

make.

Creativity, design & the work we make

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Make Good.





make.

Volume 03 ♦ Issue 01

Make Good.

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Leon Doyle

National Lead Partner, Customer
Strategy & Experience Design

Editor's letter

Since we published the last edition of *make.*, we've all done it pretty tough. Firstly, bushfires ravaged the country, then COVID-19 beat-up the world.

| 02

It would be easy to feel defeated, to lay down and say that's enough. But amazingly, through these crises, we've taken the exact opposite approach. As a society, instead of laying down, we've stood up. We've decided to make the best out of the worst situation.

At Deloitte, this beautiful positivity abounds and is pulling us through the dark times. With creativity at its core, we're calling this extraordinary attitude Make Good.

Our third edition of *make.* is an inspiring collection of stories that reflect this attitude. Our contributors (all 75 of them from 13 Deloitte offices around the world) detail how we have used creativity to do good for people, the planet, for business and for ourselves.

My personal highlights include a new section called Good for You where our contributors talk about using creativity to aid wellbeing, my talk with Opher Yom-Tov, ANZ's Chief Design Officer, about how creativity facilitated the bank's rapid response to COVID-19, and Deloitte marketing legend David Redhill offering his thoughts on what creativity means at Deloitte and to the world.

I hope you enjoy this issue of *make.* as much as I do. I hope it inspires and gets you thinking, creatively.



Leon Doyle
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LEON DOYLE connects with Opher Yom-Tov, Chief Design Officer at ANZ, to reflect on the recent times and how design and creativity is being embraced across ANZ.



Opher Yom-Tov on creativity & design at ANZ



Firstly, how are you feeling from all the crazy disruption this past year?

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I think we've all struggled in different ways. I've missed my team very much as they are all in Melbourne and I'm in Sydney. Most people's situations during lockdown have amplified challenges and added a whole other layer of stress and angst. But for a positive, I have thoroughly enjoyed the opportunity to spend more time with my family and my dogs. I feel like we all know each other a whole lot better.

More broadly, how has business been?

I've seen fabulous things come out of teams across ANZ, not just the designers. There's a great quote by Richard Buckminster Fuller, who is a personal hero of mine, "emergence by emergency." He was speaking to how during times of war there is a lot of invention and innovation. All of a sudden, things we thought were impossible – that would take years to do – happened in the matter of days or weeks.

When people started to realise the enormity of COVID-19, ANZ went into deep focus mode. We very quickly managed to stabilise people's working environments to ensure that we were prepared for requests to postpone loans or loan payments.

We saw that leadership focused on empathy to make sure people were understood and that their personal lives were taken into account. There was an incredible show of empathy, the likes of which I've never seen inside an organisation. Leaders made important statements such as, "Hey, I know that life is not normal right now, so don't feel like you need to carry on performing as per normal in these circumstances." You didn't see a major slip in deadlines and people knew that they could focus on what they needed to.

Compared to what people might know under normal circumstances, people are learning so much more about our business, our leaders, and our future challenges and strategy. We doubled down on communication and I hope it continues because people have benefited from it.

A theme I'm hearing is purposeful creation of psychological safety.

We've had a very strong focus on monitoring and awareness of psychological safety post-Royal Commission.¹ It's critical people feel that it's safe to speak up and identify issues inside a bank very early. We've always

been very focused on ensuring a speak-up culture.

By leading with empathy and showing that leaders themselves are very vulnerable, all of our engagement metrics have increased tremendously.

In your role as Chief Design Officer, has your focus shifted throughout the crisis?

We have about 170 designers across ANZ and I asked them that very question. Almost universally, our designers priorities haven't changed. When we think about design, we focus on creating future experiences and creating change that is in most cases, one to four years out.

During COVID-19, we supported rapid changes to critical services. For example, we have a highly automated business loan service where a business applies for a loan in 20 minutes. Our designers also focussed on better spaces and communication, supporting customers dealing with COVID-19, as well as consumer research. However, although we had a substantial change in very short-term priorities, we've kept our eye on the world post-COVID-19.

There's great interest in what the 'new normal' will be like. Knowing what our customers are going through now — how their priorities are changing, how their financial needs — short term and long term — are changing.

Do you think customer expectations have shifted or are they broadly the same?

It's still too hard to tell. We definitely saw a massive shift towards digital self-service and away from branch usage. In the beginning that was because we weren't able to provide face-to-face service with our customers, so we were forced to use those channels.

But there's been a growing appreciation of digital self-serve. There's a general hypothesis that some of the customers who are now enjoying digital channels in banking, will never return to the more assisted face-to-face. What COVID-19 has done, is reinforced how important it is that you work credibly, intuitively and seamlessly in providing very responsive digital experiences. It's highlighted something that's been happening for awhile which is the shift towards an increased emphasis on digital capabilities and that's been great for design.

Have you or your design teams had to change methods or approaches?

The short answer is no. I haven't seen a fundamental change. What I have seen, is designers help share these capabilities and tools with their non-design colleagues across the bank and help them embrace them. Designers across the world already embraced a lot of cloud-based collaboration and design tools. Although design is often a contact sport, we've always valued co-located teams.

Our designers were already using these collaboration tools, so we didn't need to change a lot in our ways that we work. We just started to rely on them as the primary means of collaboration, rather than as a secondary or supporting.

Great design only happens when all the disciplines participate in the design process, not just the design practitioners. It makes it so much easier if all the disciplines are on the same set of tools and work the same way.

It's helped us speed up the rate at which we collaborate and iterate around any form of documentation, strategies, plans, designs or specifications. Collaboration is allowing people to provide feedback so much more quickly.

“ There was an incredible show of empathy, the likes of which I've never seen inside an organisation.

¹ Australia's Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry (2017-2019) <www.royalcommission.gov.au/royal-commission-misconduct-banking-superannuation-and-financial-services-industry>

“ The time has come for designers to ensure that they are close to the highest priorities of their organisation.”

It sounds like you've made the process much more inclusive.

That's one of the benefits we've seen from COVID-19 — it's become a way of working and because of the necessity, everyone's jumped on board. They won't go back.

How does design flourish at ANZ? From what I know, you've elevated the practice and mindset of design within the organisation. How did that happen?

It's first and foremost because of the leaders in the bank who'd already embraced design. Design was not new at ANZ, but it was mostly applied in a delivery capacity, like designing apps, bank branches, credit cards and things like that.

Some leaders in the organisation, who had great success executing and delivering effectively recognised the value of applying design in the overall strategy.

Then with the change of leadership, Shayne Elliott taking over as CEO, he realised how critical it was to digitally transform the bank and the importance of both a technology transformation and the need to build capability across the number of digital domains such as software engineering, data science, design, product management etc. Shayne brought in fresh leadership from different domains with new perspectives and shone a spotlight on them by elevating these roles and creating a phenomenal platform on which to build.

You can see the golden thread that creates the practice and the function within the bank today.

It is a thread. And it's delicate like a thread because it relies so heavily on leadership. I have seen a number of cases where it takes a decade or more to build these capabilities. Then you have a leadership change with a different set of priorities, or leaders who don't understand it, and these things can vaporise very quickly. So, we're certainly not resting on our laurels.

What are you most proud of when it comes to design making an impact at ANZ?

It's really exciting when you get to the point where you're not trying to actively push design and working with people who recognise the value of design. Unexpected leaders are actually happy for their teams to be engaging in the design process.

In the last few years, I've seen Human-Centred Design embraced by so many leaders across the bank in very unusual places like our risk function, finance function, and in other parts of our bank that are very back-end infrastructure focussed. We've had leaders actively approach us to hire designers into their teams or to get advice on how their teams can build more of the design understanding and capability because they started to see the connection between design skills and better customer centricity, better collaboration, better outcomes, less rework. But there's always more work to be done.

What's next for design at the bank? And, as a fellow leader of designers, what's next for our profession?

We've had the benefit of foundation building. When we introduced agile at scale, which we called our new ways of working, we restructured our Australian business away from traditional silos and into hundreds of cross functional squads. That created a massive demand for design talent because we were trying to create very cross-functional squads.

All of a sudden there was an appreciation for various disciplines of design. The last few years for us at ANZ has been very much about building the capability and the capacity. What's next for us is capitalising on that capability and delivering value and having impact.

We're at a point now where design has been embraced by many organisations around the world. The time has come for designers to ensure they are close to the highest priorities of their organisation. They need to ensure they have the mechanisms to measure short and long-term impact.

What's important is to signal just how much design is valued — that we value design as a strategic capability.

Thank you so much for your insights in your stories.

It's always good to talk about this. It feels like a bit of a mission, a movement, and a crusade that we are all on together. ☺

“

Art is indeed something that you don't need to do – *but it's something that the world needs you to do*. It needs your creativity to be well-intentioned, morally sound, optimistic and effective in its outcomes.

David Redhill
Deloitte Global Consulting

Art for *our* sake

THE IDEA was novel, simple and profound: the sort that makes you laugh, and wonder why it never occurred to you. I first heard it in a lecture by the great English polymath Brian Eno, delivering the 2015 John Peel Lecture in the British Museum.

“Art,” Eno suggested, “is everything that you don't have to do.”

We have to eat, Eno explained – but we don't need to make a baked Alaska. We have to wear clothes, but not Dior dresses, nor Doc Martens. And while we need to move and communicate, we don't need to dance the tango, nor write epic poems and advertising copy.



And that, according to my favourite genius (he did produce Talking Heads' *Remain in Light*, after all), is where art comes from, and why it's important.

When I first heard it, I loved the way this refreshing aphorism seemed to ennoble creatives as a rare species who transcend the mere prerequisites of survival. Five years later however, it has begun to bother me. What at first felt like a harmonic resolution to an unsolved riddle now feels like a mildly pejorative conceit. Is creativity little more than frippery, an indolent embroidery of the inessential? Within that stricture, art and creativity — in contrast to serious, grownup pastimes like business, finance, medicine and governing — feels transient and insubstantial.

Or perhaps it's that the definition is accurate, but doesn't go far or deep enough. Perhaps art needs to be essentially good to be validated, and creativity to inject the aether with a little positivity in order for it to be considered worthwhile.

Unless they work in agencies, I'd conjecture that many designers, producers, art directors, copywriters and videographers occasionally struggle with a sense of relevance to the business they're in. But as the worlds of art, design, business and politics have converged, the question of creativity's value has shifted. Today, its validation is less about financial impact and relevance to the core business, and more about reinforcement of an organisation's purpose, culture and morality.

“

Yet, by acknowledging that its essential role — like progressivism itself — is to push us all forward, we can infer that creativity is critical to the advance of civilization, society and yes, business.

| 08

Creativity is, when it comes down to it, an inherently neutral force to be harnessed for good or ill. Creativity has produced beautiful architecture, medicinal salvation, and innovative, technological wonders. It's also borne atomic bombs, manipulative propaganda, and fraudulent business empires. 'Grand designs' have been conceived and set in motion by as many despots and dictators as they have visionaries, healers, and reformers.

It's self-evident that to solve some of humanity's most intractable problems, blending existing wisdom with lateral insight is necessary to get to the critical breakthroughs. Sometimes, it's just about battling through the complex to arrive, again, at the simple. And sometimes it's just about staying fresh and open to ideas. 'Good' societies — ones that serve their participants well, and provide sustainable environments and economies for the benefit of communities — are commonly those which evolve and refine into better versions of themselves through continuous creativity.

The challenge of course, is that by its very nature, breakthrough creativity lies at the edge. Its *raison d'être* is to push against, or through, existing boundaries. Even by the terms of the Silicon Valley dictum 'creativity loves constraint', the objective — even while operating within an ever tighter box — is to come up with new solutions. And because such creativity is accompanied by what Australian critic Robert Hughes called 'the shock' of the new, it's difficult to judge its true value in real time — it lacks context, or an informed sense of its meaning and impact.

It's therefore frustratingly challenging for creatives to measure the absolute value of what they do. Yet, by acknowledging that its essential role — like progressivism itself — is to push us all forward, we can infer that creativity is critical to the advance of civilization, society and yes, business. Epoch-shaping ideas like '1000 songs in your pocket' — the ones that spawn unicorns and ignite sector upheavals — often begin as whimsical, "What-if?" fantasies before they're wrestled into being.

Creativity should never seek to justify its own existence: the fact that it exists is reason enough. Yet the notion of 'creativity for good' confers greater and more meaningful value upon an otherwise neutral endeavour. Ultimately, the work that makes our lives better is the work that we best remember. Great narratives have a habit of making people laugh or weep. And as the cliché has it, while people won't remember what you said or did, they will always remember how you made them feel.

So, in gratitude to Mr. Eno, my counsel to any creative professional setting out on their hero's journey is simple: Art is indeed something that you don't need to do — but it's something that the world needs you to do. It needs your creativity to be well-intentioned, morally sound, optimistic and effective in its outcomes. And — call me old-fashioned — if it's infused with faith, hope, and a pinch of charity, then so much the better.

Otherwise, we may as well just give up and go home... because if creativity can't save us, nothing can.

The good news is that, I believe, it will.

Purposeful Creativity: why it works and why it fails



Adrian Mills
Creative, Brand & Advertising Australia

OK. LET'S start with a focus on failure.
There's lots of it.

The reality is, purpose as a philosophy is undermined, routinely, by brands that trumpet lofty purposes that reach far beyond what they functionally do. It happens all the time.

*We're not a beer. We bring people together.
We're not a tissue. We're a movement.
We're not a soft drink. We're solving decade old
geo-political conflicts.*

It's quite easy to dismiss the idea of purpose driven creative when surrounded by so many examples of higher purposes that fall flat. But please dear reader, don't be too quick to judge. Most failure began life as good intention. Unfortunately best intentions often lead to over-reach. Because over-reaching is hard to reach past. Here's a hypothetical illustration.

*Are we a tyre brand?
Or a safety brand?
Surely, if we're on millions of cars we're saving
millions of lives... right?
Which means we're also saving children!
And what about dogs?
You know what, the world wouldn't be as safe
without us? Yes?
Right!
There's your ad. Put that to some piano music.*

You can see how naturally the thought process runs, and how intoxicating it is when the inanimate is reframed as immaculate. This kind of thinking has become de rigueur within creative agencies the world over since brand purpose caught on circa 2006.

Just quietly dear reader, I propose right here that any tyre brand brave enough to position themselves as the saviour of dogs, will absolutely sell more tyres. That's at least interesting.

Unfortunately though, most purpose driven communication isn't interesting. Almost all of it falls into the trap of talking about anything but the consumer need, ignoring to its detriment the fundamental laws of self-interest.

The worst culprits are the brands that believe their purpose grants them an invitation to enter conversations unrelated to their core product. Hello Pepsi and Kendall Jenner.

However, to dismiss purpose as a fad or failure ignores the examples of it done well. When lightning is bottled.

The great case studies consistently capture the collision of business strategy, brand strategy and employee value proposition. They reveal a true manifestation of belief, rather than a depressing manifesto of half-truths.

The success stories show us brands doing the right thing, not the obvious thing. We see their purpose manifest in principles, and these make it possible for marketers to justify hard decisions.

The best brand purpose work is felt deeply within a business before it is communicated to any external audience. When it does reach the outside world, the inherent truth bestows upon campaign creative the power to rise above widespread and rightfully ingrained audience cynicism.

Purpose driven creative, at its best, is a wonder of the world.

It makes us lean in. It physically alters neural pathways. It carves a deep emotional groove in its audience and changes what they believe and how they behave. It creates followers and advocates. It endures. It multiplies. And much more.

Getting purpose right is the best investment a business can make. It is the primary attractor and retainer of talent. It underpins brand value. It informs products and experiences. It makes sense of everything.

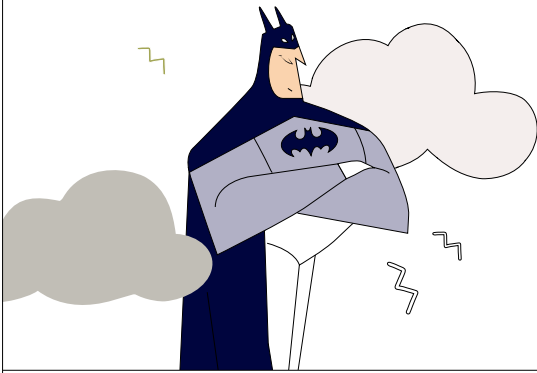
You may struggle to find a Deloitte team member who doesn't subscribe to our purpose: to make an impact that matters. It's threaded through the fabric of the firm. It's what we sign up for when we enlist. When Deloitte's purpose manifests, it does so with a radiant power rare in business, driving value through inspiration. It draws great talent to the firm. With great talent comes great opportunity. It has once again seen the firm ranked by Brand Value as the most valuable Professional Services and Financial Services brand in the world.

Our purpose is fundamental to our success.

It's the reason I work here.

Deloitte, we are living proof of purpose. And there are many more businesses just like ours. If you'd like to see some great examples of purpose driven creative, a few of my favourites include:

- Chrysler's classic 'Imported from Detroit.'
- REI's 'Opt Outside.'
- Bodyform '#BloodNormal'
- And our own 'Carbon Thumbprint' work for Belong (refer to page 66).



Peter Evans-Greenwood
Centre for the Edge Australia

Creative business

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Some people find it easy to generate new ideas. Like Superman, they have a (creative) superpower. Superman's problem is that he struggles to understand when his superpower detracts from what he's doing (rather than adding to it). Superman constantly generates ideas, many (most?) of which are not useful (or possibly even new). This detracts from the work, annoying his co-workers. He needs to learn to be Clark Kent, to fit in, to understand when creativity is appropriate and which ideas are useful.

Others find it difficult to generate new ideas. Like Batman, they need tools to have a creative superpower,

OUR ASSUMPTIONS about creativity are often wrong, unsupported by research. Take the creative individual, someone who survived formal education with their creativity intact.

This is not quite right.

The tension between Batman and Superman provides a good analogy for what research tells us about creativity and individuals.

to generate new ideas. However, they find it easy (unlike Superman) to determine when an idea is useful, to know when it's appropriate to use these tools, to fit in.

There is more to creativity than some innate human capability. Nor is it simply the result of technique, a skill that can be learnt. Creativity comes from a confluence of factors, some that we can control and others which we only can influence.

We see creativity as a nebulous concept, an ineffable quality that wells from creative individuals. Firms struggle to engage with creativity as there is no process that provides a guaranteed outcome.

Unsurprisingly creativity has fallen into the same trap as innovation, passing in and out of favour as business priorities shift, rarely seen as an essential part of operations.

However, in a volatile, uncertain, complex and ambiguous world, it's creativity that drives value creation and differentiation. This is particularly true in 2021 with the global pandemic pushing us into uncharted territory, making past experience a poor predictor for the future. Creativity sets companies apart from one another.

