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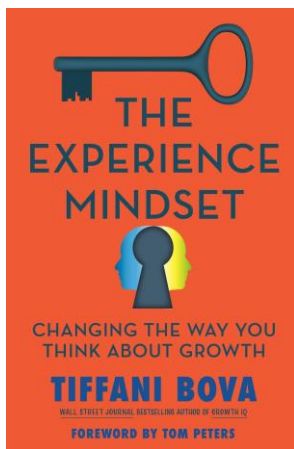
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THE EXPERIENCE MINDSET

Changing the Way You Think About Growth

By Tiffani Bova, former Global Growth Evangelist at Salesforce

A Wall Street Journal Bestseller



Today's overemphasis of the customer experience came at the expense of the employee experience...so it should surprise no one that employees have abandoned companies in droves. To achieve growth, the new mindset leaders need is one that manages both the employee experience (EX) and customer experience (CX) at the same time from the top down.

It's a mindset anyone can learn from the book [THE EXPERIENCE MINDSET: Changing the Way You Think About Growth](#) (June 6; Portfolio) by Global Growth Evangelist at Salesforce, Tiffani Bova, author of the Wall Street Journal bestseller *Growth IQ*.

Based on exclusive research from two Salesforce studies of thousands of employees and c-suite executives around the globe, and further validated by hundreds of executive conversations and other industry research, Tiffani's book explains how an increased focus on EX can magnify growth many times over, with some companies in the studies increasing revenue and profits by more than 50 percent.

At a time where companies are in constant competition for talent, neglecting the employee experience makes it hard to retain, recruit and inspire people, leading to an indifferent workforce and increased resignations, which ultimately impacts customers and stunts a company's growth.

The needs and preferences of both customers and employees must be considered with every decision made, large and small- requiring an entirely new operating mentality.

With fresh case studies from companies like IBM, Ritz-Carlton, and Airbnb, Tiffani shows exactly how leaders can address and act on the urgent questions they should be asking themselves right now, including:

- Who owns the employee experience at your company?
- How can you lead a people-centered turnaround at a company like Best Buy did?
- Are you prioritizing CX at the expense of EX?
- How do people, process, technology and culture play a role in boosting both EX and CX?
- How can you start developing an experience mindset immediately?

To remain competitive in today's marketplace, investing in people is no longer a nice-to-have, but rather a must have. At a time when employees seem more dissatisfied than ever before, The Experience Mindset will change the way leaders think about growth and equip them to provide both employees and customers with what they want and need most—a consistent balance of CX and EX that starts with the C-suite.

Who manages the employee experience at your company? Who should?

About the Author

Tiffani Bova is the former Global Growth Evangelist at Salesforce, and the Wall Street Journal bestselling author of *The Experience Mindset* and *Growth IQ*. Over the past two decades, she has led large revenue-producing divisions at businesses ranging from start-ups to the Fortune 500. As a Research Fellow at Gartner, her cutting-edge insights helped Microsoft, Cisco, Salesforce, Hewlett-Packard, IBM, Oracle, SAP, AT&T, Dell, Amazon-AWS, and other prominent companies expand their market share and grow their revenues. She has been named one of the Top 50 business thinkers in the world by Thinkers50 twice. She is also the host of the podcast What's Next! with Tiffani Bova.

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Praise for *The Experience Mindset*

Foreword by Tom Peters, #1 *New York Times* bestselling author of *In Search of Excellence*

“The scourge of modern business is reductionism, the belief that a business can only focus on and optimize one thing. In this groundbreaking book, Tiffani Bova blows a hole in that shallow logic by showing how the most successful companies focus simultaneously and equivalently on customer AND employee experience. This terrific book is full of practical insights for tossing aside prevailing management dogma to achieve unique success.” —**Roger Martin, #1 ranked management thinker and bestselling author**

“This simple philosophy guided our growth at The Ritz Carlton Company and it can guide yours too. Once you develop an experience mindset, you’ll make every decision with confidence and never lead the same way again.” —**Horst Schulze, Co-founder and Former President, The Ritz-Carlton Hotel Company**

“The saying should go, “Happy employee, happy customer!” Tiffani Bova is exactly right when she writes that employee experience and customer experience are intrinsically linked. As she demonstrates, unleashing human magic leads to improbable results. Let this book be your guide.” —**Hubert Joly, former chairman and CEO of Best Buy, and bestselling author *The Heart of Business***

“Implementing a positive employee experience and a positive customer experience takes wisdom and persistence. Fortunately, Tiffani Bova has both. This book is an invaluable, data-driven guide for leaders who are serious about growth.” —**Amy Edmondson, Professor, Harvard Business School, and author of *The Fearless Organization***

“The top two issues keeping leaders awake are 1) attracting and retaining great talent and 2) stalled growth. This book gives leaders a playbook to address both challenges with one simple, powerful solution.” —**Keith Ferrazzi, #1 *New York Times* bestselling author and executive team coach**

