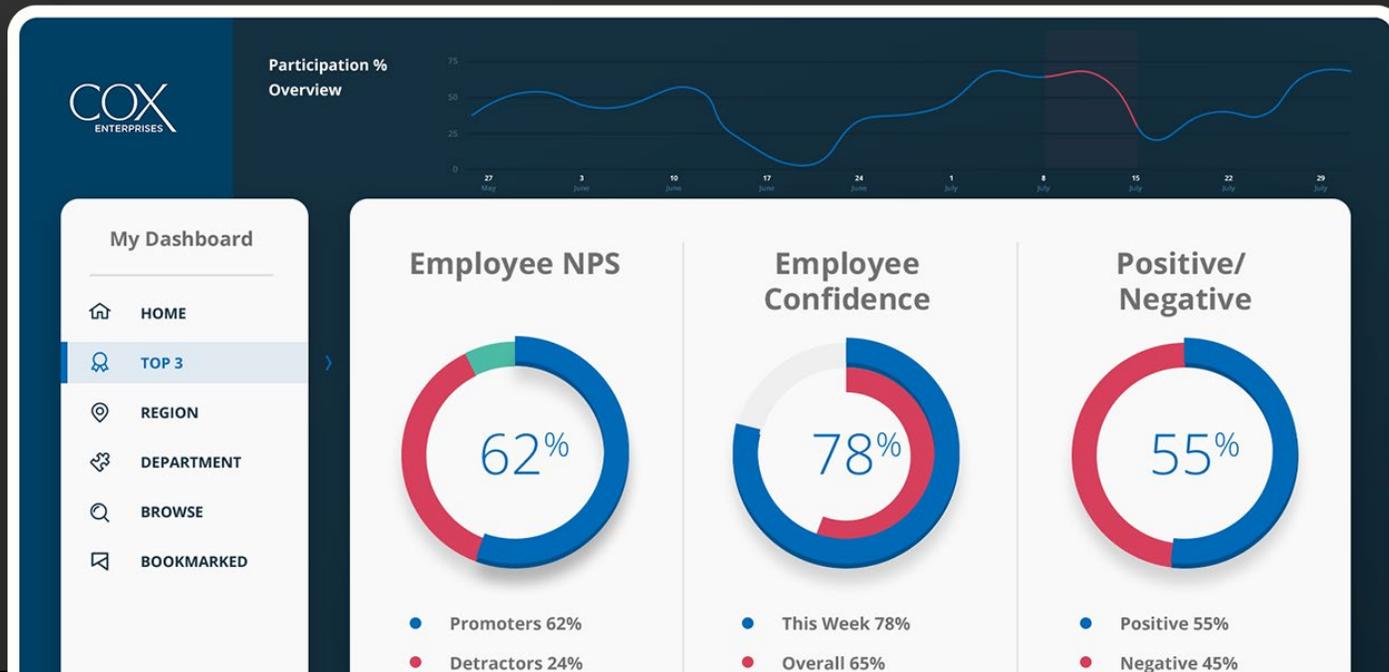
Closing the Loop with Real-Time Dashboards

Visibility into top Employee Experience topics from across the company

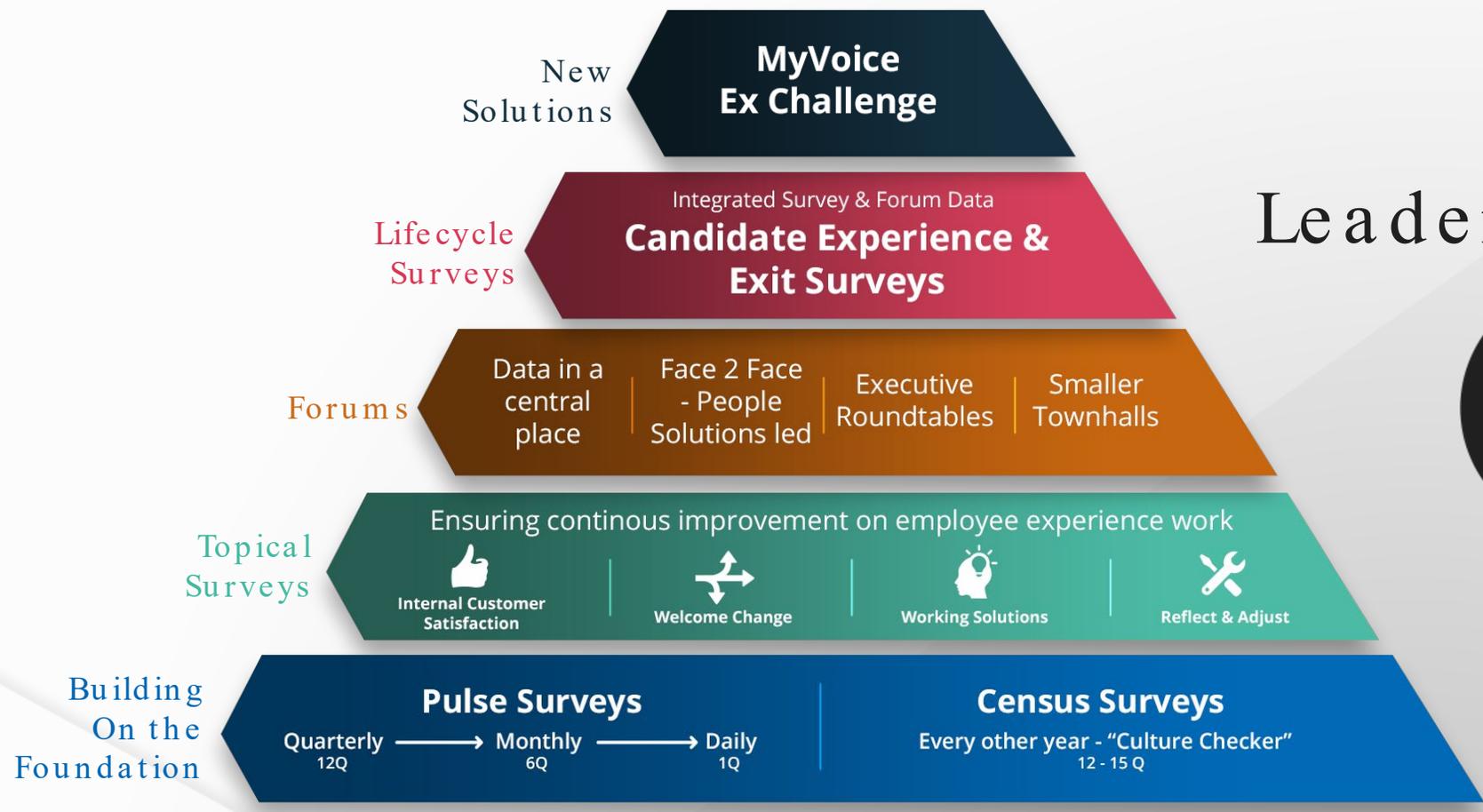
Cross channel analytics with internal and external feedback integration