There's a deep vein of research we dig into to pick apart this problem. A good place to start is understanding what creativity is (and what it isn't).

A working definition is:

Creativity is the interaction among aptitude, process, and environment by which an individual or group produces a perceptible product that is both novel and useful as defined within a social context.¹

There's a lot to unpack here. Let's start at the end.

For a work to be creative it must be both novel and useful. Obviously if something is creative it will be novel, but if an idea is novel without also being useful then it's useless (and so not creative). Creativity doesn't just depend on an individual's ability to generate new ideas – these ideas must address the problem at hand. They also need to be considered at an appropriate time, when the ideas add to the work rather than distract from it.

The requirement for a creative idea to be useful, and not just novel, also means that creativity is contextual – it's not a transferable skill. Being creative in one area doesn't not imply that you will be creative in another. A lack of understanding of the domain could impede your ability to find useful ideas. Or you might struggle to generate new ideas at all, unable to distinguish between what is new and what is not.

Research defines the context for creativity in terms of the Four Ps:² person, process, product, and press (which we'll refer to as 'place'). While the individual, the person (or group), contributes to creativity, it also depends on how they can be creative (the processes and tools), what is creative (what is useful) in the current context, and how creativity can be nurtured (or stifled) by the social and physical environment the work takes place in. A creative business, then, is a business that balances person, process, product, and place to foster creativity

in what it does; not a firm that uses 'creative' tools and methodologies, which works in a particular sector, or hires creative individuals.

It's useful to think of these four factors in terms of projects, given that most of our time these days is spent on project work.

If we want more creative outcomes from projects, projects that find novel ways to deliver new value, then we need to consider more than the skills of the people on the project team. A creative business needs to think about how it defines, creates, staffs, and manages projects, from estimating and budgeting through how projects interact with others that depend on them.

Creativity is a journey of divergence (generating new ideas) and convergence (eliminating the unsuitable). This implies a cost, as it requires us to imagine and explore alternatives, many of which won't bear fruit. This cost needs to be quantified and factored into a firm's operating procedures for project estimating, budgeting and delivery planning, otherwise the procedures will actively discourage creativity.

The firm, on the other hand, needs to create an environment where individuals can speak their mind without fear of judgment or reprisal and, therefore, to effectively collaborate and encourage creativity, an environment of psychological safety. An environment where teams can change direction and react to new ideas without being hamstrung by overly prescriptive operating processes and operational safety.

The trip from 'business' to 'creative business' is an ongoing journey rather than transformation project. Simply hiring creative people or adopting creative methodology will not have desired effect. Changes need to be made across all four Ps, not just one or two.

The good news is the mini-c³ creativity, the creativity of personal insights, should be in every firm's reach. With feedback from other people, practice, reflection, and growth, firms can expect to reach little-c, the next level of creativity, everyday creativity where their efforts are recognised by other firms as being creative. Practice and a commitment to improving will get them to pro-c, where the firm is considered a creative expert in its chosen field. A lucky few will make it to pro-c, legendary creativity, where the firm's genius and eminent work that will be appreciated and remembered for centuries.

1 Plucker, JA, Beghetto, RA, & Dow, GT (2004), 'Why Isn't Creativity More Important to Educational Psychologists? Potentials, Pitfalls, and Future Directions in Creativity Research', *Educational Psychologist*, vol. 39, no. 2, pp. 83–96, <www.tandfonline.com/doi/abs/10.1207/s15326985ep3902_1>

2 Rhodes, M (1961), 'An Analysis of Creativity', *The Phi Delta Kappan*, vol. 42, no. 7, pp. 305–310, <www.jstor.org/stable/20342603>

3 Beghetto, R. A., & Kaufman, J. C. (2014). *Classroom contexts for creativity*. *High Ability Studies*, 25, 53–69.



Lauren Tan, PhD
Design for Business Australia



Liz Soutar
Design for Business Australia

It's been a decade since Design Thinking entered Deloitte Australia's collective consciousness. We spoke with partners who have been on the firm's design journey and the impact design has had on them and the work they do.

A decade of design at Deloitte Consulting Australia

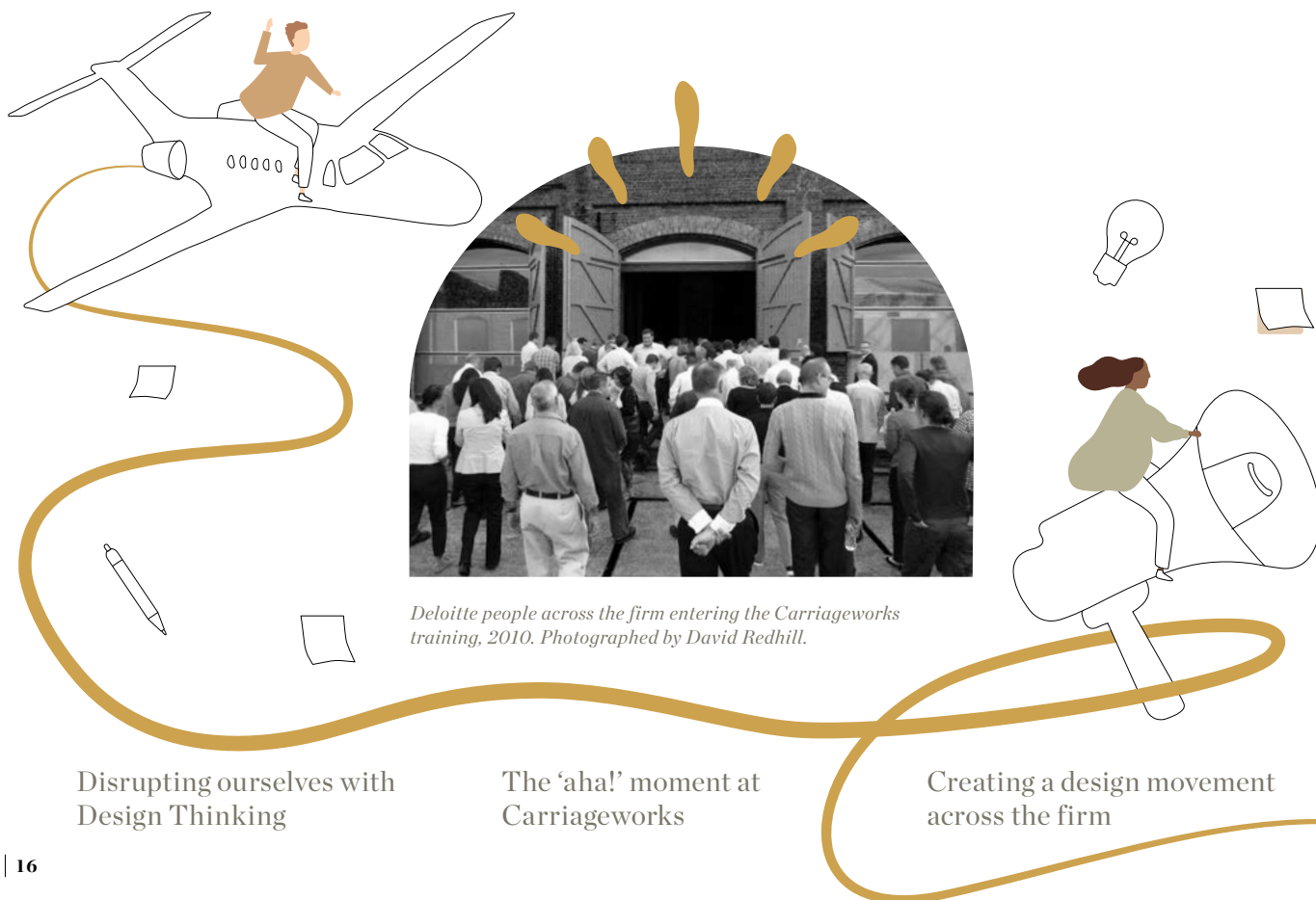
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A **DECADE** ago, Apple introduced the iPad, Uber went live, and Airbnb began operations. In the same year, in the corporate offices of Deloitte Australia, the firm was identifying itself as a “sick puppy” having lost clients, revenue and people. The climb to success seemed like a steep and fraught path. The need was to disrupt or be left behind.

Enter Design Thinking.

In 2010, there was little proof that Design Thinking created business value. Today we know that organisations who embrace Design Thinking outperform their peers by at least 2:1 in shareholder return, team efficiency and revenue growth.¹ It's no surprise that companies who invested in design, such as Apple, Uber, Airbnb and Deloitte, have seen an exponential rise in growth over the past decade.

¹ Design Management Institute Study (2014), Design Council Study of the value of Design (2014), McKinsey Value of Design (2018), Forrester Total Economic Impact™ Study (2018), Deloitte Digital US (2019), Somersault Innovation (2020)



Deloitte people across the firm entering the Carriageworks training, 2010. Photographed by David Redhill.

Disrupting ourselves with Design Thinking

Rob Hillard, former Consulting Managing Partner, says context enables ideas to thrive. “If the best ideas were to always win, we would have been using Six Degrees and not Facebook.” In 2010, the time was right for Design Thinking “to challenge established thinking and come up with better solutions,” for Deloitte Australia.

Back in 2010, business schools in the US started teaching Design Thinking, a deeply human-centric creative problem solving approach. Deloitte Australia’s then-CEO, Giam Swiegers and then-CSO, Gerhard Vorster, took the firm Exec team to Stanford University to immerse themselves in Design Thinking.

After returning, the consensus was that design was the next terrain to explore — to create differentiation in the market, drive competitive advantage, profitability and new client solutions. David Redhill, the firm’s then-CMO says design would enable “*how* we delivered value, not just *what* we delivered.” Design Thinking at Deloitte was to redefine the way professional services were experienced and delivered.

The ‘aha!’ moment at Carriageworks

The firm Exec hosted a two-day training event for 100 people — from Partners to Graduates — at the recently-opened Carriageworks, an urban arts precinct housed in old railway workshops in inner Sydney. Here, people immersed themselves in design-led workshops, ideas, roleplaying, presentations and discussions to ignite their creative spark.

Pip Dexter, Lead Partner for Human Capital, remembers “it changed my perspective on how to do Consulting... by taking a human-centred approach.”

Tony Trewhella, a Consulting Partner, found a connection between Design Thinking and his entrepreneurial background. “It gave me confidence to bring innovation to the ‘Big Four’. I felt an incredible amount of permission to embrace innovation and creativity.”

However, it wasn’t without challenges, as Jeremy Drumm, Deloitte Consulting, Chief Strategy & Transformation Officer says “I was used to a structured, hypothesis-based approach, and Design Thinking felt like it was the opposite, until you unravel it and discover it’s complementary and meaningful to problem solving and the strategy development process.”

Creating a design movement across the firm

It takes a few brave people to create a movement. Swiegers and Vorster appointed Maureen Thurston as Deloitte’s Principal of Design, and ensured that there was a tipping point by training 10% of the firm as Champions of Design Thinking. This was enough for design to flourish at Deloitte Australia.

Within a year, the firm had re-evaluated its strategies in the areas of Consulting, Tax, Financial Advisory and Audit, purpose-built collaborative spaces called ‘The Source’ in every office across Australia, and started working with the then-Dean of the Rotman School of Management, Roger Martin, using his Cascade of Choices framework, what some call design at the highest order.

Between 2011 and 2014, Consulting won 70% of its major bids using Design Thinking. Consulting Managing Partner at the time, Adam Powick, remembers, “there wasn’t a problem we couldn’t solve using a Design Thinking approach.”

Across the firm, Design Thinking was demonstrating tangible benefits to clients and our people. In the Consulting service area, design matured quickly.



Pip Dexter leading a Design Thinking workshop, 2016



The Design for Business team, 2017



Design for client centricity in Consulting

Design Thinking for Consulting put clients at the centre, adapting its structure to recognise different service areas not for what they did, but who they served eg. the CHRO, the CMO and so on. This was a catalyst for growth for the practice.

Design Thinking also asked the practice to focus on solving the right problems. As Trehwella says, “listen first and solve second. People tend to want to solve, but you can end up solving the wrong problem.” Design Thinking pulled through into project delivery by encouraging more co-creation with clients. Powick believes that “every client takes to co-creation.”

Dexter reflects “There has probably not been a project I have led in the past ten years that has not had a design-orientation. It is more efficient, with better outcomes, and the whole experience is more beautiful for ourselves and our clients.”

Consulting initially used Design Thinking with clients, but Powick observed Design Thinking was also a great way to engage our people.

Design for Consulting people and culture

Powick says creative leadership drove a culture change “We looked for attitude, a bit of spark, a lack of fear. We wanted diversity and change instead of consistency and the status quo.” Colloquially known as ‘Creative Partners’, it was promoting leaders who could challenge the status quo.

Shane Currey, a retired ‘Creative Partner’, approached the Consulting Executives in 2014 to bring more Design Thinking, Visualisation and Storytelling (DVS) to Consulting projects. Starting with two designers, DVS grew to 12 people by 2017. Today DVS is known as Design for Business, a small team running design enablement and awareness.

Other areas Design Thinking was applied included re-designing our performance framework, changing the way we do sales and pursuits, designing Graduate onboarding experiences and the list goes on. More recently, Design Thinking was employed to develop the 2024 Consulting strategy letting the team run ‘what if’ scenarios to imagine the future and explore plausible pathways. Design for Consulting has been long lasting. “You can’t go back to old ways once you feel the benefits and advantages of design,” says Redhill.

The next decade of design at Deloitte

A decade ago, Deloitte Australia disrupted itself with Design Thinking and since then we have used design to drive the transformation of our business and that of our clients.

Today we find ourselves at the face of a new disruptive event in COVID-19. We need creativity in business through Design Thinking to help initiate transformational change so we can shape the world we want to live and do business in.

Design has grown up and proven its value and meaning in the business world. It may have matured in business, but it still stands out as a different way of working, helping us remember that it is our humanness that helps us through challenges and challenging times.

In the future, as in the past, everyone can adopt the designer mindset and creative problem solving approach to forge new pathways in our disruptive world. As Hillard says “We are all creative. The trick is to unlock it.” No one writes rule books for the future, but we all play a part in the journey, and design helps us get there.

Our leaders on what it takes to embrace design and creativity in business

“



Fortune favours the brave. Grasp this opportunity of disruption to succeed in business going forward.

David Redhill, Former Global Chief Marketing Officer, Deloitte Consulting

“



Come with attitude and ‘spark’, challenge the status quo and have no fear. Be good with people and be comfortable with complexity, ambiguity and agility.

Adam Powick, Chief Executive Officer, Deloitte Australia

“



We can all use the power of design to challenge the ‘status quo’ and reimagine the future of business and society... one that is more inclusive of all stakeholders.

Tharani Jegatheswaran, Social Impact Consulting Partner, Australia

“



Try things out early without wasting too many resources and don't be fearful of getting it wrong.

Tony Trehella, Consulting Finance and Performance Partner, Australia

“



Do simple things like getting out of the office and talking to customers, drawing out an experience with Post-it notes. Those simple techniques I learned ten years ago I still use to this day.

Pip Dexter, Lead Consulting Human Capital Partner, Australia

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“



Get stuck in, be comfortable with the uncomfortable, ambiguity is absolutely OK. Appreciate that designing strategy is as much an art as it is science, and the outcome is much more resilient.

Jeremy Drumm, Deloitte Consulting, Chief Strategy & Transformation Officer, Australia

“



We are all creative. The trick is to unlock it.

Rob Hillard, Managing Partner, Deloitte Consulting Asia Pacific

Creativity, the cornerstone capability

| 20

- ◆ A step into the future through creative problem solving

DO YOU remember being a child and drawing to your heart's content – without rules or logic? For some of us, this fearless creativity slowly disappeared sometime during schooling, where we learned to fear failure and strived for perfection with an expectation to succeed on the first try.

We are calling back to creativity to thrive in evolving industries. To deliver Deloitte Australia's future-focused 2024 strategy, we as a firm embrace our distinctly human skills. Some skills can't be automated and stand out as most critical and impactful for our clients, our people and our communities.

Complex problem-solving, critical thinking, creativity, and emotional intelligence are recognised by the World Economic Forum as the Top ten skills required beyond 2020. So now, more than ever, is the time to immerse ourselves in that limitless creativity that used to come so naturally to many of us.

- ◆ 1 in 5 of our firm have already stepped into the new creative problem solving curriculum in under a year, with many more to come.



Petra Ladkin
*Leadership & Learning
Australia*



Emma Caroon
*Leadership & Learning
Australia*



Rob Dwyer
*Leadership & Learning
Australia*

“ Creative problem solving begins by exploring how we can adjust our mindset to be more open and explorative. We can start creative problem solving by adopting four key mindsets:

- ♦ Empathy
- ♦ Curiosity
- ♦ Collaboration
- ♦ Experimentation

The value of creativity

We live in a world that is becoming increasingly complex. Most problems cannot be solved in a linear, traditional way. At Deloitte Australia, we recognise creativity as a corner-stone capability for the work we do.

Over the past year we have been delivering the ‘Stepping into the Future’ learning curriculum, designed to develop future focused capabilities for our people across the firm. Our creative problem solving curriculum explores how each person can unlock their own creativity in the business context. We have seen that the only limitation to our own creativity can often be ourselves.

A recipe for impactful solutions

Creative problem solving begins by exploring how we can adjust our mindsets to be open and explorative. We can start creative problem solving by adopting four key mindsets: empathy, curiosity, collaboration and experimentation. By combining these creative mindsets with structured problem solving, we can positively impact the way we solve problems to shape a better world.

Building a creative classroom and culture

‘Stepping into the Future’ offers access to a diverse range of digital assets as part of its digital campus. We created and curated micro-digital resources that encourage learners to develop creative mindsets, knowledge and understanding of key skills. All resources are accessible on mobile, allowing our people to learn anytime, anywhere.

In under a year, we’ve had 21% of our firm engaged in the ‘Stepping into the Future’ curriculum. This year we aim to continue to build momentum by introducing a virtual summit to drive the practical application of future-ready skills.

Our virtual classrooms aim to bring creative mindsets to life — giving learners the opportunity to test and iterate in the moment guided by facilitators. Developed and designed by our leaders, learners are encouraged to practice and embrace fearless creativity within a supportive environment. In the virtual classroom, learnings are applied to real-life, future-focused challenges, such as improving the virtual work from home experience at Deloitte or attracting new talent to our firm.

Learning outside the box

Much like creative problem solving, we continue to iterate and evolve our approach to developing creativity across the firm to create the most impactful learning experiences where learners can embrace new trends, tools and methodologies.

