accelerating organisational transformation through experimentation, engagement and empowerment
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executive summary

Organisational transformation is a massive undertaking, especially for a large decentralised distributed global company.

Such was the case for Randstad, a global leader in the HR services industry. An innovative initiative was needed to execute on a company-wide strategy that would require embracing digital disruption and adopting a new mindset and new ways of working. In response, Randstad partnered with London Business School (LBS) to unleash and accelerate organisational transformation and embark on a journey to become the world's leader in the recruitment and staffing industry.

the challenge
Huge industry disruption, the impact of digitalisation, a siloed organisation with outdated leadership practices required to drive the new strategic ambition for growth.

the commitment
Whilst an RFP was distributed, LBS had already built a deep understanding and strong rapport with Randstad based on discussions over the previous year about the company’s context, culture, challenges and opportunities. There was a strong fit and a shared enthusiasm for a widespread transformation.

the initiative
A co-created systemic organisational development initiative that even pre-pandemic embraced a blended learning approach (Transformational Leadership Programme) with intact market teams and then an organisational virtual cascade (Leading Transformation in the Digital Age), with the alumni from TLP acting as mentors and guides to the participants. The programme will ultimately reach 5,000 managers and leaders by 2023.

the impact
Demonstrable sustainable impact over the last 4 years.
At the individual level, a shift in leadership capability and greater levels of curiosity, collaboration, engagement and empowerment to elevate performance.
At the organisational level, demonstrable financial results, a move up to #1 industry leader, higher levels of engagement, increased win rates, a common language of strategic alignment, and validation of the shift from financial analysts during Capital Markets Day March 2021.
**Randstad** is the global leader in the HR services industry. By serving as a trusted human partner in today’s technology-driven world of talent, Randstad helps people secure rewarding jobs and stay relevant in the ever-changing world of work. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands.

**London Business School** (LBS) strives to have a profound impact on the way the world does business, and the way business impacts on the world. Through its Executive Education offerings, LBS provides transformative learning journeys for ambitious individuals and organisations across the globe.

Delivery teams led by a world-class faculty create innovative experiences through which executives can grow. Participants from around the world come to reflect, refocus and reimagine their futures for maximum and sustainable impact.
the challenge
the challenge – engaging and equipping a global workforce to deliver on a new strategic direction

It is a significant challenge to introduce a radical new strategy. It is even more difficult to drive organisational change so that a global workforce can engage with and execute such a strategy.

In 2017, this was the reality facing Randstad, a leading company in the staffing industry with 38,000 employees in 39 countries. Randstad had built its reputation on values that promoted trust and customer intimacy. This philosophy helped the company grow from its small offices in Amsterdam back in the 1960s to become the second-largest business in the global HR services industry.

However, in recent years the recruitment space experienced significant changes. The adoption of new technology – propelled by data science, artificial intelligence and increasingly automated hiring systems in the staffing business – was accelerating faster than in many other industries.

In 2016, Randstad acquired Monster.com, a company that provides some of the broadest, most sophisticated job-seeking, career management, recruitment and talent management capabilities. This acquisition underscored that Randstad’s core business needed to rapidly accelerate, embrace digital disruption, and adopt a new more global innovative mindset and new ways of operating. Randstad CEO Jacques van den Broek and the company’s executive board were aligned on making the necessary changes for this to happen. They wanted to take action that would propel Randstad to be the world’s leader in the recruitment and staffing industry.

To do this, van den Broek and the executive team introduced a new strategy called ‘Tech and Touch’. This approach embraces the full benefits of new technology without eroding a business model that depends so much on relationships and personal contact. Tech and Touch requires Randstad to leverage its global presence through increased levels of collaboration.
To make the desired outcomes of Tech and Touch possible, organisational transformation was required.

Strategic alignment and a common language as a global company.

A move away from a top-down, hierarchical managerial style to one in which leaders elevate the performance of their people through engagement and empowerment.

Fostering a culture of curiosity, experimentation, agility, innovation and collaboration.

