



FORGOOD for People & Culture Teams (Initiative Lifecycle)

How to use FORGOOD

FORGOOD should be used as a workflow tool, not as a checklist

- Measure employee experience and wellbeing alongside behavioural outcomes, ensuring equitable impact
- Use behavioral science responsibly by respecting employee autonomy and making mechanisms transparent
- Establish clear governance to distinguish helpful support from harmful manipulation

Applying FORGOOD to People & Culture

Diagnose & Research (understanding employees behaviour today)

Understanding current behaviours and the contextual factors that drive them is essential. Research must identify not just what behaviors need to change, but why current behaviors exist, what barriers employees face, and how initiatives might affect different groups.

In practice this could be...

- Conducting behavioral observations and interviews
- Mapping the employee journey to identify friction points, choice architectures, and existing nudges
- Including diverse employee voices in research, particularly those from underrepresented or vulnerable groups

Design & Pilot (developing behavioural initiatives)

Initiatives and organisational practices should be responsibly designed, ensuring all options are considered. Pilots test whether initiatives work as intended or are perceived as helpful rather than manipulative.

- Co-designing initiatives with employees alongside the FORGOOD principles
- Testing multiple initiative variations
- Getting input from ethics committees, employee representatives, or external advisors before piloting
- Running FORGOOD pre-mortems to identify any risks before they happen

Deploy & Evaluate (piloting and measuring the impact)

Rolling out initiatives requires careful monitoring to ensure they don't create unintended harm. Evaluation should measure both organisational outcomes and employee experience, with particular attention to differential impacts across groups.

- Measuring both behavioral outcomes and employee perception
- Creating feedback channels for people to report concerns or unintended consequences
- Building in "pause points" where initiatives can be adjusted or stopped
- Segmenting results by employee demographics, role types, and vulnerable groups to catch disparate impacts

Iterate & Scale (rolling out initiatives across the organisations)

Successful scaling requires ongoing refinement to maintain effectiveness while preventing manipulation from creeping in. As context changes, initiatives must be continuously evaluated to ensure they remain beneficial and appropriate.

- Adapting initiatives for different contexts, cultures, and employee segments rather than one-size-fits-all
- Building governance processes to review scaled initiatives against FORGOOD principles



FORGOOD Framework for People & Culture (Initiative Lifecycle)

Guiding Questions		Reflections, concerns, possible improvements	Pass / Fail / Mitigation / Improvement
FAIRNESS <i>Employee Equity</i>	Are all employees treated fairly across backgrounds and roles? Could our initiatives create unintentional discrimination?		
OPENNESS <i>Transparency</i>	Are we being transparent about what data we're collecting on employee behavior and how it will be used? Would employees still participate if they fully understood the behavioral mechanisms at play?		
RESPECT <i>Employee Experience</i>	Does this initiative respect employees' time, cognitive capacity, and autonomy? Are we removing friction that helps employees (reducing sludge) or adding friction that serves only organisational goals?		
GOALS <i>Value Alignment</i>	Are we helping employees achieve their goals, or nudging them toward organisational goals disguised as employee benefits? When employee and organisational goals conflict, how are we transparently resolving this?		
OPINIONS <i>Employee Voice & Feedback</i>	Have we sought input from employees who might be negatively affected by this initiative? Would our approach damage employee trust or organisational culture if it became widely known or discussed externally?		
OPTIONS <i>Trade-offs</i>	Are opt-out paths as clear and easy as opt-in paths, or have we made opting out deliberately difficult? Have alternative initiatives been fully considered?		
DELEGATION <i>Governance</i>	Have we established appropriate oversight and governance for behaviourally influential initiatives? Do we have the expertise and diversity on our team to design initiatives that work equitably across all employee groups?		