



Brandon Hall Group

# EXCELLENCE AWARDS 2023

## Deloitte LLP Growth Academy's Leadership Dev. Mindset of Cross-Business Collaboration

Deloitte LLP

Best Advance in Leadership Development

March 2024



### Company Background

#### Deloitte.

Company-at-a-Glance	
Headquarters	New York, NY
Year Founded	1845
Revenue	\$27.9 billion (FY22)
Employees	156,397 (FY22)
Global Scale (Regions that you operate in or provide services to)	US
Customers/Output, etc. (Key customers and services offered)	Deloitte provides industry-leading audit, consulting, tax, and advisory services to many of the world's most admired brands, including nearly 90 percent of the Fortune 500® and more than 7,000 private companies. Our people come together for the greater good and work across the industry sectors that drive and shape today's marketplace - delivering measurable and lasting results that help reinforce public trust in our capital markets, inspire clients to see challenges as opportunities to transform and thrive, and help lead the way toward a stronger economy and a healthier society.
Industry	Professional Services
Website	<a href="http://www.deloitte.com">www.deloitte.com</a>



## Budget and Timeframe

Budget and Timeframe	
Overall budget	\$62,700 per offering
Number of (HR, Learning, Talent) employees involved with the implementation?	10-12
Number of Operations or Subject Matter Expert employees involved with the implementation?	8-10
Number of contractors involved with implementation	10-12 during market research; 3 at delivery
Timeframe to implement	5 months
Start date of the program	November 18, 2021

## Business Conditions and Business Needs

Deloitte LLP (“Deloitte”) has been on a growth trajectory for many years. The development has been comprehensive— from evolving the skilled talent to growing into an organization known for innovation and service excellence. To sustain and strengthen this growth, a Growth Council was rejuvenated in FY22. The Growth Council serves to bring businesses and functions together to help drive collaboration, share knowledge and promote an intrapreneurial growth mindset, boost sales and delivery, and enhance client experience. The Growth Council has defined focus areas to drive specific outcomes and these groups work collaboratively to help advance the objectives and aspirations of growth.

To strengthen and help enable growth, the organization kickstarted efforts to shape, establish and drive efforts in the areas above, which lay the foundation for progress. The Growth Council envisions bigger, better things as it continues to build professionals’ strengths and capabilities and drive differentiation and impact in the market.

The extended leadership across the businesses of Deloitte continue to collaborate to optimally leverage resources (technology and people) and improve opportunities for better client service delivery and talent engagement. The challenge is how does the organization deliver more for the clients, cater to new market offerings, build new capabilities, bring in more penetration of projects?

The Growth Academy is one of the 6 workstreams of the Growth Council and its role is to fuel the next phase of growth. It reinforces a holistic view of a growth mindset and of



client excellence and to lead the learning and development efforts that support the other workstreams.

