Building A People-Centric Organization At Scale

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Building A People-Centric Organization At Scale

Exponential organizational growth is ignited when a people-centric organization is built by meeting employee aspirations and client dreams as the top priority in every activity, interaction, and transaction necessary for achieving business visions.

> *"When a business's mission, the soul and ambitions of its employees, and the heartbeat and desires of its clients resonate as one, unparalleled growth ensues."*

By harnessing the power of Behavioral Sciences Technology ("BeSci Tech"), forward-thinking organizations can fully unlock everyone's potential to propel this people-centric model toward unleashing exponential growth.

Such a people-centric approach ensures that every employee and client feel recognized, connected with, and indispensable. Dive deeper, and one discovers that BeSci Tech is the key to unlocking advanced understandings of human behavior—anticipating, predicting, and crafting responses beyond normal human capability that supercharge growth trajectories.

Independent Research:

In our extensive experience and based on independent research from groups such as the Gallup Organization and the Harvard Business Review, these transformational outcomes are achieved through creating exceptional employee and client experiences.

Performance Optimization Quadrants
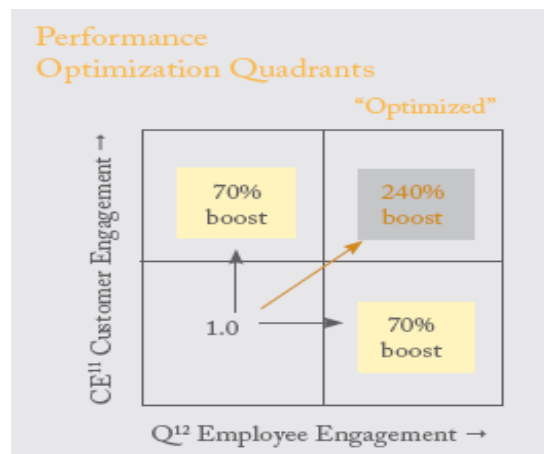
In our **Behavior Drives Performance Whitepaper,** first published in 2011, we identified the 2009 Gallup Research, which shows that when clients are fully engaged and have a strong emotional connection to the organization, they deliver an average *23% premium in terms of share of wallet,* profitability, revenue, and relationship growth over the average client.

Further, employees whose supervisor focuses on their strengths are 2.5 times more likely to be engaged than if weaknesses are focused on.

Businesses that emotionally engage employees will grow earnings 2.5 times faster than those that do not.

Businesses that simultaneously engage BOTH their employees and clients *emotionally* are likely to experience up to a 2.4 times increase in financial performance.

The key is to understand the communication styles of both your employees and clients, and the behavioral factors that motivate them.

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The research over the last 12 years since we first published our Behavior Drives Performance Whitepaper is compelling. Some recent research indicates:

1. In the 2020 Global Customer Experience Benchmarking Report, researchers found that companies who demonstrably make client (customer)/employee centricity their focus see a 92 percent increase in customer loyalty, an 84 percent uplift in revenue, and a 79 percent margin in costs saved.
2. In the Harvard Business Review article in February 2020, "Loyalty Economy," researcher Rob Markey shows how companies that lead in client loyalty grow revenue 2.5 times faster than their industry peers, delivering two to five times the shareholder returns over a 10-year timescale.
3. The following statistics on page 4 of Gallup's 2023 report on the State of the Global Workplace highlight the lack of engagement issues in today's workplace.

2 The majority of the world's employees are "quiet quitting."

23%	59%	18%
Thriving at work (Engaged)	**Quiet quitting** (Not engaged)	**Loud quitting** (Actively disengaged)

The People-Centric Business Trilogy Enabled by DNA Behavior:

Hyper-Personalization + Consistent Process Execution + DNA BeSci Tech = Exponential Growth

DNA Behavior stands at the vanguard of this revolution toward building market competitive people-centric businesses through having the capability to deliver hyper-personalized employee and client experiences through consistent process execution and real-time access to behavior and money insights enabled by the DNA BeSci Tech.

The result is people feel they have received a "tailor-made suit or dress" experience, and there is an increase in organizational energy for unleashing exponential growth on a sustainable basis.

Hyper Personalized Employee and Client Experiences: This emphasizes putting people first in every activity, interaction and transaction by valuing every employees' and clients' dreams, needs, desires, visions and aspirations. Please refer to Appendices A and B for an expanded definition of Employee Experience and Client Experience respectively and the measurement of it.

Consistent Process Execution: This is about the consistent execution of processes which align the employee and clients' goals with the organization's broader key performance indicators (KPI's) by people with the right talents and motivations supported by AI supported decision intelligence.

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DNA BeSci Tech: Cutting-edge customized behavioral solutions enabled by DNA Behavior's BeSci Tech which is powered by 4000+ behavior and money insights pinpointed with 97.1% reliability.

