

From Measurement to Architecture



Designing human-centered work in the age of AI.
A strategic playbook for transitioning from retrospective engagement monitoring to proactive People Experience (PX) design.

**Engagement surveys
measure the wake,
not the ship.**

The Engagement Score

\$100 Billion

spent annually on engagement
initiatives globally (Gallup, 2023).

Unclear
onboarding

Broken tech
integrations

Administrative
manager burden

Daily Workplace Friction

TAKEAWAY

Engagement is a trailing indicator
reflecting cumulative experiences.
It identifies dissatisfaction only
after it has crystallized.

Redefining how we design for human potential.

87%

of HR leaders conduct annual surveys, but only 18% systematically map employee journeys (Deloitte, 2022).

	Employee Engagement (Traditional)	People Experience (Modern)
Conceptual Focus	Psychological attachment at specific intervals.	Continuous stream of daily touchpoints.
View of Worker	Contractual Employee.	Whole Person (integrated identities, caregiving, wellbeing).
Timing	Retrospective Snapshot (Trailing).	Prospective Design (Leading).
Ownership	Centralized HR deployment.	Cross-functional architecture (HR, Design, Tech, Ops).

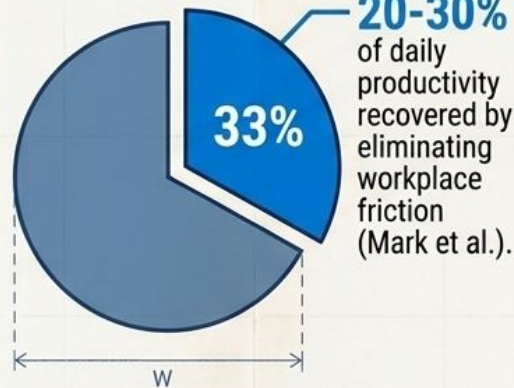
Experience architecture yields structural financial returns.

Profitability

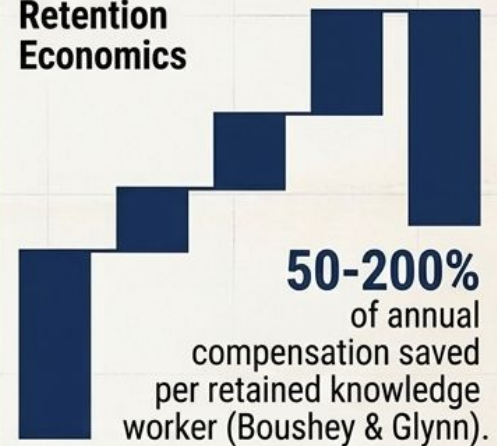


4.2x higher average profit and **2.1x** revenue growth for **top-quartile** experience organizations (IBM/Workhuman).

Productivity Recovery



Retention Economics



Salesforce redesigned onboarding through iterative journey mapping, generating an **18-percentage-point jump in 12-month retention** and **\$50M in annual savings** (Bersin, 2019).

The five pillars of active experience architecture.

