RWE Innogy

As with many large organisations, RWE had an established vision, mission, and performance management process in place. They were focused on putting customers first yet realised than most goals and objectives were not aligned to customers. They contracted with 3WH to establish a performance management relaunch where they core business strategy was central to everything that their people do.

Over 6 months, we partnered to review the current process and gain insights into the different approaches and priorities of the functions around the UK (7000 employees). It was essential to understand how people engaged with the current process, before creating something new. This approach was vital as many areas had already established best practice, while others were struggling.

We created forums and focus groups where best practice could be shared, and solutions found together. This winning hearts and minds approach was critical. We took was already working and standardised the approach. New literature, guides, portals, and training was developed to onboard everyone and launch the new approach.

The final piece was to create an interactive road show that would travel to sites, asking each team to journey through the experiential learning exhibitions. The logistical management was immense, working with facilities management and co-ordinating the build on a weekly basis. We used tablets to create interactive quizzes, sound bites to people could hear real customer experiences, and set goals so they could truly put customers first.

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