



# How to maximise the value of an Employee Value Proposition (EVP)

## Why bother with an EVP?

Because when it's done well, the results can have a tremendous impact on your business.

We've been developing EVPs for a diverse range of organisations for many years, and we've learned a lot along the way. This Action Sheet is focused on how to successfully embed an EVP to get the best business benefits. It contains our top tips on how to ensure your EVP becomes 'business as usual', because that is what matters most – we're sharing some 'gold dust' lessons learned and insights gained from working with clients who have achieved this brilliantly.

**(If you are looking for advice on how to develop an Employee Value Proposition, please see our EVP Factsheet *Employee Value Proposition: What it is and why it is important* available from the Insights page of our website.)**

"The People Deal (EVP) has made such a difference to our culture. Our work with talentsmoothie created an amazing foundation for us to build upon... the results speak for themselves with an increase in engagement scores from 72% to 86% over three years."

**Bridget Goona, Chief Global HR Officer, Kuoni GTA**



Organisations that successfully implement a well-defined EVP that aligns with their business strategy are five times more likely to have highly engaged employees that are twice as likely to achieve better financial performance than their peers (research by Towers Watson in 2012-13).

**Our mantra at talentsmoothie is that we partner with our clients to create great work.** We want to feel like an extension of a client's team, not separate and disconnected.

There's a fundamental reason why this isn't just marketing speak but is absolutely essential. It's because the success of an EVP project doesn't lie with us, but with the ability of our client to implement the EVP so that it becomes part of the fabric of the organisation – that is to say, business as usual. This can't happen if we create something in a vacuum. Ownership for the project must be firmly with the client. The creation of an EVP is only a means to an end – and it's the easier part. The harder part is ensuring that the EVP embeds into the organisation. To achieve that, and be sustainable for the long term, the implementation of the EVP must be owned and delivered by the organisation itself. Our role is to guide each client in the right direction and support where necessary.

### All our EVP projects have different goals

Our client might be struggling to attract certain skills, in either a sector or geography, and want the EVP to help them to develop a compelling Employer Brand to attract the talent they need.

Or, they might be suffering from poor Employee Engagement and need to create a solid foundation from which to build their HR strategy, while being clear about what will make the difference.

Or, they might want to create a 'people strategy' blueprint to enable them to more easily integrate acquisitions.

Sometimes it's just the right time to maximise the value of what they already do and clearly articulate what is great about their organisation.

In all cases, the EVP articulates the working environment, with around 30% of it describing an aspirational future. It totally represents what the organisation needs from its people to be successful, as well as what its people need from the organisation to be motivated and willing to go the extra mile. This is 'the give and the get' or as we sometimes call it, the People Deal. The EVP describes and creates the work environment that will enable a company's mission, vision and purpose to be delivered in a way that fits with its culture and values. Essentially it makes it possible for an organisation to be the best version of itself that it can be.

**An EVP is the foundation that supports and pulls together your mission, vision, purpose and values**





There are clear business benefits that result from creating an EVP and getting the implementation right. Here are nine top tips to help you on your way:

**1. Make sure your leaders really want it to work.**

You need to invest time up front to ensure your leaders understand how important the EVP is to the business. This isn't an HR initiative – it really is for the business to deliver and keep alive. Senior leaders need to take responsibility for it, because without their full commitment it will deliver limited value.

**2. Build it into everyday behaviours and make it stick at the leadership level** – when you are doing team updates, start with your people achievements, and highlight the behaviours you've seen that you value and that demonstrate the EVP, before you talk about the figures and finance. Refer back to your EVP when you speak about people-related issues such as Personal Development, Under Performers, or People Projects – keep your EVP high on the agenda throughout your conversations.

**3. Create a common language** that people understand, and call the EVP a name that means something in your organisation. It doesn't have to be called an EVP. Be clear about what you want the EVP to achieve and communicate it; the use of a meaningful name could help you do that. Examples that some of our clients have used are People Deal and Employee Promise.

**4. Develop the behaviours you want to see** that will deliver the EVP and ground it for people so that they understand – 'so what does this mean for me?'. For example, if an element of your EVP is about working collaboratively, be specific about what good collaboration looks like in your organisation. Is that about being pro-active in the relationships you expect employees to build across departments or business sectors, or about sharing ideas in an open way, or about co-creating new ideas with teams you haven't worked with before, or simply about creating an inclusive and energetic team environment? Maybe a mix of all of them! Your EVP should be clear about what you value and what you want employees to experience.

**5. Create EVP champions across a mix of grades**, such as lower level managers as well as Senior Leaders, to get involved at the launch and to help implement and sustain the impact of the EVP.

**6. Embed these behaviours across everything**, examples from our clients include:

- Train managers on the behaviours that underpin your EVP and what it means to them and their teams – build this into manager training.
- Link the EVP to Performance Management and hold leaders to account for delivery.
- Use the EVP language in internal communications including conferences.
- Tie the EVP into your employee survey, to measure how well it is being lived across your organisation.
- Link the EVP to everyday rewards, – such as how you thank people for a job well done. One of our clients created thank you cards for employees who demonstrated aspects of the EVP, and recipients were then nominated for a larger Global Award – the reward was something related to their business, in this case travel.

**8. Create the processes to support your EVP**, for example:

- Recruitment
- Induction
- Performance management
- Leadership development
- Career development

**9. Create a communication channel to demonstrate the impact the EVP is having**, for example, on your intranet or social media channel. This can be used for the launch and to share great employee stories where the EVP is brought to life. Video can be used to explain the EVP journey and make the connection to your business mission, vision, purpose and values, so that the desired outcomes of the EVP are clear, understood and, most importantly, motivational for your people.



## The wider value of a successful EVP

When you are confidently doing all or most of the things we have described, it's much easier to talk about your EVP externally, as well as internally. The positive effect of a successful EVP implementation will radiate out to build and improve your Employer Brand, so that you will find it easier to attract talent as well as retain it.

To find out more about Employer Brand and how it relates to EVP, see our Employer Brand Factsheet, available from the Insights page of our website. To learn more about the content in this Action Sheet, call us on 020 7127 4741.



## We are talentsmoothie, organisational development consultants

We are experts in Employee Value Proposition (EVP), Employee Engagement, Effective Leadership, Employer Brand and Recruitment, and creating Innovative Workplaces (the changing world of work). Sometimes our work fits into one of these areas. Other projects span them all. From one-off reviews, assessments and workshops to global strategies and large-scale implementations, the talentsmoothie team is ready to tackle any challenge to get you the results you need.

For more detail about how we help organisations succeed, please visit the talentsmoothie website at [www.talentsmoothie.com](http://www.talentsmoothie.com) where you can learn more about our work, read client case studies, download our other free Factsheets, Action Sheets and Position Papers, join our mailing list of valued contacts, and get copies of our research reports.

Or if you'd like to talk through anything you've read in this Action Sheet, or any business challenge you're facing right now, please email [hey@talentsmoothie.com](mailto:hey@talentsmoothie.com) or phone +44 (0)20 7127 4741. We'd love to hear from you.



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