

# openSAP Invites, Episode 10

Why Listening is Important to Design, Shape, and Manage the Employee Experience

## Transcript

**Robert Nichols:** Welcome to openSAP Invites, I'm your host, Robert Nichols. In an earlier openSAP Invites episode, I hosted a discussion on human experience management with Dr. Steven Hunt. In this episode, I'm going to continue the discussion of human experience management, or HXM, with two additional experts, Emily Wilson and Dr. Benjamin Granger. Emily and Ben will give us their perspective on what is HXM. They'll discuss the importance of listening to employees for organizations to adapt and thrive, and what it means to design, shape and manage the employee experience by adopting an HXM mindset. Emily Wilson is the leader of Solution Marketing for Cross Portfolio Solutions at SAP SuccessFactors. Her focus is on helping SAP SuccessFactors customers measure and optimize employee experiences in order to reduce attrition and increase employee engagement. Dr. Benjamin Granger is an XM catalyst within Qualtrics XM Institute. He has over a decade of experience building, running and optimizing employee experience measurement and management programs across the globe. Hello, Emily. Hello, Ben, welcome to openSAP Invites.

**Emily Wilson:** Thanks for having us.

**Ben Granger:** Thanks, Rob.

**Robert Nichols:** So, to kick us off, I want to give our audience a sense of what's on your mind these days. I want to ask both of you to name two hashtags that best represent your state of mind as we head into the winter of 2020. Ben, do you want to go first?

**Ben Granger:** Yeah, that one that's a good one... #whatnext. That's the first that comes to mind, but also #hopeful.

**Robert Nichols:** You mentioned what's next? I always do a running joke with our family, we always talk about it is so 2020, whenever I see some news about, I don't

know, poisonous caterpillars, murder hornets, something crazy going on this year. And it's like, oh, it just so fits into the year of 2020. So, I know what you mean by what's next. What makes you hopeful?

**Ben Granger:** Can it get any worse, Rob? That makes me hopeful. There's nowhere else to go but up from here.

**Robert Nichols:** I agree. How about you, Emily, two hashtags?

**Emily Wilson:** Oh, that's a good question for sure, I think probably one would have to be something like can't wait to travel because, you know, being kind of locked down for quite some time, I'm really missing, just getting out in the world and seeing people. But I do have to say maybe my other one would be something like #community, because I know we talk a lot about social distancing in these days, but I actually am physically distanced from everyone. But I find that I have a lot of Zooms with friends and family that I maybe wasn't talking to as often when we were busy and out and about. So those would be mine.

**Robert Nichols:** Those are good, if I were to name two for myself, kind of along the same themes, one would be #appreciative. I find that my appreciation for the good things in life is amplified so much more now, whether it's things just, you know, enjoying family, friends, experiences, that appreciation for all those things I'm such a hundred times more appreciative these days. And then I guess kind of along the same lines you were saying Ben, the second hashtag for me would be optimistic. It just can't get any worse from here. 2020 has been a tough year, no doubt about it, and I want to believe things are going to begin to turn for the better in 2021. Alright, so enough with the heavy stuff, let's now talk about HXM. We recently ran an openSAP course on human experience management, which the two of you both participated in as expert instructors. Ben you covered topics on the discipline of experience management and understanding the employee experience. And Emily, you explained the idea of adopting an HX-, excuse me, an HXM mindset. Before we get into some of those details, Emily, I would like to begin by asking you, what is human experience management?

**Emily Wilson:** Well, that's a great, actually beginning question just to sort of set the stage for this podcast. So, HXM or human experience management, is really the

evolution of HCM, Human Capital Management. Within HR, we often talk about the moments that matter and things like performance reviews and development plans and training. Those are all things that show up sort of on an HR timeline. And they're top of mind for HR, right when we think about the things that affect employees so much, are those the moments do you think back to something at work and think like when you took that training, or when you created your development plan? I think if you think about the moments that have really mattered in your career, they're probably things like when you were passed over for a promotion and all of the feelings that came along with that. Or maybe you worked on a really, large project that made you feel really burned out. Maybe you were working on a team, and you weren't really connected with them. Maybe you were managing an underperformer, right? All of these things in your work life impact your overall employee experience, and not just the HR.

