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Deloitte Grow
Connecting for impact

January 2021



As we move through the 'recover' stage of our COVID-19 response, we're excited by the opportunity to collaborate more with young people in New Zealand by continuing to not only deliver Deloitte Grow, but create new ways of connecting with rangatahi youth.

Introduction

The on-going COVID-19 pandemic puts significant pressure on social structures around the world. One thing New Zealanders can be proud of is the resilience and aroha of our communities, which has allowed us to reach the position of strength and freedom that we find ourselves in today.

When NZ's first lockdown occurred in early 2020, the education community had to respond and transition quickly to a digital remote learning environment. Teachers, youth and whānau rapidly incorporated technology tools into their daily schooling. Many families had multiple learners at home at once, while other household members were navigating lockdown together. Changes were made to the school term to support this transition, allowing time for the Ministry of Education to create mass resources that supported at-home learning. These resources included online resources, two television channels, hard copy packs of educational material and increasing the number of students having access to internet and devices.

The original Deloitte Grow program has a face-to-face schools based delivery. We recognised that we needed to support a digital learning environment that was flexible, for those times where at-home learning was required. We wanted to offer a great experience and an opportunity for young people to interact with Deloitte professionals and continue to build and develop their skills. Lockdown gave us the opportunity to create and explore new ways of connecting with youth, as seen in our new learning initiatives.

Making a visible impact

Our intention for Grow has always been to use entrepreneurship as a starting point to evoke positive change and the development of soft skills (such as interpersonal, self-efficacy, planning, goal setting and collaboration) in our participants. Our progress indicates we are making an impact with youth in the outcome areas where Grow and Positive Youth Development measurement aligns.

Our social investment criteria defines how we create stacked value in programs developed via the Corporate Responsibility and Sustainability (CR&S) function at Deloitte New Zealand. The reach and impact of the Deloitte Grow programmes go beyond just the youth participants and aligns with core business strategies across several areas – including our commitment to WorldClass with a focus on underserved communities, our inclusion and diversity commitment, and the development of our Deloitte professionals.

We recognise that technology plays a key role in the future of our young people, irrespective of the challenge of COVID-19. We are excited by the opportunity to collaborate more with young people in New Zealand by creating new ways of connecting with rangatahi youth.



Deborah Lucas
Head of Corporate
Responsibility &
Sustainability



Shane Kelly
Deloitte Grow
Programme Facilitator

How does Grow make an impact?

Grow's biggest impact

Our primary way of understanding the impact Grow has on participants is a survey at the end of the programme.

The survey asks participants how Grow has helped them in terms of interpersonal skills, self-efficacy, bonding with peers and planning and setting goals. Participants indicate their agreement with 22 questions on a scale of 1 – 5.

We also gather information about all programme stakeholders from direct observation, participant presentations and debrief interviews.