Such a transformation would drive key business results.

Van den Broek and the executive team knew that a unique learning initiative would be required. Changing established leadership behaviours and long-held managerial practices was key to realising the opportunities around Tech and Touch.

“We needed a programme to create alignment around our digital strategy. One of the big challenges for a big decentralised company is to get everyone on the same page. If you don’t have your basics in order, it doesn’t make sense to innovate.”

Jacques van den Broek
CEO, Randstad
the commitment
the commitment – aligning on the power of experimentation to drive change

“As a company, we needed to think outside the box and transform ourselves,” said Jos Schut, Randstad’s Global Chief Human Resources Officer. “We needed to allow ourselves to learn and not be held back by a fear of failure. We were not comfortable working in this way as part of our overall business. We knew collaborating with an external learning partner would be the optimal way to bring about the required transformation.”

In 2016, Randstad had begun discussions with LBS about the benefits of fostering a culture of experimentation. Some months later, Schut and his team were officially ready to launch an RFP. They met with several business schools. The meeting with LBS stood out, thanks in part to the strong relationship that had been developed over time. As perspectives and ideas were exchanged on how to respond to the challenges and opportunities around Tech and Touch, it quickly became clear that LBS and Randstad could partner to bring about the desired change. LBS was eventually selected, displacing an incumbent.

“This wasn’t just a transactional response to an RFP,” explained Linda Irwin, LBS Senior Client Director. “It was based on a strong relationship built over time that enabled LBS to understand the challenges, culture and context at Randstad. There was a clear sense of inspiration and optimism from the Senior Leadership Team that Randstad could reinvent themselves and proactively shift to mindsets of exploration.”

To help lead the programme, Irwin curated a cohesive team that aligned to the company’s ambitious goals, identifying experts in strategic HR, experimentation and digital learning.

From the outset, LBS and Randstad discussed a holistic focus on spanning new knowledge, mindsets and behaviours (knowing, doing and being). Randstad shared with the LBS design team the importance of participants becoming more agile and innovative to thrive in an ambiguous and uncertain world. They expressed the importance of learning in the flow of work. In response, the LBS design team proposed a focus on positive psychology and experimentation in which the different impact teams were encouraged to develop a “growth mindset perspective of curiosity” to approach business challenges and opportunities. The idea was well received by Randstad.

“We wanted to place business experimentation at the heart of a programme and use it as a catalyst for change,” said Schut. “We wanted participants to examine their own leadership behaviours and address their day-to-day challenges through an experimental approach. The aim was for Randstad leaders to share their learning with others as part of the experiment experience and for that learning to be diffused across the organisation.”

“Experiments engage and empower people to explore possibilities that drive innovation,” said Irwin. “It is about being comfortable ambiguity without having 100% of the information. With experiments, you are building agility and intellectual curiosity into the programme as well as enhancing collaboration and knowledge cross-fertilisation of knowledge.”

Eventually, both parties aligned on the Transformational Leadership Programme (TLP), a nine-month programme for senior leaders designed to unleash organisational transformation at Randstad, powered by the deployment of experimentation and a new focus on engagement and empowerment across the leadership cadre.

TLP personified co-creation: both LBS and Randstad brought their perspectives and expertise to create the programme. The LBS faculty team was carefully selected to bring in the right expertise aligned to the desired outcomes of the programme.

TLP launched in autumn of 2017, with extraordinary commitment and buy-in of Randstad’s senior leadership. From the outset, van den Broek and the leadership team were actively involved in the diagnostic and design phase to co-create a high-impact blended design that incorporated the Tech and Touch philosophy. This
proactive commitment and sponsorship were evidenced across the whole journey.

Van den Broek physically attended every Module 1 session in London to set the strategic imperative for this organisational intervention and ensure a strong call to action. The recommendations from the results and insights of the experiments were shared with the CEO and senior team at a special event at Randstad’s headquarters. The executive team provided feedback and engaged in a dialogue during this event and then followed up after several months to ensure that the participants’ key actionable insights for their learning journey were being cascaded and embedded into their markets and functions. Senior leadership members also served as experiment sponsors, presented sessions at LBS, and engaged with participants on webinars.