**Emily Wilson:** events. So, experiences are really dynamic. And so, at SAP SuccessFactors, we feel like we need to move from saying, ok these are the needs of the organization at the center of HR. We think that the employee's experience needs to be at the center. And so whenever we're talking about HXM, we're talking about moving away from just kind of facilitating those HR transactions, like I have to take a day off, I have to complete my performance review, and actually reinventing employee experiences in ways that are going to impact the organization. This isn't all about the touchy, feely, kind and gentle with your employees. It's about really helping them to be engaged and be productive and have a positive employee experience so that they can help your business grow. And so this is what we define as HXM. It's really the evolution of HCM, and, you know, in everything that we do, we look at creating individualized, dynamic experiences, and that goes for candidates and new hires, employees, managers, HR leaders. It affects everyone.

**Robert Nichols:** But companies will still have HR processes, right?

**Ben Granger:** Oh, absolutely. Those core HR processes, recruiting, onboarding, ongoing training, performance management, talent management, the processes around that are most certainly not going anywhere. But that lens is a different lens, that we can look at it as an HR and as a business profession. If we often think of it as maybe a moment that matters or a touch point, like the recruiting process, is that a touch point? We could think of it that way, but it's also a person who's applying for a job with our

company so that they can feed and support their family. When we look at it differently, we design those experiences differently. We design them partially for the touchy feely stuff that Emily referenced, but when we do it that way, we actually make people more effective in their job. And I think it's also worth noting, that we've been doing a lot of research on the importance of the employee experience, certainly before covid, but during the pandemic right into heart of the pandemic, what was interesting to me, is that from the organization standpoint and from employees' standpoints, employee experience is actually increasing in importance right now in 2020.

**Ben Granger:** Frankly, I would have thought it would have been the opposite. As unemployment rate goes up, maybe employers are in a more powerful position over candidates and their employees, but that's not really panning out, at least yet, in the research that we're collecting, we did a very recent study in the month of May, really during the heart of the pandemic for most countries, and one of the most impactful drivers of the employee experience was whether the organization that they worked for, listened to them. That they listened, and also communicated back, and took action on what they said, so that tended to be a key ingredient at least from the employees' perspectives of what was important to them during this time. So, there's absolutely power in listening. And when we do that, when we listen to people, then we are able to accomplish something together. Right? Just like a personal relationship or understanding them better so that we can go accomplish something that's mutually beneficial for the employee, but also for the organization.

**Robert Nichols:** That's really interesting. I definitely have that experience here at SAP as an employee, and it's clear that listening to employees is a priority in our organization, especially this year with all the changes due to covid. My management has been very in tune to not only what our team needs to be successful professionally, but also on a personal level, making sure we have the support we need to successfully balance work, family and personal well-being.

**Ben Granger:** Exactly. It's a great example, and again, we saw in the macro, across multiple geographies, across industries, employees universally said that when their organization stopped, took time to listen to them, that it drove better attitudes among those employees. Those better attitudes translated into better performance. And so in that study, just to kind of flesh that out a bit, we found three buckets of organizations,

three types of organizations, companies that generally listen to their workforce, but did not do so during the pandemic, for whatever reason. We had organizations that generally listen to their workforce and did so during the pandemic, and then we were able to identify organizations that don't listen at all. And they didn't during the pandemic. And it was a very clear difference across those employees of those organizations. In some cases, we saw 20, 30 point differences in employee engagement or attitudes toward the senior leadership of the company, or personal well-being, like you mentioned Rob, those were far higher among employees whose organizations listened to them and did so during that time of major change in crisis. So, that was indeed the biggest driver of the employee experience, at least during that time of change and crisis. And, I would argue that it's not just about this is not just a retrospective back from the pandemic. If we think about the change in disruption that's going to happen as we transition back to normal, and also any other future disruption that we run into, an acquisition or merger or a reorganization, those are the times that we need to be listening to our employees to help inform how we should communicate, and how we should make decisions. But again, it's not just about that listening component. Employees made it very clear that it's also critical that the company is communicating back... here is what you told us, and here's what we're going to do about it.

**Robert Nichols:** You know, performing that action based on what you learn from that feedback, during the openSAP course on HXM, we had a lot of learner participation in the discussion forum, and designing, shaping and managing the employee experience, which is what I think is the actions you're talking about, was definitely a hot topic amongst the students.