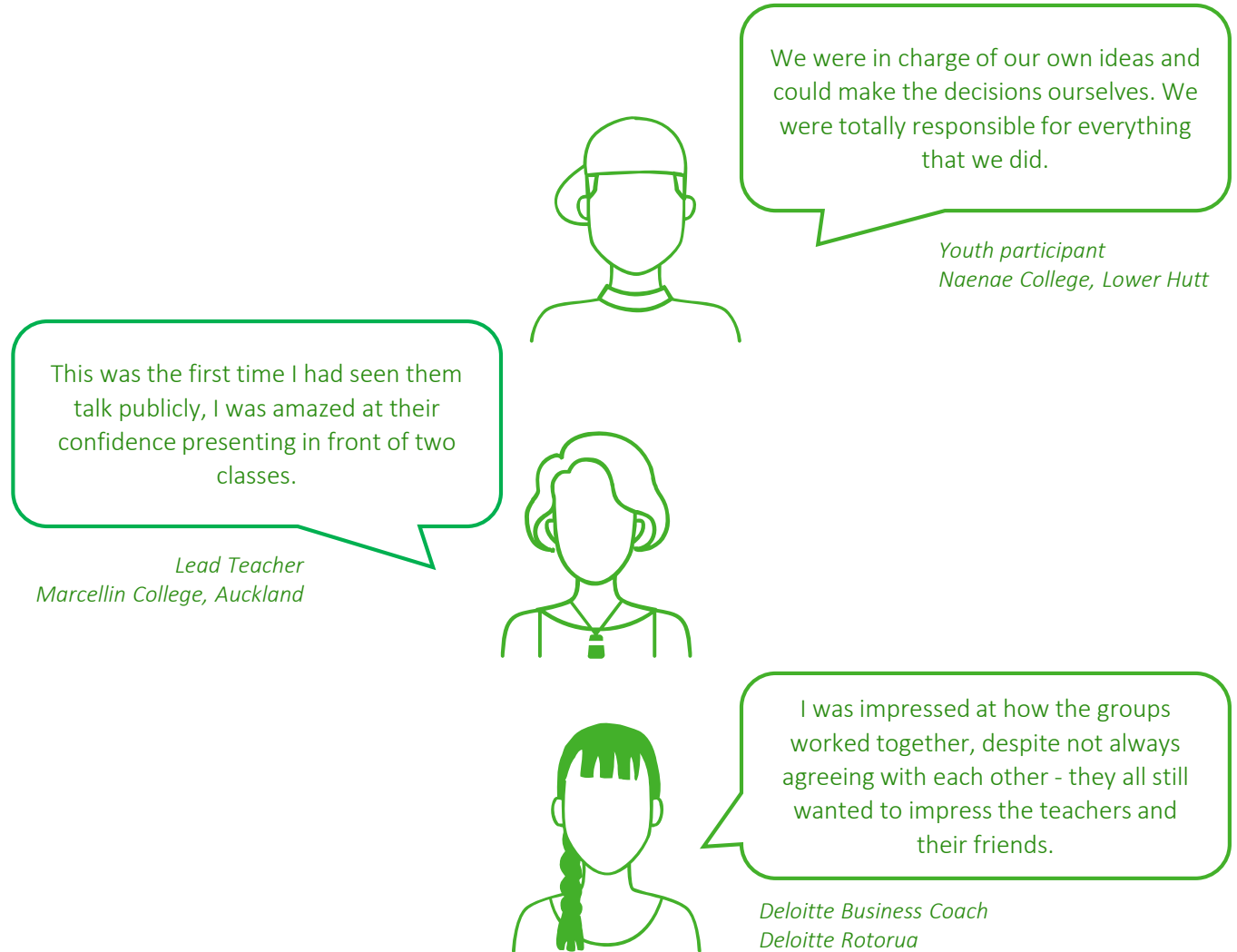
To date, the biggest impact we see in youth participants is a perceived increase in **self-efficacy**.

Self-efficacy is the range of skills used to communicate and interact with others, including communication (verbal and non-verbal and listening), assertiveness, conflict-resolution and negotiation strategies.

So what is the impact?

Based on the survey responses, Grow youth participants believe they are more confident in themselves and their interactions with others.

This means they may be more prepared in their future, as these skills have been deemed necessary for success in the Fourth Industrial Revolution workforce.