As we know, learning is not isolated to the ‘classroom’ or access to digital assets. We lean on our leaders to foster these creative mindsets allowing teams the space to create, experiment and iterate. If we don’t embrace this mindset in our daily lives, we may in fact feel like we’ve returned to school.

The making of a *make*.

MAKE. IS about exploring the world of design and creativity at Deloitte Australia. Three editions into *make*. — this is our biggest yet. Lauren, *make*. Deputy Editor and Neha, *make*. Creative Lead, reflect on the design journey of making a *make*.

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Neha, we are onto our third edition of make., could you reflect on our journey thus far?

make. was inspired by the publication, Impact by Design, which was a large format broadsheet. Matt Lawson renamed the publication *make*. and we envisioned something between a coffee table book and a collectible series. We landed on a design magazine format and then people started asking “what is this?” That’s when the whole game changed.

make. is beautiful and inspirational. Each edition is slightly different to the last. We are deliberate about design decisions like the quality of the paper stock it’s printed on. We want to make *make*. less of a regular magazine and more like it belongs in a book store — something you wouldn’t ever throw it away.

You design each edition of make., could you talk about the design concept behind this one?

We started this *make*. during COVID-19. It was a challenging year as we had already experienced the bushfires in Australia. In early conversations with our editorial team, we agreed the focus of this

edition to be uplifting and re-energising. We landed on the theme of ‘Make Good.’

The overall design of *make*. is simple — it doesn’t shout at you. The design lets the typography, imagery and content speak for itself. *make*. is about us being storytellers, and that is not just in the content, but through the design.

We take several months to produce an edition of make. Could you tell us more about the design process behind making a make.?

I start with creative concepts around the edition’s theme, but I always find it hard to land on the design until we have the content. You can’t design well in isolation. Once you, Lauren, begin reaching out to the network and the content trickles in, I am able to form the unique style. The design of each edition of *make*. is inspired by the different time that we find ourselves in and by the different voices that appear in the publication.

Then there is a lot of creative experimentation — to a point where you have to reign it in, put constraints around it, get critiques and iterate. Once you make your way through that process you see it come together. When the creative

meets the content and illustrations — you see one unified story.

Then we head into pre-press and production. We collaborate closely with Peachy Print. They are extremely hands-on and helpful throughout the process, ensuring we have the right paper stock, embellishments and colour proofs to produce the highest quality publication.

It’s a terrifying moment when I send to print, knowing that no changes can be made once it’s printed. But it’s also the most rewarding moment, watching the copies being printed and stitched together right in front of my eyes. It’s the coming together of many months of preparation.

A key design feature of this edition are the illustrations throughout by Manon. Could you tell us more about the creation of these?

The talented, Manon Drielsma, created all the illustrations bespoke for this edition. To develop the concepts, we spent a couple of days together looking at each article in a lot of depth and pulling out the key messages to brainstorm how we could bring them to life.

“

The design of each edition of *make.* is inspired by the different time that we find ourselves in and by the different voices that appear in the publication.

Manon then built the concepts using a combination of flat colour-blocking and delicate fine lines, all pulled together in tints of the distinct *make.* colour palette. She then refined the concepts through an iterative cycle of testing and finessing to land on our final selection of illustrations.

a lot of content editing and refining. I love hearing the positive reactions from authors who originally sent their article in as a Word document. In the resulting publication, those words have been transformed and brought to life visually as part of a bigger narrative.

Could you talk through the meaning of the front cover and inner image?

What's the most challenging part of making a make.?

From the start, Manon and I knew that the illustrations would eventually contribute to the inner front cover image. The idea to create a beautiful, lush, healthy, green, Utopian community came up in early conversations with Leon Doyle and Matt Lawson. Through illustrations we wanted to evoke an element of imagination and creativity. The hero image is made up of smaller vignettes which suggest the different articles — you need to look closely to figure out the references!

Not really knowing how it will come together in the end! Getting everyone to buy into the single vision of *make.*, especially at the start because people can't see what it will look like at the end.

What's your favourite part of this edition?

My favourite part is the “Good for You” section. It's a new section in the publication, but we felt it was important to profile creativity for mindfulness and wellbeing after the year we had. We had a bit of fun with it, and it's become like the lifestyle section of a magazine — easy to read with real soundbites from our people.

What are you hoping for the future of make.?

We have talked about a ‘living *make.*’. Even though the printed version has its own dominance and permanence, we can explore the *make.* expression in the digital world through different channels like initiating a conversation on Twitter or an evolving web page. *make.* in the digital world can continue to be the platform to connect and inspire creative communities at Deloitte, with our clients and beyond.

The front cover in the print version has what we call a die cut (the keyhole cut out). This embellishment can add depth in print — something digital can't replicate with the same emotive effect of physically turning a page and seeing through the layers. The keyhole is an interpretation of the Deloitte brand where we use circles. I use it stylistically but quite deliberately throughout the publication.

What's the best part of making a make.?

When everything comes together visually and content wise. This doesn't happen until close to the end of the process. For most of it, it's all tangled — you can't see the story yet, we're reaching out to people, orchestrating different pieces and there is



Lauren Tan, PhD
Design for Business Australia



Neha Chandra
Customer Strategy & Experience Design Australia

Creativity in response to the challenges we've faced

Good Work in Tough Times.



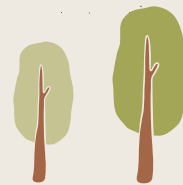


A conversation with Pete on community recovery

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by William Marshall
*Customer Strategy &
Experience Design Australia*

- ◆ How creative leadership helps communities recover from the bushfire crises

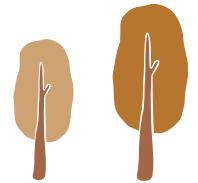
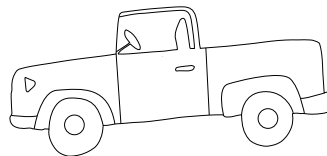
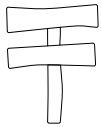


Pete Williams
Centre for the Edge Australia

HAVING WORKED in the recovery efforts for the Black Saturday bushfires in 2009, Pete Williams is no stranger to bushfire recovery. Following the summer bushfires of 2020, Pete sought to work closely with affected local communities. In Pete's words "it was time to get in there, understand what the issues were and solve them."

In conversation with Pete today, we walk through key learnings from his bushfire recovery efforts and practicing creative leadership for a purpose.

“ ...if you want to sort stuff out you need to get in harm’s way, you need to get in the middle of things rather than sitting back at a distance from the communities.



Beginning a recovery journey with community connections

It started with a five day recon mission in the Upper Murray region in Victoria, meeting people in the communities. Pete was initially asked — off the cuff — to facilitate a committee leaders meeting around how to approach bushfire recovery. This type of involvement has become something Pete is known for and an area he thrives in.

His focus is on networking and building relationships and as he describes it “for me if you want to sort stuff out you need to get in harm’s way, you need to get in the middle of things rather than sitting back at a distance from the communities.”

Approaching a crisis with empathy first

It is crucial to understand the community’s needs and to put yourself in their shoes before putting forward any solutions, an approach that is not foreign to many Human-Centred Design practitioners. Asking questions like — could you share what your immediate needs are? How do you feel about staying in the community, rather than moving away, as recovery work is better when you are here?

Getting creative and hands-on in the community

Practical and creative leadership can make waves around communities. Pete is comfortable working with locals to help with things like fundraising, management, communications or setting up arrangements with the local council. He sees his role as helping to start something or backing the existing momentum of something to ensure it doesn’t fall short of its goal.

As a result, Pete’s work for community recovery has been impactful and diverse, including:

- 01 **Sending in tradies to fire affected communities:** to install water tanks and fencing for fires.
- 02 **Community recovery committee:** creating and managing a network of diverse stakeholders, helping with fundraising and project management.
- 03 **The Grant Finder:** a technology solution to help people find and understand the grants they are eligible for.
- 04 **Community hall refurbishment:** redesigning community halls to include resilience features.

Bringing an empathetic, human-centred approach to business

In the case of the Grant Finder, Pete took learnings from previous bushfire recovery work to deeply understand how the grant distribution system worked. While there are plenty of helpful grants, they were difficult to access, especially for people who had been deeply affected by bushfires.

Building prototypes, running experiments and testing things quickly with people meant the team could iterate and solve a problem for end users efficiently and effectively.

Keeping it practical, purposeful and for the people

The community appreciated having someone think about the coordination between stakeholders and ensure initiatives were purpose driven and practical. As Pete puts it “it’s the mindset that I like to call think long, act short. I have a long-term vision about what I am doing and then I think about the logical next step I can take that’s going to maximise the learning.”

It’s one of the core principles creativity and creative leadership rely on. To turn a big idea, into small achievable actions — to turn a goal, into a reality.

Reinventing to thrive

- ◆ A return to the ‘new normal’ from COVID-19 with a larger impact

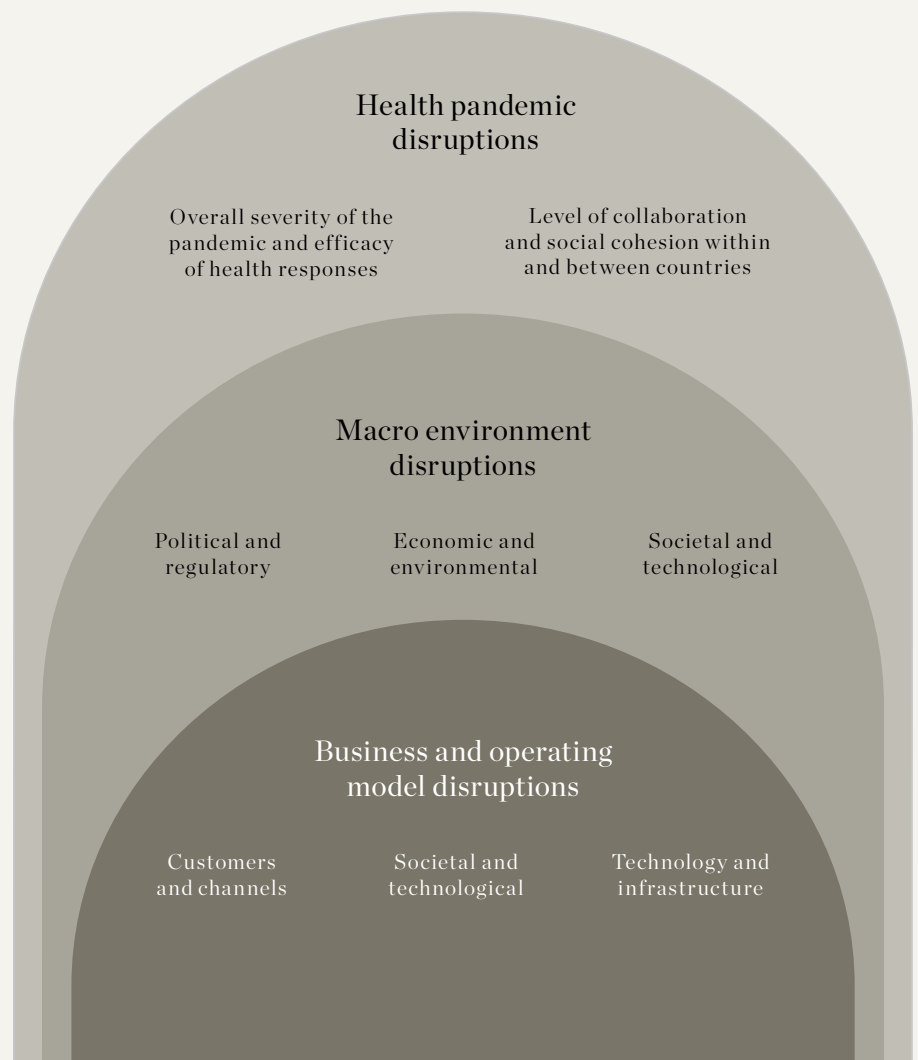
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COVID-19 HAS disrupted businesses in ways no one could ever have predicted. There remains uncertainty as to how it could further impact human lives and our livelihoods.

As we navigate the health and macroeconomic disruptions beyond our immediate control, organisations have the opportunity to disrupt business and operating models of the past to reinvent themselves for a ‘new normal’.

Beyond our control

In our control



A solution to survive and thrive beyond COVID-19

Deloitte's Reinvent to Thrive Labs, based on our COVID-19 scenario analysis, is designed to guide organisations to identify critical uncertainties and understand plausible futures to analyse strategic options. This helps organisations recover to thrive in the new environment that COVID-19 has created.

How to start thinking of a response to the future

Preparing for an economic and business environment that departs from your current business strategy requires more than predictions. This requires scenario-based thinking. Organisations need to explore a variety of plausible future scenarios.

Moves to undertake today that will pay off in the future

Choices and actions that hold true irrespective of the scenario, are largely 'no-regret' moves. 'No regret' moves, listed on the right, are moves leaders can undertake today that will pay off in the future, focused on a transition from hibernation to reopening the business and ensuring a sustainable recovery.

Powering back up to reinvent business

Organisations and leaders have an opportunity to go beyond just getting back to normal. It is our belief that leading organisations will seize the opportunity that this crisis has presented to reinvent their business and create new sources of advantage in what will inevitably be a 'new normal'.

'No-regret' actions for leaders to take:

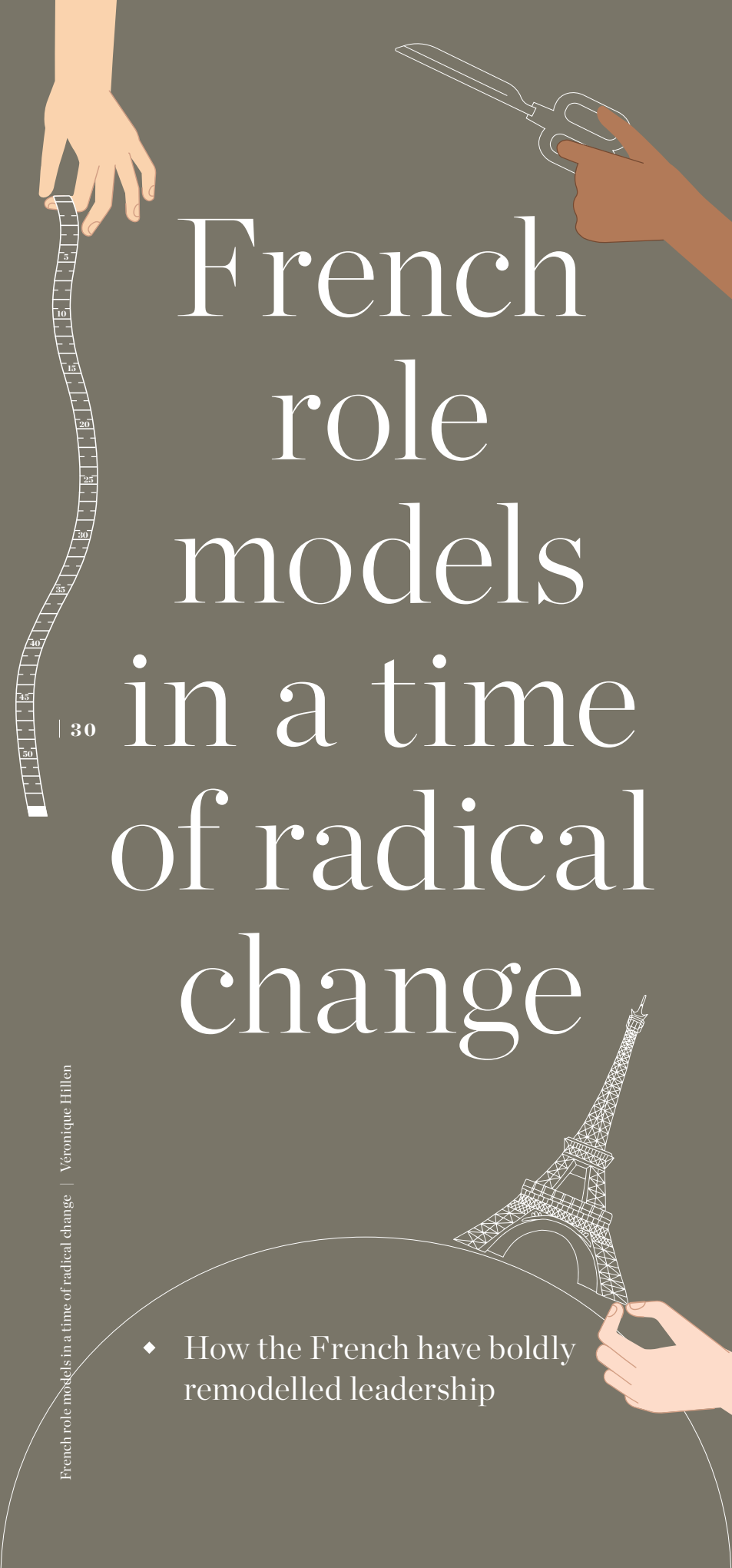
- 01 Review your current business model and value propositions:** considering the changing customer preferences and shifts in demands — what new opportunities may exist, what vulnerabilities in your current strategy can be mitigated, and where can you look for new sources of growth in the market?
- 02 Invest in your digital and e-commerce channels:** notwithstanding the need to review your current physical footprint, the requirement for enhanced digital customer and stakeholder interactions, sales, service and fulfilment is essential.
- 03 Invest in the illumination of your end-to-end value chain:** understand the vulnerabilities in your supplier, delivery partner and customer ecosystem. Strengthen and/or adjust any relationships to diversify supply and service, and ensure operational continuity.
- 04 Enable your workforce with the capabilities, tools and confidence to embrace more adaptable work practices:** undertake a review of how work can be redesigned to best deliver outcomes and the needs of customers and stakeholders, including the advancement of intelligent automation and cognitive technologies.
- 05 Accelerate (or initiate) your cloud enabled transformation efforts:** prioritise customer and core operations platforms, advanced analytics capability that supports data-driven insights and decisions, and robust cyber security infrastructure.

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*For assistance in positioning your business to thrive in the new normal, contact
Jeremy Drumm, Lead Partner, Monitor Deloitte at jdrumm@deloitte.com.au.*

To download the full report please visit:

www2.deloitte.com/au/en/pages/strategy-operations/articles/reinvent-to-thrive.html



French role models in a time of radical change

- ◆ How the French have boldly remodelled leadership



Véronique Hillen

*Experience Design for Value
Creation & Data Strategies France*

TRADITIONALLY, 'LEADERSHIP' has implied a position of power and a hierarchical divide, with leaders designated executive functions and subordinates delegated tasks. Currently, leaders emphasise risk-averse decision-making and the efficient management of resources. This results in incremental changes instead of radical innovation.¹

The COVID crisis has accelerated volatility, uncertainty, complexity and ambiguity, also known as VUCA², on an unprecedented scale. As such, new models of leadership are coming forward, embracing Design Thinking to remodel organisational hierarchies and innovate together.