The idea of a programme cascade was front and centre for Randstad from the very beginning. There was always an intent to amplify learning. This is, in part, why each market brought its managing director and this person’s two direct reports to TLP. Upon returning to their countries after the programme, these individuals shared their insights with their teams.

“While this approach was impactful, Randstad and LBS knew that they needed to find ways to accelerate the cascade process for a company like Randstad, which has a large, global employee base. Thus, in 2018, LBS and Randstad worked together to launch Leading Transformation in the Digital Age (LTDA), a new digital version of the initial TLP experience. Its aim was to share the content from the senior programme and reinforce the behaviours associated with this new culture of agility, innovation and collaboration. LTDA enables TLP alumni – all of whom are senior leaders at Randstad – to spread the messages of innovation and experimentation at a local level across a wider population of managers and employees. This was not about the TLP alumni as teachers but rather as mentors, facilitators, guides, sponsors and coaches.

“We co-created LTDA with the aspiration that it would enable a wider range of leaders to contribute towards Randstad’s transformation agenda, as well as develop and innovate at an individual level,” said Howard Viney, who is the Programme Director of LTDA. Launching LTDA in 2018, some 18 months prior to the onset of COVID-19, enabled the partners to weather the disruptions caused by the pandemic and the pivot to online learning. Randstad and LBS were already well ahead of the curve.

Experimentation has not only been a key focus of the learning outcomes for participants. It has also been a behaviour that has been exhibited by the LBS and Randstad teams in designing LTDA. Both parties were open to experimenting and pushing one another to create the optimal flexible experience.

“We had to experiment to find the right approach that would account for different market conditions,” said Viney. “We agreed to run much smaller cohorts to be flexible and reflect the needs of each community (function or region). Content was therefore adapted to the level of the audience, thus reaching a wider group across the whole organisation. We wanted to ensure that the learning was personalised to the rhythm of the business and aligned to market needs.”

“The LBS team has shown throughout the partnership a willingness to listen to what we needed and respond accordingly,” Schut said. “We were able to be open to LBS’s insights. As partners, we were able to connect, and build a common language that aligns to our values.”

Randstad has also subsequently brought LBS on to lead separate finance and sales programmes, demonstrating the strength of the partnership.

“LBS has been quick on its feet to react to us to bring the right people and tone of voice. It was a true partnership,” said van den Broek.
the L&D initiative
the L&D initiative – the magic is in the dialogue

The TLP learning journey began with an inspiring launch to engage and excite the senior leaders, with the CEO setting the strategic imperative for change and issuing a robust call to action.

Transformational Leadership Programme – a continuous and integrated approach for new knowledge, mindset, skills and behaviours

Senior leaders from around the world then met at LBS for the first module, already prepared to discuss the future of Randstad. The emphasis for this module was digital disruption and the need for greater levels of strategic agility, which would be the catalyst for change, experimentation and innovation.

“The virtual launch event prior to the module at LBS already had participants thinking about the challenges and opportunities within the business,” said Rob James, LBS Experiments Advisor. “In response, they had already thought about the experiments they might undertake.

While at LBS, inputs from faculty sparked and stirred their ideas for experiments.” Towards the end of the week, participants started to home in on different experiments that they would undertake. After the week-long module at LBS, participants returned to their home countries and continued to work in teams to select one key experiment they would explore. In the process, groups were aided by the LBS Programme Director/Mentor with specialist knowledge of experimentation who helped build out a hypothesis.
Some months later, the cohort met again at LBS for the second module, in which faculty and coaches provided support on the leadership behaviours that participants needed to exhibit, new mindsets required for Randstad, and the communication needed to inspire.