Building a People Centric Business At Scale

Hyper-Personalization Using Behavior and Money Insights Enables Alignment to Identity and Deeper Connection

DNA BeSci Tech Platform

Employee Experiences

Client Experiences

Consistent Process Execution
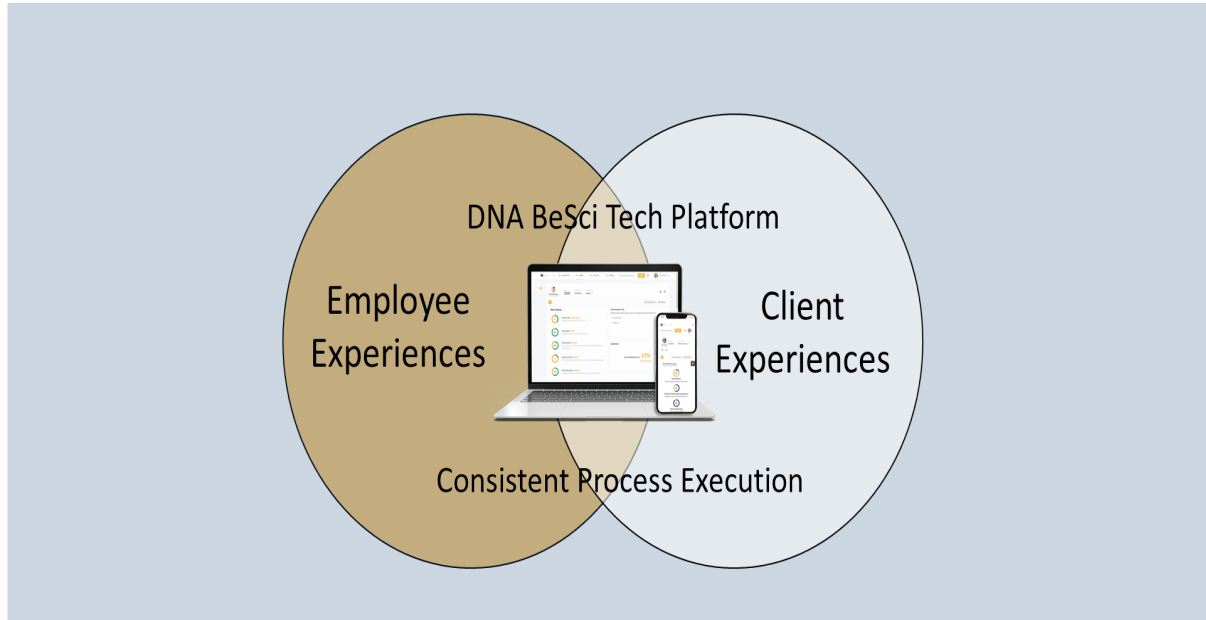
The fusion of behavioral insights and technology enables behavioral intelligence to be used for automatically nudging people and driving organizational behaviors from the c-suite to every aspect of the organization's operations.

For any leadership team considering getting started on addressing the People-Centric Business trilogy we go to where the highest level of stress should be but is often ignored or not examined because of a blind-spot. The opening question to address is:

Which Client Service Process Impacts Your Organization's Performance the Most?

Further, if your organization's performance is to increase by 240% from achieving both improved employee and client experiences what does that mean and what investment are you prepared to make for achieving that?

Our approach is to help the leadership team work backwards from the client experience recognizing it is inter-connected to the employee experience and every major KPI and process of the business, including the deployment of technology.

A people-centric organization places people– employees and clients – at the center of its decision-making processes, strategies, operations and measurements. It emphasizes understanding individual behaviors, strengths, communication styles, and motivations to enhance teamwork, drive engagement,

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and provide hyper-personalized experiences. This approach fosters a positive work culture and improves business outcomes by ensuring all stakeholders feel valued and understood.

In today's competitive business landscape, achieving success is often elusive. While profit metrics and market share are commonly used yardsticks, the essence of genuine success is rooted deeper in the synergies between business vision and processes, employee aspirations, and client dreams. When these three elements align, businesses thrive and foster a sustainable and harmonious growth ecosystem.

Employee Aspirations: Employees' aspirations, goals, and engagement levels significantly impact business success. Performance improves when employees are engaged and see a connection between their aspirations and the company's goals.[1]

While a compelling business vision sets the direction, the employees breathe life into that vision. Their aspirations, talents, and passions are the engine of any organization. When their individual goals align with the company's objectives, the result is unparalleled engagement and productivity.

Employee Innovation: Employees, motivated by aligned aspirations, push boundaries, leading to groundbreaking products and services that mirror client dreams.[2]

According to **Gallup's** research, organizations with highly engaged employees are 21% more profitable.[3] The mutual growth of the company and its employees ensures a resilient and adaptable workforce, capable of navigating the complexities of the business world.

