

A large, light grey, stylized letter 'Z' graphic that spans the width of the page. It is composed of thick, solid grey bars. The top bar is horizontal, the middle bar is diagonal and slanted downwards to the right, and the bottom bar is horizontal. The bars are connected at their ends, forming a continuous 'Z' shape.

Case Study

Design Thinking

TALSOM

Mandate and Challenges



Today more than ever before, businesses are searching for ways to innovate and to ensure that they are industry leaders. To do so, they can now turn to new technologies trending on the market, review their business processes and ultimately take part in the wave of innovation. Several businesses have very wisely taken such highly useful approaches, thus demonstrating their will to be proactive to avoid being left behind.

In the present case, our client took its reflection a step further by addressing the very needs of its employees before it began the process of implementing changes. It asked itself

the following question: **“How can I place my employees at the heart of the organization?”**

The idea behind this inquiry was to ensure that the members of the company were fully mobilized and had the will to participate in the future growth of the company. The client thus wished to define the employee experience by ensuring it understood the key needs of its employees. This would indeed make for the very challenge of the project: placing employees at the heart of the approach.

Needs and Objectives

- Develop an environment in which each employee can develop on a professional and personal level.
- Define an employee experience that aligns with the company's values.
- Translate the information and comments received into concrete, achievable actions.

6 members of the transdisciplinary horizon project team

22 days of projects

Delivery of a solution that equally concerns both the company's culture and technology

60 individual interviews

Creation and validation of 74 ideas.

Generation of 500 new ideas

Potential Solutions

The client successfully achieved two key deliverables. First, it was able to target the answers to important issues that employees had communicated and to respond to them with both technological and support tools. This solution, which resulted in a Team Member Journey, was ultimately validated by employees. Second, the solution consisted of defining the pillars of the company in an effort to mobilize employees. As part of this

process, a cultural change was instilled within management in order to fully mobilize employees and thus support the company's growth. This led to the development of procedures whereby employees can understand the meaning behind their work, become empowered to realize their potential and be recognized for their efforts.

Testimonial

“Design Thinking allows companies to break down the barriers of a project team. To do so, it is necessary to attend user meetings, establish a relationship of trust with users and to obtain high-quality information from them. User opinions are directly integrated into the process for identifying solutions. It is thus possible to go beyond the information received and to set aside the preconceptions that certain members of the project team may have going in. Even though it is possible for some individuals to have experience on a given subject, it is necessary for them to allow the approach to run its natural course. In so doing, companies can imagine, define and understand the unexpressed needs of their employees, that users at the heart of this approach may only imagine. By involving users, we were able to validate in real time if the reflection was addressed from the appropriate perspective. It would be senseless to employ a working approach that is centred on people without taking them into consideration. It would be like saying “no” to the greatest.

The involvement of users allowed us to validate in real time if the reflection was addressed from the proper perspective. It would be crazy to use a approach to working that is centred on individuals without considering them. This would amount to saying “no” to the most valuable asset in an innovation process.”

Éric Dupont

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