In recent times, we have witnessed a 'step change' among a certain number of French leaders towards a distributed model of leadership that enables their organisation or community to innovate in entirely new ways.

“ We need the creativity, the energy and the responsibility of all in those trouble times. For Saint-Gobain, it is of paramount importance to leverage on all the ideas for a direct impact on operations, which needs to take into account each local context.

Benoit Bazin, Chief Operating Officer, SAINT-GOBAIN

Sparking radical organisation transformation through Design Thinking

Organisations of the next generation build ecosystems driven by impactful projects that deliver value, with and for people. Design Thinking culture represents a powerful catalyst for reinventing organisations, serving as a key factor of success in turbulent times. As well as generating more value for businesses, Design Thinking is an amazing opportunity to make a better impact, not only for people, but also for the planet.

We've observed a trend in recent interviews of a dozen French leaders from a large range of sectors, from industrial giants to retailers (including Saint Gobain, FM Global, Sodexo, Vyv, Kiloutou, Franprix, GSE, STMicroelectronics or Suez). There are three key skills to thrive as resilient leaders:

Three skills to thrive in radical change

◆ Think boldly

The bold thinking of these French leaders in the midst of lockdown has created a change in mindset and still brings forward an impetus to act. Their daring thinking — and requests from their executive teams — of what should happen after the lockdown to avoid being trapped in a reactive mode due to a deluge of short term problems shows that bold, creative and adaptive thinking amongst leadership is key to visualizing a new future for these organisations.

◆ Empathy is key

Empathy is not only key to communicating in a human and authentic way, but also to deciphering new needs and trends and quickly putting forward new business offers.

◆ Amplify innovation

The ability, through empowerment, to amplify the system's innovation capacity meets challenges bound to scaled transformations. This highest level of innovation leadership is required to tackle the complex challenges we face and to bring forth the most powerful impacts.

¹ Banerjee et al. (2016), 'Innovation Leadership: A New Kind of Leadership', <doi.org/10.1007/978-94-007-5205-3>

² Used first in the Cold War, a VUCA environment in a business context refers to not using on a single dogma or paradigm to lead business strategy or actions.

Designing a future with purpose

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- ◆ The conditions are perfect to question everything and transition towards new narratives

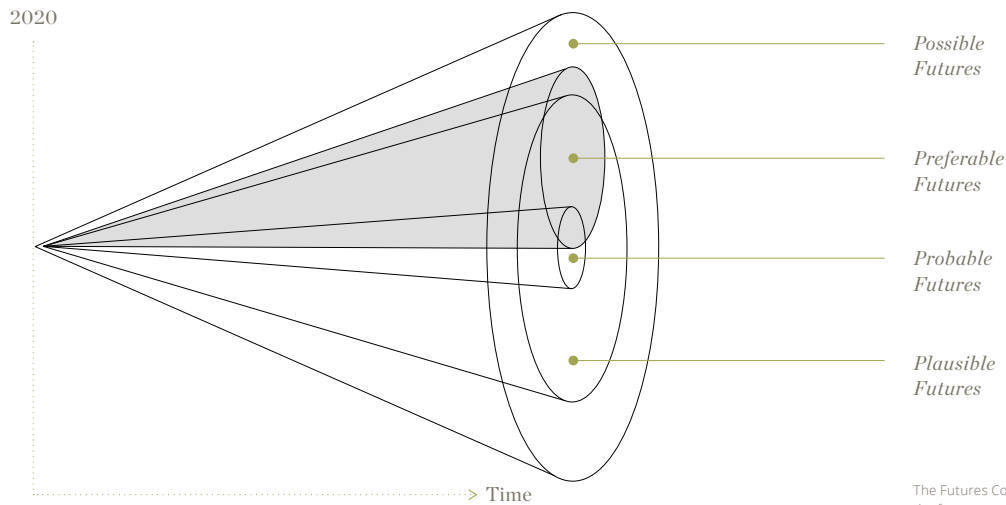


Francois Kirsten
*Customer Strategy &
Experience Design Australia*

DESIGN HAS always been preoccupied with the future. Every act of creation plucks some *thing* from an alternate timeline that didn't exist in this universe, setting our world on a path towards a new, untold future.

Unfortunately, our narrow focus on business-as-usual that simply extrapolates a linear path towards the future has made us complacent and unwilling to tackle truly wicked problems. Despite staring down the barrel of a rapidly changing climate, we've convinced ourselves that the scale of adaptation required is insurmountable.

Futures Cone



The Futures Cone adapted from Voros (2003) describes how the future consists of multiple pathways worth exploring.

COVID-19 has made us more comfortable with change

If the pandemic has taught us anything, it's that we've underestimated our ability as a species to enact wide-scale, systemic change — not over the course of a generation, but within mere days and weeks. And, with each entrenched system and institution that buckles under the pressure of COVID-19, we unearth new opportunities to redesign them.

But, how do we actively design towards preferable futures in lieu of another pandemic of climate catastrophe? Firstly, we need to become more futures literate by remaining open to the multitude of potential pathways our work can take to influence the world around us. This notion, that multiple futures exist in tandem, can be represented as a cone extending from the knowable past through to a variety of futures ranging between probable and futures to the preposterous. By working through multiple scenarios, we're able to consider and anticipate the possibilities — and implications — of our work, thus developing robust strategies that account for a rapidly changing and complex world.

Tinkering our way through an unknowable future

Secondly, while the future is always unknown and consistently unfolding, we must latch onto prototyping and making as a way to reduce the uncertainty of the future as we actively design towards preferable futures. After all, the future has always belonged to those that are empowered and willing to take a stand and project their vision onto the world around them. Making our ideas physical in a quick and low-cost manner like rapid prototyping allows us to sense how the world will respond to our interventions and adjust our strategies as the systems we operate within adapt accordingly.

We're making this ethos part of the way we approach design challenges at Deloitte by incorporating design futures practices into the training we provide to our emerging leaders via the IGNITE program, which recently partnered with a global charity focused on alleviating poverty in our lifetime. We've also developed and nurtured our futuring practice with an accompanying playbook that is proving popular with our federal government clients as they anticipate potential policy implications moving into the next decade.

Owning the future we want

After a particularly tumultuous 12 months, we shouldn't let the future continue to happen to us. If we don't actively participate and simply sit back, then someone else will make critical decisions on our behalf. All of us need to be engaged in designing the future and we can start with imagination and purposeful creativity to tinker our way to a future that is equitable and fulfilling for all.

Insights to combat a global pandemic

| 34

Insights to combat a global pandemic | Dr Stephanie Allen, Dr Rohan Hammett, Rob Price & Craig Hutchinson



When design, analytics and data illuminate world-leading responses to COVID-19

AS COVID-19 progresses, leaders must make choices about when and how to adjust measures to contain the virus while optimising for health, economic and social outcomes. Often, this means operating in an environment where there are more unknowns than knowns.

At the peak of the pandemic, Deloitte was selected by a global health institution to partner with a UK-based medical school to help develop solutions to help organisations manage COVID-19. Bringing expertise across Strategy, Digital and Analytics, a team from Australia and the United States co-designed a tool to empower organisations to draw insights on COVID-19 responses worldwide.

The Good We Made

A tool for organisations to draw actionable insights from a consolidated, comprehensive dataset of public and social health responses to COVID-19 around the globe.

◆ 40k+

unique records of measures deployed by governments across the globe... and counting

◆ 190+

countries covered by the dataset and dashboard

◆ 1000s

hours of work by volunteers and research institutions to cleanse and categorise the records

The Industry

Health & Life Sciences



Dr Stephanie Allen
Deloitte Global Healthcare



Dr Rohan Hammett
Deloitte Asia Pacific Healthcare



Rob Price
Monitor Deloitte Australia



Craig Hutchinson
Monitor Deloitte Australia

Understanding the world's response to COVID-19

Data on COVID-19 cases is easily accessible. This is often reported daily or even hourly at country, state and postcode levels. But data on actions governments had taken to manage the virus was being collected by a few institutions with varying levels of detail and categories.

Our project partners had set out to combine and clean these datasets, aiming to develop a single and comprehensive view of public health and social measures deployed during COVID-19. Deloitte's role, led by engagement partners Dr Rohan Hammett, Dr Stephanie Allen and Josh Lee was to translate this into an insight driven tool that brought the data to life.

Creativity under pressure

Combining multidisciplinary skills, the team took a Human-Centred Design approach to rapidly define the tool's

core proposition. This involved defining a set of personas and needs for various users based on interviews and engagements with government leaders and advisors globally.

The team distilled what insights were most meaningful to users and visualised how this could be shared. Iterating urgently on a tight timeframe, the team refined the designs into two key modules; one presented a holistic view of the data and one also allowed for rapid comparisons of nations and states.

Delivering global insights

The Measures Dataset and Dashboard provides organisations with an intuitive interface to search, compare and understand the measures and the key health and economic outcomes before and after they have been deployed. It is a world first and an asset that will provide enduring value for managing both the current pandemic and future health crises.

Virtual: our new reality

- ◆ A new way of working to enable us to be our best selves

| 36



Robbie Robertson
Virtual Office Australia



Marta Tomczyk
Virtual Office Australia



Adrian Letilovic
Virtual Office Australia

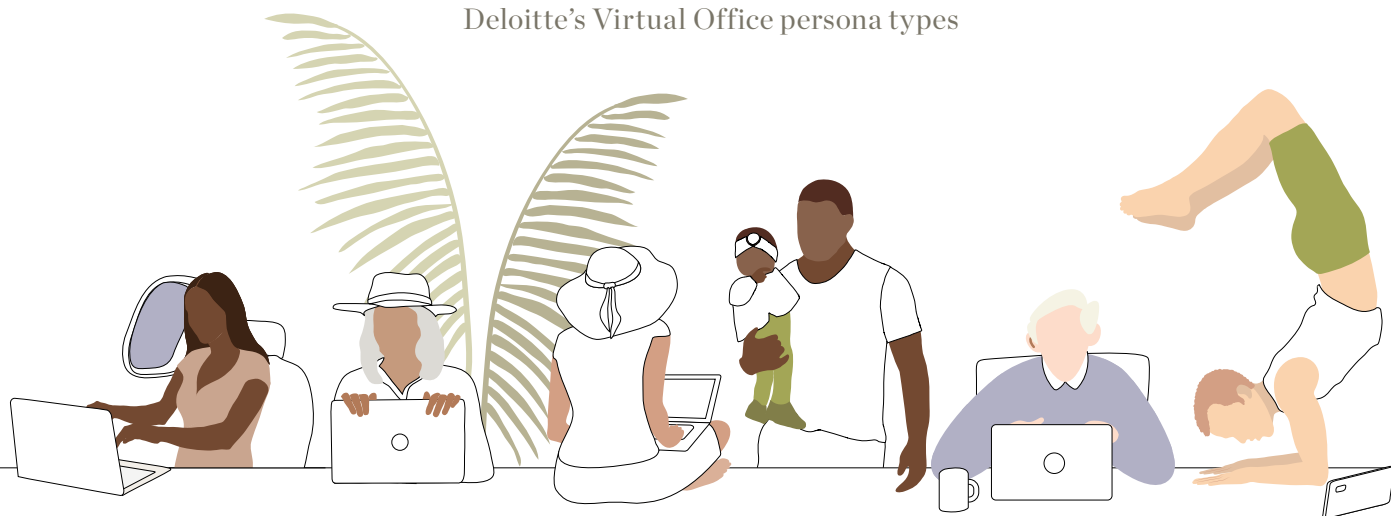
LAST YEAR — bushfires, a health pandemic and the underlying need to support our economy created a perfect storm of circumstances that would forever change where, how and when we work.

Conversations have shifted from ‘how do we keep things going’ to discussions around efficiency, creativity, productivity, wellbeing and maintaining culture and connection. The reality is that we are only at the beginning of this journey.

The workplace in 2019 was a pretty different place. In 2019, a year before the COVID-19 pandemic hit Australian shores, Deloitte Australia launched a Virtual Office initiative. The purpose was to bring together the best of our people, places and technology to create the Virtual Office ecosystem to enable our people and our clients to make an impact that matters anywhere, in any way, at any time.

- ◆ **55%** of Deloitte staff in 2019 indicated they did not have the tools to effectively work remotely
- ◆ **90%** of Deloitte staff by mid-2020 felt they were equipped to work successfully from home

Deloitte's Virtual Office persona types



Road Warriors

travel a lot for work, constantly on the go and need to be connected at all times

Virtual Teamers

may be working from the office or from home but are part of a geographically spread team

Living the Dream

are employees located far enough from the office that they choose to permanently work from home

Family FLEXers

can be anyone from expecting families to parents with kids who may choose to work in the evening so they can tend to their kids

Client Champions

are employees who have been positioned on a long term project with the client requesting they work onsite

Wellbeing Gurus

include anyone who flexes and makes decisions to improve their wellbeing

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Uncovering the needs of our people

In 2019, we began to think about the Virtual Office ecosystem by putting our people first and ensuring they had the right tools and technology to be effective when working remotely. To understand the pains and gains in this virtual context, we listened to the voice of our people.

Most of our people were not ready to work virtually, with 98% surveyed saying they had not been provided training sessions to work remotely. Additionally, over half of our people surveyed thought they lacked equipment required to be effective when working virtually.

To better support our people, we engaged almost 200 Deloitte employees using a Human-Centred Design framework. We ran surveys, focus groups and interviews to hear people's needs, wants, desires and feelings toward virtual working.

Through this, we identified six key personas (see above) relating to remote and virtual work. These personas were used to inform key technology decisions, training pathways as well as meaningful content for our Virtual Office Hub that would be accessed by our people.

Preparation pays off in a pandemic

Acting on our research, the Virtual Office team trained almost 5000 employees on virtual ways of working. When the pandemic hit Australian shores in early 2020, Deloitte had already spent the previous year researching virtual office capabilities and testing a virtual technology portfolio. We had a strong foundation to pivot into running virtually.

Embracing virtual collaboration and digital tools, we saw most of our people and clients seamlessly transition between physical and virtual ways of working. By mid-2020, over 90% of Deloitte staff indicated they felt equipped to work remotely.

The future of hybrid work

With 2021 upon us and the workplace changed forever, we will continue to listen to our people and how they manage virtual working. We will generate meaningful solutions that enable them to deliver their best self and best work in the 'new normal' of virtual working.

"It is clear that the future brings more flexibility with regards to where and how to work. However, the question of how this is sustained in the longer term remains a key challenge for us and for our clients. Full-time return to the office, I believe, will be therefore a choice," says Robbie Robertson, Virtual Office Managing Partner.

The workplace of today, is radically different to the workplace of even last year. And what we must put our trust in, is that we will continue to innovate new ways, collectively, to turn the workplace of today, into the workplace of the future.

Work that makes the world a better place

Making
Good. m.



“

Meaningful work is personal — it's what aligns with your personal and professional values. That's different for everyone but for me, it's bringing about social justice and equality in small and big ways. Work that's good for people uplifts humanity and respects our planet.

Gerry Wilde, Responsible Business & The Deloitte Foundation



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Good for People.

A library built for all

by Sarah Stevenson

Customer Strategy & Experience Design



Bringing books
across borders
to close the
childhood
literacy gap



Rebecca McDonald
Founder & CEO Library For All

The Industry

Not-for-profit, Education

The Good We Made

A monitoring system in a global digital library that tracks reading patterns of children to enable learning interventions tailored to each child.

◆ 23

original illustrated books by
Deloitte staff published in
three languages

◆ 125k

children across four countries can
access books printed from Library
For All and Deloitte's collaboration



CHILDHOOD LITERACY continues to be in crisis. According to the United Nations Educational, Scientific and Cultural Organisation (UNESCO), 350 million children in developing and remote areas attending school lack access to books in their own language.¹ The COVID-19 crisis has also proven to be an educational crisis, leading to over 1 billion students affected by school shutdowns.

Library For All, established by not-for-profit entrepreneur Rebecca McDonald collaborated with Deloitte to drive the accessibility of books to reach some of the world's most remote communities, empowering children with fundamental literary skills.

¹ UNESCO Brasil, 2020, *Half of world's student population not attending school: UNESCO launches global coalition to accelerate deployment of remote learning solutions* <<https://en.unesco.org/news/half-worlds-student-population-not-attending-school-unesco-launches-global-coalition-accelerate>>

“

It's not always that they can't afford the books, although that is a likely case – it's just the books simply don't exist.

Rebecca McDonald, Founder & CEO of Library For All

- ◆ 12% reduction in global poverty if all children in low literacy countries learned to read in school²
- ◆ 1,428 books in Library For All's digital library and counting!
- ◆ 412k children around the world impacted
- ◆ 20m children supported globally by 2030 is Library For All's goal³



² UNESCO Global Education Monitoring Report 2016, Global Education Monitoring Report Team < <https://unesdoc.unesco.org/ark:/48223/pf0000245752> >

³ Library For All Organisation, 2021 < <https://libraryforall.org/> >



Collaborating on a vision

Library For All (LFA) was introduced to Deloitte by Claire Hemming, a Director with Assurance & Advisory in Brisbane. A long-term volunteer with the organisation, Claire was confident that Deloitte's support would create meaningful impact. Since then, Deloitte's support has spread and shaped unique opportunities to collaborate and add shared value.

LFA have delivered writing workshops with our teams, including a "writing super-session," for hundreds of participants at the 2019 Partners Meeting. Deloitte have made it possible for LFA to publish 23 original illustrated children's books in English, Laos and Tetum. Loaded to LFA's free digital library and available globally, some books were also printed and distributed to more than 125,000 children in Papua New Guinea, Kiribati, Laos and Timor-Leste.

Rebecca's team at LFA and Deloitte also optimised LFA's data analytics platform under the leadership of Digital's Analytics & Cognitive Partner, Kellie Nuttall. From this, LFA are just about to launch an innovative fully offline teacher dashboard, reporting in real time to enable teachers across remote communities to monitor student reading patterns and create individual learning interventions. Offline analytics changes the way LFA measures their programs impact. According to Rebecca, "where historically it can take up to three months for data to be manually collected from a remote school... this dashboard makes it real-time. It's a true game changer for us."

Building global network of contributors

For Rebecca and her husband, Barry, the mission to reach 20 million children by 2030 with literature written in mother-tongue languages began in 2010. Whilst volunteering in Haiti following a 4.0 magnitude earthquake, they saw classrooms filled with hundreds of children who had no books. "It's not always that they can't afford the books, although that is a likely case – it's just the books simply don't exist," says Rebecca. An avid e-reader of digital books, the idea hit Rebecca to create an accessible, culturally relevant digital library for children around the world.