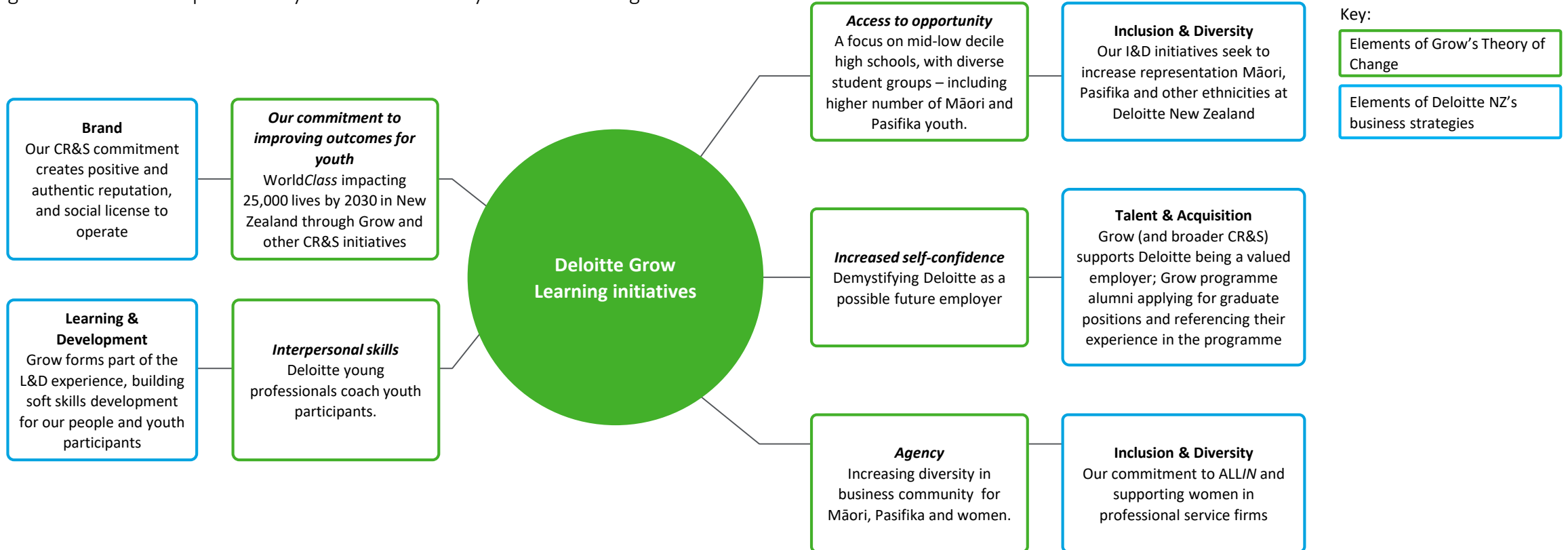


Grow's broader impact

Deloitte New Zealand's purpose is to **make an impact that matters**. We do this by creating visible opportunities for our people, our commitment to global initiatives such as *WorldClass*, and our business strategies in which we aspire to be the **enduring and undisputed leader** of professional services in New Zealand.

When we developed Deloitte Grow, we created a Theory of Change (ToC) to help us figure out whether we were making an impact. Our ToC helped us to define our long-term goal, and develop the "things that need to be true" to help achieve that goal. The ToC links quite closely to some of our key business strategies.

Our ToC says that if we use our **people's time, skills and talents**, we can plant a seed in young people that will see them use their newly developed skills and confidence to approach the future in a more entrepreneurial fashion, with more choices. On top of these wonderful outcomes, Grow supports things like Deloitte's Inclusion & Diversity, Talent, Learning and Brand strategies.



Deloitte New Zealand's social investment criteria

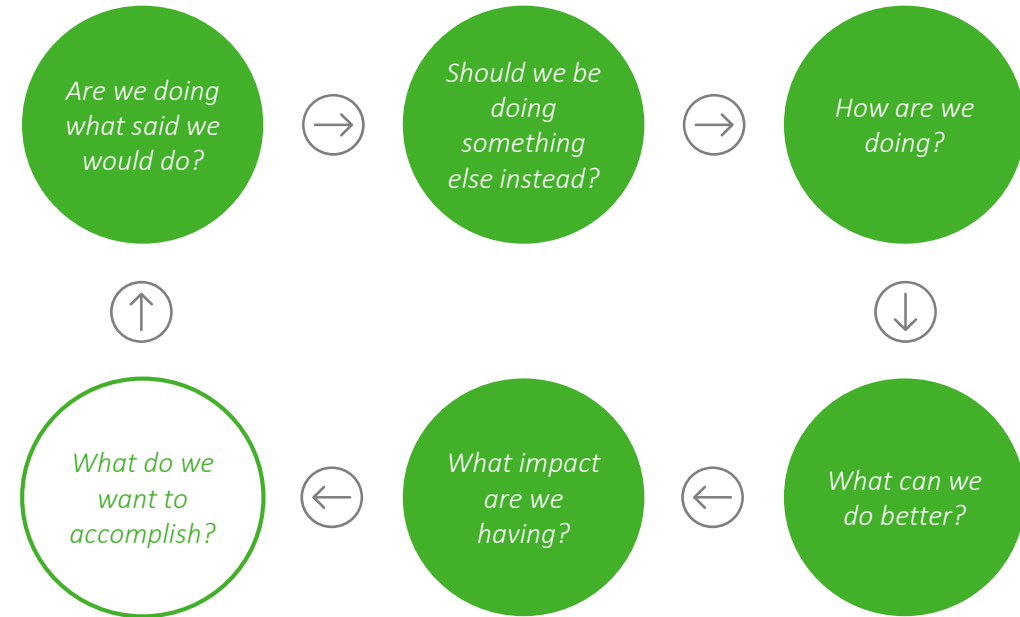
We apply a number of criteria for social investment to our growing portfolio of social and environmental activities and initiatives.