Pathway 1:
Journey Mapping
& Moment Design



Pathway 5:
Inclusive-by-Default
Systems



Pathway 3:
Digital Experience
Architecture



Pathway 2:
Persona-Driven
Segmentation



**Structural
Hub**

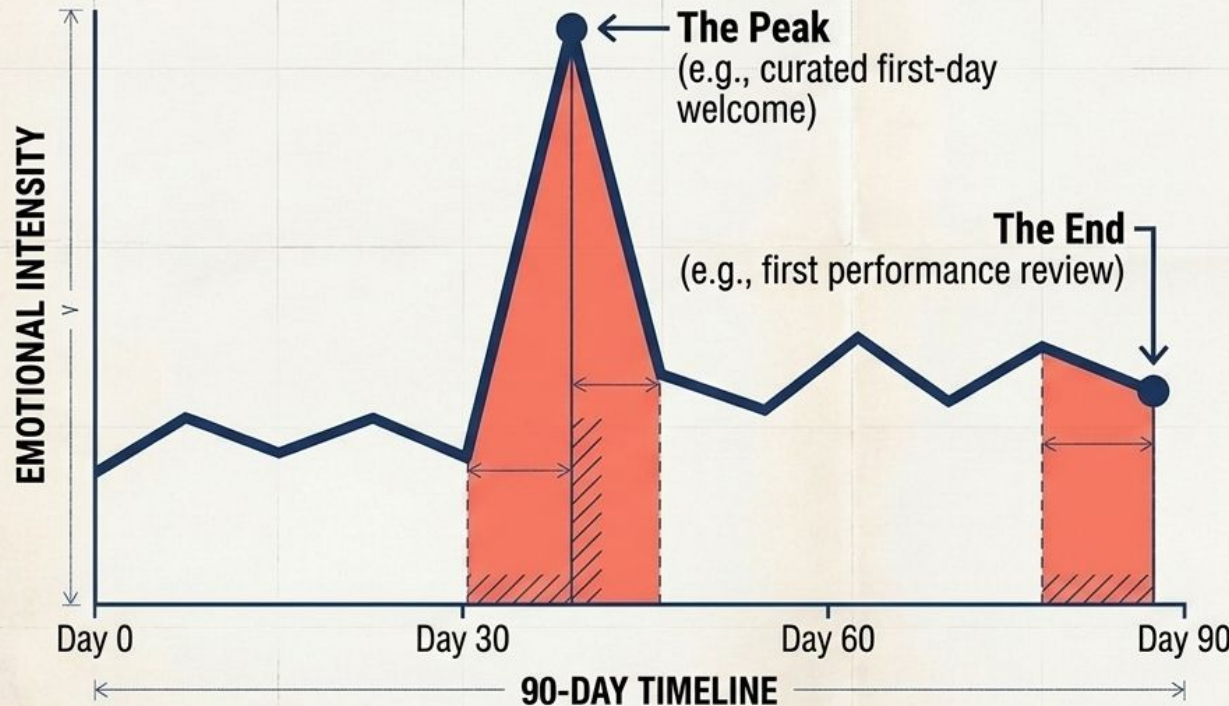
Pathway 4:
Manager Crucible
Redesign



Unlike HR program management which deploys initiatives uniformly, PX borrows from **service design**: prototype, test, and iterate based on human evidence.

Deloitte.

Disproportionate investment in peak and terminal moments.



The Peak-End Rule (Kahneman):
Experience evaluations disproportionately reflect the most intense moment and the final moment.

CASE STUDY

Mastercard applied this to the first 90 days, shifting from an administrative checklist to curated relationship-building.

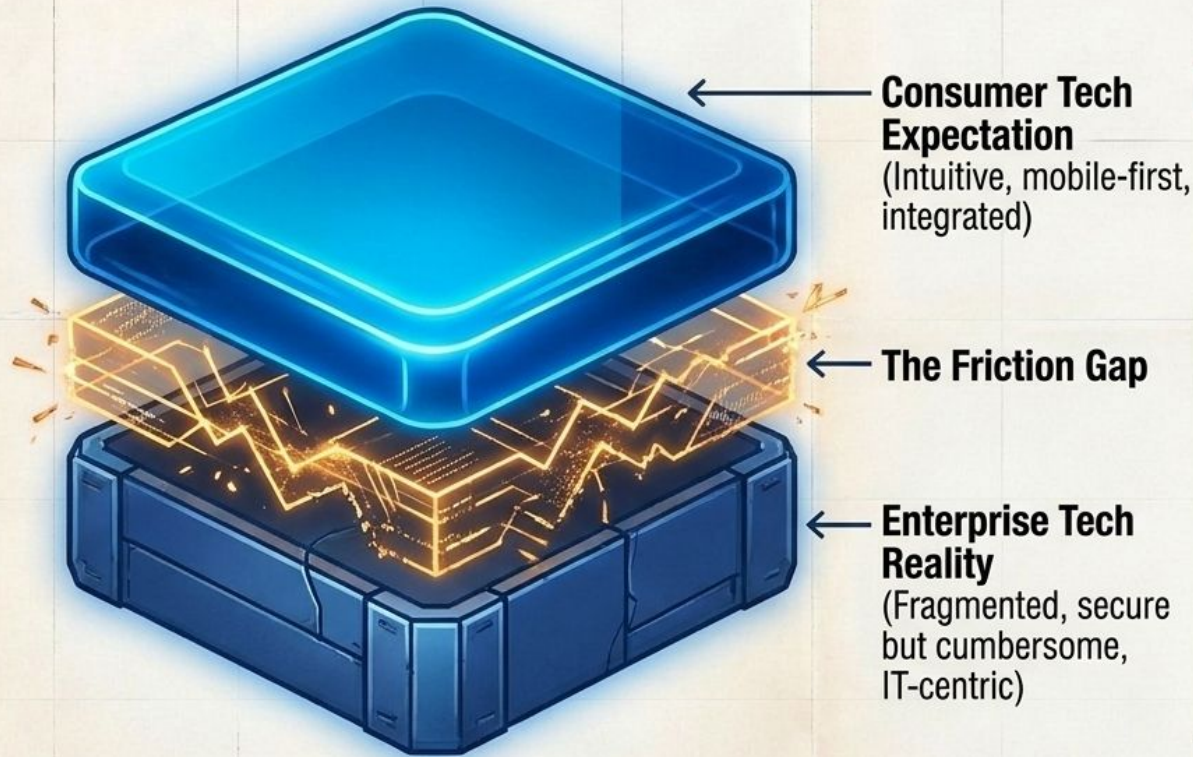
Result: Time-to-productivity accelerated by 6 weeks; 12-month retention rose 15 percentage points.

