

### FORTH Project Details

Sector: Telecommunications

User: Market leader in Romania

Country: Romania

Year: 2018

Online  Offline

Facilitator(s): Corina Ghiatau, Magda Ropotan



### Innovation Assignment:

The company wanted to anticipate the future of work and reinvent one of the core people processes – Performance Management – in an “employee-centric” approach. The assignment was to find the real “why” behind this process and to redesign it together with its internal customers: the business leaders and the employees.

### Highlights of the process:

We set up a core team of 12 employees from all company departments, and an extended team of 6 leaders from the Executive Team. They went through the Observe & Learn expedition, empathised, found 16 top customer frictions, visited several other companies and explored trends and connections in fields like neuroscience, crowdsourcing and positive psychology. They generated 354 ideas and developed 7 concepts which were prototyped, tested and assessed by other employees. Finally they developed 4 mini business cases, all revolutionary for the mainstream HR practices related to performance management.

### Main results:

This is one of the first examples showing that the FORTH process can help innovate the internal culture and workplace environment. It sparks the innovation mindset among employees, and helps them see people as customers, which then helps deliver an extraordinary customer experience.

The innovation team identified the collective “why” behind running a performance appraisal process, reuniting the interests of both business and employees. The final mini business cases are now being implemented within a new performance ecosystem.