Deloitte Grow and the new Grow learning initiatives meet our social investment criteria.



To ensure our investment leads to positive outcomes in our chosen focus areas, we are committed to understanding, managing and communicating the impact of our social innovation programmes.

We are continually challenging ourselves to answer the following questions:



New learning initiatives

Grow's biggest impact

Building on our original Deloitte Grow programme, we have created a series of new learning initiatives that align with Grow's theory of change and our WorldClass commitments. As a response to COVID-19, these new initiatives allow us to look at new delivery models and use virtual platforms to reach more young people across the country.

Our new learning initiatives provide learners with an opportunity to engage with the 'real world' through experiential learning activities, and promote the development of digital, soft, workforce readiness and entrepreneurship skills. Deloitte people engage as coaches, sharing their professional skills and experiences with the learners, while also building their own professional development through relationship building, reflexive communication and community engagement.

Deloitte Grow

Our original, signature social innovation programme that seeks to encourage young people to envision themselves as entrepreneurs and apply new knowledge, creativity and skills in order to grow money. Grow is delivered at school and in person by Deloitte Coaches; has multiple learner-to-coach interactions and has been available in regions with Deloitte offices.



Grow Kickstarter

Learners explore a social or environmental challenge, ideating a possible business solution using a lean canvas model and pitching their idea to a panel of business professionals.

Kickstarter promotes digital skills, confidence, business framing and professional presentation skills.

- Delivered virtually by Deloitte Coaches using video conferencing
- Multiple learner-to-coach interactions
- Available nationally from FY20/21



Grow Connect

Learners engage with Deloitte professionals to explore future career pathways and understand jobs at Deloitte.

Educators engage with Deloitte professionals to better understand possible career pathways for learners.

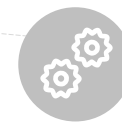
- Delivered virtually by Deloitte professionals using video conferencing
- One-time interaction
- Available nationally from FY20/21



Grow Partnerships

External organisations to Deloitte that seek similar or complementary outcomes as our learning initiatives. These partnerships are on-going.

- Deloitte Coaches support the partnerships where applicable, through pro-bono engagements and skilled volunteering.
- Examples:
 - TeachFirst NZ
 - Children's University NZ



Grow Workshops

Under development – FY21/22

Learners explore new concepts and learning activities through interactive workshops aligned to curriculum learning outcomes. Example workshop topics include: How to Google and Brainstorming.

- Delivered at school and in person by Deloitte Coaches
- One-time interaction
- Available in regions with Deloitte offices.

Deloitte Grow Kickstarter

Kickstarter is a fun, engaging programme that encourages learners to think like an entrepreneur and explore possible business solutions that solve a social or environmental challenge.

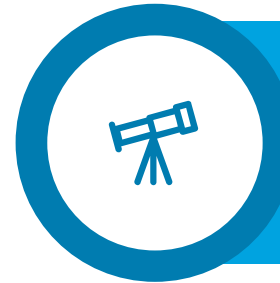
Through seven sessions, learners are supported by a Deloitte coach who guides learners through a lean canvas – a model often used by start-ups to create a business plan.