One of the largest challenges the team at LFA has overcome was finding enough books in the right languages. The team created their own internal publishing capability, founded on the principles of user-centricity and co-design. This publishing operation was supported by a contributor community of more than 750 authors and illustrators from every continent except Antarctica, where Rebecca says teams are now sourcing content for a new series of books.

This global network helps LFA to bring their stories to life using diverse voices and perspectives. So far, the team published more than 1,428 children's books and have another 1,000 books underway for 2021.

Setting new horizons for global literacy

The team at LFA looks to increase its impact on global literacy by creating the world's first digital library of engaging adult content written at an elementary level of literacy. On working with Deloitte, Rebecca has expressed interest in "tapping into the incredible amount of expertise that sits across the different teams," including our expertise in Marketing, Digital and Software Engineering.

Working with LFA on its mission to combat the crisis of child literacy has been a rewarding experience for us at Deloitte. UNESCO has estimated global poverty would reduce by 12% if every child enrolled at school in a low literacy country learned to read. With a digital library of over 1,400 original stories and LFA impacting over 412,000 children all over the world, Rebecca's vision is not only infectious, but something thousands around the world, including Deloitte, have chosen to stand behind.

Unleashing creativity for social impact

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Acting together today for a sustainable tomorrow

The Industry

Life Sciences & Health Care,
Government & Public Service

The Good We Made

Developed actionable social innovations for UN Sustainable Development goals with roadmaps designed to help bring solutions to life.



Wenda Gumulya
Audit and Assurance Australia

UNLEASH IS a not-for-profit initiative that aims to build the world's leading platform of action for the United Nations Sustainable Development Goals (SDGs). As the Lead Innovation Partner for UNLEASH, Deloitte supported the design, delivery and facilitation of the innovation labs to develop actionable solutions in support of the SDGs. The UNLEASH Innovation Process, which was developed from the concept of Human-Centered Design for social impact, has been used to facilitate the overall innovation process.





Facing global challenges as part of a global team

Deloitte sent 130 facilitators from its global network in November 2019 to Shenzhen, China, including several from Deloitte Australia. For the third year in a row, Deloitte teamed up with UNLEASH to bring together over 1,000 of the brightest minds from different sectors and background to develop social impact solutions. I was privileged to be selected as the Lead Facilitator for SDG four, under the theme of Quality Education. I worked with over 100 talents and co-facilitators from all around the world on solutions geared towards this area.

The week in Shenzhen started off on such a high note with talents and facilitators energised to brainstorm and interact on different solutions under Quality Education categorised into several sub-themes: Access to Quality Education, ICT and Vocational training, Educational Facilities and Education for Vulnerable Population. The talents in SDG four identified challenges in the education sector and worked together in teams to find solutions, test, pitch and showcase the solutions in a marketplace to potential funders, international partners and experts.

Quality Education award winning solutions

The two solutions that received awards from UNLEASH Innovation Hacks in SDG four were:

- 01 **A low-cost carbon paper-based autism detection drawing book:** to enable early diagnosis of autism in rural areas of Western Kenya and Northern Bangladesh.
- 02 **A better, more comfortable, material for school uniforms in hot countries:** the uniform leverages a specific material that aims to lower the body temperature of students, allowing them to concentrate and learn better at school.

Going virtual during the pandemic

Referencing to the success and values gained in 2019, at the start of 2020, UNLEASH rapidly reacted to the current pandemic by launching UNLEASH Virtual Hacks and Innovation Labs to solve sustainability and SDG challenges. I was selected to assist a couple of UNLEASH virtual events in 2020. Some of them were to be an adviser for the

UNLEASH+ Hacks in South Africa, Lead Facilitator for Virtual Innovation Lab for SDG three (Good Health & Wellbeing) and SDG four and Network Partner for the UNLEASH+ Global Bootcamp.

Continuing to make an impact

Becoming a part of UNLEASH has been a rewarding experience for me. I have been able to work with people from different regions in the world to develop next-generation ideas, and partner with talented individuals and stakeholders who are at the forefront of innovation and global development. UNLEASH brought together the things I value and love about social impact. It inspires a generation of leaders in the SDG and them inspiring others in turn.

Deloitte's commitment to social impact and accelerating SDG implementation does not stop at UNLEASH. We have joined forces with the World Economic Forum and Salesforce to build UpLink, a digital platform that enables SDG innovators and other like-minded groups to connect and crowdsourcing the best social innovations for addressing global challenges.

Tackling poverty systemically

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Grace Turtle
*Customer Strategy & Applied
Design Netherlands*



Johann Mattai
Monitor Deloitte Netherlands



Designing a future-proof strategy driven by impact

The Industry
Financial Services

The Good We Made
A strategy for a global social investor centred on the community, local support, active participation and placing responsible social impact first.

DEFINING STRATEGY

is about imagining a long-term vision for the future, a spot on the horizon met with purposeful steps.

Our approach to crafting meaningful strategies for this transition is marked by ‘zooming out’ to learn from the possible future and ‘zooming in’ to actively and collaboratively define strategic short-term choices, initiatives and developments in line with a longer-term vision.

Our hypothesis
for the emerging
strategy signalled
five key areas for
transition from:

- ◆ Global to local
 - ◆ Sector to community
 - ◆ Deal-focused to impact-focused
 - ◆ Investment to participation
 - ◆ Established way of working to continuous innovation
-

A strategy beyond 2020

Last year revealed the volatility, uncertainty and fragility of our social fabric, presenting new challenges to enable communities to be resilient and create opportunities for them to flourish. In 2020 a multidisciplinary team across Deloitte's Customer Strategy & Applied Design team and Monitor Deloitte had the privilege of supporting a global cooperative and social investor, to shape a 2022-2026 purpose-led strategy.

We took a design-led approach, rooted in systems thinking and co-design to understand drivers of poverty and what can be done to combat it. Through the strategy development process, we co-created with over 200 actors across the financial services cooperative from staff to partners to investors to support associations across Europe, Central and South America, Africa and South-East Asia.

To understand and respond to the emerging forces of change shaping poverty within the key regions the financial service provider operates, we crafted a set of choices and a theory of change for supporting a transition towards a more just, resilient and equitable future through impact investing.

Looking through a global and local lens

'Zooming out', we explored key forces such as technological acceleration and digitisation, political instability, shifting demographics and urbanisation, climate change, and increasing consumer demand for responsible business and ethical practices. Through this, we recognised the implications and consequences, good and bad, these forces play in shaping emerging futures looking towards 2030.

We explored how we might support communities in Central and South

America, Africa and South-East Asia by responding to situated community needs and cultivating responsible impact investor and partner communities, both locally and globally. Our ambition was to bring a community-centred mindset to impact making into every facet of the financial services DNA.

Standing together for good

Our engagement, including surveys, interviews and co-creation sessions provided insight into ways that the financial services cooperative and its partners can work together to support underprivileged communities while making a positive environmental impact.

It is just the beginning of our design-led and purpose-driven strategy, which will result in a carefully guided transition to our envisioned future of transformative change and meaningful growth for the financial services cooperative.

Strengthening mental health

| 50



Gearing up Defence with tools for mental wellbeing

The Industry

Government & Public Service

The Good We Made

HeadStrength — an app that supports people to self manage their mental health. It provides tools to track mood and assess mental health whilst maintaining privacy and anonymity. Pointing users to resources to take control of their mental wellbeing.



Andrew Cressie
*Marketing Commerce &
Digital Experience Australia*

ACCORDING TO the World Health Organisation, “mental health is a state of wellbeing”.¹ It’s an empowering mindset where individuals are resilient against stressors and able to contribute positively and productively to their broader community. With mental wellbeing being a key aspect in holistic conversations on health, we turned to a digital solution for Department of Defence to support their members’ mental health amidst the uncertainty of the pandemic.

¹ World Health Organization, 2004, *Promoting mental health: concepts, emerging evidence, practice (Summary Report)*
Geneva: World Health Organization.



Mental health is just as important as physical health

No one knows this as well as the Department of Defence (Defence). It has long recognised that the mental health of its people is critical to its overall effectiveness and capability as an organisation.

Defence members are high performing individuals that deal with incredible mental and physical challenges. In order for them to be at the top of their game they need to be resilient. Just like professional athletes, they know that the body will not perform if they don't have the right mindset. Compromise one, and the other suffers too.

2020 ramped things up a notch — or ten

Stating the obvious — 2020 was a rough year. Not only for our nation, but the entire globe. The year brought into sharp focus the need to monitor people's mental health as they deal with the crises surrounding them.

Talking openly about mental health is not easy. It is surrounded by stigma and only in recent years has that stigma started to be broken down, albeit there is a long way to go. It feels as though the winds of change are blowing with initiatives such as RUOK day and Mental Health Month being embraced more broadly in Australia. As awareness of Mental Health issues grow, so does the number of mental

health resources that are made available. However this brings the challenge of navigating the landscape of growing publicly available resources. Imagine if you were starting to feel overwhelmed, with work, family and the stress of a global pandemic (all pretty relatable, hey).

Now, imagine this feeling growing week after week. You might want to seek help, but where to start? Searching on Google, the number of search results leave you feeling even more overwhelmed as you can't seem to figure out what to do next. Wouldn't it be great to be pointed in the direction of something helpful, based on what you're currently feeling?

That is what HeadStrength does.

Building HeadStrength

Defence recognised that it was difficult for their members to navigate through the plethora of mental health resources available and easily accessible content based on their circumstances. They wanted an app that catered specifically to the demands their people face and which helped reduce the stigma of mental health. One that empowers someone to seek the help they need, when they need it.

Deloitte worked closely with Defence members to co-design a solution to meet this need. We've built a digital space that they can go to on their

phone to assess and reflect on how they're feeling in a safe and anonymous way. It's one of many supports to help them on their journey of mental wellbeing. This project was unique as the project team started in lockdown and finished with many members still in lockdown. The entire project was delivered remotely. Despite the challenges of constant MS Teams calls and lockdown protocols we managed to deliver an app that we are extremely proud of.

HeadStrength provides a range of self-checking tools to quickly gauge a user's current level of mental health and wellbeing. HeadStrength empowers users to track their daily mood and complete mental health self-checks — completely anonymously. Based on the user's results, the app then recommends relevant resources based on their current level of mental health and wellbeing. These resources have been identified by the Australian Defence Force Centre for Mental Health as being relevant to Defence members in Defence.

Using HeadStrength will improve users' awareness of their mental health over time and empower them to take control of their mental wellbeing. It will help the Defence community understand what they are going through and take the next step on their mental health journey.

*Videos are best viewed in fullscreen mode.
To come back to the page press the ESC key.*

Building a ship-shape education

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Human-Centred Design for the U.S. Navy learning ecosystem

The Industry

Government & Public Service

The Good We Made

An uplifted training and development experience for the U.S. Navy built through a creative, empathetic Design Thinking approach.

THE U.S. Navy offers its 400,000 active duty and reserve Sailors access to world-class learning and professional development resources. However, these resources frequently go underutilised, and Sailors often walk away from free degrees and trade credentials.

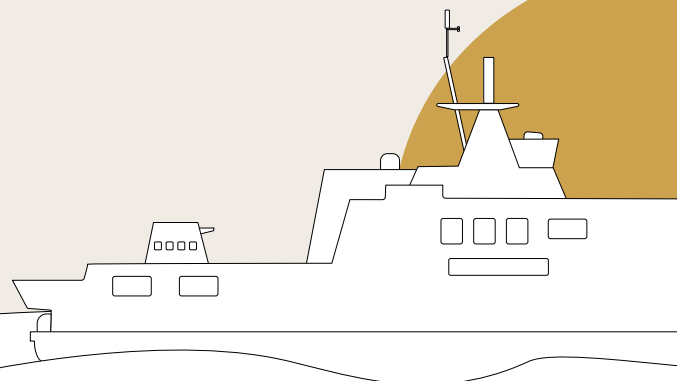
The Navy recognised the importance of learning to develop, recruit, and retrain an elite force — but why didn't Sailors seem to see the same importance?



John Manahan
US Customer Strategy & Applied Design



Megha Agarwal
US Customer Strategy & Applied Design



An endeavour driven by empathy

Deloitte collaborated with Navy leadership over the summer of 2018 to engage Sailors across the globe and understand the barriers hindering Sailors from taking advantage of these resources. By listening with empathy, we discovered their expectations, needs, and interests in learning opportunities during and following their military careers. While Sailors are no strangers to discipline, they were not used to providing stories and anecdotes regarding their personal experiences and it took a very creative approach to shake loose profound findings.

This involved conducting open ended ethnographic interviews with loose direction and no “right answer” and interactive focus groups where Sailors selected images to explain the sentiments they felt around learning and development. We also observed their experiences in career counseling offices related to pursuing degrees.

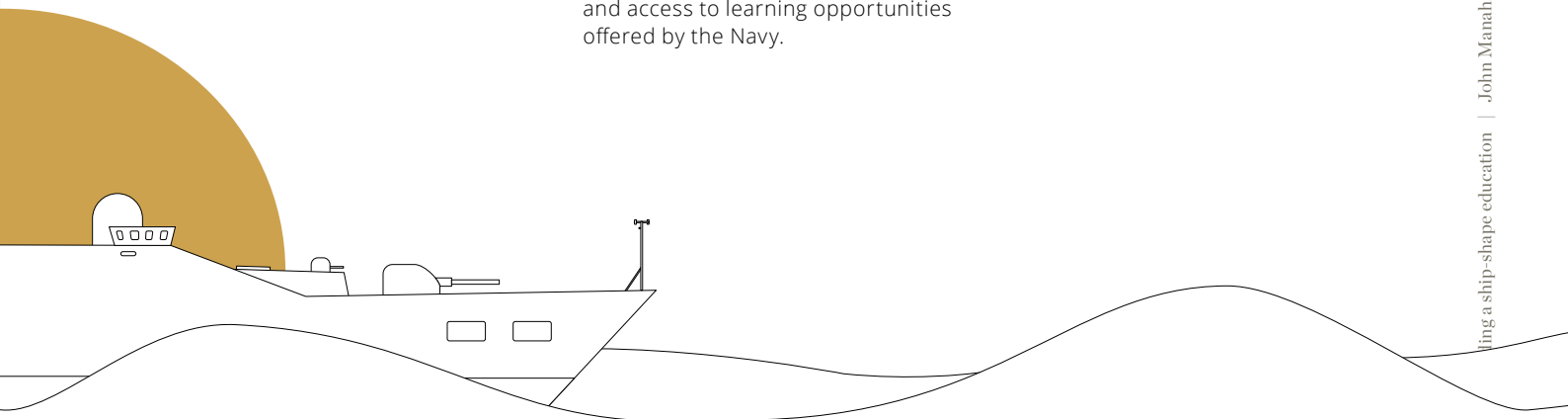
A design informed by Sailors’ stories

Our insights highlighted ten distinct Sailor personas. This included The School Averse, who enlisted to avoid going to college in the first place. On the other hand, there was also The Reflective Leader, who was approaching retirement and feeling anxious about civilian careers. These personas, coupled with journey maps and rich personal stories, painted clear pictures of the challenges Sailors faced in signing up for training and educational opportunities.

Using these design tools, we created an immersive experience for Sailors, administrators, and Navy leadership to walk in the shoes of each of these personas. Using novel games and interactive exercises, leaders experienced firsthand the uncertainty of moving to civilian life or the frustration of balancing duty with development. Driven by empathy for Sailors, they formed the foundation for over 30 innovative solutions to improve involvement and access to learning opportunities offered by the Navy.

Empathetic leadership takes courage

The Navy’s courage and leadership to incorporate a creative and empathetic take on the Sailor experience highlights their passion for exponential change to the Navy’s education systems. By giving a voice to the beneficiaries of all training and educational opportunities, we were able to elevate their needs and reimagine education and professional development in the Navy.



Rethinking community for citizens



Lana Thorpe
Customer Strategy &
Experience Design Australia

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◆
A new way to
meaningfully
connect public
service with the
public for large
scale change

The Good We Made

A public forum that aligns Australian businesses, professionals and citizens to bring open dialogue from the community to the public sector.

The Industry

Government & Public Service

MANY PEOPLE, including myself, choose to work in politics and the public sector because they want to make a better world. They want to effect change that benefits humankind. But the word ‘government’ nowadays often invokes a negative image in people’s minds.

The world is more reliant on digital interactions than ever before, but sometimes those interactions feel clinical, inhumane or are simply unhelpful. As the gap between people’s expectations and government’s ability to meet them grows, our current systems of government need to change radically.

- ◆ 4m citizens are currently using the Australian Tax Office Community
- ◆ 8.5m posts viewed to seek answers to tax and COVID-related queries



A radically different approach

Historically, governments' position of power and access to information gave them authority and influence. That was yesterday's model. Search engines are now the information source for over 70% of the world. Peer voices today are more powerful than the opinion of traditional authority figures.

Acknowledging this, the Australian Taxation Office (ATO) embarked on an experiment called 'ATO Community', an online peer-to-peer forum where citizens can ask questions and anyone can answer them. The forum provides a unique experience for people, giving them the opportunity to ask for help or advice in an anonymous way, promoting an open and honest dialog. It represents a strong and genuine partnership with government, Australian businesses, industry professionals and citizens.

In February 2020 a collaboration with ATO and Deloitte Digital was established to accelerate improvements and define the product strategy, using a Human-Centred Design approach. As COVID-19

began impacting Australians, ATO Community proved to be a critical digital channel for providing people with tailored support to help them through these difficult times. Over four million citizens used ATO Community, viewing around 8.5 million posts to find answers to their tax and COVID-19 questions.

A new mindset for designing government services

This new service proves how it is possible to rethink and reshape government from the outside, and to transform the public sector to put people at its heart. It demonstrates a mature and altruistic mindset, one that is much needed for designing future public services.

Moving forward, the most successful governments will focus on developing societal solutions from outside government rather than trying to solve problems themselves. By embracing new and creative models of servicing people, the government can learn to see risk as opportunity and create value rapidly by collaborating externally, as well as delivering internally.

“

It's about creating a legacy... something you would be proud of for a long period of time. Where you can go back and look at it in ten or 20 years with your kids or the younger generation and feel proud of the positive impact you've made on the world.

Sean McClowry, Sustainability and Climate Lead Consulting



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Good for the Planet.



◆
Brightening the
lives of children
and communities
in energy poverty

The Industry

Energy, Not-for-profit

The Good We Made

A roadmap for SolarBuddy's global growth, including a marketing strategy, vision and upskilling approach, to help bring power to communities living in energy poverty.