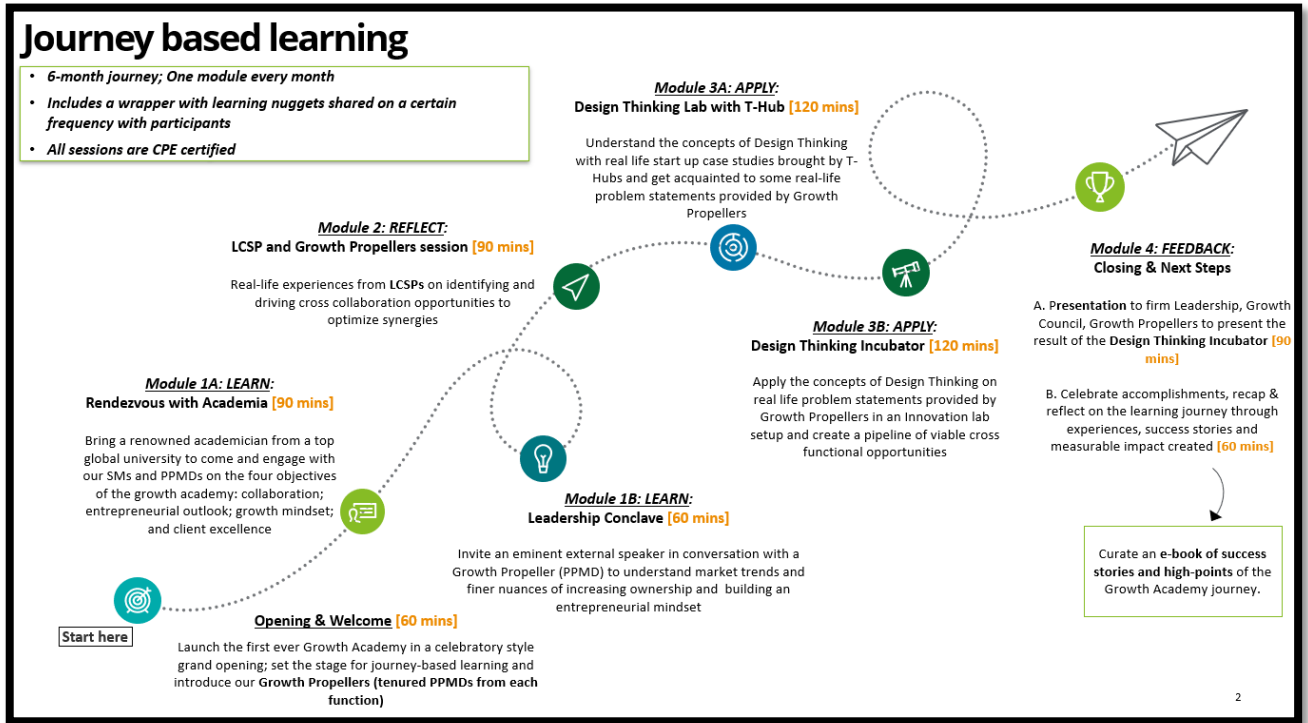
## **Overview**

In the spirit of empowering professionals to continue to pursue client service excellence and deliver greater value, the Growth Academy has the following objectives:

1. Growth Mindset - Develop a set of processes, notions that nudge professionals to look and go beyond their immediate scope of responsibilities and work for the greater good of the organization and client.
2. Entrepreneurial Mindset - Enable ownership thinking within the organization – where professionals and leaders are striving to enhance the experience and satisfaction of current and future clients.
3. Client Excellence - Building a culture where professionals and leaders step into the client's shoes to provide them with the better solution.
4. Cross Business Collaboration – Helping enable intentional unconscious cross business collaboration for deepening ties with clients and providing holistic solutions.

A major consideration in the design of the program was the business need to craft a learning journey which is high on “experience” and “exposure”, with less time away from work, while factoring in flexible work arrangements (hybrid and virtual workplace models). Additionally, it was important to design a “journey-based” program to help participants draw connection between the objectives and understand how one ties into the other. Exposure meant that participants could interact with external specialists in thought provoking discussions. The experiential learning involved two Design Thinking workshops which were conducted to build a human centered approach/ mindset when dealing with clients or with internal teams. The workshops focused on cross functional business challenges and gave the participants an opportunity to implement the learning back in their businesses, thus contributing value directly back to their sponsors (business leaders). With the objective of accomplishing a paradigm shift in the growth and entrepreneurial mindset of the targeted audience, this learning and development design was curated in collaboration with the business leads and Human Resource leads who contributed to the design of the journey. The Growth Council provided guidance to align the learning journey with the Growth Council's objectives and priorities.

This is an image of the journey that participants go through in the Growth Academy. It was designed as a 6-month, virtual journey with one module per month. The academy sessions were designed to qualify for Continuous Professional Education (CPE) credits.



The program achieves its objectives through a clear content focus on individual challenges, cross-functional team collaboration in problem solving, external subject matter specialists in growth mindset and entrepreneurship, and with a Design Thinking approach to client excellence. The target audience is Senior Managers and Managing Directors who are on track to take on more responsibility and thereby deepen the bench strength of leadership.

## Design and Delivery of the Program

The Growth Academy Journey begins with an opening plenary that has a celebratory tone of starting a personal growth journey. This 60-minute session sets the expectations and introduces tenured senior leaders from each function of the business who act as sponsors and contributors.