Deloitte Coaches are working professionals, who use their business knowledge and skills to educate and inspire learners throughout the programme.

Learners are encouraged to share what they are doing in the programme with their networks of peers, friends and whānau, to further develop their ideas and learnings.

Kickstarter promotes the development of soft skills, and workplace readiness skills aligned with 4IR and the Positive Youth Development constructs.

Kickstarter is based on our original Grow programme, but designed to be delivered virtually.



Explore

Learners brainstorm social and environmental challenges that are relevant to New Zealand and their local community, and identify aspects of the challenge that could be solved using business solutions.



Canvas

Learners use their brainstorm to identify a possible business solution that helps solve an aspect of the challenge. They use the lean canvas model to build a business plan for their solution, with support from a Deloitte coach.



Pitch

Learners use their lean canvas business plan, identify the key aspects to discuss, and pitch their business solution to a group of business professionals.

Deloitte Grow Connect

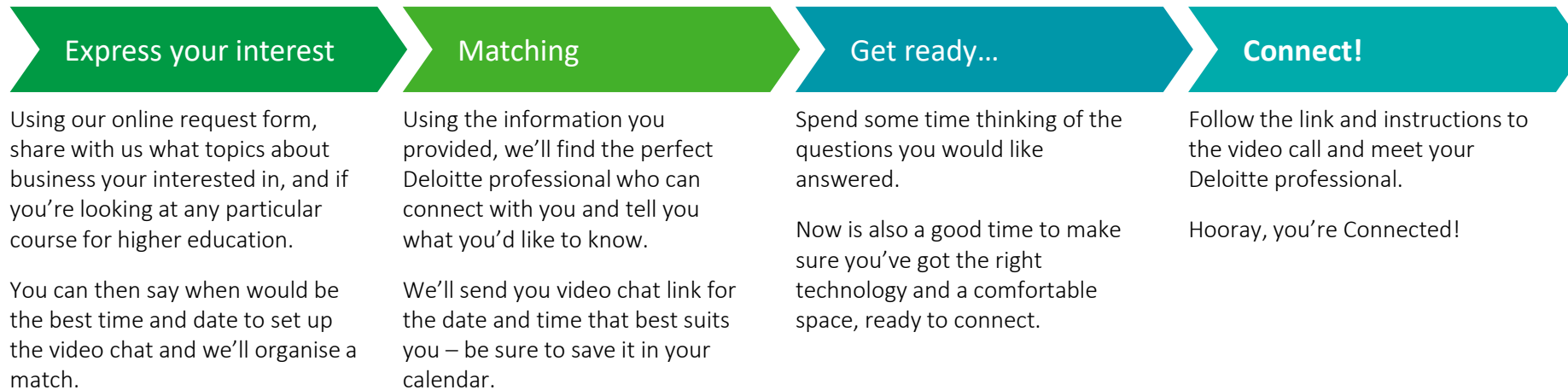
Connect allows learners an opportunity to chat with a Deloitte professional about their career and experience working in business.

Learners can indicate their desired future career path, or higher education courses, or just general interest in business and business services, and are connected with a Deloitte professional that best aligns with the learners interests.

Connect is a platform for youth to engage with the 'real world' of business in a relaxed and supportive environment, and an opportunity for them to practice soft skills around self-confidence, communication and taking initiative.



How do youth connect?



Appendices

About Deloitte Grow

Grow is Deloitte New Zealand's signature social innovation programme. It was co-designed with high school students and teachers, and is delivered by Deloitte professionals.

Grow encourages year 11 and 12 high school youth, aged between 14 – 17, to explore possibilities for themselves beyond school, through participation in an entrepreneurial group challenge focused on working collaboratively to 'grow' seed capital.

Throughout the six-week programme, students practise techniques such as formal introductions and creative problem solving, while being coached by Deloitte professionals to plan and launch their own small business idea.

In addition to the basic business concepts they learn from their coaches, students are also encouraged and empowered to build soft skills such as collaboration, confidence, self-reflection and awareness.