Turning off the dark

SOLARBUDDY IS an Australian charity with a goal to gift six million solar lights to children living in energy poverty by 2030, allowing them to study after dark, improve their education and help break the cycle of poverty. To achieve this ambitious goal, it was imperative for SolarBuddy to raise awareness of not only their goal, but of energy poverty itself.

SolarBuddy's 2030 vision:

◆ 6m solar lights gifted to children living in energy poverty

A bright spot in a dark time

2020 has created significant difficulties in the not-for-profit space. In a year of record-breaking bushfires, let alone the pandemic, potential donors focused on local issues and disaster response. This has posed a challenge for charities like SolarBuddy, who are focused on international and long-standing issues. A highly competitive market, a lack of donor trust in charities, plus a reduction in individual donations due to COVID-19 threatened SolarBuddy's ability to achieve its important goal.

To overcome these challenges and help SolarBuddy expand into global markets, we were engaged to create the not-for-profit's marketing capability strategy. Co-designed with key SolarBuddy stakeholders, the strategy articulated a proposition, capability framework and a roadmap of initiatives for 2020 and beyond.

A strategy to guide and support growth

Over the four-week engagement, we provided SolarBuddy with four key outcomes. First, we helped them articulate their value, refining their goals, purpose and vision to help them communicate what they stood for, and why.

Second, we focused their effort on refining their target audiences, and developing a donation-generation funnel and prioritisation framework

that will help SolarBuddy put their energy where it will make the most difference.



Third, we invested in their people, providing a capability and upskilling approach to help SolarBuddy with the development of core skills in key areas, helping them upskill for growth.

And finally, we provided a pathway to scale, defining a high level future operating model that allows SolarBuddy to go from local to global, growing its donor base and power to change lives.

Creativity through co-design

The SolarBuddy team are highly dedicated and passionate, with an innovation mindset embedded at the core of their organisation. It was paramount SolarBuddy could hear their voice reflected in the outcomes of this engagement to build support and create a sense of ownership over their new marketing strategy. To achieve this, we collaborated closely with key stakeholders in a series of hybrid co-design workshops throughout the engagement.

These workshops included brainstorming key opportunities to creatively engage with SolarBuddy's key donor segments, as well as ideation of SolarBuddy's purpose statement underpinned by core principles. Through this process we created consistent language



and messaging that both inspired and aligned their staff and stakeholders alike. We also helped SolarBuddy articulate a second goal, to educate six million people globally about Energy Poverty by 2030, which works hand in hand with the first goal to gift six million solar lights to children living in Energy Poverty by 2030.


Shining a light on the path forward

The new strategy resonated with SolarBuddy's needs, and exceeded its expectations. In the words of SolarBuddy CEO and founder Simon Doble:

"To say your team and the outcomes of your work have gone beyond my expectations is an understatement. I never doubted the standard of work, but I guess I may (from previous low bono experiences) have doubted the enthusiasm and drive to 'blow our minds' and blow our minds you did!

Your outcomes have mirrored our passions and encouraged us to focus on strategic outcomes to propel us forward.

Thank you."



Emma Anderson
*Marketing Commerce
& Digital Experience
Australia*



Bianca Liapis
*Marketing Commerce
& Digital Experience
Australia*

A conversation with Sean on optimising our reality

by William Marshall
Customer Strategy & Experience Design

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- ◆ Using creativity and technology to tackle the problems of tomorrow



Sean McClowry
Deloitte Digital Australia

WHILE SEAN McClowry considers himself more of a technologist than creative, he taps into creativity as a means of tackling complex problems. Throughout his time at Deloitte, Sean has always found creativity powerful when it comes to telling a story.

Observing that work on digital scenarios and climate change could often be difficult to understand, Sean saw an opportunity to use creative storytelling as a crucial point of difference. Working with storytelling guru, Matt Lawson, Sean's team came up with a brand and concept of Optimal Reality — a brainchild of creative and technical experts at Deloitte. In conversation with Sean, we discover the journey of bringing together left and right brains to make a positive impact.

“ Optimal Reality can shape a vision for a truly connected, smart city through simulation modelling and cloud computing. ”

Optimal Reality in a nutshell

Think of a platform that creates a digital replica or ‘twin’ of something, such as a transport network or energy system. It works by combining historic, simulated and real-time data to paint a picture (or twin) of different scenarios. In the case of Optimal Reality, the focus might be on reducing transport congestion or trialling scenarios to increase energy efficiency. Optimal Reality can shape a vision for a truly connected, smart city through simulation modelling and cloud computing. It’s a proactive approach for shaping trialled and tested solutions for tomorrow’s challenges.

Creativity arising from collaboration

A creative mindset is unleashed when interdisciplinary teams collaborate. This has been Sean’s mandate since working with digital twins and developing Optimal Reality. The work his team did for Air Services Australia was a digital transformation

program and involved teams from Strategy, Analytics, AI and Experience Design. With such a diverse range of capabilities, Sean became passionate about how the team could apply their previous work to climate-based problems and in particular, focus on the development of smarter cities.

“We see issues in transport as a network-based problem of inter-dependant pieces and this is similar to energy networks. For example, moving a power station network to a system powered by renewables.”

The team have thought outside the box, looking at how they could solve problems around climate change and in particular, working out how to decarbonise a transportation network by introducing more electric vehicles onto the grid. The crux of this approach is about testing the technical limitations of the Optimal Reality platform whilst creatively exploring opportunities for user interfaces and simplifying the complex scenarios that go with such an endeavour — a truly

collaborative process that demands purposeful creativity in spades to tackle complex scenarios.

Colliding creativity and numbers for lasting impact

This type of work comes at a crucial time within the context of Deloitte’s commitment to addressing climate change. As a result, the Optimal Reality team are generating a lot of interest on their approach from across other member firms and as well as several technology partners.

In Sean’s words, purposeful creativity means having a real and lasting impact “it’s about creating a legacy... something you would be proud of for a long period of time.” He imagines this as something you would look back at in years, or decades, to say this “had a positive impact and the world has been left in a better place.”



Powering a better world

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Setting the north star for foundational infrastructure decisions

The Industry
Infrastructure

INFRASTRUCTURE PROJECTS are a hot topic in Australia at the moment. They are known to play a role in potentially stimulating economies. Investment and expediting infrastructure projects could potentially help bolster employment and provide other economic benefits.

One step ahead of the COVID-19 pandemic, Deloitte has been collaborating with the Global Infrastructure Hub on creating a digital tool that supports the delivery of better future infrastructure — and the timing could not be more imminent.

The Good We Made
InfraCompass, a decision-making tool uplifted to help The Global Infrastructure Hub on its mission to drive investment globally towards sustainable, inclusive infrastructure.

◆ 25

countries added to InfraCompass in 2020, including five Pacific Island countries

◆ 81

countries with easily identified priority actions supported by commentary and guidance by InfraCompass

The G20 infrastructure agenda

The Global Infrastructure Hub (GI Hub) is the G20's dedicated infrastructure entity, based in Sydney, Australia and Toronto, Canada with an ambitious mission to drive investment into sustainable, resilient and inclusive infrastructure.

Deloitte has played a pivotal role in facilitating collaboration among global industry stakeholders, using Human-Centred Design research to uncover pivotal opportunities to enhance a GI Hub digital tool.

The GI Hub's InfraCompass tool measures drivers that create an infrastructure-enabling environment for 81 countries (representing 93% of global GDP and 86% of the world population) helping governments assess their performance and identify opportunities for improvement. The results are reduced barriers to investment, improved performance and better-quality infrastructure investments.

Design is for everyone, even economists

This project, led by our Deloitte Access Economics (DAE) team, combined Human-Centred Design (HCD) and economics to identify and deliver improvements to the InfraCompass tool. Given the diverse geographies and cultures of the tool's users, our client needed a flexible and empathic approach to uncover user needs and identify opportunities for improvement. We used qualitative research methodologies to uncover these insights, before our DAE team implemented and drove this change with the client.

Using HCD for more meaningful outcomes

InfraCompass ranks countries' infrastructure performance against eight drivers: Governance, Regulatory Frameworks, Permits, Planning,

Procurement, Activity, Funding Capacity, and Financial Markets. However, users did not understand the purpose or next steps arising from the tool's results. GI Hub needed to better understand their users, the insights they were seeking from the tool and the metrics they needed.

Using an anthropological and collaborative approach, we designed a detailed user interview guide to probe insights that would drive change. We conducted deep dives with users across the globe both in person and remotely to define aligned key themes that captured each user's country-specific definition of infrastructure.

Next, we ran a collaborative telepresence workshop in Washington D.C. This enabled influential global InfraCompass partners to actively engage and contribute, including the World Bank, International Monetary Fund and Organisation for Economic Co-operation and Development (OECD) representatives from Paris.

Once we were armed with actionable insights direct from the users, the Deloitte Digital design team rolled off the project. Economists and developers got to work data gathering and building the desired enhancements into the tool. This ensured the team developed a meaningful and useful solution that continued to meet the users' needs.

Going above and beyond

The refreshed site went live on schedule in June 2020, at a critical time when the impact of the COVID-19 pandemic on infrastructure and infrastructure investment were still not yet completely understood.

The joint Deloitte teams did a phenomenal job, which is reflected in ongoing positive feedback and the strength of the relationship with the client. InfraCompass has shown how effectively we can deliver on a piece of work when we bring the best of the firm together.

To access the InfraCompass Tool
visit: infracompass.gihub.org

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Charmian Grove
*Customer Strategy &
Experience Design Australia*



Muheed Jamaldeen
*Deloitte Access Economics
Australia*



Carbon Thumbprint: The estimated amount of carbon dioxide emitted when using the mobile data network

The Industry

Telecommunications

The Good We Made

Carbon Thumbprint, a platform that calculates and depicts the estimated CO₂ emitted from our mobile data networks.

◆ 10%

of the world's energy is used to power the internet¹

◆ >500k

tonnes of CO₂ in the Australian atmosphere every year arises from mobile data networks¹

◆ 4g

of CO₂ could be emitted from streaming the average song on Spotify¹

◆ 130k

tonnes of CO₂ have been offset with the help of by Belong customers since it has gained carbon neutral certification¹

What is your carbon thumbprint?

FOR ALL its wonders, there is a cloud that hangs over the Internet, a carbon cloud. Few people would know that 10% of the world's energy is used to power the internet and fewer still would realise that mobile data networks in Australia contribute over an estimated 500,000+ tonnes of CO₂ to the atmosphere every year.¹



Chuck Baylis
*Creative, Brand &
Advertising Australia*

Being carbon conscious

Fortunately, there is a solution — Deloitte has been working with Belong, to help it become Australia's first certified-carbon neutral telecommunications provider — with all operations and products certified 'carbon neutral' at no extra cost to its customers. However, given the low awareness of the problem, we needed to drive recognition of the unseen problem to launch this new position.

Introducing the Carbon Thumbprint, a way for Australians to calculate — the amount of CO₂ their mobile data use contributes to carbon emissions. Developed by the Deloitte Creative, Brand and Advertising and Belong, the formula not only helps people understand their impact but puts the issue into the common vernacular.

Bringing the cloud to life

The formula was then brought to life through an Augmented Reality (AR) app created by Deloitte's emerging tech, creative and motion graphics team, that operates as a visual calculator — allowing users to find out exactly how much carbon their phone usage creates, and then contextualises that amount in the form of carbon blocks floating in

the environment around them. The app then presents the user with an opportunity to switch to Belong, and offset their impact.

To drive the audience to this platform, the creative team then created a full marketing and advertising campaign. A television campaign brought to life the very real problem, depicting ominous carbon blocks floating in Australia's most pristine natural environments.

Calculating our impact

In digital placements, the carbon thumbprint formula was used to calculate exactly how much carbon was created by streaming online content, then we served that notice to people in the advertising space around that content. For example, a Spotify song might be preceded with the message that the following song would create 13 grams of CO₂ if streamed on a mobile phone.

All this activity was designed not only to raise awareness of the problem, but also to provide people with a direct solution; to switch to Belong's Carbon Neutral Mobile and Broadband.

*Videos are best viewed in fullscreen mode.
To come back to the page press the ESC key.*

“

In today's environment, businesses are accelerating technology transformations. It is not all about the tech — we must take into account people when we are transforming a business.

Kevin Russo, Technology & Innovation Lead Partner, Asia Pacific



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Good for Business.

Empowering Indigenous business

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A hub to
support
and inspire
First Nation
business
leaders of
the future

The Industry

Government & Public Service

The Good We Made

The first Indigenous business and employment hub in Western Australia (WA) co-designed with the Wirrpanda Foundation and informed by consultative interviews with representatives of local Aboriginal businesses and community groups.

◆ 148+

Aboriginal and Torres Strait
Islander clients serviced
since February 2020

“ My biggest dream would be to see some Aboriginal business logos on big buildings.

Raylene Bellottie, Wirra Hub Business Coach



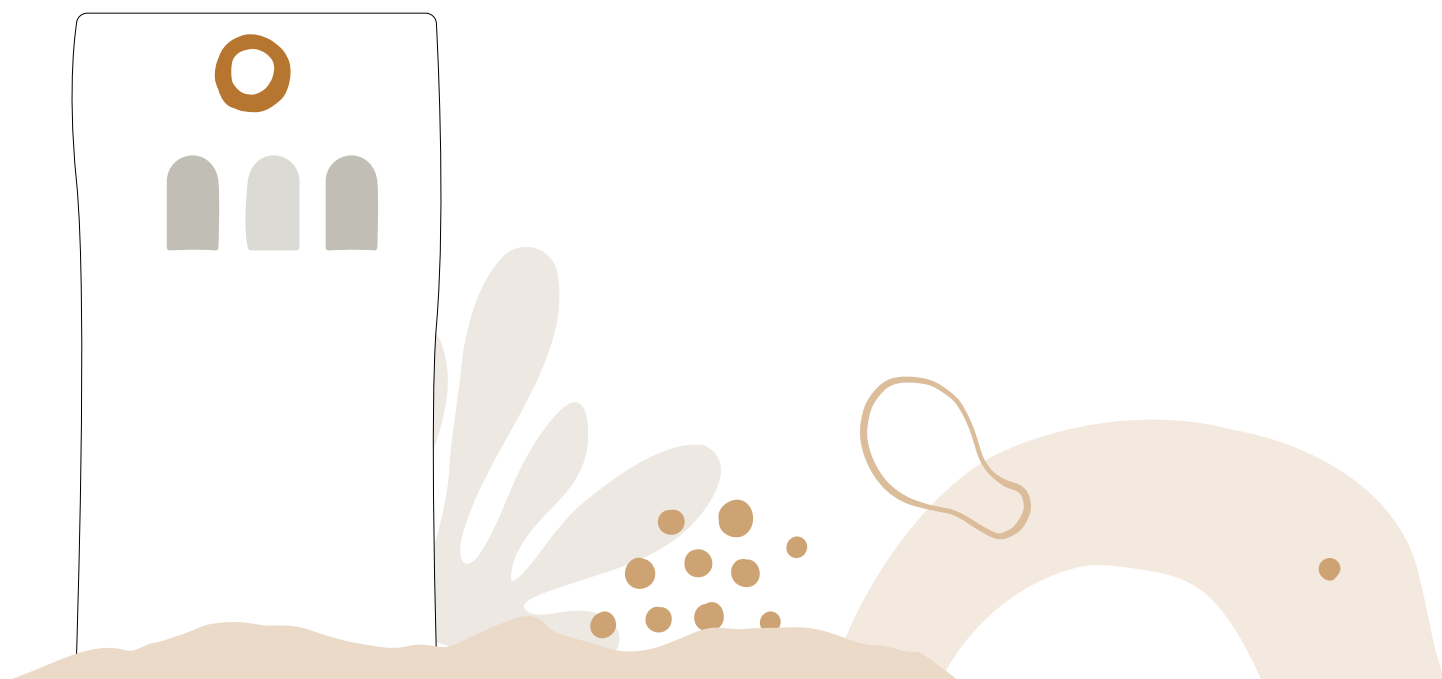
David Hansell
*Core Business Operations
Australia*

*The Deloitte Core Business
Operations Team*

Ayushi Jain
Ben Henry
David Hansell
Jamie Hamilton
Kasia Allan

SHAPING OPPORTUNITIES for Aboriginal businesses is increasingly a focus for government and private industry companies. However, many Aboriginal businesses and job seekers do not feel adequately prepared with the necessary tools to be competitive and achieve sustainable business performance.

Dedicated to leading the provision of education, employment and business opportunities for Aboriginal and Torres Strait Islander Australians, Perth-based organisation the Wirrpanda Foundation aims to empower Aboriginal and Torres Strait Islander businesses and job seekers.



Creating a new system of change

Partnering with the Wirrpanda Foundation and collaborating with a range of stakeholders, we co-designed the operating model for the first Indigenous Business and Employment Hub in WA, the Wirra Hub. This included designing the organisation structure, service offerings, key processes and the physical hub itself.

Wirra Hub is a one-stop shop for Aboriginal enterprises and job seekers to access business and employment support. It provides a short-term office space and connects existing businesses, Aboriginal businesses and employment support services.

Empathy uncovers the true problem to solve

Extensive stakeholder consultation, conducted by the Wirrpanda Foundation and Deloitte teams, was a key driver for the successful design and implementation of the Wirra Hub. Together, we undertook face-to-face interviews with over 30 representatives from Aboriginal businesses, housing corporations, chambers of commerce, land enterprise groups, employment providers and mainstream corporates.

Our research uncovered barriers faced by Aboriginal businesses and job seekers and also identified key needs of non-Aboriginal businesses seeking to engage with Perth-based Aboriginal businesses. Additionally, we identified services currently provided in the market and established service priorities for the Wirra Hub, along with design principles to be applied in the Wirra Hub operating model.

The power of co-design

The Wirrpanda Foundation representatives brought significant cultural understanding and had pre-existing relationships with many stakeholders we consulted. This enabled more inclusive and faster interviewee engagement, enhancing the effectiveness of our design process.

Sitting together in a room for a few days to co-design the Wirra Hub's operating model was a great experience for both parties. Deloitte was able to leverage its expertise and use its Nine Layer Operating Model methodology to frame the thinking. Wirrpanda representatives provided key inputs into the structure, financials, governance and reporting requirements. Both parties delivered an outcome which was successfully approved for implementation.

Build it — they will come!

The Wirra Hub was opened by the Federal Minister for Indigenous Australians, Ken Wyatt, in February 2020 and has now serviced more than 148 Aboriginal and Torres Strait Islander clients. Deloitte has positioned specialist representatives from its Tax & Legal and Private Tax areas to work at the Wirra Hub periodically every month and provide ad hoc advice and support.