Client Expectations: Meeting or exceeding client expectations is critical to business success. When businesses understand and align with their client's needs and desires, they foster loyalty and drive growth.[4]

Client Dreams: The True North
Clients are the lifeblood of any business. In many ways, the client will ultimately control your business as they define what your business is, they will be the ultimate adjudicator of performance and ultimately whether it will be sustainable.

Therefore, the client's dreams, needs, preferences and their level of heart engagement dictate organizational energy and performance. To succeed, companies need to meet and exceed client expectations and continually "win the heart of the client" for continued loyalty. When an organization can tap into the dreams of its clients and cater to their deepest needs, loyalty and advocacy follow. As **Jeff Bezos, founder of Amazon**, once said, "We see our clients as guests to a party, and we are the hosts. It's our job every day to make every important aspect of the client experience a little bit better"[5]

The Convergence: A Symphony of Success

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[1] **Citation**: Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). A meta-analysis of a business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes. Journal of Applied Psychology, 87(2), 268.

[2] Citation: Christensen, C. M., & Raynor, M. E. (2003). The innovator's solution: Creating and sustaining successful growth. Harvard Business Press.

[3] Gallup, Inc. (2020). State of the Global Workplace. Retrieved from [Gallup Website].

[4] **Citation**: Kumar, V., Lemon, K. N., & Parasuraman, A. (2006). Managing clients for value: An overview and research agenda. Journal of Service Research, 9(2), 87-94.

[5] Bezos, J. (2018). Letter to Shareholders. Amazon Annual Report.

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A powerful synergy is created when a business's vision and the execution of every process resonates with its employees' aspirations and clients' dreams. This convergence creates a feedback loop of continuous improvement, innovation, and growth.[6]

Synergy of Vision and Processes, Employee Aspirations, and Client Dreams: The combined effect of these elements can lead to sustainable business success. When these elements are aligned, it creates a holistic and harmonious growth ecosystem.[7]

Every successful enterprise begins with a vision - a clear sense of purpose and direction. This North Star vision guides decision-making, strategy formulation, process design and resource allocation. In the words of **Steve Jobs**, "If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you[8]. A strong vision galvanizes the entire organization and provides a roadmap for the future.

Organizational Culture: A shared purpose creates a positive organizational culture. Employees feel valued, leading to lower attrition rates and higher job satisfaction.

Client Experience (CX) and Employee Experience (EX): It's widely acknowledged in the business literature that there's a strong correlation between employee engagement and client engagement.

Companies that prioritize their employees' experience (EX) tend to have better client experiences (CX). For instance, the **book "The Service Profit Chain" by James L. Heskett, W. Earl Sasser, and Leonard A. Schlesinger** details the connection between employee satisfaction and engagement, client loyalty, and profitability.

Organizations that view the alignment of the client, employee, and business journey holistically often adopt a more proactive approach to problem-solving. They can anticipate challenges and implement solutions that cater to all stakeholders, thus ensuring long-term sustainability and success.

Further, employees who understand the client journey are more likely to identify areas of improvement. This can lead to innovations in product development, service delivery processes, and overall business operations.

Organizations can cultivate loyalty by aligning the business, employee, and client journey. Loyal employees are less likely to leave, reducing turnover costs, and loyal clients provide a consistent revenue stream and often refer new clients.

It's important to understand that aligning the journey of businesses, employees, and clients is a strategic move that can lead to numerous benefits, from improved operational efficiency to increased loyalty and profitability.

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[6] **Citation**: Gallup. (2016). The relationship between engagement at work and organizational outcomes. State of the American Workplace.
[7] **Citation**: Denison, D. R., Hooijberg, R., & Quinn, R. E. (1995). Paradox and performance: Toward a theory of behavioral complexity in managerial leadership. Organization Science, 6(5), 524-540.
[8] Isaacson, W. (2011). Steve Jobs. Simon and Schuster.

Decision-Making Intelligence: An often-forgotten point in the current tech driven environment we operate in is that all processes in some way are to some extent driven, managed and monitored by people.

Very often judgement decisions are required somewhere in the delivery of a product or service. That means there could be inherent **Behavioral Variability** in the making of decisions which are systemic and caused by random noise.

Nevertheless, Behavioral Variability will cause a diminished client and/or employee experience resulting in financial costs and brand damage to the organization. This means the right set of AI intelligent decision-making tools ("digital twins") and systems need to be deployed by the right people to achieve optimal performance.

Industry Magnates, Thought Leaders, and Academics have their say:

The following quotes and sentiments touch upon the delicate balance between valuing and aligning the interests of employees and clients, and both are prioritized:

Mahatma Gandhi: "A client is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by allowing us to do so."

Sir Richard Branson, **Founder Virgin Group:** "Clients do not come first. **Employees come first**. If you take care of your employees, they will take care of the clients." This quote encapsulates his philosophy on business and employee relations, a theme that he's touched upon in various books like "Losing My Virginity" and "The Virgin Way".