Deloitte's yearly investment for the programme includes:

- 0.8 FTE Deloitte Facilitator
- Programme delivery costs (course materials, celebrations, travel and other logistics)
- Deloitte Business Coach time (approximately 10 hours per person)

Since 2016, Grow has worked for:



Youth participants
1289



Education providers
40



Deloitte professionals
167



How we capture data

Our primary way of understanding the impact the programme has on participants is a survey at the end of the programme.

The survey asks participants their perception of how Grow has helped them in terms of confidence, interpersonal skills, self-efficacy, bonding with peers and planning and setting goals. Participants indicate their agreement with 22 questions on a scale of 1 – 5.



Interpersonal skills



Planning ahead & goal setting



Self-efficacy



Bonding with peers

To adjust for the limits of our current survey questions and factor in the likelihood that students will respond with a positive bias as result of wanting to do ‘well’ or their friendly relationship with the programme facilitator and, we consider significant improvement to have occurred only if students score 5 on each question.

Ranking	Effect
5	Significant
4 – 3	Some
2 - 1	None to little

We also gather information about all programme stakeholders from:

- **Direct observation**
Programme facilitator observes and collects perspectives and feedback directly from the lead teacher and participants during the programme. Deloitte coaches observe and collect student perspectives from the participants and provide feedback to the programme facilitator. Participant presentations give insight into their experience, engagement with others and sense of achievement.
- **Participant presentations**
Participants prepare and present a presentation at the end of the programme, sharing their insight into their experience, problem solving, group work and the achievements of the group.
- **Debrief interviews**
A debrief interview is held post-programme with the school principal, lead teacher(s) and Deloitte coaches. The interview is used to understand the perceived value and impact of the programme, and recommendations for change.

Grow's Progress

Outcomes in the 2020 calendar year

Who Grow worked for



Youth participants
144



Education providers
3



Deloitte professionals
12

Outcomes



Interpersonal skills

3.65

Avg. response

19%

Report significant improvement



Self-efficacy

3.55

Avg. response

20%

Report significant improvement



Planning ahead & goal setting

3.63

Avg. response

15%

Report significant improvement



Bonding with peers

3.71

Avg. response

20%

Report significant improvement

Challenges and Achievements

- Schools were focused on core curriculum delivery rather than additional add-on programmes, however...
- We delivered to two classes in school term 4 and used this as an opportunity to trial new learning concepts
- We did not have an immediate digital version to support youth at home, however...
- The time 'out of school' allowed us to focus on new learning initiatives that support at home learning and regions outside of our usual delivery areas

Key questions moving forward

- Is the programme curriculum still relevant for a youth participant for a post-covid society?
- Do we need to measure outcomes better aligned with the skills identified as crucial for the Fourth Industrial Revolution workforce?
- How do we create a consistent impact measurement across Grow and the new learning initiatives?

Grow's Progress

Outcomes in the 2019 calendar year

Who Grow worked for



Youth participants
375



Education providers
11



Deloitte professionals
40

Outcomes



Interpersonal skills

3.57

Avg. response

22%

Report significant improvement



Self-efficacy

3.64

Avg. response

22%

Report significant improvement



Planning ahead & goal setting

3.59

Avg. response

25%

Report significant improvement



Bonding with peers

3.59

Avg. response

22%

Report significant improvement

Challenges and Achievements

- Christchurch school amalgamations made it difficult to secure a Canterbury delivery, however...
- We supported delivery to Te Puke High school, utilising Deloitte people from our Rotorua office
- We formed new relationships in the Auckland region for programme delivery

Key questions moving forward

- How do we better understand the participant baseline for each of the PYD outcomes, and participation in the programme has directly related to improvement?
- What programme changes can we make to move youth participants from 'none' or 'some' improvement/benefit to significant improvement/benefit?
- How do we better incorporate 'contribution' as an outcome of the programme given it is a key aspect of positive youth development?