A horizontal ruler with markings in inches and centimeters. The inch scale is on the top, and the centimeter scale is on the bottom. The ruler is used to measure the length of the object being drawn.



Unilever utilized dynamic personas across a 150,000+ global workforce to tailor communication, learning, and benefits. Early-career emerging market employees received global exposure tracks; developed market veterans received purposeful flexibility resources—simultaneously boosting engagement and operational efficiency.

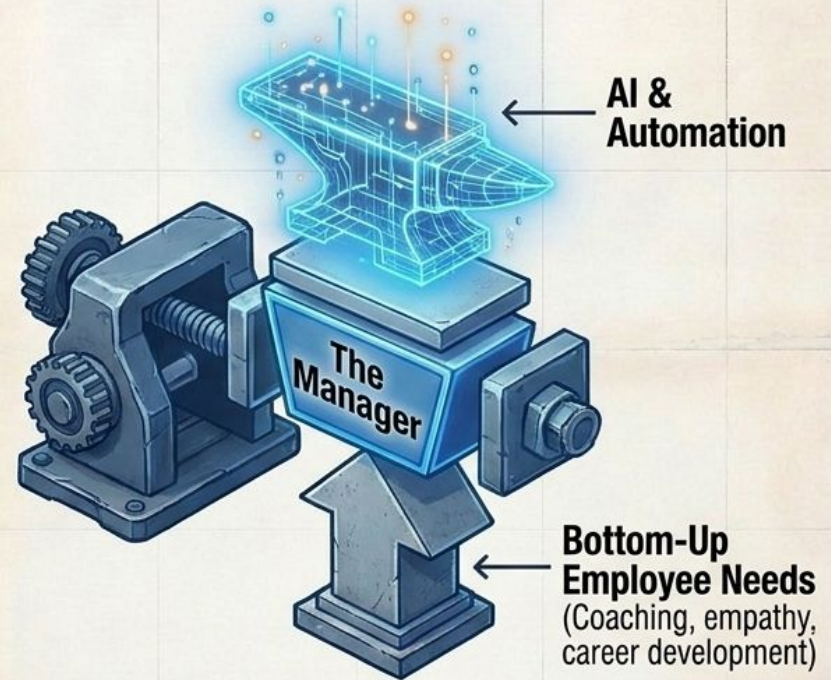
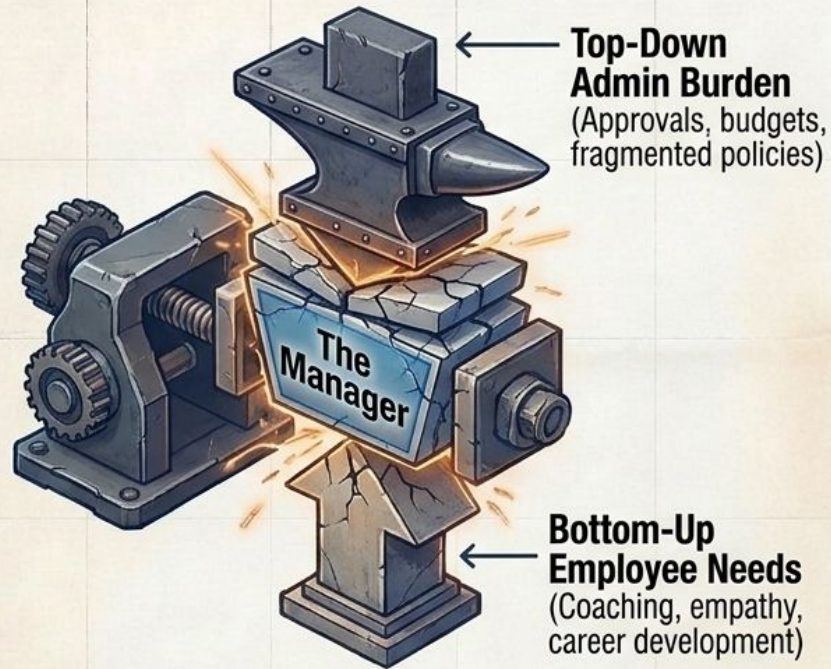
Bridging the digital friction gap.