**Emily Wilson:** Oh, yeah Rob, absolutely, I myself was so thrilled at how much interest we had in all of the topics, and I think what was really great was that each chapter or each kind of session was like maybe 10 minutes long and they were really actionable. And that's what a lot of the comments were like. Wow, this is something I can actually take back to my organization and think about or do or consider. And I think that maybe the interest really stems from probably two things. I think the first is how relatable the topic of employee experience is. There are certain things in HR that only maybe HR leaders know about or do, or maybe some things that managers know or do. So, not every employee has possibly participated in a mentoring program, or done a calibration session. But every single person can relate to how their experience at work impacts

how engaged they are, how productive they are, if they intend to stay at the company, if they would recommend the company as a good place to work. So, we can all really relate to that. And then you know, I do have the fortune of attending and presenting at a lot of HR conferences. I think that, you know, the majority of HR leaders I get to link up with are inherently inquisitive, looking for ideas, looking for actions and really feel responsible to help shape and manage employee experiences, right? Because ultimately, it's not only the responsibility of HR, but if there is low levels of engagement or high levels of attrition at an organization, ultimately people will look to HR.

**Ben Granger:** Emily, you nailed it. I thought even in the discussion topics, we saw a lot of that resonate on a personal level with everyone. And, I think that's exactly why this is such an important topic from the perspective of employees. And I think we are seeing a groundswell of organizations who are acknowledging that, that if we meet employees where they are and where they want to be and what their expectations are around the employee experience, it's going to be better for them and then it's also going to be better for the organization. So, I was just thrilled to be a part of those discussion topics that you alluded to Rob, because even though Emily and I and a lot of the other speakers were the so and so quote unquote teachers, we actually I got a lot out of the discussion in the comments from the participants.

**Robert Nichols:** Yes, there were really good discussions out there in the discussion forum. So, Emily, what does it mean to approach work with an HXM mindset? And what is this concept of XM diffusion?

**Emily Wilson:** Well, when we say that you need to approach work with an HXM mindset, similar to sort of what I spoke about earlier, it's really looking at things from the emotional perspective of employees. It's not just about putting a feedback survey in an HR process, or maybe even just creating an employee experience center of excellence. It's really about leading in a different way that values, you know, operational data and concepts. Right? So, you know, every company reports on the production and profit, but you also want to value the what we call X data, the attitudes and feelings and sentiment that you're getting from employees. And so, when we think about experience management or XM, this cycle really has to start with a vision and a roadmap. Right? So, if you are in an organization and you're going to be a change agent for XM, what is your vision for your organization? How are you going to adopt XM? What is your ideal

roadmap? Are there use cases that you think the organization must adopt? Is there language that you think needs to become really pervasive within your company? So, I mean, in layman's terms, that's probably best encapsulated as how does the HR person get their work out to the masses? And so, the XM diffusion cycle is really fascinating. It helps people expand the behaviors and capabilities surrounding XM to people who maybe aren't natively bought into that idea.

**Emily Wilson:** So, it could help the HR person, you know, build a relationship with the customer experience team or with the marketing team. Right? It's about talking and aligning concepts. And so, at a very high level, you know, the concept of an XM diffusion cycle has three states they're called infusion, absorption and recalibration. Infusion is that, you know, initial sort of intentional effort that is injecting new behaviors or new mindsets across the organization. So, it's a very effortful tactic. And it's used by the HR or experienced management team within an organization to get started. And sort of, infusion is what sets the whole cycle in motion. And then the next stage is probably the least intuitive of the stages, but probably the most important. And that's absorption. This could kind of be thought of as, like the stage, where you just serve the food and everyone has to wait to jump into the pool. And then the final stage is what's called recalibration. And so, this is where you look at are you seeing increased buy-in, are you seeing people want results from you, or want to do things further from your infusion efforts? And it's important in any, in during the cycle to make sure that you then go back and start again with the infusion. It's something that's constantly changing and evolving and improving.

**Robert Nichols:** Ben, one of the topics you discuss is the discipline of employee experience management. While you go into this in some depth in the openSAP course, what can you briefly tell us about the discipline of employee experience management?

**Ben Granger:** That's a really good one, because on the face, the discipline of experienced management sounds very similar to the human experience management. So, I'll contrast the two a bit. I think that experience management is what I would consider the more foundational of the concepts. We define, within the Institute, experience management as a discipline of using experience and operational data to manage and improve the core experiences of a business. And those experiences extend to the experiences we deliver to our employees, those that we extend to our

candidates, to our customers, to our future customers, potential customers, our suppliers, etc. And so, XM involves frameworks, principles and practices that help organizations measure, manage and design experiences for those different stakeholders. Human experience management is very specific to how we apply the discipline of XM to our employees, to our workforce. So, it's a little more specific and targeted. And it's critical that we compare and contrast those, because while they build on each other, there are definitely important differences between the relationships that employees have with an organization and that customers have. Again, just to restate that, I'm a big believer that there's a lot of commonality in the practices and the principles that we apply to improving experiences for our customers and those for our employees. But there's also very meaningful differences that we have to acknowledge.