Stephen R. Covey, American Educator: "Always treat your employees exactly as you want them to treat your best clients."

Simon Sinek: Leadership expert and author "Clients will never love a company until the employees love it first."

Herb Kelleher, **Co-founder of Southwest Airlines:** "Your employees come first. And if you treat your employees right, guess what? Your clients come back, and that makes your shareholders happy. Start with employees, and the rest follows from that."

Jack Welch, **Former CEO of General Electric:** "There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, client satisfaction, and cash flow."

Anne M. Mulcahy, **Former CEO of Xerox:** "Employees are a company's greatest asset - they're your competitive advantage. You want to attract and retain the best; provide them with encouragement stimulus, and make them feel that they are an integral part of the company's mission."

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Jeff Bezos, **Founder of Amazon:** "The most important single thing is to focus obsessively on the client. Our goal is to be earth's most client-centric company."

Howard Schultz, Former CEO of Starbucks: "We are not in the coffee business serving people but in the people business serving coffee."

According to **Gallup's State of the Global Workplace** report, organizations with higher employee engagement reported 21% higher profitability.

Further, in their **2013 State of the American Workplace survey, Gallup** said: To win clients — and a bigger share of the marketplace — companies must first win the hearts and minds of their employees.

According to a **Salesforce** report, 80% of clients stated that a company's experience is as important as its products or services.

A **PwC** survey found that 73% of consumers highlight experience as a critical factor in their purchasing decisions, just behind price and product quality.

It's essential to recognize that employee and client experiences are closely intertwined. Happy and engaged employees are more likely to deliver superior client service.

Research by the **Temkin Group** found that companies that excel in client experience have 1.5 times more engaged employees than those with less proficient client experience.

According to the **Aberdeen Group,** companies with a strong omnichannel client engagement strategy retained an average of 89% of their clients, compared to 33% for companies with weak omnichannel engagement.

Case Study: Embracing Empathy in Financial Advising:

Exploring a narrative that highlights the transformative impact of placing the well-being and aspirations of individuals—both staff and clients—at the heart of business practices and strategies.

Background: In an unpredictable financial climate, finding a strategy mutually benefiting everyone involved is rare. Yet, a distinguished financial institution in the city's financial hub has done just that in terms of designing a solution which addressed its clients' needs but also one that it could profitably deliver with the appropriate level of risk-management.

The Challenge: A dedicated mother sought the institution's guidance with a heartfelt ambition: to amass enough resources to finance her child's college education. Like many parents, she believed in the power of education to unlock brighter opportunities. However, the rising costs of education combined with a volatile economy demanded a robust yet higher risk-reward investment approach.

The Opportunity: This financial establishment is renowned for its client-centric and empathetic modus operandi. They were familiar with the client's usual conservative investment tendencies. Still, her DNA Behavior analysis revealed her openness to explore unfamiliar terrains, provided she grasped the intricacies involved.

The Solution: Spearheaded by their esteemed financial advisor—recently celebrated as "Employee of the Month"—the company invested the additional time to craft an investment strategy tailored to the client's unique profile and specific needs. It encompassed exploring emerging markets and diversifying assets to strike a balance between risk mitigation and profit maximization. The advisor patiently illuminated the various avenues, ensuring the client felt informed and empowered. The results of this collaboration were swift and exceeded all initial projections. Both the client and the company celebrated the remarkable growth and profitability that ensued.

Outcomes:
Client Fulfillment: Beyond achieving her goal of funding her child's tertiary education, the returns from her investments also secured her financial comfort for years to come.

Organizational Prosperity: The firm's empathetic approach didn't just yield happy clients; it translated into unprecedented profits. This success story wasn't just internal chatter—it made waves in the financial community, solidifying the firm's position as a vanguard that genuinely values and understands its clients.

Advisor Acknowledgment: The triumph of this strategy also translated into well-earned accolades for the advisor and their supporting team. Their prowess and unwavering commitment to clients were celebrated further with additional accolades and recognition.

Conclusion: This case epitomizes the profound outcomes achievable when financial strategies are crafted with genuine empathy and a client-centric focus. By intertwining individual dreams with professional expertise, clients thrive, and the entire institution experiences unparalleled success. In the dynamic world of finance, this institution proves that when empathy, dedication, and client aspirations coalesce, unmatched growth is inevitable.

Thought Leaders & Academics Discuss a People-Centric Approach.

