Impact Accelerator
A powerful development journey for high potential talent and leaders
The future will be Digital, Disruptive and Exciting
Are your high-potential talent and leaders getting ready?
The Impact Accelerator development journey - 7 key headlines

1. Powerful and immersive development journey aimed at high potential talent and leaders
2. Anchored on multiple leadership roles leaders need to play
3. Multiple perspectives and domains - leadership, strategy, disruption, digital, innovation, industry 4.0 etc
4. Exposure and immersion opportunities with ecosystem players – start-ups corporate giants, government, accelerators, consumers etc
5. Anchored on the organisation’s strategy and key imperatives
6. ‘Daily Challenges’ for participants to keep the learning active and real
7. Customisable according to specific organisation requirements
There are multiple futures at play

Leadership across all industries have multiple futures to contend with and business is not running as usual. The future of industries is in a state of flux – constantly redefined by forces from the external environment that are out of control of leaders.

The changing workforce and the indomitable forces of technology and digital further compound the uncertainty for leaders.

Leaders must deal with growing complexity, ambiguity, and uncertainty in their decision making environments and constantly make trade-off’s based on limited and rapid fire changing information.

Future of the industry

- Industries are in a constant state of flux – undergoing constant disruption and reinvention
- “Start-up shake up” – New, agile entrants shaking up traditional business models
- Rules of value creation redefined

Future of technology

- Legacy systems to cloud-based architecture
- Unprecedented explosion of data and information
- Robotics and AI infiltrating multiple sectors
- e-Commerce gaining velocity
- Technology at service of profiling consumer and tailoring offerings
Future of consumers

- Offline to omni-channel
- Hyper-informed and connected consumers
- New ‘tastemakers’ and ‘influencers’
- Rapidly shifting consumer behavior

Future of leadership

- Move away from ‘command and control’
- Influence and inclusion as leadership currency
- Leverage extended workforce ecosystem
- Digitally savvy and able to ‘disrupt disruption’
- Plan shorter cycles, experiment more, move faster

Future of talent & organisations

- ‘Uberisation’ of work
- Digital disruption and enablement at the workplace
- The post-millennial generation at the workplace
- Radically different motivations and aspirations of the workforce
The world of multiple futures and contexts requires leaders to play multiple leadership roles

Put simply, leaders have to play multiple leadership roles given the demands of multiple futures and contexts. Leaders must develop a nuanced understanding of each role and build the capability, and mindset that will enable them to be effective, agile, and ready to take on complex challenges posed by a disrupted world.

- Business roles
- Workforce roles
- Emerging roles

The value creator
Appreciates the complete value chain for the organisation internally and externally. Understands which levers create the maximum organisational value across multiple contexts.

The customer advocate
Advocates for the customer incessantly. Continues to develop and hone insights about the customer and stays curious about what would create continual stickiness.

The innovator
Takes an innovators’ view to the day-to-day and bring about the new and different. Helps others see things from a fresh perspective and to never be satisfied with the status quo.

The intrapreneur
Constantly on the lookout for opportunities to trigger discontinuous growth beyond organisational barriers, boundaries and budgets.
The agile navigator
Able to anticipate potential disruptions in the near and long-term future. Maximises potential opportunities which can arise as a result of the disruptors. Thrives and help others thrive in the context of ongoing disruption and dislocation.

The digital evangelist
Brings a digital mindset to everything. Showcases agility, user-orientation and the ability to craft and launch rapid experiments in the service of continual learning.

The designer
Practices design thinking in the service of critical jobs to be done by customers and the team. Has the skills to design delightful experiences.

The performance catalyst
Appreciates what great performance looks like and what drives it. Has a clear and deep understanding of group dynamics. Connects and establishes trust across a variety of personalities while maintaining objectivity. Comfortably manages challenging situations and coaches teams to sustainable, higher levels of performance.

The communicator
Crafts high-impact communication that rallies others around a common purpose to achieve greater results. Articulates narratives that are grounded in reality, but also provide momentum and energy for action.

The meaning maker
An agent of renewal and maker of meaning for the organisation and its people. Keenly focuses on the convergence of organisational vision, personal life goals and leadership legacy, and helps others answer the all-important “why” question.

The people inspirer
Has deep understanding of people - their motivations, abilities and aspirations. A talent magnet that acts as a multiplier, driving performance and engagement of employees in the organisation.
Diving in: The Impact Accelerator Development Journey
Impact Accelerator leaders shape, create and embrace the future

The development journey

Impact Accelerator is structured as a four to six-month journey that focuses on building leaders who can thrive and relish in a multi-faceted and unknown future.

The journey is anchored on the multiple roles leaders must embrace to enable them to be ready for the challenges that the multiple futures are going to throw at them. This is an invaluable chance for them to create the future, rather than just inherit it.

Each journey is crafted to be multi-modal in nature, with a variety of exciting and experiential learning elements. Typically it is structured around two signature capstone labs with a powerful future focused business experiments sprint in between. These elements are stitched together to produce an immersive and business-centric learning experience for participants.