**Robert Nichols:** And why is understanding the experience you are creating for your employees so important, and how do you put this understanding into action?

**Ben Granger:** I go back to the when we were talking about the importance of listening, and I'd put it quite simply, if we are not listening to our employees or to our stakeholders, then it's very difficult, if not impossible, to know if and how we can make those experiences better. It's as simple as that. So, if we are committed to improving the employee experience if we're committed to improving the customer experience, we must understand how are those experiences that we're delivering, what sort of emotion is that creating? Are we allowing employees and customers to get done what they want to do? If we're not measuring it, then we're shooting in the dark. We have no idea. We have no visibility into that. But, I would also argue that listening can take many different forms within a modern organization. It can happen one to one, right through a formal conversation between a manager and an employee or between peers. But, it also happens at scale, especially in large enterprise organizations where we have hundreds and thousands and tens of thousands of employees. And our research clearly shows that it's important for organizations to have both in place. You have to do that very personal one to one listening, but you also need to do that listening at scale. And there are many different ways that we do listening and we go into that in the course itself.

**Robert Nichols:** One of the things you talk about is the human experience cycle. Tell us a little bit more about that, and how it relates to everything we are talking about today.



**Ben Granger:** This is another, there's a lot of, we're talking about a lot of concepts of models today, but I think this one's really intuitive, and it explains, it goes back to that term 'experience'. Well, what is an experience and why is that even matter? Well, the human experience cycle essentially states that for every experience that we have, whether we're a consumer, an employee, a candidate, whatever, every experience we have, we form a perception of that experience. Was it good? Was it bad? Was it neutral? Over time, we start to form a more stable attitude about whatever we had that perception about, let's say, the organization. So, I'm an employee of Qualtrics and SAP. I have multiple experiences every day, and over time I'm going to form an attitude based on the perceptions of those many experiences. And we know from decades of research that the attitudes that I hold about my job and my company in my work drive the way I behave. So if I'm engaged, for example, a job attitude, I'm more likely to put forth more effort and more likely to go out of my way to help you Rob, and to help you Emily, if I'm not very engaged, or I'm not satisfied, or I'm not committed to my company, I'm not going to put forth as much effort. I'm going to be more likely to psychologically or physically withdraw from the work. Now, the other component of the model also includes expectations. And so, perceptions are not just formed from experiences themselves, but the expectations that we go into an experience with. If I call my cable provider, I pretty much know that's probably not going to be a great experience. Right? You know, you go into the DMV (Division of Motor Vehicles), that's probably not going to be a great experience. But, you know, I have called my cable provider a few times recently, and the experience was fantastic. Now, that is what I would expect if I went to a luxury hotel. I would expect that. And if I got a little bit short of that extremely premier experience, my perception would be low. So, experience and expectations drive perceptions, perceptions drive attitudes, attitudes drive behaviors.

**Robert Nichols:** Very, very interesting and, you know, everything we've been talking about just recently, we were talking about the actions you take after you understand that employee experience, but it all begins with listening to the employees. And I assume the two of you have done some research, have work with our customers, and maybe you have identified some trends related to employee listening?

**Emily Wilson:** Oh, yeah, I'll start with this one, we've seen absolutely some trends and really these, sometimes can vary by industry or by geography, but I would say in

general, we're seeing a lot more frequent employee listening initiatives. Right? So, organizations realized they have to move past only doing an annual engagement survey, for example, to incorporate other types of employee listening. So, this, you know, it really includes key listening moments that are falling outside of those very traditional engagement and lifecycle moments. So, they're listening on topics such as well-being, right, or work-life balance, corporate responsibility, ethics, ability to be successful with remote work, things like that. I'm also seeing an increased focus on the manager as a driver of employee experience. So I said earlier, HR ultimately gets looked at if you're having an attrition problem, but managers and leaders really significantly influence how resilient we can be, how ready we are for change, and how we cope with that change, especially in a time like this year where there's been a lot of disruption, and we obviously everyone's had to pivot to the quote unquote, new normal. And so, I think the role of the manager has been key. Probably unsurprisingly, we're seeing an increased focus on diversity, equity and inclusion, which I actually think is fantastic, that this is coming to the forefront.