Demonstrating empathy is essential for organizations that aim to be people-centric. Fusing empathy into organizational practices can bring many benefits, especially in service delivery. Here's how empathy can impact organizations and lead to a more effective people-centric service:

Building Trust: When employees and clients feel that they are genuinely understood and cared for, they are more likely to trust the organization. Trust is the foundation of long-term relationships and can lead to higher client retention and increased employee loyalty.[9]
Improved Communication: Empathy fosters an environment where people can express their concerns, ideas, and feelings. This open dialogue can lead to better problem-solving, innovative solutions, and mutual understanding.[10]

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[9] Building Trust & Enhanced Client Experience:
Meyer, C., & Schwager, A. (2007). Understanding client experience. Harvard Business Review, 85(2), 116-126.
[10] Improved Communication:
Riggio, R. E., Riggio, H. R., Salinas, C., & Cole, E. J. (2003). The role of social and emotional communication skills in leader emergence and effectiveness. Group Dynamics: Theory, Research, and Practice, 7(2), 83.

Enhanced Client Experience: By understanding the needs, desires, and emotions of clients, organizations can tailor their services to provide a better user experience. Happy clients often translate to repeat business and positive word-of-mouth referrals.[11]

Decreased Conflicts: With empathy, potential misunderstandings can be addressed proactively, reducing the likelihood of conflicts. Resolutions to issues become more amicable and collaborative. [12]

Employee Well-Being and Engagement: When employees feel their emotions and well-being are considered, they are more likely to be engaged in their roles. Engaged employees are more productive, innovative, and dedicated to the success of the organization.[13]

Inclusivity and Diversity: An empathetic organization recognizes the importance of diverse perspectives. By valuing and understanding individuals' varied backgrounds and experiences, organizations can benefit from a broader range of ideas and insights. [14]

Better Decision-Making: Leaders who lead with empathy value the input of their team members, consider diverse perspectives and align decisions with the needs and values of the team. This ensures that they make more thoughtful and informed decisions.[15]

Positive Organizational Culture: Empathy contributes to a positive organizational culture where individuals feel valued, respected, and heard. Such an environment can attract top talent and create a competitive advantage. [16]

Higher Revenue: There's a tangible business case for empathy. Studies have shown that companies prioritizing client experience, often grounded in empathy, tend to perform better financially than their peers. [17]

Adaptability: In a rapidly changing business environment, understanding employees' and clients' emotions and needs allows organizations to adapt more quickly to changes. Empathy can guide organizational shifts in response to external factors, ensuring the organization remains relevant and responsive. [18]

In essence, empathy in action enables organizations to tap into human emotions, needs, and desires, aligning the organization's objectives with the well-being of its people, whether they are employees, clients, or other stakeholders. An empathetic approach is morally commendable and brings tangible business advantages, making organizations more successful in the long run.

What Role Does Technology Play in Building a People-Centric Organization?

Empathy is at the core of a people-centric organization. But it begs the question – how to understand and build empathy?

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[11] https://hbr.org/2007/02/understanding-customer-experience

[12] Jordan, P. J., & Troth, A. C. (2004). Managing emotions during team problem solving: Emotional intelligence and conflict resolution. Human Performance, 17(2), 195-218.

[13] Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33(4), 692-724.

[14] Cox, T. (1994). Cultural diversity in organizations: Theory, research, and practice. Berrett-Koehler Publishers.

[15] https://emeritus.org/

[16] Denison, D. R. (1990). Corporate culture and organizational effectiveness. John Wiley & Sons.

[17] Heskett, J. L., Jones, T. O., Loveman, G. W., Sasser, W. E., & Schlesinger, L. A. (1994). Putting the service-profit chain to work. Harvard business review, 72(2), 164-174.

[18] Kotter, J. P., & Heskett, J. L. (1992). Corporate culture and performance. Free Press.

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The book **Empathy in Action: Crafting Exceptional Customer Experiences** by Tony Bates and Dr. Natalie Petouhoff offers a fresh perspective on empathy, emphasizing its significance in fostering customer and employee loyalty. It advocates for businesses to step into the roles of their stakeholders, reshaping decision-making and operational methods.
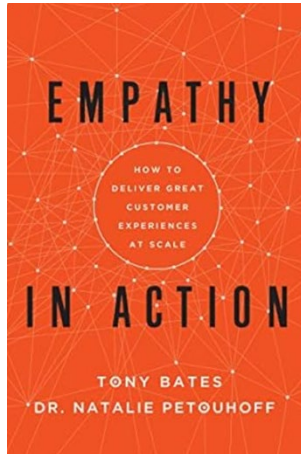
In our current technological era, where genuine human connections may seem to be fading, the book emphasizes that maintaining a human-centric approach is crucial for businesses aiming for longevity and market distinction. It delivers key insights on genuine leadership for entrepreneurs and business leaders, offering practical tools to steer business operations and cultivate human bonds. Further, the book emphasizes that the technology we have available today enables such a human-centric approach can be delivered in a way never possible in past years.