After this second module, participants returned to their home countries and worked with a coach on a one-to-one basis, as well as continuing to collaborate with their experiment groups. TLP culminated with experiment presentations at Randstad’s headquarters in Amsterdam in the presence of the CEO and executive board.

Leading Transformation in the Digital Age: accelerating and cascading the “common language” for alignment

As part of LTDA, participants go through nine different learning experiences (see graphic). Each module is 2-3 hours and the journey is flexible to span between 12-15 weeks. The programme begins with a prework stage in which participants are encouraged to identify a business challenge and complete a learning journal.

Over the next four modules, faculty share much of the same powerful TLP content in a digital format. This is followed up by a simulation (Modules 5 and 6) in which participants practise some of the ideas they encountered in a safe environment. Embedded within the simulation is key Randstad language to reinforce desired behaviours.

Small steps can make a big difference. Participants are encouraged to immediately apply their learning and practice experimentation. They are often excited by immediately seeing the benefits. In between each module are touchpoints in which small groups within each cohort are invited to engage in a conversation led by a Randstad senior leader, the majority of whom have gone through TLP. LBS faculty provide guidance for the alumni on how to lead the conversation.

The experience culminates with two modules: one in which participants share their action plan and hear feedback and another that is a graduation ceremony where projects are shared with a senior leader.

“The real impact happens when you sit down with your colleagues and talk,” explained Viney. “LTDA very much embodies a Tech and Touch experience in which LBS faculty provide the tech and Randstad alumni of TLP provide the touch.”
the impact
The executive team of Randstad Sourceright (one of the company’s large global businesses) went through LTDA in 2020. As part of their programme project work, they decided to recast the way Sourceright’s strategy would be developed. The organisation at large was brought into the process. Engagement scores rose considerably. There were also impressive increases in the categories of growth and empowerment.

In 2022, Glassdoor recognised Randstad Sourceright as a Best Place to Work. In 2021, the organisation had its best financial performance year in its history, overachieving its annual financial targets by 65%. Revenues rose 153% year over year during that period.

In Belgium, the introduction of Tech and Touch meant new working practices for sales teams as they embraced data-driven processes to enhance the customer experience and increase sales. Within this context, TLP participants experimented and launched the ‘Customer Delight’ initiative in 2017.

As a result of the success of this experiment, Customer Delight is the first customer/human experience management programme that has been recognised globally within Randstad and it is now live in 19 countries and 34 Randstad operating companies. The ultimate goal is for Customer Delight to go live in all Randstad countries.

“Establishing a common language for change gave us an opportunity to clarify and articulate why digital transformation is needed and what it entailed,” said Renate Deken, Randstad Global Director, Learning and Development. “LBS supported us in the ‘how’ of digital transformation, introducing a new language. This ensures people can use a shared vernacular and removes the risk of incorrect interpretations. It has played an important role in accelerating Randstad’s digital transformation.”

The impact is also recognised externally by financial analysts (Capital Markets Day 2021).

“Digital is an integral part of strategy for Randstad, with data seen as a key competitive differentiator as it helps understand the needs of clients and gives a view of the larger market/industry.”

Credit Suisse

“Digital tools support market share gains. The recent outperformance vs peers (i.e. market share gains) was driven by digital tools, and Randstad expects this to continue.”

ING
a move away from a top-down, hierarchical managerial style to one in which leaders elevate the performance of their people through engagement and empowerment

There are many examples of how individuals are leading differently. Tania de Decker, Managing Director Enterprise Clients, took part in the programme from September to December 2020, a time in which the pandemic had people feeling overwhelmed by the disruption. De Decker described herself as “drowning from everything that was happening”.

“It provided me with a helicopter view of myself, my clients and Randstad as a company,” she explained. “I was also able to look at myself individually and consider whether I was creating the necessary change and adequately using my circle of influence. The answer was no. This helped me see how to make changes. It was a life-saver for me.”

Many others have shared a similar perspective to de Decker.

