

Consulting Case study

Creating businesses of tomorrow



This situation provided the unique challenges of gathering group consensus on key decisions and inputs going forward, and also required a method for rapidly updating all members to the same level of understanding across the different functions.

Coupled to this the participants were faced with the challenge of synthesizing a number of possible permutations in the process - and to finalise this within the tight timeframe of a two-day workshop.

A further challenge was to forge common ground on the potential solution, by bonding together the views and skills-sets of about 40 company representatives, drawn from diverse areas of expertise such as Finance, HR, Supply Chain Management and ICT.

Summary

Deloitte successfully deployed its Elite Collaboration™ process to assist a large South African telecommunications company with the roll-out of a new group wide strategic initiative.

Deloitte held a “Design Principles” group workshop, bringing together four internal client Advisory Councils who were collectively required to arrive at certain key decisions and guidance relating to the initiative.

Input over the two days facilitated key decisions pertaining to the implementation of the new initiative. The Deloitte team used ThinkTank™ technology and break-through facilitation methods to facilitate and guide the process.

The Challenge

The participants were all previously involved in exclusive functional based discussions, gathering for the first time as a whole for this game changing project.

The Solution

Deloitte utilized their Next Generation methodologies supported by the use of ThinkTank™ in the facilitative process of finding consensus on a solution. This was particularly the case in the voting element of the process, when the various internal advisory group representatives within the telecoms organisation were required to anonymously debate and align on a preferred option.

The use of ThinkTank™ and voting capabilities meant that delegates were ready to vote on key implementation options on which they received instant feedback. This was relayed back to the group, in order to drive further discussions and fine-tuning.

This procedure was replicated across a number of scenarios which not only drove further discussion but also provided the project team with key indicators regarding their design process going forward.

KEY BENEFITS

- Speed of decision-making attained with the use of ThinkTank™ was decisive in arriving at successful outcome.
- Effective and efficient feedback from the group in real time
- The process was technology-driven and easy to access and encouraged inter-active participation on an individual basis.

What was achieved?

Key decisions relating to the project itself – and on specific streams within the project – that otherwise might have taken days if not weeks to finalise, were telescoped into a two-day workshop session.

The objectives were achieved, driving a highly structured process underpinned by technology which enabled the team to elicit further meaningful discussion and consensus.

Crucial buy-in for the process was obtained during the workshop from the four Advisory Councils, comprising the executive heads of business overseeing the various areas of expertise within the organisation.

Key corporate decision-makers were able to sit together in a room and connect the dots between various strategic and even operational options, as well as inputting valuable knowledge and expertise in a workshop format.

Under the guidance and prompting of the Deloitte innovation process, the client achieved weeks of work in a matter of days, on the way to determining the future business landscapes that the project is set to shape for them.

“Shaping the solutions of tomorrow with the knowledge of today”

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Deloitte South Africa, now the sole distributor of ThinkTank™ software in Africa.

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