



**Deloitte Australia**

Transforming our career experience

Alec Bashinsky, December 2016

# Deloitte career experience

## Transforming our career experience

Globally and locally, we set about to fundamentally shift and differentiate our career experience

Rather than investing time in a highly administrative process underpinned by complex working relationships and processes that focussed on weaknesses, we would move to a framework that would:

Provide a **simplified** and **forward focused** career experience

Focus on the **strengths** of our people

Repurpose time and energy to provide timely **career coaching and development** that drives business outcomes and enhances the career experience of our people

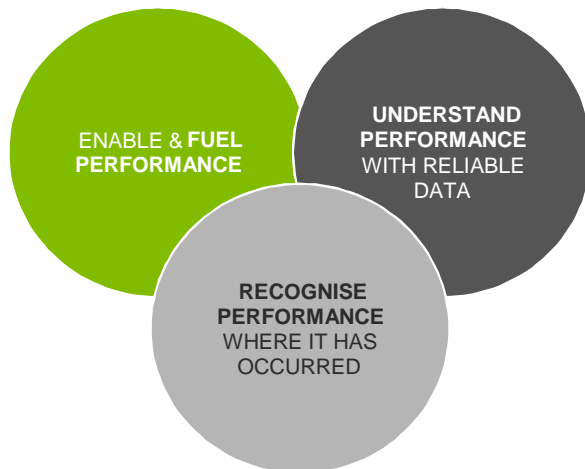
Generate **simple, local, real-time data points** to help us make smarter business decisions

Provide **100% of people** with real-time feedback to provide higher quality results to our clients

# Deloitte Career experience StandOut framework

## 3 Objectives

**Me first** I am always going to be most interested in



myself and my view of the world. Approach interaction with me through a “me first” lens

**Local trumps central** Given out client service model, the local team leader has the greatest leverage

## 7 Guiding Principles

**Real time trumps batched** Most of the important interventions happen in realtime, based on real-time data

**Leaders trump “leadership”** Deloitte should be a place *Where leaders thrive* not *Where leadership thrives*

**Leaders share outcomes not strengths** We should drive impacts, measure outcomes and capitalise on peoples diverse approaches to achieving those outcomes

**The best metrics are the simplest metrics** Complexity should happen in interactions. Simple metrics yield complex conversations, complex metrics lead to simplistic conversations

**I am an unreliable rater of other people’s behaviour**  
We are unreliable raters of another person’s thoughts, feelings and behaviours. We can judge the quality of a person’s performance but can’t quantify it

*Input from Josh Bersin and Marcus Buckingham*

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## StandOut framework – 5 Components

### Check-Ins

Frequent, future focused conversations between a Team Member and a Team Leader about work; priorities, performance, goals, and alignment to strengths.

### Career Coaching

Career development mentorship and coaching. A Coach helps identify and develop an individual in his or her areas of strength, examines performance, career goals and advises on professional development across projects and over the

### Talent Reviews

Review of the performance of the business / cohort. Taking into account StandOut results and other performance indicators, leaders have a future focused / actionable discussion on talent and performance.

### Team Pulse Survey

An 8 question survey issued by a team leader to a team of more than 3 members that provides leaders with confidential insights into course of a career.



### Performance Pulse

4 confidential questions completed by a team leader to assess the performance of a team member. Questions are subjective, but provide a perspective on performance and behaviors of the team member. The data from the pulses is aggregated.

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## How do we use the data to inform remuneration?

Our pay for performance strategy has not changed however the way we measure, understand, and recognise performance is different



Frequent Check-ins with Team Leader and conversations with Coach will result in realtime feedback and greater transparency



Promotion criteria and eligibility remain the same. Promotion decisions will be determined by Business Leadership during Talent Reviews or other forums