Schneider Electric replaced dozens of disconnected systems with a single integrated digital experience layer (single sign-on, AI support, unified search).

This architectural redesign eliminated **35 minutes** of friction per employee per week across 135,000 workers.

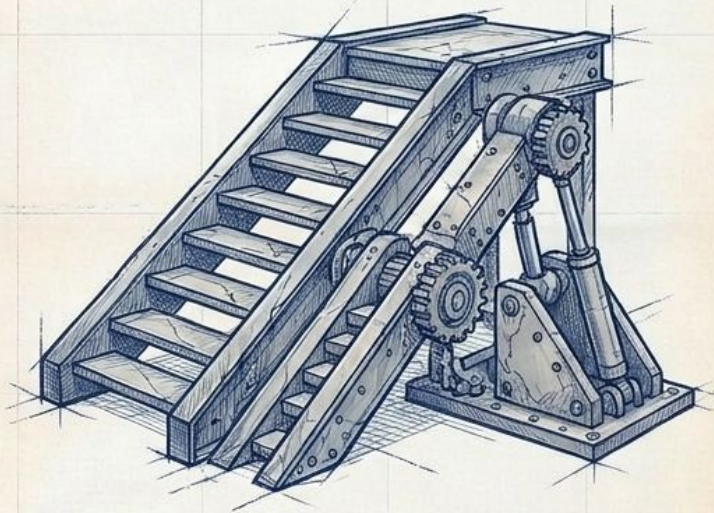
Relieving the structural pressure on team leaders.



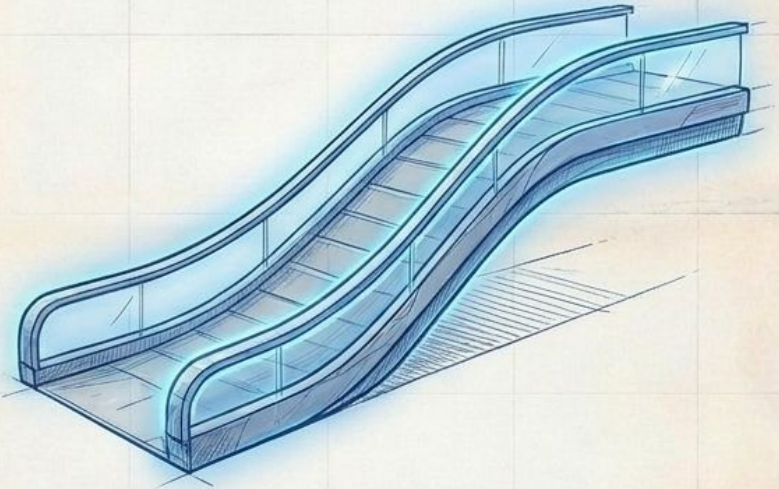
Cisco recognized administrative burden was crowding out coaching. By deploying AI-powered administrative assistants for routine approvals and scheduling, managers recovered 40% more time for high-value team interactions and development.

Designing for the margins stabilizes the entire structure.