Grow's Progress

Outcomes in the 2018 calendar year

Who Grow worked for



Youth participants
270



Education providers
10



Deloitte professionals
39

Outcomes



Interpersonal skills

3.54

Avg. response

18%

Report significant improvement



Self-efficacy

3.52

Avg. response

19%

Report significant improvement



Planning ahead & goal setting

3.54

Avg. response

19%

Report significant improvement



Bonding with peers

3.51

Avg. response

17%

Report significant improvement

Challenges and Achievements

- We formed new relationships in Christchurch, Dunedin and Rotorua
- We delivered the programme for the first time in the Dunedin and Rotorua region

Key questions moving forward

- Is our curriculum robust enough to provide a positive increase in experience? What do we need to adjust?
- Are we measuring the right things?
- Does our participant survey give us an accurate picture?

Measurement framework

Positive Youth Development indicators

Domain	Feature	Construct	Definition	Indicator	Aligns with Grow
Asset	Skill building	Interpersonal skills	The range of skills used to communicate and interact with others, including communication (verbal and non-verbal and listening), assertiveness, conflict-resolution and negotiation strategies. These are skills that help to integrate feelings, thinking and actions to achieve specific social and interpersonal goals.	Increased skills at the end of the programme	
Agency	Skill building	Self Efficacy	Belief in one's abilities to do many different things well (particularly the things that are the focus of the intervention).	Increased self-efficacy at the end of the programme	
		Ability to plan ahead and set goals	Positive and coherent attitudes, beliefs and values that one holds about him/herself and his/her future.	Increased ability to plan and set goals Number/proportion (%) of youth who developed a plan	
Bonding	Healthy relationships and bonding	Bonding	The emotional attachment and commitment made to social relationships in the family, peer group, school or community.	Improved bonding with members of peer group Improved bonding with members of community	
Contribution	Youth engagement and contribution	Youth engagement	Meaningful youth engagement is an inclusive, intentional, mutually respectful partnership between youth and adults whereby power is shared; respective contributions are valued; and young people's ideas, perspectives, skills, and strengths are integrated into the design and delivery of programs, strategies, policies, funding mechanisms, and organisations that affect their lives and their communities, countries, and globally. Meaningful youth engagement recognises and seeks to change the power structures that prevent young people from being considered experts in regard to their own needs and priorities, while also building their leadership capacities.	Number/proportion (%) of youth participating/serving leadership roles in one or more of the following: Advocacy, Mentorship (youth as mentors), Volunteering or Youth-focused clubs Number/proportion (%) of youth represented in youth council, municipal, local, Parliament, etc. Number/proportion (%) of youth participating in: community decision-making processes, program design, implementation, community service, etc.	