Leaders on the Impact Accelerator will walk away with:

- Preparedness for multiple futures
- Agile thinking mindset
- Mindset to thrive in the multiple futures
- Creative confidence to lead in the face of ambiguity
- Digital mindset
- Deep self insights
- Strong ecosystem connections
- Ability to inspire and influence others

Who should join the Impact Accelerator development journey?
The journey is ideal for high-potential talent and business leaders keen to understand, develop and enhance the capabilities and mindset required for leading organisations in the face of multiple contexts and futures.
Seven elements powering the Impact Accelerator development journey

**Powered by the multiple leadership roles construct**
The comprehensive nature of exposure to each role provides participants with the know-how that allows for a holistic and nuanced understanding of how and when to activate each role.

**Assessments for participant insights**
The journey kicks off with the participant’s completion of powerful select assessments which provide a balanced holistic outlook on the individual’s current capabilities and potential as a baseline to determine focus areas for the journey.

**Ecosystem connection**
Participants understand the realities of operating in an increasingly globally interdependent ecosystem and learn how to navigate these complexities, as an outcome of the journey.

**Experiential learning**
A combination of best-in-class facilitation and team-based challenges coupled with real business situations and practical frameworks, build a thought-provoking, fully immersive experience that goes beyond conventional leadership development programs.

**Focus on digital and agility**
Each journey focuses on honing skills key to thriving, leading and succeeding in a constantly changing world, specifically – a deep understanding of digital and the capability to be agile.

**‘Multipliers’ as accelerators**
Partnership with senior leaders from the organisation to coach and challenge participants to ‘multiply’ the impact of the experience and support tightening the journey to the organisational context.

**Future-focused agile business experiments**
Emphasis on logged-on, business-centric development throughout the journey includes a period in which participants solve for actual business questions structured as agile experiments.
Illustration of what an Impact Accelerator development journey could look like

Month 1
Preparation
Individual Assessments:
• Self-assessment on capability
• Manager-completed assessment on potential

Pre-reads:
• Program introduction and journey overview
• Assessment debrief
• Information on the in-person labs

Participant Onboarding:
• Facilitator-led debrief to align participants’ expectations and understanding

Month 2
Duration - 4 days
Lab #1 (Face to face)
Day 1:
Getting ready for multiple futures - Accelerating your Impact as a leader
Day 2:
The value creator
Day 3:
The consumer advocate
Day 4:
The intrapreneur

Month 3 to Month 5
Agile Business Experiment Sprint 1
Experiment Sprint:
• Launch of agile business experiments
• Multiple user/customer testing rounds
• Structured around agile design principles
• Socialisation with key business stakeholders
• Practice new leadership capabilities and hacks
• Progress check-in with Multipliers and journey facilitators

Month 6
Duration - 3-4 days
Lab #2 (Face to face)
Day 1:
The digital evangelist
Day 2:
The people inspirer
Day 3:
The communicator
Day 4:
Graduation
Illustration of what Lab #1 could look like

Objectives

Day 1
Getting ready for multiple futures - Accelerating your impact as a leader
- **Raising the bar towards transformative leadership**: Context setting and articulation of the expected outcomes of the development journey
- **Leadership context**: Understand the relevant ‘multiple futures’ and its impact on the organisation and leadership
- **Uncovering leadership potential**: Decode individual assessment results to understand strengths and gaps to work on and articulate individual Impact Acceleration plans

Day 2
The value creator
- **Understanding value creation**: Conventional value creation in the context of the respective industry and how its shifting in the light of disruption
- **Creating value in the business**: Organisation-specific take on value creation within
- **Creating discontinuous value for your organisation**: Innovation-driven value creation for new environments - Experiential activity

Day 3
The consumer advocate
- **Introduction to consumer-centricity**: Establish the importance of consumer-centricity in the context of creating sustainable business success
- **Generating consumer insights**: Understanding consumer behaviors and its relevance for the organisation.
- **The Irresistible consumer experience**: Use consumer insights to deliver ‘irresistible’ experiences - Experiential activity

Day 4
The intrapreneur
- **What makes an intrapreneur**: Principles of intrapreneurship
- **Ideation and rapid prototyping**: Learn tools key to success as an intrapreneur via articulating key problems to solve for and rapid prototyping solutions - Experiential activity
- **Dragon’s den**: Story-tell and pitch current thinking on the business experiments to be carried over to the sprints
Illustration of what Lab #2 could look like

Objectives

Day 1

- Understanding the impact of digital disruption on the industry and the organisation.
- Navigating through the digital ecosystem.
- Hands on practice with digital technologies.

The digital evangelist

- **Defining digital**: Effect of digital disruption on the industry, organisation, and leaders
- **The digital ecosystem**: Exploration of the vast and diverse digital ecosystem and how to leverage it for the organisation
- **Digital leader challenge**: Deep dive into specific digital leadership challenges for the leaders - Experiential activity

Day 2

- Visualising the future of work wrt organisation.
- Understanding of must-win talent personas - their motivations, abilities, and aspirations.
- Specific constructs for leaders to multiply their impact.

