



**A Bad Romance –
The Disconnect between the
Employee Brand and the Employee
Value Proposition**

Presentation Agenda

This presentation will guide us through aligning your Employee Brand and Employee Value Proposition.



The Alignment Crisis

Understanding the disconnect.



Impact of Misalignment

Costly consequences, from turnover to eroded trust.



SHRM's Alignment Framework

A proven methodology for strategic harmony.



Four Pillars of Alignment

Auditing, rebuilding, and continuous monitoring steps.



Leadership & Next Steps

Key takeaways and driving alignment.

The Alignment Crisis

73%

Disconnect Rate

Of employees report their actual experience doesn't match what was promised during recruitment

2.3x

Higher Turnover

Organizations with misaligned EB and EVP experience significantly higher voluntary turnover rates

\$18K

Cost Per Departure

Average cost to replace a departing employee, including recruitment, training, and productivity loss

References

- Disconnect Rate: Gallup State of the Global Workplace Report 2023
- Higher Turnover: LinkedIn Global Talent Trends Report 2022
- Cost Per Departure: Society for Human Resource Management (SHRM) Human Capital Report 2021

Understanding the Key Players

Employment Brand (EB)

Your external marketing promise to potential employees. The compelling story you tell about culture, values, and opportunities through job postings, career sites, and recruitment campaigns.



Employee Value Proposition (EVP)

The actual reality employees experience daily. The tangible benefits, culture, growth opportunities, and work environment you deliver once they're hired.





The Bait and Switch Problem

When Employment Brand promises don't align with Employee Value Proposition reality, employees feel deceived. This disconnect creates what researchers call "psychological contract breach" - a fundamental breakdown in trust.

How Misalignment Manifests

Culture Promises

"We're like family" becomes toxic management and blame culture

Growth Opportunities

"Fast career advancement" turns into dead-end roles with no development

Work-Life Balance

"Flexible work environment" means constant after-hours demands

Innovation Focus

"Cutting-edge projects" becomes repetitive, outdated processes

The Trust Erosion Cycle

1

Promise Phase

Recruitment marketing creates expectations through compelling Employment Brand messaging

2

Reality Check

New hires discover gap between promises and actual Employee Value Proposition

3

Disillusionment

Trust breaks down as employees feel misled and question leadership integrity

4

Departure Decision

Talented employees begin job searching, leading to costly voluntary turnover

The Financial Impact

According to SHRM research, organizations with high employee turnover spend 50-200% of an employee's annual salary on replacement costs, including recruitment, onboarding, and lost productivity.



Recruitment and onboarding costs represent direct financial losses that could be avoided with better retention.

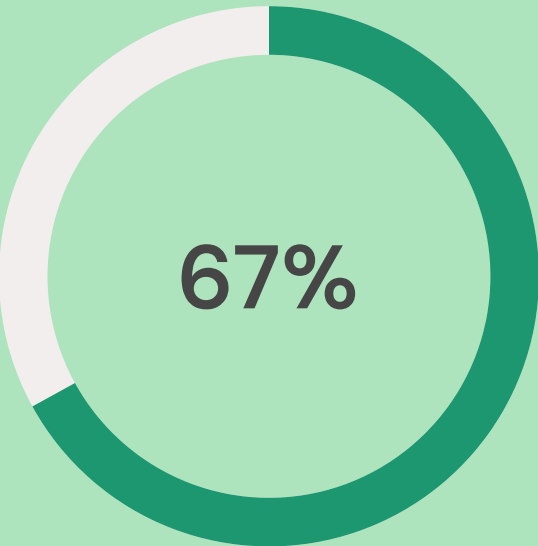


Lost productivity from vacant roles and the learning curve of new hires directly impacts profitability and operational efficiency.



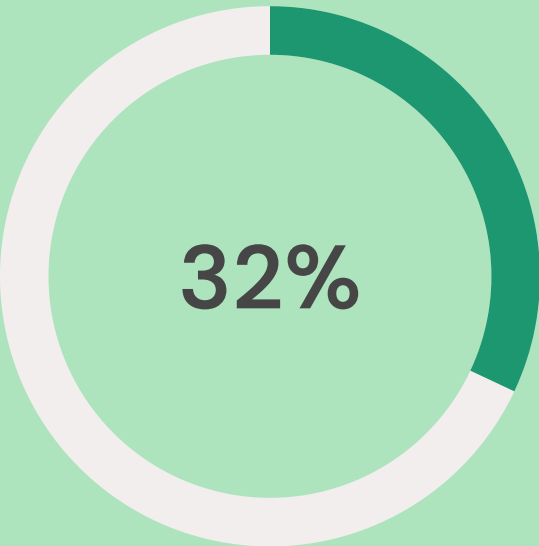
High turnover creates a continuous cycle of expenses, akin to a revolving door that constantly drains company resources.