The interest from clients has been so strong that recruitment is already underway for additional business coaches. The creation of the Wirra Hub is certainly providing new opportunities for many!

*Videos are best viewed in fullscreen mode.
To come back to the page press the ESC key.*



Global innovation for government

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Injecting Human-Centred Design into public service

The Good We Made

A global public sector offering inspired by Human-Centred Design, leveraging a creative and empathetic approach to shaping solutions for public good.

The Industry

Government & Public Service



Lucy Parrish

Monitor Deloitte Australia

GOVERNMENTS WORLDWIDE are openly pursuing ideas that challenge the status quo and emphasise innovation. Deloitte's GovLab initiative supports public sector clients to plan, build and scale creative solutions to complex challenges.

Following the success of GovLab in the Netherlands, Deloitte Australia launched GovLab in January 2020, and it's now being used to design interventions for the Australian public sector in response to COVID-19.

“ Public sector clients are seeing the potential for new, creative and innovative approaches to policy and service delivery.

Ursula Brennan, National Leader, Public Sector and Public Policy

Introducing GovLab

GovLab is Deloitte's global public sector innovation offering which uses workshops to take participants through a creative, fun and fast-paced approach to solving the sector's greatest challenges.

Through GovLab's signature design sessions — a rapid fire '100 minutes to innovate' workshop or two-day Hackathon — we take multi-disciplinary teams through a problem solving process called Innovation by Design.

There are five phases of Innovation by Design:

- 01 **Walking in the end user's shoes**
- 02 **Creating and refining ideas**
- 03 **Developing a prototype solution**
- 04 **Exploring pilot options**
- 05 **Scaling the prototype**

Prototyping with the Dutch police force in 2018

Deloitte were engaged by the Dutch National Police in 2018 to run a GovLab design sprint that encouraged citizen engagement with the Police. 'Virtual Agent Wout' was co-created — a solution where citizens could easily chat with an AI-driven robot to report crimes.

After the design sprint, a prototype was trialled with users. It was so successful that Dutch Police agreed to roll out the 'Wout' initiative and at the end of 2018, 'Wout' went live. During a pilot at New Year's Eve fireworks, Police received five times the amount of reports and 85% of users said they would like to use 'Wout' again.

The Dutch National Police planned to roll out the 'Virtual Agent Wout' nationally by the end of 2020. In line with this ambition, Deloitte GovLab and the Dutch National Police have recently signed an innovation partnership agreement, exploring additional opportunities for innovation to improve safety and engagement.

A kickstart in Australia to combat COVID-19

2020 brought the GovLab initiative to Australia, where Deloitte hosted 100 young professionals across virtual sessions for the Young Institute of Public Administration Australia (YIPAA) Masterclass series. The focus was on resolving challenges faced by the Victorian Government in response to COVID-19.

A number of potential solutions arose from GovLab sessions, including services, products, processes or campaigns that responded to COVID-19's impact on mental health. Participants also developed location-based approaches and technology to help people feel safe. Solutions received feedback from participants and were assessed on feasibility, viability and desirability.

Deloitte is now further developing promising solutions into policy proposals that will be circulated with the relevant departments and stakeholders.

Ursula Brennan, Deloitte Australia's National Leader for Public Sector and Public Policy, observes that "public sector clients are seeing the potential for new, creative and innovative approaches to policy and service delivery." On the success of GovLab overseas, Brennan remarks "we're excited that it is now launched in Australia, and already being applied to Government's current challenges."

Trading the floor for a virtual room

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A digitised,
integrated
marketplace
that speaks to
the future of
FinTech

The Good We Made

A virtual market of brokers and underwriters that replaces the packed trading floor, the Lloyd's Virtual Room looks to change the service and ecosystem of insurance.

The Industry

Financial Services

TO SAY that the global FinTech market is evolving fast is an understatement. Technology is both pacemaker and facilitator, providing the tools for markets and consumers to keep up.

The world's largest insurance marketplace, Lloyd's of London, is no stranger to this momentum. At the beginning of September 2020, the company launched the first release of what's also a first in finance: The Lloyd's Virtual Room.



Fiona Manders
Market Gravity UK



Olivia Cocker
Market Gravity UK

The need for a new way to connect

While Lloyd's of London's HQ underwriting floor shut for a while due to COVID-19, the virtual room had been in the company's wider transformation pipeline for a while.

The insurance transactions of yesteryear with traditional forms of building client relationships are, for the most part, over. Now, Lloyd's Virtual Room turns to advanced digital functionality and real-time data as valuable assets for seeding client connections and shaping opportunities.

But what about other digital platforms and remote chat portals out there? Couldn't Slack suffice? The short answer is *No*. Certainly, Slack gets a big tick for instant communication (and great GIFs). But it doesn't facilitate precise market connections or integrate market-related data to support key decisions and tasks in real time. This is where Lloyd's Virtual Room thrives as a different breed of digital platform.

Drawing the divided together, digitally

Building a digital space for both brokers and underwriters, is easier said than designed. After all, how do you satisfy the needs of two audiences with one room?

Our team's answer (with a certain remote irony), was proximity. Using every smart digital tool we could leverage (a special shout out to Teams, Trello, Figma, Miro, Zoom, WebEx — and yes, Slack), the team organised themselves to quickly host over 100 in-depth interviews with market users.

Patterns of overlapping pain points emerged from across both user groups. Key pain points we found included a lack of connection to the Lloyd's community, a lack of access to the right people or visible availability as well as the absence of instant chat to take things to the next step.

Making room for a future-ready space

Armed with insight, we got busy — and purposeful. Six weeks later, a Virtual Room launched. Users could find key contacts using a market-wide directory and view key member information, including risk appetite, line size and class of business. They could also connect and collaborate with others via instant messaging and understand users' availability and schedule meetings.

The Virtual Room will form a core channel enabling access to the ecosystem of services that Lloyd's is creating, aiming to connect the world to Lloyd's. From virtual queuing to maps detailing who's in the room, or even functionality that facilitates opportunistic transactions through informal chat, the Virtual Room is the first step on a long journey changing insurance for the better.



A strategy built *for* the people, *by* the people

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Bringing Human-Centred Design to business strategy

The Good We Made

An aligned business strategy created with input from a wide range of stakeholders through a creative, empathetic Design Thinking approach.

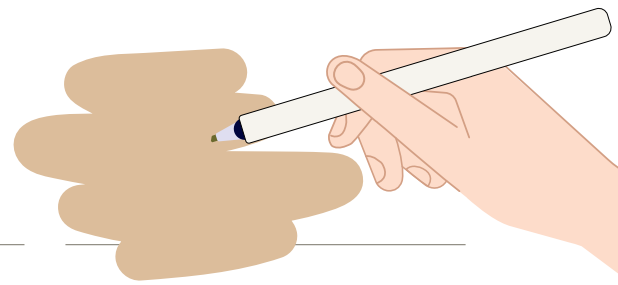


Vartika Vijay
Audit & Assurance Australia

A NEWLY formed leadership team in Deloitte Australia's Audit and Assurance business set out to develop their 2024 business strategy.

The aim was to set a compelling aspiration and define the strategic direction that would inspire 2,500 of our practitioners across Australia to feel excited and invested in the journey we are about to embark upon. The leadership team brought in our group of Business Designers to facilitate the strategic process.

Key stages of our design approach



Discover

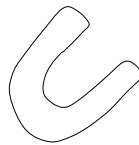
We hosted a series of exploratory workshops with over 400 people across the national practice.

Using various design techniques, we drew out diverse perspectives on external market drivers and the emerging issues and challenges our clients were likely to face in the foreseeable future. We then ideated on how to expand existing solutions and/or develop new, innovative ones.

Develop

We synthesised the insights to build out our vision, goals and identified pivotal growth opportunities and the broad actions our business will take.

We then worked with senior leaders within and outside of our business unit to ensure alignment with our global and regional firm strategies and clear any blind spots in our thinking.



Deliver

We rigorously collaborated with various geography and operating unit leaders to embed the strategy throughout the business.

Our employees continue to engage with the strategy through multiple channels like virtual workshops, videos, jigsaw puzzles, graphic illustrations and cartoon stories — all curated to allow the strategy to be well-understood and front-of-mind for our people.

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Starting strategy with empathy

We conducted early research to understand how our people like to engage with strategy. We learned that in most cases people perceived strategy as something developed at leadership retreats or in closed boardrooms where a handful of executives isolate themselves, build a deck, present a couple of roadshows and expect this to drive change. People felt removed from the big picture, unable to understand the 'why' behind the choices, leading to a lack of buy-in and follow-through.



The impact of being inclusive

If we wanted a better informed and more engaged practice that was ready to drive execution, the involvement of our people in the strategic process was crucial. We committed to taking strategy discussions out of the 'ivory towers' to be more inclusive.

We developed a Human-Centred Design approach that enabled us to collaborate with internal and external stakeholders, develop an empathetic understanding of their needs and collectively create forward-looking solutions.

Shaping a commitment to change

It may be too early to comment on the long-term impact of this strategic process. However, we can confidently say the leadership team is already witnessing increased buy-in, enthusiasm and commitment from the business with regards to the strategy.

This is largely thanks to our (not-so) secret formula: Using Human-Centred Design to garner a wide commitment to change.



From a new office to a new normal



| 80

◆

Designed *for* Deloitte, *by* Deloitte as an intuitive, future-focused workspace

The Good We Made

A new workplace that supports flexible work, enables collaboration and caters for diverse activities and work style preferences across our business.

ONE THING the last year has shown us is that the ability to be adaptable and respond to changing needs is essential, and that this is just as important for our workplace as for our people. It has been widely recognised for some time that the purpose of a workplace is social and cultural, as much as it is functional. As we seek to learn from COVID-19 experiences, organisations are starting to determine new ways of working based on hybrid principles that support staff beyond just getting the job done, but in redefining the workplace as a deliberate choice of location and as a magnet for collaboration and making connections.



Sue Solly
Customer Strategy &
Experience Design Australia



Bindi Mira-Bateman
Customer Strategy &
Experience Design Australia



Martin Lopez
Customer Strategy &
Experience Design Australia



*Videos are best viewed in fullscreen mode.
To come back to the page press the ESC key.*

Designing from within

The Deloitte Spatial Experience Design team developed the workplace strategy and designed our new office space at 477 Collins Street, Melbourne. In a global first, our team was in the unique position to understand the whole business from within and had the necessary skills to follow this project to realisation.

Before commencing the workplace design we engaged with the business to understand individual, team and organisational nuances and needs. A holistic workplace experience strategy was developed defining space, technology, behaviour, cultural and operational needs. This was translated into a design solution that fosters desired behaviours and mindsets through an intuitive and seamless user experience.

A workspace for now and tomorrow

The overarching intent of the new workplace was to provide access to a range of spaces that support the work we do, and empower our people by providing variety, flexibility and choice. Choice to accommodate individual preferences of when, where and how to work with access to spaces for diverse collaboration styles, focus and individual work.

Business lounges, immersion and co-creative collaboration spaces enable new forms of client engagement on our upper floors. We are now reaping the benefits of this diversity of spaces to support our staff in all the different ways they may choose to work.

The journey doesn't end with moving in

At all times the needs and experiences of our employees was front of mind, in order to make the workplace simple, intuitive, purposeful and an enjoyable experience. As we settle in at 477 Collins Street, we recognise that this is a shared experience as we continue to adapt and evolve the workplace through prototype testing with our people and by leveraging data from utilisation sensors to allow for purposeful decision making.

This project is an example of our 'Living workplace' philosophy as it is continuously able to respond to changing needs of the organisation over time, and showcases how flexibility at scale can be achieved.

The rise of employee experience



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Bringing employees to the forefront of designing work



Grant Show
HR Transformation Australia

THINK FOR a moment about why you chose the career you chose. Think about your craft and your passion: about the impact you make and why you do what you do. Think about what you love doing.

Now think about how impossibly hard it is to get things done.

Over the last decade, there has been a sharp increase in workplace complexity. There are an average of eight to 11 technology platforms for HR technology alone and numbers are growing.¹ It's harder to do a job today than yesterday and it'll be harder tomorrow. So how do we make the employee experience better?

Organisations that actively design their employee experience have:

- ◆ **2x** more innovative activity
- ◆ **2x** the customer satisfaction
- ◆ **2.5x** the chance of higher profits than competitors

“ The need for positive experiences is as real for our personal lives as it is for our business lives, and we’re increasingly blurring the lines between them.

A need to get employee experience right

Many businesses have made significant investment in simplification and new technologies. Despite this, few have realised the expected productivity, fiscal, and customer experience benefits. Results are underwhelming.

The reward for getting it right, however, is high. When employees spend less time trying to work out *how* to do their job, and more time *doing*, organisations are twice as innovative and can double customer satisfaction². Their profits are also 2.5 times more likely to be higher than their competitors³.

Power of the workplace experience

Great workplace experiences have profound impacts on employees. Employees who routinely remove repetitive tasks, add more value and spend more time engaging with people³. Employees are happier and more fulfilled.

There are deep-rooted reasons for experiences being so powerful. For many, the never-ending search for positive experiences can drive our life goals. Experiences are embedded deep within us and evoke strong feelings. Joy. Sadness. Pride. Frustration. Delight. Anger. Achievement. Boredom.

The need for positive experiences is as real for our personal lives as it is our business lives, and we’re increasingly blurring the lines between them.

Designing with and for the employee

For many organisations, employee experience stops at measurement or merely implementing new technologies. While important, measuring an experience is not the same as designing one. There is more to employee experience than better technology.

From our perspective, employee experience design has one objective: to shift employees from asking *‘how do I do my job?’* to *‘how do I excel at my job?’*

Organisations do this by answering three critical questions:

- 01 **What tangible experience do our employees need to excel?**
- 02 **How do we deliver, support, and sustain that experience?**
- 03 **How can technology enable and accelerate the experience?**

There are subtleties at play here. Organisations typically ask these in reverse order and start with technology. A technology-first approach is more comfortable and less ambiguous. However, technology-first results in the underwhelming outcomes mentioned above.

A good experience is coordinated, precise, and purposeful. They are designed with and for the employee — they are not external stakeholders to the process.

Designing for so much more

Intentionally designing your employees’ experiences will yield great business results and create significant opportunity. Actively considering and creating employee experiences allows organisations to substantially impact the world around them.

The workplaces we design and deliver are experienced by employees for a considerable duration of their lives. And we should strive towards an excellent vision for the world. We have become responsible for creating workplaces that provide employees with an environment where they can excel and thrive.

This responsibility implores us to continually ask what kind of lives we want employees to have? And what kind of life do we want for ourselves?

The decisions we make will shape the world around us. Designing frictionless experiences enriches employee lives, and in turn, we enriching our own lives.

We should design experiences that give back time; that allow us to pay attention and slow down. We should create experiences that spark genuinely transformative ideas.

The experiences we design are more than work, and more than money.

They’re a lifetime for your employees.

That’s the impact that truly matters.

¹ Deloitte Human Capital Trends (2018)

² MIT (2017), ‘Building business value with employee experience’, <https://cisr.mit.edu/publication/2017_0601_EmployeeExperience_DerySebastian>

³ Deloitte Access Economics, ‘Operating in the new normal’, <<https://www2.deloitte.com/au/en/pages/economics/articles/operating-new-normal.html>>

We are only human



◆ Exploring and quantifying the human experience in business

The Good We Made

A methodology for quantifying and measuring the value of core human tenets and values in business.

WE BEGIN and end each day as humans. Yet, our technologies and pace of change are making us feel, well, a bit less human. So how can we understand and reconnect with the human experience?

The past ten years has been the decade of the customer, encouraging us all to become more “customer-centric.” At the same time, there has been a recent boom in workforce experience, encouraging organisations to become more “workforce-centric.” We believe the Human Experience¹ is an all-encompassing description for what will differentiate business of tomorrow from those of today.

Our Values Compass algorithm was informed by:

- ◆ **200k** humans’ answers in a consolidated database
- ◆ **10k** questions, including demographic, attitudinal statements and behavioural data

Companies that focus on the human experience:

- ◆ **2x** outperformance of their peers in revenue over three years
- ◆ **17x** faster store growth

¹ Deloitte Digital (2019), ‘We’re only human: Exploring and quantifying the human experience’ <<https://www.deloittedigital.com/content/dam/deloittedigital/us/documents/blog/blog-20190807-ehx.pdf>>



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HX Quotient

The impact of an organisations CX, WX and PX efforts

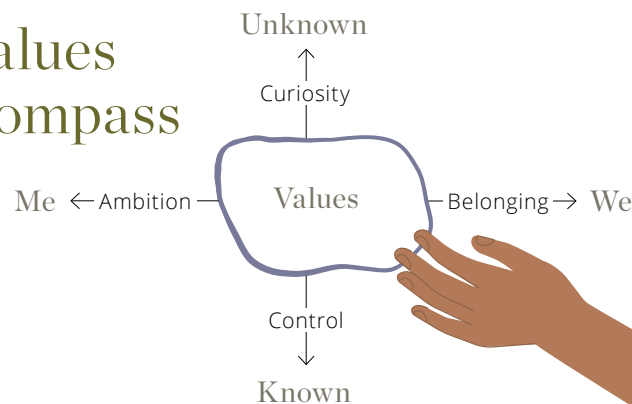
The human centricity of an organisation

$$(CX + WX + PX)$$

customer, workforce, and partner satisfaction

(H) Adoption of the human tenets and alignment of human values

Values Compass



A human formula for success

Discussion around The Human Experience (HX) has been just that — discussion — with very little quantifiable evidence. So we set out to explore the business impact of focusing on the HX.

We outlined two key questions — firstly, could we identify the essential human values? Secondly, could we prove that these human values added value to our organisations?

To answer this, we built the Human Experience Quotient and the Values Compass (see above).

The Human Experience Quotient, as shown above, is an algorithm that indicates where an organisation is along the journey to Elevate the Human Experience™. This enables businesses to make smarter decisions on what they can improve to align to the values of their customers, workers and partners.

Navigating our very nature

Deloitte's Values Compass is a tool that gets to the bullseye of what matters most to humans. It maps core human values — ambition, curiosity, belonging, and control — to provide an aggregated visual reflection of a customer, employee, or partner's values.

The Values Compass was fed by a database of more than 200,000 humans' answers to more than 10,000 questions on demographics and attitudinal statements as well as behavioural data.

We defined four cardinal human values:

Me

includes people driven by ambition and getting ahead. They are motivated by challenges, working on their flaws, chasing after achievement and are goal-oriented.