“People have more self-confidence because they went through this journey and know what we can bring to the table,” said CEO van den Broek. “It has provided inspiration around reinventing ourselves. The more you take people through such an experience, it becomes a vein that runs through the business.”
fostering a culture of experimentation, agility, innovation and collaboration that has directly impacted on business outcomes

Leaders who have gone through the programme are involving others differently and are challenging the status quo.

As another example, Paul Dupuis, who took part in TLP back in 2018 when he was the Managing Director of Randstad India, shared: "I can say with confidence that the remarkable transformation of Randstad India from a lagging, loss-making operating company into a top performer came directly as a result of the learning and actions born from the TLP and LTDA. The title says it all – transformation. It was transformative for me as a leader. The outcomes have been impressive. The programme has been a game-changer!"

This success has been replicated with impressive results in Japan, where there has been a remarkable turnaround as Randstad Japan colleagues have gone through LTDA. In January 2022, Randstad Japan recorded the best month in its history in both revenue and year-on-year growth. In February 2022, the team once again raised the bar and delivered another best-ever month on both key metrics.

"The concepts learned from the programme have brought unprecedented business outcomes," said Dupuis.

(Encourage viewers to watch Paul’s video for the complete story.)

Meanwhile, the Randstad team on the US West Coast was challenged by the low unemployment rate and tough competition for talent. From the ensuing experiments, the turnover in San Francisco fell from 76% to 26% and, in Seattle, the decline was from 40% to 30% in a single year.

In other examples, previous participants who took part in programme surveys noted a €300,000 total gross profit increase in Italy.

As a result of two separate experiments in France, there was a 300% increase in new candidates and a 12% increase in premium business, respectively.

"Our colleagues around the world now realise that it is part of their job to be more curious instead of reverting to assumed best practices," said Schut.

“Using the same words is very important,” concluded van den Broek. “We need to talk about our culture and values as this is what connects a business that is located in 39 countries with more than 40,000 employees. The programme has helped to take us where we are today with awareness and self-confidence. By 2030, we will touch the work lives of 500 million people worldwide and we need strong partnerships like we have with London Business School to reach that ultimate goal.”

From #2 in the industry to #1 in 2019 and 2020

(Staffing Industry Analysts)

2021 Revenue: €24.6 billion
(well above pre-pandemic levels)
Impact of Experiments from around the World

### Global Sourceright Business
**Engagement and empowerment in strategic direction**
- Establishment of a common language
- Engagement scores rose considerably especially in empowerment category
- 2022 Voted Best Place to Work for first time by Glassdoor
- 2021 Best financial results 65% over target
- 2021 Best revenue increase of 153% year on year
- Increased win rate
- Increased client retention

“...This increase can be attributed to the way people felt connected to the strategy and the way leadership was communicating to the organisation. The impact has been tremendous. Our win rates and client retention have increased, a common language has been developed, and our organisation feels more ready to have value-driven conversations as a result of the focus and clarity that was provided by the programme.”

**Cindy Keaveney**
Chief People Officer, Randstad Global Businesses

### Belgium
**Experiment: enhancing the customer experience**

- Customer satisfaction scores increased by 15% in 4 months after experiment
- NPS scores from Clients and talent rose by 100%
- Revenue growth of 10% in first year following experiment
- Successful scaling and cascade of experiment to 189 countries and 34 operating companies

**Impact**

### India
**Experiment: driving performance through experimentation in “no Job Boards Process” and engagement (see appendix)**

- 17% increase in year on year revenue
- 40% increase in growth profit
- 111% rise in EBITA (earnings before interest, tax and amortisation)
- Successful scaling and cascade of experiment to 189 countries and 34 operating companies

**Impact**

“I can say with confidence that the remarkable transformation of Randstad India from a lagging, lossmaking operating company into a top performer came directly as a result of the learning and actions born from the TLP and LTDA. The title says it all – transformation. It was transformative for me as a leader. The outcomes have been impressive. The programme has been a game-changer!”

