



Winning As One

Harnessing the full power of your organisation to deliver on key strategic priorities

Do all your people view themselves as part of separate entities or of one single organisation?

To what extent do your people really understand and buy into your specific strategies?

How can you create an action plan that will resonate with and engage as many people as possible?

Large organisations are exceptionally good at grinding down and dampening the impact of even the best strategies. Most leaders are aware of the organisational drag or friction that limits their success. After all, strategies are executed by people. Yet, we have had no reliable way of measuring the effect of this friction or eliminating its burden.

The leader's challenge is often complicated by three additional factors:

- First, people in most organisations typically do not see themselves as part of the organisation. This lack of shared identity may prevent them from engaging in the desired activities and behaviours
- Second, many people may be unaware of or uncommitted to the new set of strategies espoused by the leaders. This too may prevent them from making the contributions sought by leaders
- Third, inherited cultural differences between different parts of the organisation may lead to vastly different mental models about how people should work together. These differences will certainly cause friction as the enterprise embarks on its journey.

Deloitte’s distinctive approach

Over the last two years, Deloitte has invested in a major global knowledge initiative to study the way people work together in large organisations. The As One Flagship Project has created a comprehensive and systematic way of understanding the degree of organisational coherence behind executing a strategy so that leaders have new tools for enhancing the performance of their organisations.

We believe successful collective behaviour requires individuals to see themselves as one group (what we call ‘high Shared Identity’), to commit to a common purpose or set of goals (what we call ‘high Directional Intensity’), and to have a similar understanding of how they are to work together (what we call ‘high Common Interpretation’). The As One diagnostic measures these three factors at all levels of a large organisation thus helping the leadership to make targeted interventions that enhance the group’s performance.

The diagnostic is automated, using a web-based front-end to automatically plan and generate the survey, as well as an automated back-end to allow survey data to flow directly through our algorithms and into the interactive interface to display results. This automation allows us to offer a shorter, more cost effective diagnostic process with very short turnaround time to access results.

Our leading-edge interactive interface provides a granular view of results, to enable development of targeted and efficient interventions aimed at the parts of the organisation that need them most. Importantly, we give full access to the interface to our clients so that they can continue the work beyond Deloitte’s involvement.

Shared Identity

Shared Identity assesses an individual’s affinity with different groupings, from the top of the organisation, down to their individual team level. Understanding where individuals feel the strongest affinity helps to inform change management and engagement strategies like who in the organisation may be most appropriately placed to deliver key messages.

For example, the employees in the Business Unit B (Figure 2), appear to have a relatively similar sense of Shared Identity with the leadership of the larger enterprise as they do with their own team.

In this case, the leadership can successfully lead the engagement process with the acquired entity.

In contrast, in Business Unit A (Figure 1), there is a significantly higher Shared Identity with their own team than with the enterprise leadership. In this case, the leaders would probably be better served to have the business unit leaders drive the engagement activities.

Figure 1 – Business Unit A: SI profile

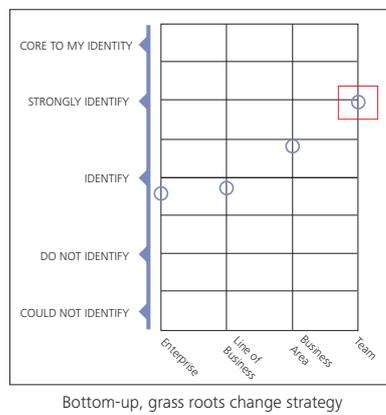
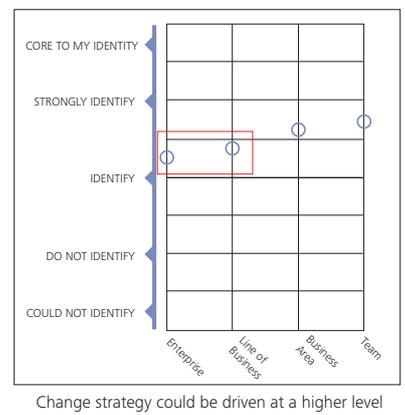


Figure 2 – Business Unit B: SI profile



Directional Intensity

The concept of Directional Intensity assesses the degree of commitment by people for different strategic goals. Deloitte’s unique approach gets beyond a generic sense of engagement to a more specific measure of Directional Intensity that reveals problem areas for leaders to address.