Bates and Petouhoff present a compelling blueprint for a tailored approach to stakeholders, challenging the conventional focus on mere branding and revenue. A compelling read for established and aspiring entrepreneurs, "Empathy in Action" underscores the essence of cultivating loyalty and the transformative power of empathy in the business realm. Readers will have a deeper appreciation for empathy's role in business and practical tools to design a stakeholder-centric strategy."

Enhanced Communication: Empathy fosters open dialogue, ensuring all voices are heard and valued. When employees feel that their concerns and opinions are genuinely understood, they are more likely to share insights, challenges, and feedback.

Team Cohesion and Collaboration: Empathetic team members understand each other's strengths, weaknesses, motivations, and challenges. This understanding can reduce conflicts and promote collaboration, creating a harmonious and productive work environment.

Improved Leadership: Leaders who practice empathy tend to be more effective because they can connect with their team on a personal level. They can gauge the team's mood, morale, and needs more accurately, allowing for better decision-making and guidance.

Enhanced Employee Well-being: By fostering a culture of empathy, organizations can address mental health concerns, reduce stress, and promote a healthier work-life balance. When employees feel cared for, they are less likely to experience burnout and more likely to be engaged and satisfied in their roles.

Better Customer Experience: A people-centric organization, driven by empathy, will naturally prioritize customer needs and experiences. By genuinely understanding the customer's perspective, organizations can tailor products, services, and support in ways that truly resonate.

Increased Innovation: Empathy can drive innovation by encouraging individuals to think from diverse perspectives. Companies can develop solutions that address real-world issues by understanding varied needs and challenges.

Reduced Turnover: Employees are more likely to stay with a company where they feel understood and valued. Empathetic practices, such as offering flexible working hours or addressing personal challenges, can significantly reduce turnover rates, save costs, and preserve organizational knowledge.

Inclusive Culture: Empathy promotes inclusivity, ensuring that individuals from diverse backgrounds and experiences feel valued and understood. This diversity can provide a broader range of perspectives, fostering creativity and innovation.

Ethical Decision-making: Empathetic organizations tend to weigh the human implications of their decisions more heavily. This can lead to more ethical choices, enhancing organizational reputation and trust in the long run.

Trust Building: Trust is foundational for any lasting relationship. When stakeholders (employees, customers, partners) feel that a company genuinely understands and values them, they are more likely to trust that organization. This trust can lead to long-term loyalty, collaboration, and mutual success.

Empathy is crucial for organizations aiming to be genuinely people-centric. It touches every aspect of the business, from internal communication to product development, leadership, and customer relations. Incorporating empathy into the fabric of an organization can lead to more engaged employees, satisfied customers, and overall success.

DNA Behavior: Fueling Exponential Growth With A People-Centric Fusion Of Behavioral Insights And Technology.

Transform How You Connect In Business! Here's how DNA Behavior's BeSci Tech Platform can support the approach of delivering a people-centric organization through empathy:

DNA Behavior delivers a scientifically based behavioral insights platform using over 4000 behavior and money insights enabling an Understanding People Before Numbers Approach to be adopted..

The New Normal = People — Understanding People before Numbers → Numbers

Source: Behavior Drives Performance in the New Behavioral Economy™

It delivers:

Individual Insights: DNA Behavior provides a deep dive into individual work talents and financial behavior styles, revealing how a person naturally works, operates, communicates, interacts, decides and relates to money in all areas of life and business. By understanding these nuances, one can approach interactions with more empathy, tailoring communication and responses to each individual's unique style.

Improved Communication: Empathy is mainly about understanding and effective communication. By identifying and understanding the communication preferences of team members or clients, interactions can become more empathetic, as messages are tailored to resonate with the recipient's natural behavioral style.

Conflict Resolution: Disputes often arise from misunderstandings or differences in communication styles. DNA Behavior can help preemptively identify potential conflict points based on behavioral differences, facilitating empathetic conflict resolution.

Team Building: Understanding the diverse behavioral styles within a team allows leaders to build teams where members complement and understand each other. This promotes an empathetic working environment where team members are more attuned to each other's strengths, challenges, and preferences.

Client Relationships: Empathy towards clients can significantly improve customer satisfaction and loyalty in a business setting. By understanding a client's behavioral style, businesses can tailor their

products, services, and interactions to meet individual client needs, resulting in a more empathetic and personalized client experience.

Leadership Development: Leaders who understand their behavioral style and those of their team members can lead with greater empathy. They can better anticipate team needs, provide support in ways that resonate with each team member, and foster an inclusive and empathetic organizational culture.

Personal Growth: On an individual level, understanding one's behavioral style can lead to greater self-awareness. This self-awareness can be a foundation for personal growth, fostering greater empathy towards oneself and others.

While DNA Behavior is not solely an "empathy tool," its behavioral insights can be leveraged to promote empathetic interactions in both personal and professional settings. Understanding human behavior, communication styles, and decision-making patterns are integral to fostering empathy, and DNA Behavior offers a structured, data-driven approach to gaining these insights. By integrating these insights into various organizational processes, organizations can foster a more empathetic, inclusive, and people-centric environment.