Exception Model:
Accommodation / Exception Process

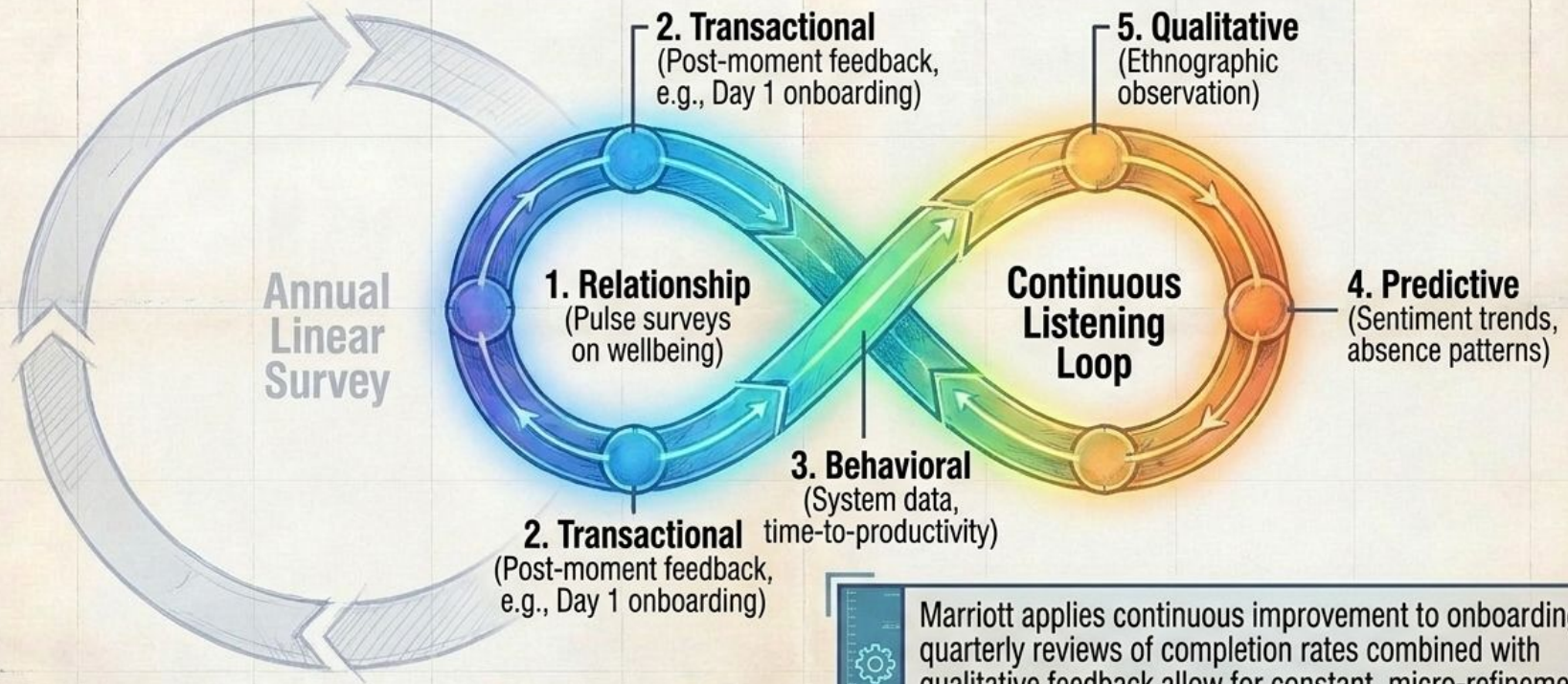


Equity Model:
Inclusive by Default



Experiences built for the majority often create systemic harm for underrepresented groups. **Accenture** examined parental leave through an equity lens, shifting from “technically available” policies to intentionally designed peer communities and transition support. The redesign **increased leave uptake among fathers by 300%.**

Continuous loops replace the annual measurement ritual.



Marriott applies continuous improvement to onboarding: quarterly reviews of completion rates combined with qualitative feedback allow for constant, micro-refinements via A/B testing rather than waiting for an annual crisis.

Evolving the structural capabilities of HR.