For example, the Directional Intensity survey of Geography C (Figure 3), reveals large groups of undecided employees for all five elements of the strategy.

Figure 3 – Geography C: DI profile



Examining the goal around product sales collaboration in more detail reveals the distribution of those 'undecideds' within *Geography C*. It would be important to target the pocket of undecideds in the Sales function given they are critical to the success of that specific strategy. In contrast, it would be less important to focus on the Technology team unless their platform was critical to enabling collaboration between the Product and Sales groups.

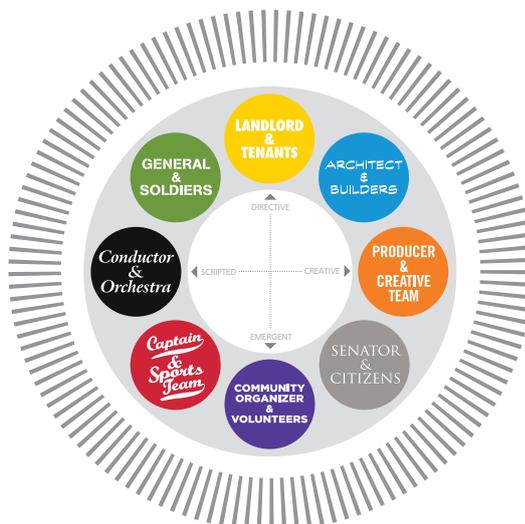
Common Interpretation

The concept of Common Interpretation is used to understand and measure the consistency with which different groups in the organisation think about working together. The challenge here is that there is no clear taxonomy or universal language around different types of collective behaviour. So, we created one.

The Deloitte As One Flagship Project used a robust analytical methodology to identify eight different modes of effective collective behaviour. While any of these modes can be successful, there are vast differences among them and organisations that do not share a common default mode of operation often find themselves at cross purposes. The eight As One modes create a language for leaders and organisations to speak explicitly and deliberately about how people are to work together at different times.

By identifying the default and secondary archetypes, engagement strategies can be fine tuned for greater resonance and impact.

The different modes of As One behaviour



As an example, one mode of As One behaviour is the Conductor & Orchestra which is characterised by precise execution, clearly defined roles and standardised processes.

A classic example of Conductor & Orchestra is Medco Health Solutions, which has more than 2,500 pharmacists who practice across 15 different drug and disease specialties. They are selected for the deep knowledge, precision and attention to detail in their area of expertise. To ensure the utmost safety, scripts are automated into the pharmacists' systems, which then outline 8,000 to 10,000 rules that help guide them to provide the best patient advice.



Another mode is Architect & Builders, which is defined by a compelling vision, as well as creative collaboration and innovative problem solving. A good example is Tata and its development of the Nano. Tata's CEO had a clear larger-than-life vision to create the world's cheapest car (US\$2,500), but the company didn't have the capabilities to do it alone. They had to use the diverse skills and experiences of a team of over a thousand suppliers to come up with new low cost, lightweight designs to bring the vision to reality.



Given the dramatic differences between the Conductor & Orchestra and the Architect & Builders modes, the nature of the communication and engagement approaches would have to be different. With the former, expectations would have to be clearly communicated and reinforced through explicit incentive and disincentives. With the latter, a compelling vision would need to capture the imagination along with a clear description of each group's critical contribution to achieving the vision.

Targeted interventions

We have designed the As One diagnostic to take the art and science of strategy execution to another level. By running the diagnostic, we can leverage the insights around Shared Identity and Directional Intensity to structure an efficient and effective engagement process. Similarly, we can use the perspectives generated by the diagnostic

to fine tune the communication approaches to maximise the resonance with different stakeholder groups. Together, this allows us to tailor the 'people' approaches as needed across the organisation.

Importantly, the As One diagnostic can also be used over time, to measure the effectiveness of the organisation in directing the strategies. Resources can be redirected as necessary and attention can be focused on specific areas when needed.

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