How Would This Approach Influence Business Growth?

Integrating a people-centric and empathetic approach, supported by tools like DNA Behavior's BeSci Tech, can influence organizational growth in numerous ways:

Improved Employee Retention: Employees who feel understood and valued are more likely to stay with the company. Reduced turnover leads to saved recruitment and training costs, preservation of institutional knowledge, and better team cohesion. All of these directly or indirectly contribute to business growth.

Enhanced Productivity: Understanding and catering to individual behavioral styles can lead to a more motivated and engaged workforce. Employees who operate in roles and environments tailored to their strengths will likely be more productive.

Strengthened Client Loyalty: A people-centric approach means a better understanding of clients. When clients feel understood and valued, their loyalty increases. Loyal clients bring repeat business and serve as brand advocates, bringing in new customers through referrals.

Informed Decision Making: Tools like DNA behavior and money insights allow for data-driven decisions. When leaders understand their teams' behaviors, strengths, and challenges, they can make decisions that leverage team strengths and mitigate weaknesses.

Innovation Boost: An empathetic, people-centric environment promotes psychological safety. In such environments, employees are more likely to share ideas and innovate. Innovation is a crucial driver of business growth in today's rapidly changing business landscape.

Tailored Products and Services Design: By understanding client behavior styles more customized products and services can be designed with a higher level of suitability. Further, the products and services can be offered by the right person.

Optimized Sales and Marketing: Understanding the behavioral preferences of target markets allows businesses to tailor their sales and marketing approaches for maximum effectiveness. Personalized sales pitches and marketing campaigns are often more successful than generic ones.

Risk Mitigation: By understanding the risk tolerances and behaviors of both employees and clients, businesses can make more informed and balanced decisions, potentially averting mistakes that could be costly.

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Attracting Talent: A company known for its empathetic, people-centric culture is more likely to attract top talent. In the modern business world, the competition for top talent is fierce, and having a strong company culture can be a decisive factor.

Enhanced Collaboration and Synergy: Understanding the varied behavioral patterns within teams can lead to improved collaboration. Groups that understand and respect individual strengths and weaknesses tend to work together more effectively, leading to synergy.

Trust and Reputation: Building trust internally among employees and externally with clients and partners is crucial. A reputation for empathy and understanding can lead to more business opportunities, partnerships, and collaborations.

In summary, integrating a people-centric approach, supported by behavioral insights like DNA Behavior BeSci, can lead to direct and indirect business growth. The positive impacts on employee morale, client engagement, innovation, and decision-making converge to create a sustainable growth trajectory for businesses, prioritizing people at the core of their operations.

Additional Resources

Explore the following "People Centric" Topics In Depth: The following articles, white papers, and videos that expound on key behavior, money energy, and the DNA Behavior App are available for download from the DNA Behavior Website at https://dnabehavior.com/articles-and-white-papers

- Behavioral Variability
- Blind-Spots in Financial Advice
- Building a Client-Centered Business
- Chief Behavioral Officer
- Family Dynamics
- Hiring Performance
- Mastering Entrepreneurial Talents
- Mastering Your Money Energy
- Organizational Culture
- Behavior Drives Performance
- Scientific Validation

In addition, we have an extensive range of additional knowledge articles, such as Behavior Drives Performance, in the DNA Knowledge Center at: https://kb.dnabehavior.com/gene

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To learn more about DNA Behavior International and the solutions we offer, please visit the following website:
www.dnabehavior.com

If you have any questions or matters in relation to Growing a People Centric Organization that you would like to discuss with an executive on our team, please email us at: dnacare@dnabehavior.com

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Appendix A: Employee Experience

A company's employee experience reflects the level of engagement during their entire journey with an organization.

Employee Engagement is defined as the: "involvement and enthusiasm of employees in their work and workplace". Overall, engaged employees want purpose and meaning from their work. They want to be known for what they are good at. We would also add that people want social connection, which boosts their happiness and is a performance driver.

Developing employee engagement must be the main focus of managers within every single stage of the employee life cycle, all of which directly influence the employee experience.

The employee life cycle captures the most significant employee-employer interactions (including digital and online) that connect employees with the organization. It includes:

1. Pre-hire experience in attracting employes.

2. Hiring.

3. Onboarding.

4. Workplace connection (including aspects of a job related to an employee's role, workspace, wellbeing, and relationships with their manager and team).

5. Performance reviews.

6. Employee development.

7. Post-exit interactions.

Employee Engagement Indicators

The Gallup Organization[19] has researched over 100,000 teams and identified the following indicia of employee engagement – predicated on the question of: *"How satisfied are you with your company as a place to work?"*

1. I know what is expected of me at work.

2. I have the materials and equipment I need to do my work right.

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

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[19] Gallup Organization 2023: What is employee engagement and how do you improve it?

