



C-TEN Executive Summary

Meeting Date: April 9, 2026

Group Discussion: *Reimagining the Employee Value Proposition (EVP)*

Overview

This C-TEN discussion explored how evolving workforce expectations and emerging technologies—particularly AI—are reshaping the Employee Value Proposition (EVP), leadership effectiveness, and employee relations.

A central theme emerged: organizations are shifting from static, one-size-fits-all models to more dynamic, personalized, and experience-driven approaches. This shift is creating new challenges, including misalignment between employer intent and employee perception, generational differences, and the growing influence of AI on workplace communication.

Ultimately, while flexibility, purpose, and culture remain critical, they must be reinforced by strong leadership, clear communication, and continuous EVP recalibration.

Key Insights

1. EVP Has Shifted to Total Experience

- Compensation alone is no longer the primary driver of attraction and retention.
- Employees evaluate purpose, flexibility, culture, and growth opportunities.

2. Purpose Must Be Balanced with Practical Needs

- Purpose drives engagement, but cannot offset gaps in pay, growth, or workload.
- EVP must balance emotional and transactional elements.

3. Misalignment Between EVP and Reality Persists

- Employee experience often differs from employer intent.
- Ongoing feedback is critical to maintaining alignment.

4. Generational Expectations Are Diverging

- Gen Z prioritizes flexibility, balance, and continuous feedback.
- EVP must resonate across multiple workforce segments.

5. Leadership Effectiveness Is Under Pressure

- Gaps between new and experienced managers are widening.
- Traditional leadership models are less effective in today's environment.

6. AI Is Changing Workplace Dynamics

- Employees are using AI to shape communications and challenge feedback.
 - AI can reinforce bias and increase HR workload through prolonged interactions.
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Solutions & Best Practices Highlighted

1. Make EVP Visible and Actionable

- Reinforce EVP through employee experience, not just messaging.

2. Continuously Gather and Act on Feedback

- Use data to identify and close gaps between intent and experience.

3. Invest in Manager Effectiveness

- Strengthen leadership capability and team connection.

4. Proactively Address Workload and Burnout

- Use technology to improve efficiency without increasing strain.

5. Establish AI Guidelines

- Define expectations for AI use and equip HR to respond effectively.

6. Reinforce Human Communication

- Encourage direct, relationship-driven conversations.
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Member Reflections

- Culture attracts, but compensation must remain competitive.
 - Flexibility and career growth are key EVP drivers.
 - AI is increasing defensiveness in employee interactions.
 - Generational differences are shaping workplace expectations.
 - Trust and manager-employee connection are increasingly critical.
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Next Steps / Takeaways

- Reevaluate EVP for alignment between intent and employee experience.
- Prioritize leadership development.
- Define a clear approach to AI in employee relations.
- Reinforce human-centered communication.