Meaningful Metrics

Dashboards for Leaders as well as Employees



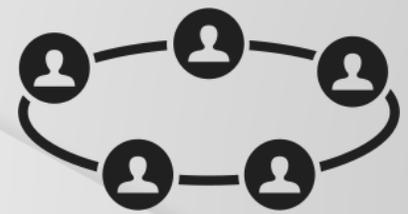
Employee Experience Council



Leader Resources



Employee Experience Council



Employee Experience Council



Cross-divisional team of employees and leaders representing your Voice on Employee Experience Initiatives



Renewed Leadership engagement and support for Building a Culture of Listening



Ambassadors for positive change



Leader Resources



Calendar of educational leadership topics (calls. etc...).



New leader teams or resource site.



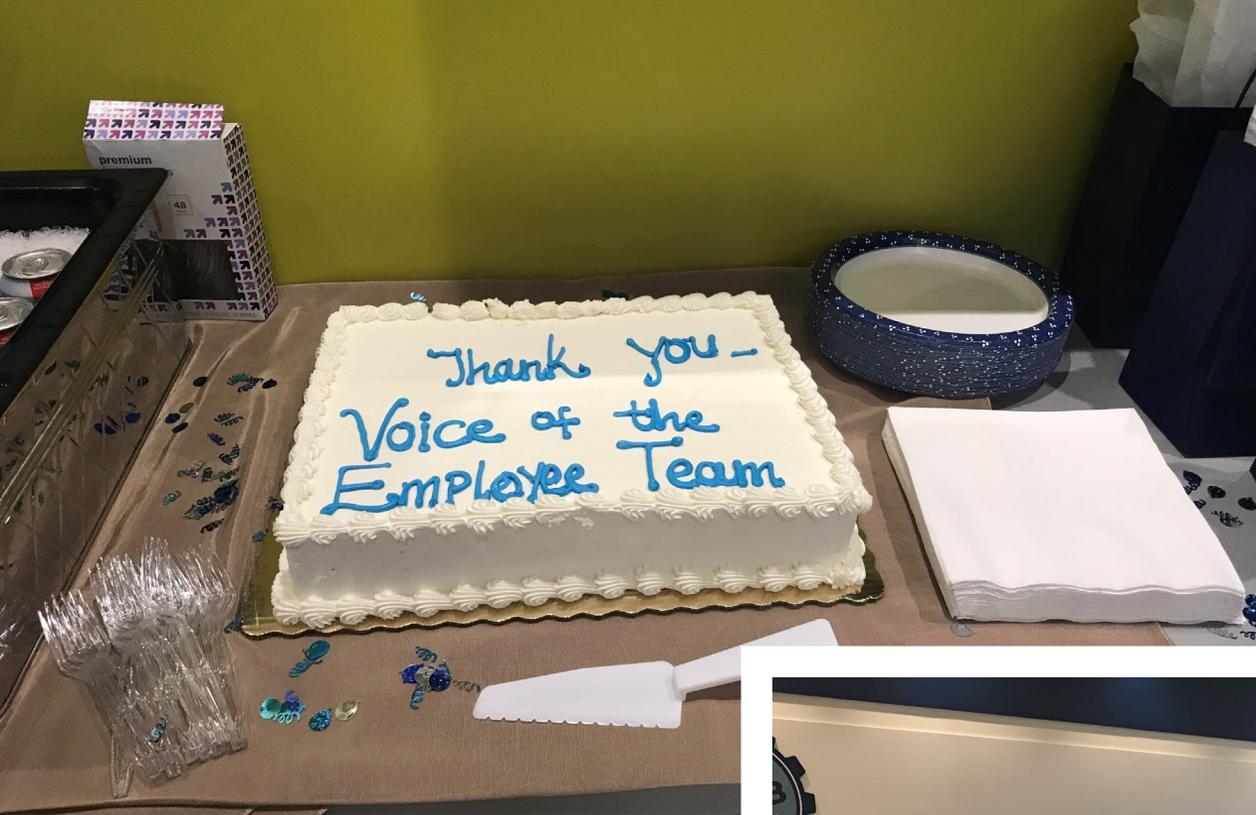
Create capacity to meet with employees (no meeting Friday's, off email times, etc).



Conversation starter document.

Organizational Structure







Questions?