



Better, Faster, and Cost Effective: Deloitte Revamps Its New Manager Learning with Help from Global Knowledge

At Deloitte, client engagement managers are on the front lines every day, making hundreds of decisions as they lead technical engagement processes and interact with clients. In today’s economy no company can afford to deliver a lackluster client experience or expose its bottom line to anything less than optimal operational performance. In this demanding environment, Global Knowledge has helped Deloitte give new managers the skills to do more than their jobs; they now have the capability to contribute directly to the ongoing success of a business legacy more than 150 years in the making.

Deloitte

Since the opening of William Welch Deloitte’s London accountancy office in 1845 and Philip S. Ross’ accountancy office in Montreal in 1858, the firm has grown. Indeed you’d be hard pressed to find someone in the business world who doesn’t know—and respect—the name Deloitte. Today a global brand and Canada’s largest professional services firm, Deloitte provides audit, tax, consulting, and financial advisory services through more than 7,700 people in 57 offices across the country.

The Opportunity

When Hewitt Associates names you one of the 50 Best Employers in Canada for three years running, you’ve got a lot to live up to. And live up to this Deloitte does. The firm invests roughly 30 million dollars on learning annually and delivers approximately 130 development hours per employee. Yet those numbers only hint at the challenge Deloitte’s internal development team faces each year. As with many consulting companies that rely on a regular influx of accounting and business school graduates, the firm’s talent cycles are tied to the academic calendar. That schedule means that much of Deloitte’s learning investment goes to readying the hundreds of new managers across the firm who get promoted each year—at the same time.

As employees rise up through the organization, there are unfamiliar environments to navigate, new skills to master, and risks to manage. Multiply the typical risk factors associated with a single promotion by the hundreds and it’s easy to see why Deloitte’s corporate learning program must be truly exceptional. So when, in 2007, Deloitte realized that its existing program needed upgrading, action had to be taken—and fast.

Feedback confirmed the firm needed a targeted program that would get whole populations of new managers up and running quicker and smarter. Deloitte’s internal team understood the business problems, the development objectives, and how they translated into learning outcomes; all it lacked was the capability to develop a quality, cost-effective learning program on this grand of a scale.

The Solution

Talks with Global Knowledge convinced the Deloitte team to switch design partners to a highly-engaged partner that brought a depth of experience in the professional services sector to the project. Tight deadlines—which made pilot testing impossible—meant the risk for design error was elevated; working with a company that already understood the unique business environment and employment structure of a consultancy would prove invaluable.

Working closely with Deloitte’s internal team and building on the comprehensive framework it provided, Global Knowledge translated rigorous specifications into a case study that would become the centerpiece of the new program. From there, streamlined course materials were produced. Global Knowledge also introduced their proprietary feedback model, The Four Step Feedback Loop, which helps participants through this important step and ensures that information gathered is both meaningful and constructive.

The result of the synergy between Deloitte and Global Knowledge is Managers 1 and Managers 2. Managers 1 provides the essential knowledge and skills they need to perform effectively for the first 18 to 24 months in their role.

At the end of the three days, participants learned how to:

- Use Deloitte’s “Build Quality In” framework to ensure clients are exposed to a consistent brand experience.
- Manage project scope and client expectations.
- Employ a structured approach to delegating work and coaching internal teams.
- Effectively communicate issues with partners and clients.

“Global Knowledge understood that we are a unique kind of organization, and that people’s careers move in a different way than in a usual corporate structure. That knowledge of our context made for a much better design environment. We went with Global Knowledge because Global Knowledge got it.”

Alan Booth, Associate Partner, Talent, Deloitte

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Because new managers from Audit, Consulting, Enterprise Risk, Financial Advisory, and Tax come together in one location to learn, the program was designed to make the most of this cross-functional environment. Breakouts encourage interaction with peers from other areas of the business. Participants also have the chance to engage in meaningful dialogue with partners and associate partners through the delivery. Both elements help new managers build important peer networks across functional lines.

Finally, the understanding of, and contributions to, Deloitte's strategic priorities are integral to any manager's success at the company. Managers 1 reinforces the manager's role in achieving these priorities (as laid out in the firm's established Talent Development Review performance standards for managers) and gives participants the knowledge and skills to do so.

After about 18 months in their role, Deloitte managers attend Managers 2. This two-day follow-up program focuses on the behaviours expected of a fully functioning manager. In a pre-work session, participants reflect on their strengths and development opportunities and decide where to direct their learning in the Managers 2 classroom session. Classroom work includes six 60-to 90-minute learning modules on the unique challenges of more experienced managers. Key material from Managers 1 is reinforced, and again, participants have the opportunity to engage with partners and peers on key issues they've encountered on the job.

The Value

Because Managers 1 and Managers 2 cover only the knowledge and skills critical to managers at specific points in their career, Deloitte is realizing the benefits of a learning program that is more effective and more efficient. The new delivery model allows for learning to occur "on demand"—as opposed to trying to provide all manager learning requirements in one four-day session. In addition, Managers 1 and Managers 2 shaved off hundreds of pages of material, yet participants are learning more of what they actually need to hit the ground running. New managers are also more aware of the financial aspects of engagement management, resulting in improved decisions that support the business strategy. As feedback from participants and partners confirms, "time to productivity" to manage engagements has been reduced, saving the firm critical resources. On a brand level, the programs enable managers to deliver more consistent client experiences, which ultimately lead to more business.

Best of all, Deloitte is reaping these benefits while spending less than they did on their previous program. Excluding external facilitators and partners in the classroom, the previous four-day program took a production team of up to five people to prepare and deliver two to three offerings in one location. In 2008, it took less than two people to deliver the new programs nearly twice as often. And because the program is cost-effective enough to be delivered in multiple locations, travel costs for participants have been substantially reduced.

About Global Knowledge

Global Knowledge is the worldwide leader in IT, business, and leadership skills advancement. We deliver via training centres, private facilities, and the Internet, enabling our customers to choose when, where, and how they want to receive training programs and learning services.

In 2006, we acquired Azlan Training, which established us as Europe's largest IT training provider. In 2007, we expanded our global footprint to include IT training, consulting, and services in the Middle East and Africa through the acquisition of Synergy Professional Services. Via the 2009 acquisition of the training operations of Nexient Learning Inc., we became the largest corporate training provider in Canada.

Canadian Locations:

Vancouver, Victoria, Winnipeg, Calgary, Edmonton, Toronto, Mississauga, Kitchener, Ottawa, Montreal, Halifax, St. John's