Measurement framework

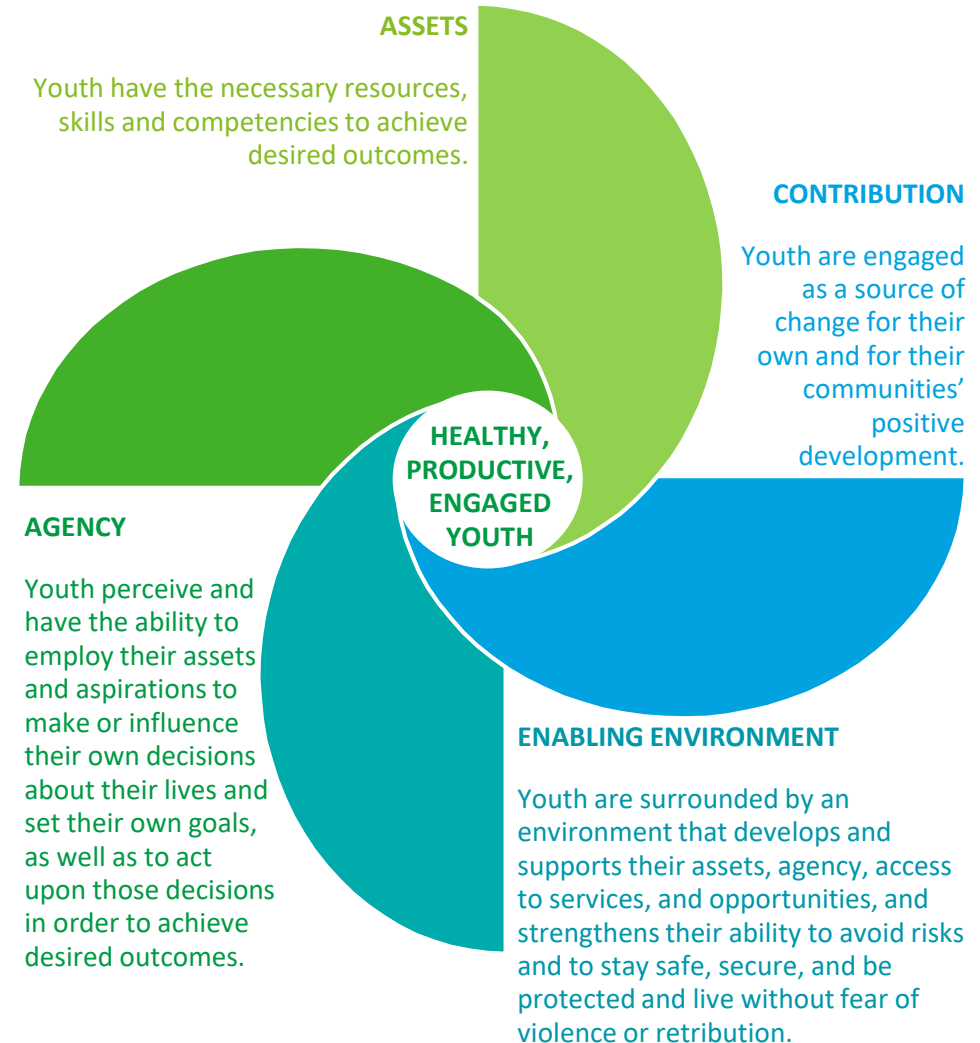
Positive Youth Development outcomes

We are evaluating Grow using the USAID Positive Youth Development (PYD) Measurement framework and indicators, which help us benchmark the effects of Grow against other similar programs.

This framework starts with the idea that to achieve the vision of healthy, productive and engaged youth, PYD programs, practices and policies must work with youth to improve their:

1. Assets
2. Agency
3. Enabling environment
4. Contribution

“Positive youth development engages youth along with their families, communities and/or governments so that youth are empowered to reach their full potential. PYD approaches build skills, assets and competencies; foster healthy relationships; strengthen the environment; and transform systems.” - YouthPower



Measurement framework

End survey questions

Taking part in Deloitte Grow has helped me improve the following

(Rating scale 1-5, Disagree – Agree a lot)

- Deal with personal challenges
- Work with others
- Think things through before making decisions
- Solving problems
- Explain your ideas clearly to others
- Introduce yourself to others
- Feel comfortable meeting new people
- Setting goals
- Balancing work/school and other responsibilities
- Organise my time
- Speak in front of a group
- Work towards my goals
- Do things outside my comfort zone
- Increase my confidence

After completing the programme, indicate how much confidence you have to do the following

(Rating scale 1-5, None – Complete)

- Make/grow money
- Identify what assets I have
- Identify my networks I am in/can connect with
- Manage my money
- Plan for my financial future
- Evaluate my current spending and grow my/start saving money
- Make decision to guide a business idea

Overall, my satisfaction with the Grow programme is

(Rating scale 1-5, Not at all Completely)

Open answer questions / Personal information

- What did you enjoy about the programme?
- What didn't you enjoy about the programme?
- What could we do to improve the programme?
- The region you live in
- Your gender
- Your age
- Your ethnicity

Additional references

Deloitte - [WorldClass](#)

Deloitte – [Preparing tomorrow's workforce for the Fourth Industrial Revolution](#)

Ministry of Youth Development - [The principles of youth development](#)

YouthPower - [Promoting Positive Youth Development](#)

Youth Power - [Positive Youth Development \(PYD\) Framework](#)



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