**Emily Wilson:** And then I think that may be the final one would be really an increased need for listening as workforces are remaining remote for the foreseeable future for a little while longer. And at the same time, you've got the front-line workers who are navigating like a lot of uncertainty, and are possibly putting their health at risk, or being overworked. Right? So, this really highlights the fact that organizations are needing new types of ongoing listening programs. They need to understand employees sentiments, fears and thoughts around health and safety, around remote work, you know, doing ongoing pulses. Right? Especially when you think about bringing people back to a physical work location, and then monitoring how things are changing over time. I think all three of us know whether it's affecting us or someone else. Employees right now are up against so many challenging scenarios. They might have a child-care issue. They might have remote learning that they're trying to work on at their house while they're also on their Zoom calls for work all day. People have health concerns, you know, remote work technology problems, perhaps elders in their life that they can't see. So, you know, I think in general, these are the trends that that I'm seeing. Do these resonate with you, Ben?

**Ben Granger:** Those are extremely well aligned with some of the research that we've done. I alluded to that workforce resiliency study, and I talked about how listening was

the biggest driver. And you pointed that out, Emily. I think some of the other things you mentioned, the role of the leader, the role of senior leadership communication, those are other drivers, significant drivers of the employee experience during that heart of the pandemic doing that major crisis. You talked about different types of listening, and this is something that I observed as well, where, frankly, the most successful organizations in pivoting during that March, April, May, June, July time-frame shifted their traditional listening strategy to something that was more operational. Do you have what you need to get your job done in this new virtual work environment for those who moved to remote work? Moving to always on listening, there was a bank I consulted with as they started opening up their retail branches. They acknowledged that employees and customers were very concerned about health and safety as they opened up those retail branches. And so what they did, very wisely, was they opened up always on listening, and they allowed employees to say, hey, look, I have a coworker that came in maybe showing some symptoms, making me feel uncomfortable, coworker or customer refusing to wear a mask, refusing to wash their hands.

**Ben Granger:** I want to raise this issue, but I don't necessarily feel comfortable going directly to that person. Those sorts of issues cannot wait till the next pulse survey. Right. They can't wait until that next annual survey. Those have to get addressed immediately. And so that's just one example. Emily, you talked about emerging employee personas, people with health issues. This is also something we're hearing from the organizations that I've been working with, it's like all of a sudden, we have these new employee personas that have emerged. You have people who are high risk for health issues, of course, especially when we talk about going back into the workplace. But one of the interesting findings, and this was an SAP finding, was some of the most at-risk employees were single, were living alone at risk for social isolation. Those are employee personas that we may not have been aware of in the past or weren't salient to our work. So, yeah, I mean, to answer your question directly Emily, those absolutely resonate. We've seen the same things that we've seen a lot of the same research emerge from our formal work.

**Emily Wilson:** Yeah, I actually have also, that actually kind of jogs my memory. I recently did a webinar with an automotive supplier, and I was with their VP of talent, and it was so interesting. He was saying that their leadership was assuming that people were hesitant to return to the offices because they had increased caregiving

responsibilities at home. That's what they assumed. They thought, OK, people are not going to want to come back because, you know, their kids are remote learning. And it was only through pulsing their workforce, that sure, that was a concern for many of their employees, but it was not the primary concern. The primary concern was that they actually didn't feel like the company had done enough to ensure a safe workplace, to ensure there was physical distancing, to ensure there were masks, and ensure there was hand sanitizer. When in fact, they had actually done so much to ensure a safe return, and they had all these new policies in place like, you know, from handwashing to plexiglass to masks to limiting the number of people that were there. And this, I thought was interesting, they even had, after someone would come into the office, they were meant to leave an orange construction cone by the door, which instructs the cleaning people to do a very thorough cleaning of that area, that someone had been in the office that day. And so, they realized, wow, we just need to better communicate that, our employees will actually feel comfortable once they learn about all we've done.

**Robert Nichols:** That's surprising that they didn't know what the real concerns were.

**Ben Granger:** Yeah, on the face, it is Rob, but I would say, after talking with many of the leaders, we have to acknowledge that in HR and in leadership, we have different visibility into workplace policies, the rationale behind those decisions, than do a lot of our front-line workers. Again, this was another finding we saw in our Workforce Resiliency study was that employees who are a higher level, (at) higher levels of leadership, had more positive perceptions about workplace safety. Significantly higher perceptions of workplace safety than did individual contributors, trainees and interns. Primarily because trainees and interns were on-site workers, for the most part. There is a perception gap there. And, it's also because we often times make decisions based on operational data only. That's how we're used to making decisions in organizations. We look at turnover data, we look at performance data, we look at call resolution data. We're less, I wouldn't say this is a universal statement, but a lot of organizations are not used to looking at experience data. But, if we remember that definition of experience management, it requires both. It requires experienced data and operational data. And, we saw some really impressive examples of organizations who leverage that. We had another auto manufacturer that we worked with who put together a listening strategy, they called it "Ask, Listen, Observe". And it was very simple. 'Ask' was the surveys that proactively go out from the company to employees. 'Listen', was some of the more