“Growth guru Tiffani Bova makes a compelling case that when managers invest in the employee experience, customer success is a natural—and proven—byproduct. If you want to improve the experience for your customers and employees alike, read this book!” —**Liz Wiseman, *New York Times* bestselling author of *Multipliers* and *Impact Players***

“Tiffani has done it again! The expert in business growth, Bova provides a powerful guide to achieving long-lasting success through a more engaged and productive workforce.” —**Dr. Marshall Goldsmith, #1 *New York Times* bestselling author of *What Got You Here Won’t Get You There***

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“Too many books dwell on strategy with no clear path to action. This book gives you a new way to see what drives growth and an action plan to deliver it at your company.” —**Ram Charan, CEO advisor, coauthor of *Execution and Leading With Inflation***

“Practical and enlightening, this book gives you the daily tools you need to complete the missing piece of the growth puzzle: improving employee experience.” —**Arianna Huffington, Founder & CEO, Thrive Global**

“If you run an organization or if you work for one (and isn’t that pretty much all of us?) you need to read this book. Tiffani Bova’s research answers some of the most pressing questions of our time, including why there is so much churn in our labor markets, why the customer isn’t always right, and why technology hasn’t necessarily improved things for regular workers.” —**Rita McGrath, author of *Seeing Around Corners* and Professor at Columbia Business School**

“At a time when companies are focused on digital transformation, many leaders forget to consider the impact this change has on employees. This book offers a brilliant framework for maximizing performance improvement for both customers and internal stakeholders alike.” —**Vala Afshar, Chief Digital Evangelist, Salesforce**

“Very few business thought leaders can match Tiffani Bova’s combination of deeply researched insights, real life experience, and compelling storytelling. Everyone who manages anyone – from middle managers up to CEOs should read, study, and internalize The Experience Mindset.” —**Laura Gassner Otting, *Washington Post* bestselling author of *Limitless***

"Experience really is everything! Tiffani Bova has a knack of cutting through the reams of research, the jungle of verbiage, and our habitual faith in complexity, to get to the very heart of what business and organizations are all about — or should be: their people.” —**Stuart Crainer and Des Dearlove, founders of Thinkers50**

“What do the best companies in the world have in common? An employee experience and customer experience that works in harmony. This book shows you how to marry these seemingly disparate experiences and align your company around one growth-oriented philosophy: an Experience Mindset.” —**Deanna Singh, author of *Actions Speak Louder* and Chief Change Agent, Flying Elephant**

Sample Questions for Tiffani Bova, author of *The Experience Mindset*

1. Why do you blame today's emphasis on the customer experience for contributing to The Great Resignation, Quiet Quitting and other unfortunate workplace trends that are keeping leaders up at night?
2. How can improving both employee experience and customer experience in tandem create a multiplier effect on a company's growth?
3. Why are companies missing the boat if they are handling their workplace culture and their growth goals separately?
4. You write, "If you want happy customers, start with your employees. When put that way, it seems obvious." So, why aren't all companies building stronger employee experiences as a way to improve customer experience?
5. What are some examples of companies that have successfully improved customer experience and employee experience, implementing people-centered turnarounds?
6. What are some ways that leaders, in an attempt to improve processes and systems within the company, might unintentionally hurt employee experience?
7. How can you measure or score the employee experience at your company?
8. Whose responsibility is it to own the employee experience at a company?
9. One of the hottest jobs in 2023 is the employee experience manager, according to LinkedIn. Should all companies have one and if so, why or why not?
10. Why is it important for leaders to keep in direct touch with their workforce and how can they encourage more open communication?
11. Why is the right technology so important in improving employee experience? What should leaders keep in mind when rolling out new technology?
12. How does the rise in remote/hybrid work affect employee experience? What things should leaders keep in mind when evaluating how to improve the employee experience of remote teams?

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13. What are some of the best ways that companies can apply an experience mindset to attract and retain top talent?
14. From your perspective, the biggest challenge that employers face today is employee dissatisfaction. What is the most important thing that companies can do to solve this problem?
15. What did Salesforce research uncover about how much revenue can increase when companies increase their focus on the employee experience?
16. Could you explain how a leader might make a decision that considers the needs of both customers and employees?
17. How can this experience mindset be scaled across an organization and through which processes and functions?
18. What happens when a company has streamlined the customer journey to be easy and frictionless but the employee journey to help that customer is drudgerous?
19. For companies experiencing the pain of today's economic downturn, why might a people-centered turnaround like Best-Buy's be the solution?
20. Why did you choose the title The Experience Mindset?
21. How can companies measure and score how well they are doing on the employee experience?
22. How has your career given you a unique vantage point on what helps companies unlock growth?
23. What's the first step any leader should take at a company to develop and implement an experience mindset across their organization?
24. What's the first step anyone could take to start applying your advice tomorrow?