The people inspirer

- **Future of work**: Understanding the Future of Work and its implications on leadership
- **Must-win organisational talents**: Articulating and visualising the implication of future of work on specific must win talent personas - Experiential activity
- **Multiplying impact**: Understand and practice the Leadership Multiplier mindset and principles
- **Making moments that matter for talents**: Introduction and application of creating moments to enhance the talent experiences - Experiential activity

Day 3

- Leverage the power of storytelling to craft and deliver meaningful narratives focused on the leadership, the team, and the company

The communicator

- **Introduction to storytelling**: Understand the building blocks of effective storytelling
- **Leadership brand**: Leverage respective personal brands to develop an authentic personal leadership narrative
- **My leadership story**: Practice with colleagues personal leadership narrative - Experiential activity

Day 4

- Pitch progress on experiments
- Celebrate achievements through the journey.

Graduation

- **Agile business experiment presentations**: Presentation of results of the agile business experiments to a senior leadership/external ecosystem partners panel
- **Graduation/Awards ceremony**: Exciting graduation and awards ceremony
Driving high impact outcomes

**Leadership capacity**
Build capacity in your leaders to effectively lead multiple transformations at your organisation

**Leadership impact**
Raise the impact of your leaders significantly in everything that they do

**Creative confidence**
Build confidence in your leaders to thrive in a disruptive world

**Enterprise leadership**
Ensure the exposure and agility that your leaders need to take on significant enterprise leadership roles in the future

**Ecosystem activation**
Connect your leaders to vital ecosystems and networks across and beyond the organisation

**Shape leaders to lead in the multiple futures**
Multiple domains and platforms from Deloitte and external ecosystem players come together for an impactful development experience

**Strategy, disruption & innovation expertise**
Deloitte is engaged extensively with clients at the cutting edge of innovation and disruption across many industry sectors. Multiple Deloitte platforms have been created and deployed world leading IP, tools and frameworks that will be incorporated as part of your journey.

**Industry expertise**
Deloitte has done extensive work with organisations across industry sectors. We are able to codify the lessons learned and bring those to curating your journey.

**Functional domain expertise**
Deloitte has extensive functional domain expertise across a wide variety of domains including digital, marketing, supply chain, strategy, operations, technology etc, which will be curated in the service of the journey.

**Executive leadership experience**
The Deloitte Leadership practice brings to you extensive experience in the domain of leadership development, science of leadership, assessment tools, leadership maturity models etc. The homegrown Deloitte University is a gold standard in executive leadership development, experiences that we can leverage in the service of your organisation.
The participant is right at the center of Impact Accelerator

We approach everything we do through the lens of participant-centered design. This ensures that we are truly making the right choices in service of the participant – the learner. We intentionally do not start with topics or content areas when we design the journey. Instead, we co-create, visualise and shape the persona of the target participant, together with you.

We have found that our approach of putting the participant at the center of the design process yields significantly better outcomes: increased learning retention and activation, heightened participant energy, sharper focus and measurably improved business outcomes that are linked explicitly to the development journey.
Ingredients for an impactful journey

Our work with clients around the world has helped us ‘codify’ the ingredients for a powerful and impactful leadership development experience. Outlined here are the most critical factors. As we work with you to design the signature leadership development journey, we ensure we tick off most, if not all of these ingredients.

The threshold

- **Burning platform**
  - Tight linkage to the business context
  - Explicitly articulated burning platform
  - Clear view of end outcome

- **Logged-on**
  - Participants learn while working on real business problems
  - Connectivity with the real ecosystem of the participants
  - Learning intervention helps participants explicitly impact the business results

- **Sponsorship**
  - Explicit sponsorship by the senior most executive leaders
  - Business sponsor identified and willing to invest time
  - Real problems to be worked upon identified by senior leaders
  - Senior leaders willing to take informed risks with the participant and the recommendations they make

- **Integration**
  - Direct and strong integration with other elements of the ecosystem of the participants in the organisation

Design and delivery experience

- **Self insight and awareness**
  - Opportunities for participants to create deep self-insight and awareness
  - Robust assessment framework to help participate with self awareness

- **Hands on**
  - Significant opportunities for participants to do ‘hands-on’ work during the learning intervention
  - Strong non-academic flavor to the intervention

- **Inside out – outside in**
  - Program design reflect both external perspectives and practices and internal organisational context

- **Design for modern learner**
  - Learning experience in catered to the modern learner who is distracted and has short attention span

- **Elegant user interface**
  - The learning experience has an elegant user interface and is not disjointed and confusing for the participants

- **Mass customisation**
  - The learning experience, while consistent, has pockets of mass customised to each individual learner

Making an impact

- **Quick experiments**
  - Opportunities for participants to articulate and conduct quick experiments, and show evidence of micro progress

- **from the start**
  - Opportunities for the participants to start making impact and involve others from within the program itself

- **Evidencing**
  - Opportunities for participants to collect visual and other types of evidence on an ongoing basis to showcase progress being made
Are you ready to accelerate the impact of your leaders?

Contact us for more information