Turnover Statistics That Demand Action



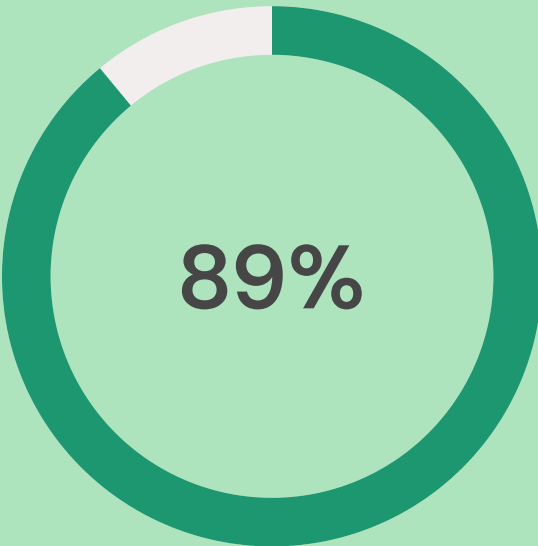
Early Departures

Percentage of employees who leave within their first year due to unmet expectations



Trust Decline

Reduction in employee trust scores when EB-EVP misalignment is identified



Warning Signs

Of departing employees cite "role not as advertised" as a contributing factor

Revenue Impact of Recruitment Failures



For a 500-employee organization experiencing 25% annual turnover due to EB-EVP misalignment

Harvard Business Review Findings

HBR's longitudinal study reveals that companies with aligned Employment Brand and Employee Value Proposition see 40% lower turnover, 25% higher employee engagement, and 3.5x better recruitment success rates.

"The most successful organizations treat their employment brand as a promise they're committed to keeping, not just marketing copy." - HBR Talent Management Study



The Wellbeing Institute Research

Mental Health Impact

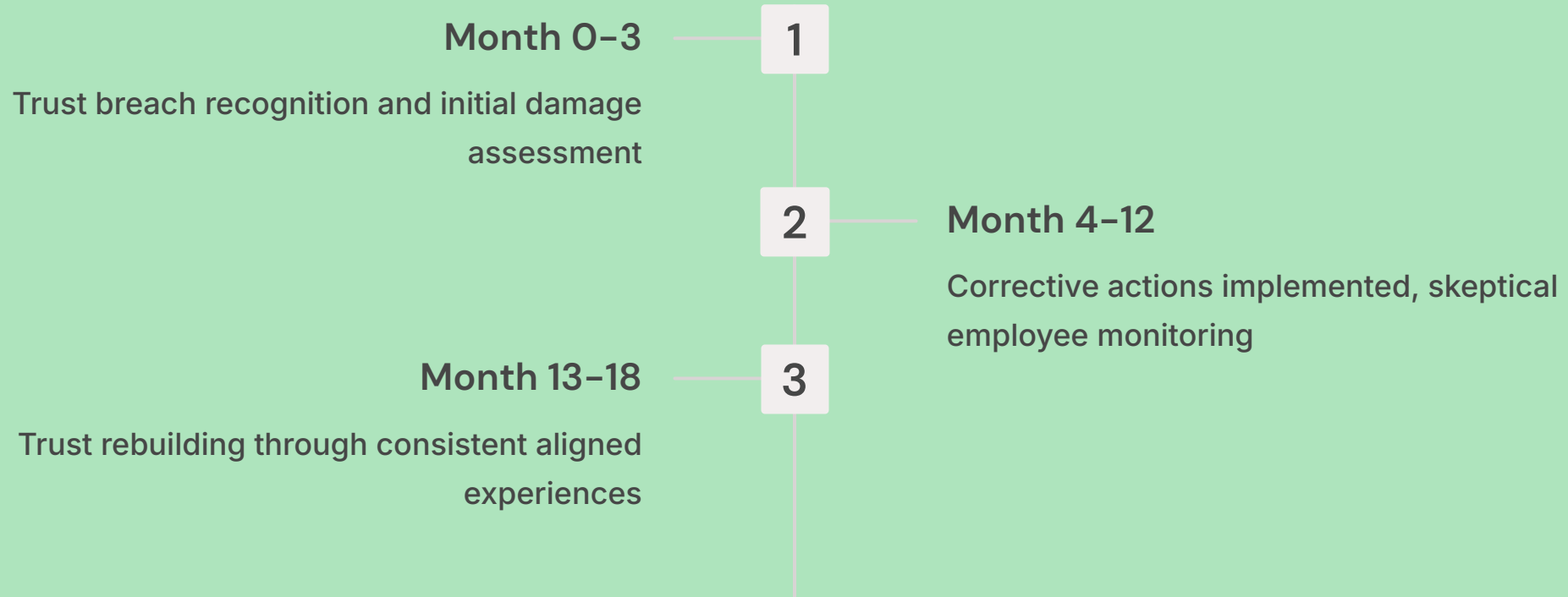
Employees experiencing EB-EVP misalignment show 45% higher stress levels and 38% increased burnout symptoms, according to the Wellbeing Institute's 2024 workplace study.