**Paul Dupuis**, former Managing Director of Randstad India

### USA
**Experiment: reducing talent attrition**

- Experimentation yielded 35 new innovative ideas
- Reduction in talent turnover on San Francisco from 76% to 26%
- Subsequent large financial savings
- Seattle... reduction in attrition from 40% to 30% in the same year

**Impact**

### Japan
**Experiment: fostering culture of empowerment and engagement**

- Dramatic business turnaround
- Early 2022 results: best results ever on revenue
- Best results ever on year growth

**Impact**

### Italy
**Experiment: setting up a training partnership with automotive clients to address talent shortages in technical areas. The idea being that Randstad should be seen as a “pathway to jobs” rather than just a recruiter**

- GP 300k Euros in first 6 months post programme

**Impact**

### France
**As result of 2 experiments**

- 300% increase in new candidates
- 12% increase in Premium Business revenue
programme outcomes

Our overall aim is to develop a pool of leaders equipped with the skills, knowledge and mindset to achieve the realization of the Tech & Touch strategy. The program will therefore provide focus on a number of key requirements in our business:

• Explore ways in which we can accelerate innovative thinking and be more open to new ways of doing things to match the rapid pace of change in our market and in the HR services industries. This includes the ongoing integration of new technology as part of our Tech and Touch strategy.

• The need to collaborate more effectively across boundaries – both globally as well as more local functional boundaries. This means looking at new ways of working that result in enhanced outcomes for Randstad, clients, and candidates (including adapting the use of technology and aligned with our Human Forward brand promise).

• The need to lead transformation by activating the Tech & Touch (T&T) strategy across the company and staying relevant to our market and our key stakeholders. This includes our clients, candidates and associates as well as our wider stakeholder population, in accordance with one of our core values of simultaneous promotion of all interests as well as our Human Forward brand promise.

how we achieve the outcomes

TLP is not based on a single project or short-term commitment but a new way of thinking about our business and is intended to build our leadership agility, and aimed at driving the changes needed in our future Randstad.

Building ability to think innovatively and influence differently.

With the support of LBS faculty, participants will gain new knowledge and be introduced to new processes and frameworks that will inspire them to accept new ideas and develop their own new ideas. Participants will develop a heightened comfort level with new/different ways of working and look at ways of experimenting in their business and explore more effective strategies for managing change. A key driver of achieving this is the participants’ openness to change their own behaviors.

Build a global network and strengthen collaboration locally.

Through interactions with Randstad participants, EB members, and LBS faculty, participants will learn from multiple resources, raising awareness of the opportunities that working across geographies may present. They will find value in learning from others, trying new things locally that are working elsewhere, and seeking new ways of working cross-functionally and across borders that can enhance Randstad’s global performance.

Strengthening leadership ability and leadership of T&T strategy.

Participants are expected to apply a growth mindset to coach their own teams and cascade key messages from their own learning. The aim is that they should inspire their local teams to apply T&T strategy leading to stronger performance, heightened engagement of our people, future-focused delivery for client and candidate engagements, and maintain leadership in the HR Services industry.

In-person Modules in London:

During the two in-person modules, participants will be challenged to think differently. Learning objectives for each module are below.

Module 1:

By the end of in-person Module 1 participants will:

• Recognize emerging and future global trends that can impact the business and determine how to respond
• Build lasting networks across geographies and regions
• Discover how new digital startups are transforming industries
• Challenge the assumptions and orthodoxies present in the staffing and recruitment industry and how ‘game-changing’ innovation can be encouraged
Discover how to create an underlying organizational environment that can support innovation and experimentation

Consider their own leadership capabilities, learn new skills and clearly identify their own development areas with a plan to address them

Agree on experiments to test hypotheses around Randstad’s organizational capability.