Two weeks later, participants have a chance to hear from a renowned academician, from a top university who engages the audience over a 90-minute session on the four objectives of collaboration, entrepreneurial mindset, growth mindset and client excellence. This outside-in experience provides participants with thought leadership, the latest research, and stimulating discussion.

In the second month, participants hear from an eminent entrepreneur and business leader in a conversation format with Deloitte Partners, Principals, and Managing Directors (PPMDs). Learning is derived from the conversations that are centered on market trends and the finer nuances of increasing ownership and building an entrepreneurial mindset.



In month three, a group of Deloitte Lead Client Service Providers (LCSPs), who represent major clients, speak on identifying and driving cross-collaboration opportunities that optimize synergies. The format of this session is sharing real-life experiences over the 90-minute time slot. This meets the objective of learning from some of the best in industry while emphasizing the value and the growth it can achieve. These themes run throughout the session.

The focus on customer excellence takes center stage in the following two sessions, each lasting two hours. The approach taken here is to learn and then practice the key concepts of Design Thinking, a user experience centered approach to product design. In the first session, the concepts are brought to life by case studies and real life problem statements. The second Design Thinking session is additional application in the style of an innovation lab or incubator. Teams work, using design thinking principles, on creating a list of viable cross-functional opportunities for the business.

Between the two Design Thinking Labs, participants are asked to submit challenges that they face in their businesses. From those submissions, themes are identified and the session participants (ranging in size from 77 to 100) are divided into cohorts of 8-10. The cohorts are formed based on the themes and ensuring that each cohort has a mix of all functions of the business. These cohorts are then encouraged to define one common problem statement and apply the Design Thinking concepts and model to ideate and build prototypes of the solutions. The solutions are shared digitally for future work and as a reference.

The final session is a report out for 90-minutes and a close out for 60 minutes. Competitive presentations of the output of the design thinking workshops are given to senior leaders who act as judges. The judges listen, challenge, and evaluate each presentation. The close-out allows for the sharing of experiences, success stories, and impacts. The success stories are documented in an e-book as a record of achievement and as action plans. The key message during the close out is that the participants continue to apply the principles of Design Thinking to solve business problems and offer greater value to the clients and leverage the network that they created.



## **Adoption of the Program**

While the reach of the program of the Growth Academy is 1376 Senior Managers and 255 Managing Directors as per FY23 across all five business units, the batch is formed with a nominated set of Senior Managers and Managing Directors who are expected to play a key role in coming together, collaborating more, and delivering greater value to the clients.

It was important for Growth Academy to be adopted and accepted by the businesses as this is one of the threads which enables the Growth Council.

One major challenge was to get buy-in from the businesses for the program, due to conflicting priorities. The commitment by the businesses was to dedicate 10% of their Senior Manager/Managing Director population to be away from work and spend 10-12 hours in the program. The businesses agreed to the solution as there was a strong alignment on the priorities and their strategic significance.

The primary support for the Growth Academy came from the Growth Council as sponsor, and its recognition as a component of a Deloitte strategic initiative. A major milestone for the program was the review and approval by Deloitte leadership. Dedicated roles were crafted for “Growth Propellers” at a Managing Director level. They were identified as the ambassadors of the Growth Academy and to run the show by adopting a cross business-wide agile and holistic approach to encourage SMs and PPMDs to attend Growth Academy sessions.

The next phase in adoption by the organization was the identification of the participants for the pilot. Program designers reached out to Managing Directors from each function to communicate their support for the journey and nominate high performers.

A communication and socialization plan was developed to market the Growth Academy. Communications were rolled out to create awareness, reinforced by the Growth Council Leader. The Growth Council newsletter and emails from senior leaders promoted the program and drove participation as well.