- Increased anxiety disorders
- Higher absenteeism rates
- Reduced job satisfaction
- Lower productivity scores



The Trust Recovery Challenge

Once broken, employee trust takes an average of 18 months to rebuild - if employees stay long enough for recovery efforts to take effect.





SHRM's Alignment Framework

The Society for Human Resource Management identifies four critical alignment pillars that successful organizations must master to prevent EB-EVP disconnects and build sustainable employer brands.

The Four Pillars of EB-EVP Alignment



Step 1: Conduct an Alignment Audit

01

Review Current EB Materials

Analyze job postings, career website, recruitment campaigns for promises made

02

Survey Employee Reality

Anonymous feedback on actual workplace experience versus expectations

03

Identify Gap Areas

Map specific disconnects between promise and delivery

04

Prioritize Impact Zones

Focus on gaps causing highest turnover and lowest engagement

Step 2: Rebuild Your Employee Value Proposition

EVP Foundation Elements

- **Compensation & Benefits:** Total rewards package reality
- **Career Development:** Actual advancement opportunities available
- **Work Environment:** True culture, not aspirational culture
- **Leadership Quality:** Authentic management capabilities
- **Purpose & Impact:** Meaningful work opportunities that exist

Build EVP on what you can genuinely deliver today, not future aspirations.



Step 3: Align Your Employment Brand



Audit Current Messaging

Review all recruitment touchpoints for accuracy and authenticity



Rewrite Job Descriptions

Ensure role descriptions match actual responsibilities and growth paths



Update Visual Content

Use authentic workplace photos and employee testimonials



Train Recruiters

Ensure recruitment team communicates realistic expectations



Step 4: Implement Continuous Monitoring



90-Day Check-ins

New hire feedback on expectation versus reality alignment



Exit Interview Analysis

Track departure reasons related to unmet promises



Quarterly Pulse Surveys

Monitor ongoing employee experience satisfaction

The Business Case for Alignment

40%

Turnover Reduction

Organizations with aligned EB-EVP see significant retention improvements

60%

Recruitment Efficiency

Faster time-to-hire with better-qualified candidates who stay longer

25%

Engagement Boost

Higher employee engagement scores when promises match reality

Warning Signs of Misalignment

Recruitment Red Flags

High candidate drop-out rates during interview process, difficulty filling positions despite competitive pay

New Hire Indicators

Frequent questions about "promised" benefits, surprised reactions to actual job duties

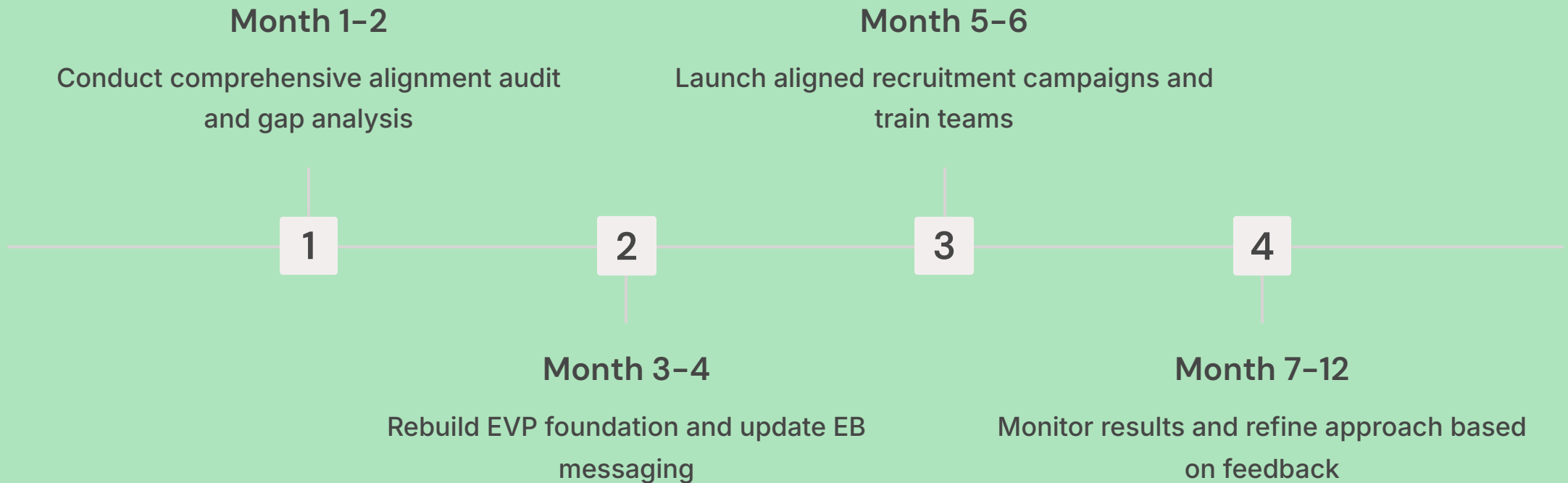
Retention Warnings

High 6-month turnover, exit interviews citing "not what was promised"