Broad Foundational Literacy
(Required for all HR)

Journey Mapping

Experience Thinking

Data Literacy

Prototyping

Deep Specialist Nodes
(Dedicated expert teams)

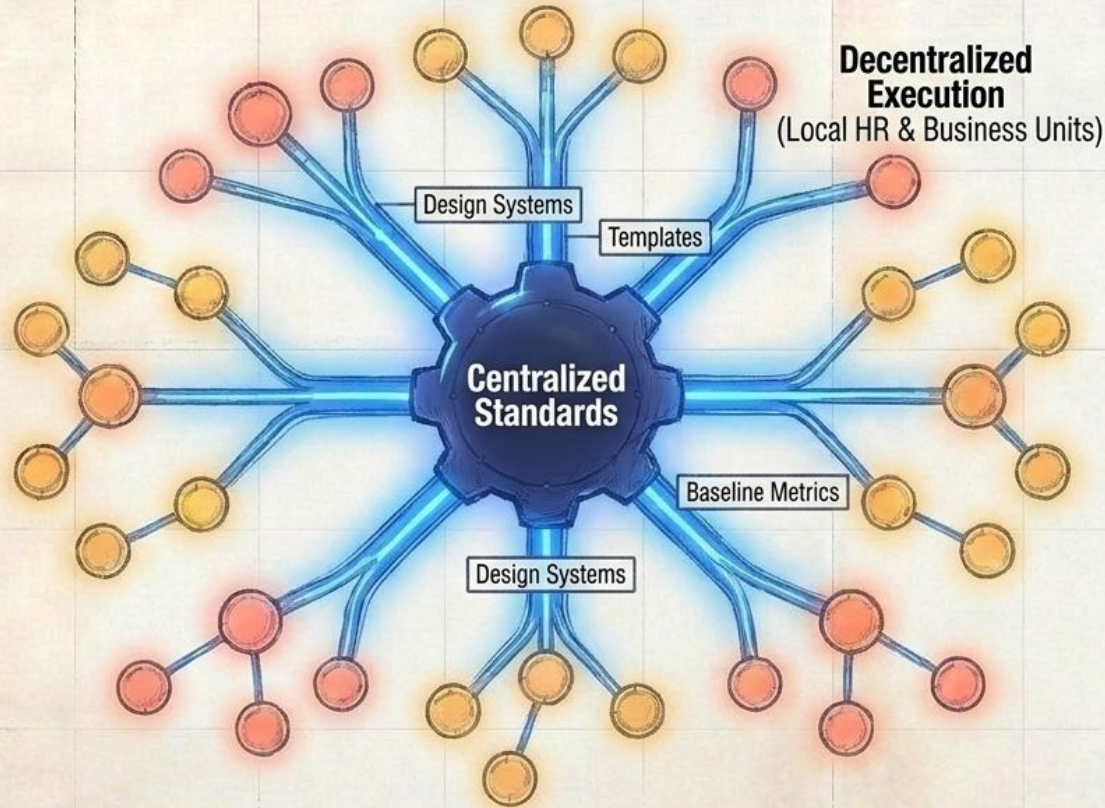
Service Design

Predictive Analytics Analytics

Ethnographic Research

IBM's Experience Design Academy prevents the bottleneck of relying solely on centralized designers. By building foundational literacy across all HR professionals while nurturing deep specialists, they create a shared language for human-centered research.

Orchestrating experience across distributed teams.



Microsoft elevated PX by establishing a dedicated Employee Experience team reporting directly to the Chief People Officer.

This central hub defines strict “experience quality standards” (mobile accessibility, personalization capacity) while distributed HR teams execute the local implementation.

The complete architecture of human-centered work.

The 5 Tactical Pillars
(Journey Maps, Tech,
Managers, etc.)

**Distributed
Governance &
Continuous
Measurement Loops**

Cultural Foundations
(Purpose, Psychological
Safety, Belonging)

Tactical interventions collapse if the cultural bedrock is missing. Patagonia's tactical flexibility works only because it is anchored in deep structural purpose and environmental community. You cannot build a premium experience on a toxic foundation.

Architecture that is worthy of human potential.

Measure what matters,
not just what is easy
to quantify.

Design interactions
as thoughtfully as you
design consumer
products.

Build systems where
engagement naturally
emerges, rather than
trying to extract it.