Module 2:

By the end of in-person Module 2 participants will:

- Understand how to frame strategy execution challenges
- Develop new skills in leading through transformational change
- Deepen their personal learning journey experience
- Assess their own experiment team performance and learnings
- Review experiment progress and receive feedback from peers
- Engage in leader to leader dialogue on the future of Randstad

Executive coaching:

Executive coaching at LBS is defined as a process that creates sustained shifts in thinking, feeling and behaviour – and ultimately performance, at an individual, and through this, at an organisational level. In TLP, the executive coaching allows the participants to tailor the learning to their personal development needs in their business contexts and thus plays a significant role in helping them to apply the learning back at work. It takes the form of an in-person group coaching afternoon in Module 1, followed by three virtual hours across the nine-month program. The LBS executive coaches will encourage participants to “approach behavioural change with an experimental mindset” and incorporate development actions into their existing Randstad development plans and their frequent Great Conversations with their manager.

Virtual learning:

Much of the content will be delivered virtually. The program starts with a launch webinar, quickly followed by a virtual business simulation to connect participants across countries and functions as well as begin their experimentation journey in a virtual learning environment. Webinars will continue to be a learning method and will include topics such as “The Future World of Work” and “Leadership of the Future”. Also delivered virtually are check-ins to support and challenge experiment teams, more than 50% of the executive coaching, and an online learning journal that participants may use if it suits their learning style.

Experimentation:

The Transformational Leadership Program is experiential and “experiments” play an important part. The experiments selected by participants will add value and make a contribution to their business as well as providing a vehicle for learning. Throughout the program participants will work on real issues whilst learning how the experimentation process can be replicated to become a fundamental part of “how we do business at Randstad”. Each participant embarks on a business experiment with his or her team as well as a personal leadership experiment with his or her executive coach. The program culminates in a team presentation to the Executive Board on their experiments and learning journeys.

Experiments are born out of curiosity and a willingness to challenge the status quo or take a different perspective to an existing problem. To develop their experimental mindset, participants will be encouraged to be courageous and provocative when selecting their experiments. In experimentation there is a hypothesis that needs to be tested and, whilst there may be a belief that the hypothesis will be proven at the outset, proof alone is not always the single measure of a successful experiment. Business experiments are therefore similar to medical or scientific experiments where there is a degree of uncertainty about the outcome and where they might feature ‘intervention’ and ‘control’ groups.

At Randstad, experiments are often associated with Minimum Viable Products (MVPs) and many participants may already have had exposure to the initiatives and workshops delivered by the Digital Factory.

TLP methodologies will be similar but we will also explore the wider aspects of experimentation in the workplace. Every experiment should be seen to add business value but their focus may be different to ‘products’ alone. Some areas that can be investigated for experiments may include:

- Processes
- Performance
- People
- Profitability
- Productivity
- Products (MVPs)

Experiments are not ‘projects’ where there are clear and anticipated outcomes with calculated deliverables and specific milestones at the outset. We will expect participants to take risks and ‘dare to fail’, explore more widely than in the past and to try out new things. The experiment process is therefore a very different activity. Inevitably there are overlaps between processes in experiments and projects (e.g. experiments also need to be carefully planned) but there are some fundamental differences in mindset and approach. The illustration below shows the differences although it should not be interpreted as “either/or” in every case.
<table>
<thead>
<tr>
<th>Experiments</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary goal is discovery and new perspectives</td>
<td>Primary goal is delivery</td>
</tr>
<tr>
<td>Focus is on learning first</td>
<td>Focus is on the final outcome</td>
</tr>
<tr>
<td>Deliver new knowledge and results</td>
<td>Deliver recommendations</td>
</tr>
<tr>
<td>Challenges the status quo</td>
<td>Part of business as usual</td>
</tr>
<tr>
<td>Encourage questions and imagination</td>
<td>Plan the process for specific outcome</td>
</tr>
<tr>
<td>Inspired by bottom-up thinking aligned to strategic priorities of Randstad</td>
<td>Directed top-down</td>
</tr>
<tr>
<td>Born out of enquiry, exploration and curiosity</td>
<td>Born from a sense of problem solving using existing mental models</td>
</tr>
</tbody>
</table>

Please see video outlining the context, the challenge and the impact from our partnership to accelerate Randstad’s transformation.