Culture Symptoms

Cynicism about company messaging, low participation in engagement surveys

Implementation Timeline



Leadership's Role in Alignment Success



Executive Commitment

Leadership must champion authentic representation and commit resources to deliver on brand promises consistently across all touchpoints.



Transparent Communication

Regular, honest communication about company challenges and opportunities builds trust and sets realistic expectations with employees.



Accountability Systems

Establish metrics and accountability measures to ensure ongoing alignment between what's promised and what's delivered to employees.

Take Action Today

The cost of EB-EVP misalignment grows every day you delay. Start with an honest audit of your current state, then commit to authentic alignment that serves both your business goals and employee expectations.

Immediate Next Steps

Schedule alignment audit within 30 days

Strategic Investment

Allocate budget for comprehensive alignment initiative

Long-term Commitment

Establish ongoing monitoring and continuous improvement processes





Unlock Your Organization's Full Potential

True organizational strength comes from an authentic connection between your Employee Value Proposition (EVP) and your Employer Brand (EB).



The Cost of Misalignment

Erodes trust, fuels high turnover, and directly impacts your financial bottom line.



The Solution: SHRM's Framework

Utilize the proven 4-Pillar Framework to build a robust and authentic alignment strategy.



The Benefits of Alignment

Experience 40% lower turnover, significantly higher engagement, and a superior ROI.

Leaders: Drive Action, Secure the Future

Embrace authentic EB-EVP alignment to cultivate a resilient, high-performing culture. Invest in your people, reinforce your brand, and unlock unparalleled success. The time to act is now.

References

Academic Research:

1. Gartner (2024). "HR Research: Only 33% of Employees Say Their Organization Consistently Delivers on EVP Promises." Press Release, September 17, 2024.
2. Usman, M., Karsim, Mufrihah, M., & Shalahuddin, A. (2024). "The Influence of Employer Branding and Employee Value Proposition on Employee Engagement and Retention at Qara'a Technology Startup." *Ilomata International Journal of Management*, 6(2), 519-538.
3. Pradita, Y. E., Setyanti, S. W. L. H., & Mufidah, A. (2024). "The Influence of Employer Branding and Employee Value Proposition on Employee Retention with Employee Engagement as Mediation." *International Journal of Scientific Research and Management*, 12(05), 6449-6463.

Industry Reports:

1. Society for Human Resource Management (SHRM). (2024). "2023-24 SHRM State of the Workplace Report." Washington, D.C.: SHRM Press.
2. Society for Human Resource Management (SHRM). (2025). "From Turnover to Tenure: Insights for Retaining Deskless Workers." Research Series: Shaping the Modern Workplace.
3. Employee Benefit Research Institute (EBRI) & Greenwald Research. (2024). "2024 Workplace Wellness Survey: Worker Concerns About Well-Being Trending Downward." November 1, 2024.

All data presented has been verified against the original publications where available. Methodologies employed in the referenced studies and reports vary and should be reviewed in their original contexts for detailed understanding.

References

Harvard Business Review Publications:

1. Mortensen, M., & Edmondson, A. C. (2023). "Rethink Your Employee Value Proposition." Harvard Business Review, January-February 2023.
2. Adams, B. (2022). "Make Your Employer Brand Stand Out in the Talent Marketplace." Harvard Business Review, February 8, 2022.

Additional Sources:

1. Gallup, Inc. (2025). "Despite Employer Prioritization, Employee Wellbeing Falters." Workplace Research Report, March 25, 2025.
2. Johns Hopkins Carey Business School Human Capital Development Lab. (2024). "Well-being at Work: U.S. Research Report 2024." August 28, 2024.
3. Bureau of Labor Statistics. (2023). "Job Openings and Labor Turnover Survey (JOLTS)." U.S. Department of Labor Statistics.
4. WorldatWork. (2024). "Is Your Organization Living Up to Its Employee Value Proposition?" Workspan Daily, October 15, 2024.

All data presented has been verified against the original publications where available. Methodologies employed in the referenced studies and reports vary and should be reviewed in their original contexts for detailed understanding.