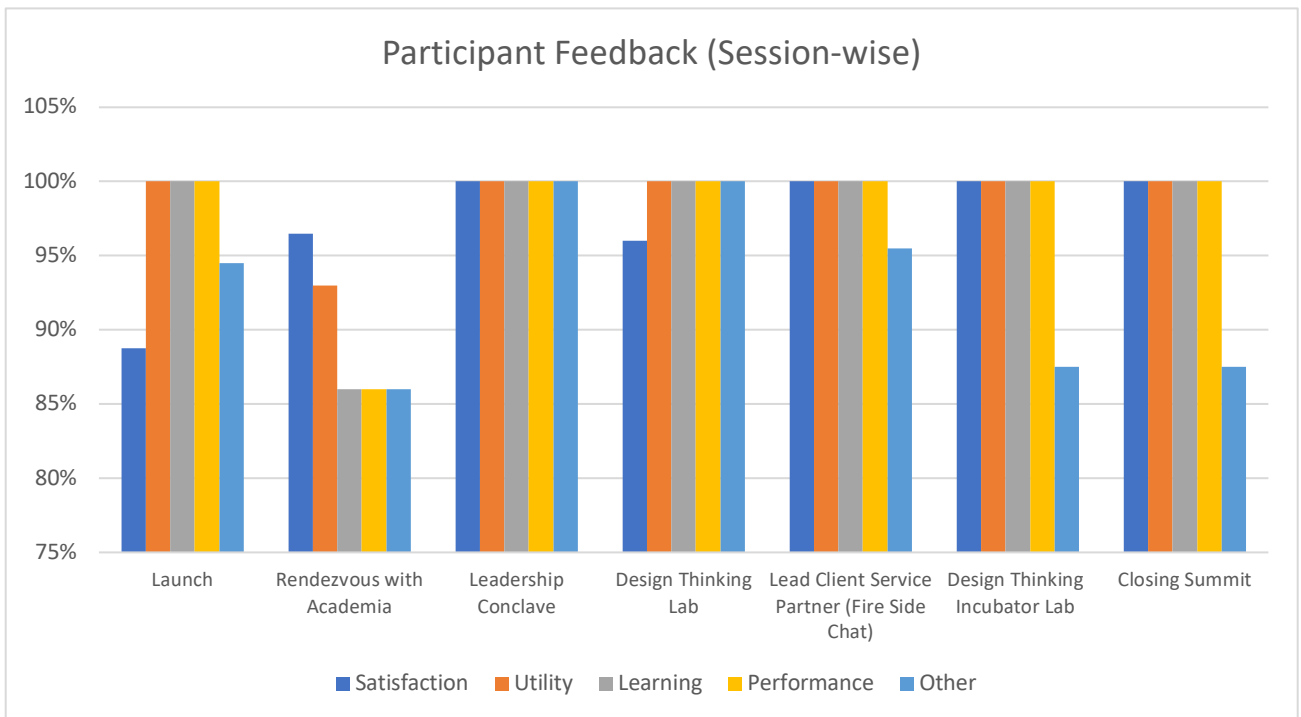


## Measurable Benefits

One of the greater measurable benefits from the program is the recognition of alumni of the program for their growth by way of promotion. From the pilot group ~13% have been promoted for their client service excellence, cross business collaboration, demonstration of their growth and entrepreneurial mindsets.

Challenging projects that began in the Design Thinking session, have gone on to proposed solutions and are being sponsored by the business for further development. To the extent these solutions address the original business needs of productivity, quality, and growth, the Growth Academy is establishing a strong return on investment for the organization.

Program impact was also directly measured through participant evaluations. This is the average evaluation that is representative of all the sessions. In the Likert scale, over 85% of participants who completed the evaluation score at the highest level of 5.



Overall, participants called out two themes which were of high value to them. They found the points of view offered by external specialists to be thought provoking and beneficial to shaping their growth mindset. Participants also found the application of their learning to the problem statements in the Design Thinking Labs very powerful, in that they were contributing to real-world solutions by creating prototypes for further testing. Additionally, the participants appreciated the opportunities provided to them to collaborate with their peers across businesses. It can be clearly seen that 2 out of 4 objectives of the program are being called out by the participants.

Testimonials:



Here are representative comments on what participants had to say about their Academy experience:

“The program has been a great experiential learning. Getting to hear from reputed academicians and entrepreneurs from the industry and interacting with them, albeit virtually, has been an eye opener in many ways. My key takeaway from this program was the template which the Professor shared for solving problems. Such a simple 5 step process which can fit into any problem statement for which there is a solution. Also, got to acquaint and work alongside many other senior leaders from different functions which helped me grow my network in Deloitte.”