passive listening that they did. Scraping internal social media to find out anonymously what are people talking about, how they feel about it. And 'observe', is that operational data component continuing to look at performance, continuing to look at what do people actually do and choose? And one way that they do the listening and the asking better, as they did things, like simply asking open-ended questions. Taking the data, and not just looking at averages, but looking at different personas that we talked about, looking at the data from many angles. The text analysis, the passive listening, the active listening, the driver analysis, looking at all of those things in combination to inform decision-making about what we need to go do and what employees, what's top of mind for employees, as opposed to making assumptions about it, and then ultimately using all of that to tailor the approach. And that goes way back to what you started with, Emily, that that's really what HXM is about, is how do we make these experiences more personal, and ultimately more effective for employees and for the organization?

**Robert Nichols:** This conversation has been really enlightening about human experience management, and besides the openSAP course that we had on HXM, where can our listeners learn more about human experience management?

**Emily Wilson:** Well, we've recently had a couple of virtual events, and they were a fantastic opportunity to hear from other organizations about their approach to employee listening or their approach to HR in general and HXM. And so, I would probably recommend listening in on some of the SuccessConnect virtual sessions, as well as the Qualtrics Work Different sessions which are all online. So I'm assuming you can provide those links, and you know, SAP SuccessFactors LinkedIn page, we have a lot of LinkedIn live-sessions as well, and I keep tuning into them, and we get so many incredible insights from our, you know, CHROs and directors of HR, VPs of talent. Our customers are doing some really incredible things out there, especially this year, the way that they're pivoting their programs to support their employees. So, that would be my recommendation.

**Ben Granger:** Yeah, and I would add the XMInstitute.com, and what's great about the XMInstitute.com is it's a bunch of free research for really anyone. You don't have to be an SAP or Qualtrics customer to access it. It goes into detail into those foundational concepts like experience management. What does that mean? What capabilities does it afford an organization? But I think more importantly, it goes into very specific practices.

How do you apply that? How does it differ from what you're doing today? How do you take that annual survey, for example, and transition your organization to a more agile approach? How do you design experiences that create positive emotions, and digitize them? Those are really practical questions that you can find resources and tools for on the XMInstitute.com.

**Robert Nichols:** All good to know, we'll be sure to put the details about these additional resources in our show notes for our listeners to easily find. So finally, I want to ask you if you guys could summarize some key takeaways for our audience.

**Ben Granger:** Yeah, so the ultimate takeaway from me is, experience management, HXM, which essentially tells us is that when organizations try to make people's lives easier and more positive, they also perform better. It's to an organization's benefit to treat their customers better, to improve the experiences of their employees. And when you think about this very comforting. Imagine if the opposite was true, right? That would be disastrous for all of us as consumers and employees. So, as organizations begin to advance in their application of human experience management, others will inevitably get left behind. Companies who are slower to adapt, or fail to buy into this, they are only looking at the short-term business gain, or short-term wins and losses, for example, that will absolutely come back to haunt them. They will get left behind. Candidates, employees, customers will begin to form expectations for how organizations meet their needs, and those that neglect human experience management are going to be racing to the bottom.

**Emily Wilson:** Yeah, Ben I could not agree more. I think that the role of HR has never been more important than what we've seen this year. Right? So, HR is really the ear to employees concerns. And so, they're key to really driving those ongoing improvements. And, you know, these are really critical. Business leaders are continually adjusting their plans, and employees are uncertain of their future, and I think HR really plays that pivotal role in between.

**Robert Nichols:** Fantastic discussion. Emily. Ben, I want to thank you very much for participating in this podcast. I also want to thank you for serving as instructors for the openSAP course on human experience management. It was a real pleasure partnering with you both this year, and I hope we do so again sometime soon. Thank you.

**Ben Granger:** Thanks so much.

**Emily Wilson:** Thanks to you, Rob, for sure.

**Robert Nichols:** Thank you for listening to openSAP invites, if you've enjoyed this episode, please share, rate, and leave a review. Also, be sure to check out openSAP's free learning offering of massive open online courses, microlearnings and podcasts on openSAP.com.

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