

# Collaboration across borders



## Summary

Deloitte's task was to assist a leading financial institution to work collaboratively across the HR function of its business.

## The Challenge

To get 17 different countries to work together as a collaborative organisation, as opposed to 17 individual teams.

The focus for the 60 strong geographically diverse HR leadership team was on how to leverage the institution's experience of doing business in 17 African countries and to develop a new operating model to grow its capabilities and operations within the continent.

The client needed to operate more effectively as one larger group and find new ways of doing business. The initiative also sought to draw up a road map to be implemented over the next three years for penetration into African markets, and to establish a process for executing this expansion strategy.

Another challenge was seen as the need to think more strategically and to work together as business partners across Africa. These represent some of the fundamentals that the Deloitte team helped the client to deal with.

## The Solution

Deloitte arranged for business executives within the institution to talk to the Human Resources team about the actual business requirements needed to take the process forward, while at the same time assessing the business realities involved.

The plan was to establish an operating model within two to three days and to identify the core capabilities that needed to be in place. In that three day period, in the Deloitte innovationZone™ the process moved through understanding the business realities to formulating a strategy, while bringing the team into alignment and consensus on the HR vision.

The final day was taken up with identifying how the strategic themes and actions would be taken forward and what type of operating model would be needed to support this.

Deloitte's view is that the innovationZone™ facility and the firm's methodology provides the ability to consolidate and frame actions in a very flexible way. In addition, the ThinkTank™ technology that Deloitte applies in this context helps to accelerate the process as well as focusing peoples' ideas much faster on project execution.

Deloitte's high-impact facilitation is regarded as much more engaging for the purposes of working with large groups and serves to get the group working together collaboratively, which cannot be replicated in a conventional workshop.

## KEY BENEFITS

- A major benefit was the speed of the process which involves Next Generation methodologies and facilitation, backed by an engagement process that puts a strong emphasis on quality of dialogue and collaboration. Enabled by a world leading environment and collaboration technology ThinkTank™, the Deloitte team enhances clients' ability to collaborate to a deeper level, faster.

#### What was achieved?

ThinkTank™ for its part enabled the speed and acceleration of the process to occur, as well as the platform from which everybody had a voice in the room, so separating egos from ideas. This in turn enabled staff to contribute more ideas and derive much more value from the exercise by condensing, categorising and evaluating them based purely on merit.

The fact that everybody can give their views creates a spirit of cooperation, co-design and

collaboration. This enables the workgroup to collaborate in a new and creative way not possible in a conventional workshop, with traditional facilitation methods. Deeper engagement, good conversations and enabling technology has a compound impact on outcomes.

Participants felt that they were part of a bigger, high impact, African team for the first time, while still leveraging their diversity.

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## Operate more effectively as one larger group and find new ways of doing business.

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

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