4. In the last seven days, I have received recognition or praise for doing good work.

5. My supervisor, or someone at work, seems to care about me as a person.

6. There is someone at work who encourages my development.

7. At work, my opinions seem to count.

8. The mission or purpose of my company makes me feel my job is important.

9. My associates or fellow employees are committed to doing quality work.

10. I have a best friend at work.

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

12. This last year, I have had opportunities at work to learn and grow.

13. At work, I am treated with respect.

14. My organization cares about my overall well-being.

15. I have received meaningful feedback in the last week.

16. My organization always delivers on the promises we make to clients.

While it can be implied from the above list people desire "psychological safety" at work which is the belief that they won't be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes. At work, it's a shared expectation held by team members that teammates will not embarrass, reject, or punish them for sharing ideas, taking risks, or soliciting feedback.

In the future, organizations that care about building a strong employee experience will:

1. Address purpose and not just the paycheck.

2. Provide development and not just satisfaction.

3. Equip managers to be a coach of their team members.

4. Transform the annual review to ongoing conversations.

5. Focus on strengths and not weaknesses.

6. Be concerned about life and not just the job.

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Appendix B: Client Experience

Similar to the employee experience, the client experience provided a business reflects a client's level of engagement during their entire journey with an organization.

Client Engagement is the emotional connection between a client and a brand. Forrester Consulting's research in 2008, has defined customer engagement as "creating deep connections with clients that drive purchase decisions, interaction, and participation, over time". Studies by the Economist Intelligence Unit result in defining client engagement as, "an intimate long-term relationship with the client".

Further, client engagement can be defined as "clients proactive contributions in co-creating their personalized experiences and perceived value with your organization through active, explicit, and ongoing dialogue and interactions". In this context, client engagement is shaped by the culture of your organization and the employee experience.

Overall, engaged employees want purpose and meaning from the services you provide which enhance their life experience. They want to have their goals and/or desires recognized. We would also add that people want social connection, which boosts their happiness and is a driver of long-term brand loyalty.

Ultimately, the level of client engagement can be measured by client loyalty and is reflected by the degree to which clients pay attention to and invest in your products and services, as well as their participation in operations and the community workings of your organization. Based on 2023 eMoney Research 56% of clients who use your platforms and services are likely to refer other clients two times more per year. Other 2013 Vanguard Research performed with Julie Littlechild on the Economics of Loyalty supports a similar conclusion that engaged clients will typically refer 2 clients per year.

Developing client engagement must be the main focus of the leadership within every single stage of the client life cycle, all of which directly influence the client experience.

The client life cycle captures the most significant organizational-employee-advisor-digital (online) interactions that connect clients with the organization. It includes:

1. Marketing, social media and all pre-sales related communications and interactions.

2. Sales process.

3. Client onboarding.

4. Client Service and solutions design (including aspects related to a client's life, family, finances, community, wellbeing, spirituality, decision-making and relationships with their client service team).

5. Client support.

6. Client development activities.

7. Client events and promotional initiatives

8. Post-service termination interactions.

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Client Engagement Indicators

Based on extensive research, DNA Behavior has designed a measurement system for client engagement based on rating the strength (range of 1 to 7) and recent occurrence of the types of indicators listed below.

Assign points for each engagement indicator:

1= Not engaged
2= Interested but not engaged
3= Satisfied but not engaged
4= Somewhat engaged
5= Engaged
6= Strongly engaged
7= Deeply engaged

1. Earned referral in the past 6 months (multiply by 7)

2. Demonstrates patience and respect to your client service team (Multiply by 4)

3. Actively demonstrates trust in your business and the client service team (Multiply by 6)

4. Purchase of a product or service in the past 6 months (multiply by 6)

5. Use of the product or service in the past 3 months (multiply by 5)

6. Attended recent company events: webinar, seminar, teleseminar, breakfast, luncheon, client appreciation, networking etc (multiply by 2)

7. Responds to company communications: email, telephone call, surveys etc (multiply by 3)

8. Given a testimonial in the past 6 months (multiply by 5)

9. Regularly speak passionately about the company (multiply by 5)

10. Connected on social media network in the past 6 months and actively shared your company content (multiply by 5)

11. Participated passionately in company marketing and communication campaign programs in the past 6 months (multiply by 4)

12. Completed a first client service appointment (multiply by 3)

13. Completed a second or third client service appointment (Multiply by 4)

14. Completed a client service appointment and awarded a company evaluation of above 5 out of 7 (multiply by 5)

15. Feel their needs are understood, accepted and respected (Multiply by 4)

16. Feels their concerns are resolved (Multiply by 4)

17. Believes they are receiving a unique service experience for them which is value for money (Multiply by 5)