“Insightful sessions and great speakers. Kudos to the team for onboarding select facilitators. Loved the candid conversations with leaders. Also liked the diversity in selecting speakers. I’m not someone who relies on frameworks. I learn faster from real life examples, anecdotes, and experiences. I believe the structure of the program offered a good blend of both, which was helpful.”

“The sessions were quite thought provoking as all the eminent speakers were able to provide real life scenarios and examples. The concepts of design thinking aspects and the importance of end user feedback was very well explained in these sessions. One more aspect which I liked the most is the collaboration between cross functional teams which helped me understand how diverse perspectives can make ideas better. Overall, a great series of sessions and look forward to share some of these concepts with my colleagues/team on the floor.”

## **Overall**

On the basis of the testimonial feedback, the Growth Academy successfully reached its audience and made an impact. The number of growth opportunities of the Academy alumni also speaks to the impact of the program.

Furthermore, considering the growth of Deloitte and the evolving nature of how work gets done, the Growth Academy has strategic significance in preparing current and future leaders, addressing cross-business collaboration, building growth and entrepreneurial mindsets and the ability to problem-solve using Design Thinking tools.

For fiscal year 24 the program will likely be largely unchanged. The 2<sup>nd</sup> cohort of the program commenced with 120 Senior Managers/Managing Directors who were nominated by the business leadership. The current design is shown in this image. The adjustment made in response to feedback was to bring in more resourced persons and speakers. The program will migrate from virtual to hybrid/in-person deliveries to reinforce cross collaboration. Additionally, minor adjustment in the placement of the modules has been made to allow more time through the journey for the cohort-based challenge and solution development.

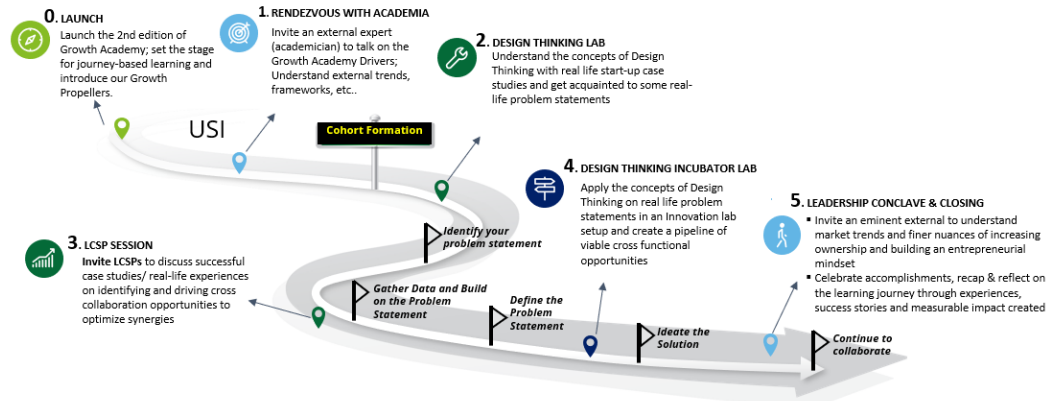




## Growth Academy | Program Journey



- ~7-month journey; one-two module(s) every month
- Includes a wrapper with learning nuggets shared on a certain frequency with participants
- All sessions are CPE certified (except opening and closing)



The lessons learned were the importance of identifying challenges for the design thinking exercise that are truly cross-functional in nature, and to seek sponsorship of valuable ideas coming out of the design thinking exercise so that they are more fully developed and implemented.

Moving forward more emphasis will be placed on the quality and quantity of feedback collected of the Academy experience, and how participants have applied their learning post-Academy.

The potential collaboration with external premier institutes is also being identified which will further help the participants get an enhanced exposure and global perspective.



Brandon Hall Group

# EXCELLENCE AWARDS 2023

## About Brandon Hall Group™

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

### Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

### Membership

Individual and Enterprise Membership Options: Includes research assets, advisory support, a client success plan and more.

### Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.

### Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

SOME WAYS WE CAN HELP



#### ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



#### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.