We

includes people driven by belonging and the support of others. They are motivated by acceptance and enjoy experiences offering opportunities for collaboration.

Known

includes people driven by control and safety. Conservative and trusting in tradition over new ideas, they prefer the tried and tested.

Unknown

includes people driven by curiosity and creativity. Motivated by experiences that encourage imagination, they enjoy new ideas.

Learnings from measuring human values

Applying the Values Compass, we found that organisations which closely align values across humans in their ecosystem grow faster and

build stronger brand loyalty. Deloitte Digital found that companies that focus on the HX are twice as likely to outperform their peers in revenue growth over a three-year period and have 17 times faster store growth than those who do not.

Five core tenets to activate human values in business

Across the Values Compass, we found common themes which elevate the HX in business.

- 01 Be obsessed by all things human:** be curious about what enables connections with another individual, whether they are a customer, workforce member or business partner.
- 02 Proactively deliver on human needs:** leverage predictive insights and data to generate insights at scale on what businesses can do to be more human in moments that matter.
- 03 Execute with humanity:** be present and agile to meet a person at the point of need, whether this means being fast or slowing down to build a connection.
- 04 Be authentic:** make a concerted effort to embrace the shift towards a genuine HX that cannot be faked or replaced with technology.
- 05 Change the world:** strive for HX to be transformative, enabling them to organically take a life of their own.

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If you'd like to find out more about how to use the Human Experience in organisations please contact:

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Using creativity to aid wellbeing

Good for You.^{m.}





Matt Lawson
Chief Creative Officer, Deloitte Digital

Ideation as meditation

THIS ALREADY feels like I'm selling a new-age corporate retreat, and perhaps I am... depending on numbers.

As someone whose business depends on the ability to think of new ideas, on cue, daily, you'd think I'd find it stressful, but the opposite is true. It's actually the part of the day I find most relaxing and energising. And treating ideation as meditation is, in fact, *how* you generate great ideas.

Fall in love with this time, relax, and you'll think of great ideas that are good for your client's business, and, yes, yourself. Now, let's get started with this completely free introductory lesson.



◆ Give yourself permission to just sit.

Or even lay down. In a hammock. In dappled light. Far from the office. It takes courage, but don't be afraid to look like you're doing nothing. As da Vinci replied when confronted by a benefactor who believed he just sat around all day, "when it looks like I'm doing the least, I'm doing the most." *I'm paraphrasing, but that was the gist.*

◆ More people can often mean less ideas.

Try to enjoy some time thinking alone. Think of it as less of a brainstorm and more of a brainbreeze.

◆ Get reductive to be productive.

A pen. A pad. That's all you'll need. Maybe a cup of tea if you really feel like cutting loose.

◆ Great ideas come from good conversation... with yourself.

And all good conversation comes from interesting questions. So, ask big, small and seemingly stupid questions, and don't worry, yet, where it's leading.

◆ Go wild and wide.

Creativity relies on the ebb and flow of divergent and convergent thinking. Allow yourself to go wide before you let logic bash it into shape.

◆ You don't achieve enlightenment first go.

That lightbulb moment may not occur immediately, and that's ok. Don't get frustrated. At least you have tea.

◆ Be wary of first thoughts.

They're quick to say hello because you've most likely met them before. Usually they're based on ideas you've seen or heard. So, question easy answers, and drift on.

◆ Enjoy the rush, but don't rush it.

So, you've transcended this earthly realm and been enlightened by an idea that feels wholly new. It's bliss. And this bliss is very real. When we see or think of something new our brains are rewarded by a hit of dopamine. This is the real science behind the imagined state of what I will call, Newvana. And in this euphoric state you want to rush to tell someone and spread the joy. Don't. Don't spread the joy. Stay in the moment. When you've struck gold there's usually more in the area. This is the time to shape it, take out all impurities, and, really stretching the metaphor, give it a shine.

◆ And repeat.

Ideas can always be better, and you can always have more ideas. So, this is the job that is never done. It's just lucky that it's so good for you, and business.

Creativity for mindfulness

Making time for relaxation and mindfulness is important for your physical and mental wellbeing. Whether it be indoors, with your favourite comfort food, crafting or making art, or exploring the great outdoors, appreciating nature, music and movement. We all need a way to unwind. We asked people across Deloitte how they use creativity for mindfulness.

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SWEET TREATS AND EXOTIC BAKES



TASTES JUST LIKE GRANDMA USED TO MAKE



— **Finding focus and a connection to the past.** Kevin Russo has found cooking lets him put stress aside. Using recipes learned from his Grandmother kept in a family cookbook, Kevin can immerse himself and relax. The output also tastes good — most of the time!

“

I start by
putting on some
music, pouring
a glass of wine,
and then trying
new methods
and creating
new recipes.

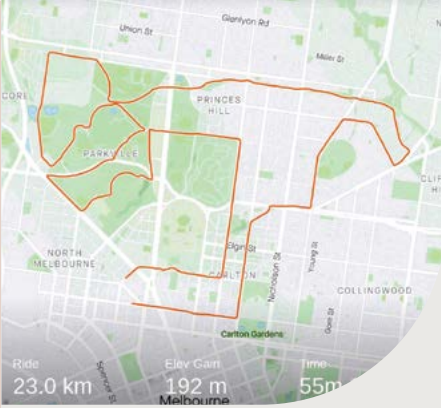
Kevin Russo, Technology & Innovation Lead Partner, Asia Pacific

— **A sweet escape that really takes the cake.** Caroline Bennet has made the time to make desserts she would've never attempted before. From family classics to exotic cookbook recipes, her latest success was the 70s classic, Devil's Food Cake, for her husband's birthday.

“

Next up, I'm thinking
a Fruit Tingle
cake for one of my
children's birthdays.

Caroline Bennet, Consulting Actuarial Agenda APAC Lead and Financial Services and Institutions Australia Lead



THE CYCLING ARTIST

— **Getting creative whilst cycling.** Steve Hallam plotted specific routes to draw shapes. It began by noticing shapes when looking at the 5km limit around his home during the lockdown.

“

My dinosaur was the best, but I started to draw other things too like grids, polar bears and raster lines.

Steve Hallam, Deloitte Digital Australia Lead Partner

APPRECIATING THE DETAILS

— **Changing his lens to keep focus.** Jeremy Drumm explores photography as a simple way to escape the everyday hustle and bustle. A recent exploration of macro photography encouraged Jeremy to think creatively and closely considering contrast, lighting and even timing the breeze, as the slightest movement creates imperfections in a shot.

“

This photo was recently captured on a family hike. I just love the detail that can be explored of this Grey Spider Flower.

Jeremy Drumm, Deloitte Consulting Chief Strategy & Transformation Officer, Australia



INDOOR JUNGLE

— **Growing a love for nature.** Maddy Shaw has come to more closely appreciate nature by learning to care for indoor plants. Having thriving greenery around has also helped Maddy keep busy, relax, and help take her mind off the crazy things happening in the world right now. (Instagram: @hortihaus)

“

I love how each of the plants have such different leaf shapes, textures and qualities but compliment each other so well.

Madison Shaw, Customer Strategy & Experience Design Consultant Australia

AN OVERNIGHT, 3AM PASSION PROJECT



“ It started as a form of self-expression. A way to wind down from the workday. But with words of encouragement from friends, I thought why not?

Wendy San, Customer Strategy & Experience Design Consultant Australia

— **From creative exploration to a business.** Wendy San began making jewellery as a hobby and creative outlet. She never intended to transform it into a business but excitement for her creations motivated her to. Now, *Fin – by wendy* has recently launched offering bespoke, affordable jewellery online. (*Instagram: @fin.bywendy*)

| 92 BRANCHING OUT: CREATIVELY

— **Focusing on one new thing at a time.** Rosie Strasser has dabbled creatively in many areas — from candle making, basket weaving, painting and tending to her plants, Rosie has explored many short projects. For her, it's about being able to solely focus on a new skill instead of everything else going on around her.



“ The dog in the picture frame is my own pup, Buster. I followed an online course on digital art and now it's become something I do for fun and to relax.

Rosie Strasser, Customer Strategy & Experience Design Consultant Australia



WOVEN COMFORT

— **Hooked from the first stitch.** Morgan Collins started knitting during lockdown. With very little prior experience, Morgan crafted her first jumper and has found that while knitting requires focus, it's the perfect little break.

“

I love it because it requires some focus but can be done in any spare time so it's a good little break in the day. And now I have a growing collection of woollen jumpers — bonus!

Morgan Collins, Creative, Brand & Advertising Manager Australia

“

We had so much fun tinkering with fabrics and gifting our creations to family and friends.

Kate Low, Visual & Interaction Design Consultant Australia



HAND-MADE, WITH LOVE

— **Crafting things and time together during lockdown.** Kate Low and her trusted offside (aka her husband) found the fun in crafts. Together they made quilts, clothing, Christmas stockings, finger puppets and many more projects. It played a really important part in getting them through lockdown.

ART FORMATIONS

— **Pencilling in time for mindful meditation.** Joyce Chew enjoys the slow, steady process of drawing. Outside of work, you can catch her drawing, writing or learning how to oil paint. Blocking in a drawing requires simplifying something into basic shapes when drawing and is an analytical aspect of drawing she also enjoys.



“ Slowing down to study shapes, colours and textures of everyday objects, I always get pleasantly surprised by how interesting ordinary things can be. ”

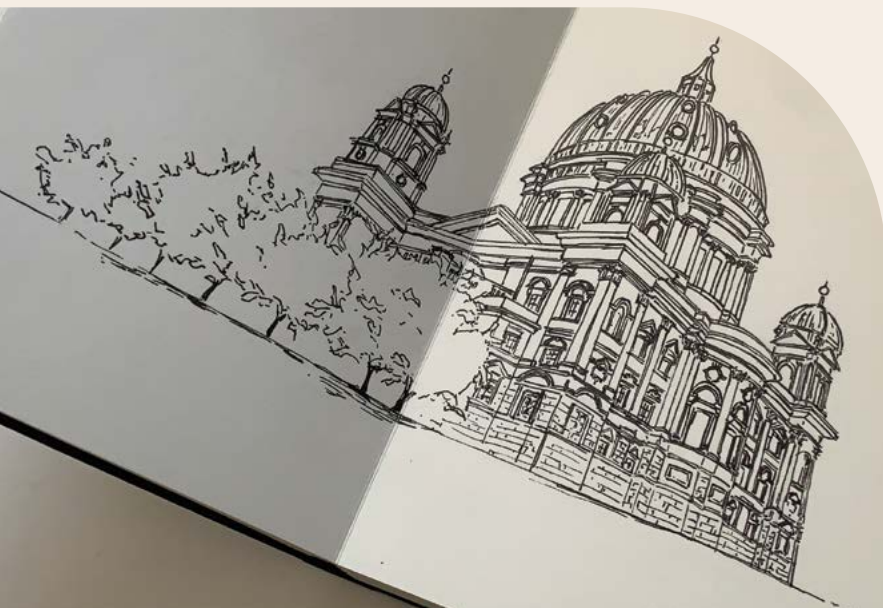
Joyce Chew, Content & Communications Consultant Australia

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AROUND THE WORLD IN GRAPHITE

“ If we use design to solve the world’s problems, art can be a conversation with ourselves. ”

Fiona Li, Senior Visual & Interaction Design Consultant Australia



— **Revisiting places previously travelled.** Fiona Li began a technical sketch study that has transformed into a reflective piece on what artmaking means to her. At this moment, she is content with the act of sketching. Each stroke is a step that evokes a memory of wanderlust.

JAMMING FOR A CAUSE



— **Raising the roof and money for charity.** Julian Dolby and nine other Deloitte Partners form the band, ClusterFunk. Over the past three years, they have raised \$120,00 for the Children's Hospital Foundation, and more than \$250,00 over time collectively. They also pull together the annual 'Brisband' music festival for corporate bands across Brisbane to play for charity.

“ We wish to keep the momentum of this creative community going, by having fun and raising money.

Julian Dolby, Transformation and Operations Consulting Australia Lead Partner

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TO THE BEAT OF YOUR OWN DRUM

— **Seeing choreography brought to life.** Lana Thorpe finds tremendous joy and satisfaction teaching dance and seeing it enjoyed by others. Music and dance are some of the most energising and powerful things in Lana's life.



“ Dance makes me feel alive and the creative self-expression has been a great way to connect with myself and grow confidence.

Lana Thorpe, Customer Strategy & Experience Design Director Australia

THE DAILY MEDITATION STAND UP

The Daily Meditation Stand Up run by Deloitte Digital Australia encourages people to take 15 minutes out of their day to pause and connect with themselves. The initiative has been invaluable to people during chaotic and uncertain times. For many, it's an opportunity to take time to focus on their wellbeing during their workday. Meditation offers benefits such as:

Reducing stress ◆ Relieving anxiety ◆ Increasing productivity ◆ Boosting the immune system

Erin Lawson, the National Wellbeing Lead for Deloitte Digital Australia, founded this initiative and is supported by a team of facilitators across the country. The initiative has highlighted the importance of making time to prioritise and look after yourself.

Meditation doesn't need to be complicated — it can be as simple as taking a few deep breaths. And to make it even easier for you, we reached out to the Daily Meditation team for some of their top tips on how to begin meditating.

"I wanted to introduce meditation to the workplace after seeing the impact it's had on me firsthand."
— Erin Lawson

"I love that I have a dedicated reminder in my calendar. I don't always make it, but when I do, I'm so glad I was able to attend."
— Daily Meditation participant

"It's a lifesaver."
— Daily Meditation participant



Erin Lawson Sydney

When is the best time to meditate?

Any time of the day, especially when you are feeling ungrounded. I prefer to meditate first thing in the morning to set myself up for the day ahead and add one in the afternoon to combat the afternoon headaches if needed.

How can we make time in our work day to meditate?

Contrary to belief, we actually have a lot of time throughout the day. It is about balance and prioritising what you need verses what you want. When you reach for your phone to scroll on Instagram and read the news articles, pop on a five to ten minute guided meditation instead.

What space do we need?

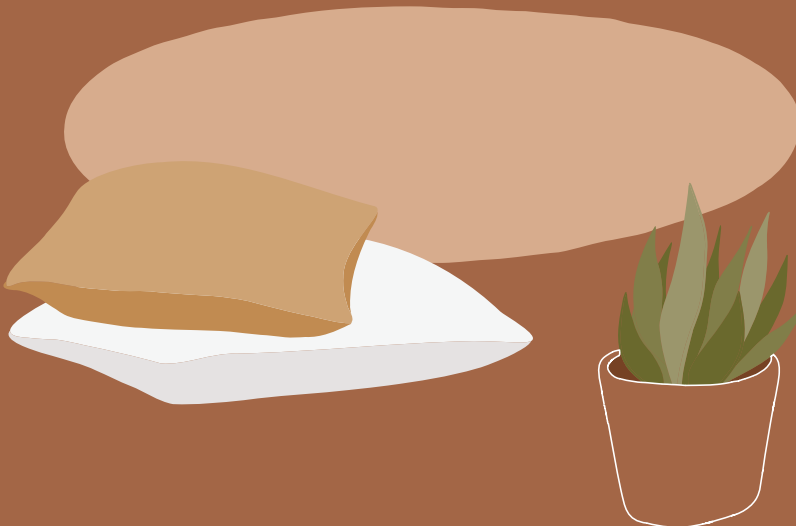
All you need is you! Simple... If you have tight hips, you may also need a chair. You don't need to be in a meditation space in order to meditate.

What are some simple and effective breathing techniques?

Calm the mind by counting the rate of the inhale and exhale. Four seconds inhale and exhale is a great starting point, slowly increasing the length as your practice enhances to be eight seconds in and out.

How can we keep focused whilst meditating?

Meditating is about controlling the senses. Bringing the mind into a sense of stillness, without the distractions of the world around us. You can focus on sound, breath or sensations within the body.





Laura Foo *Melbourne*

The best time to meditate is any time you can. I personally love to meditate just before going to bed — it gives me a chance to pause and wind down and helps me get a restful night's sleep.



Adrian Letilovic *Sydney*

It's different for each person. For me, I like to do at the beginning of the day or right before an important meeting or workshop. If I do it towards the end of the day, I sometimes find myself nodding off. Great if you're ready to sleep, not so great if you aren't!



Izzie Kalaja *Brisbane*

I personally love to meditate as soon as I wake up — before my monkey brain has time to take over my body.

We're constantly juggling and looking at the next thing at work — it's nice for the 'next thing' to just be five deep breaths! You could take a two minute mental reset and tune into your breath for five deep, full rounds, and that would count as meditation.

Join the Daily Meditation Stand Ups! But if that is not an option, it can be helpful to identify times you would otherwise be stationary but unproductive (and probably scrolling through Insta). For me, I used to meditate a lot on the train, pre-COVID-19.

Attend the Daily Meditation call! Although I meditate in the mornings, taking time out right before lunch is truly something else. It's crazy how your breath gravitates up towards your chest in the middle of a busy work day.

Any space you feel comfortable and safe in, with few distractions. Ultimately, we meditate in our own bodies, and that is truly the only space we need.

Making space for failure is important. It's ok to not hit that target every single time, and to be kind to ourselves when we don't — what's important is getting back on that horse.

Space in your heart (*I'm only kind of kidding*). I sit cross-legged on a pillow in my bed or on the floor. It's important to elevate yourself by sitting on a pillow or yoga block.

Belly breathing is super simple but effective. If you have never tried belly breathing before, give it a go lying down as it's much easier to feel this in your body than if you are seated or standing.

I'm not a meditation zen master, but in a previous life — I was a choir singer. I always find singing calms me — so crank up the music and belt it out!

I love breathwork. I personally love Michelle D'Avella's guided breathwork exercises and Caitlin Cady's meditation app (Heavily Meditated).

What helps me is removing any distractions so that I can close my eyes and bring my attention to my breath. The important (and hard) work is in acknowledging when you drift away from the breath, and gently bringing yourself back to a single focal point.

For lots of people this is the breath, however some people (myself included) it's not. I prefer to focus on the different points of contact my body makes with the chair or cushion I'm sitting on. This gives me a grounded sensation that helps me feel stable and connected.

There's a misconception that to be "successful" at meditating, you have to clear your mind of thoughts. I like noting thoughts and feelings when they come up during meditation, to bring me back to a state of awareness.



Five of the 2020 Outstanding 50 Leaders. From left to right, Rania Awad; David Anthony; Julie Bale; Joe Ball; Ben Bjarnesen BM. Read more about their stories in the Out50 report.

Celebrating diverse leaders



Jade Fosberry
Marketing Communications & Business Development Australia

◆
Increasing visibility of LGBTI+ individuals in the workplace

The Good We Made
An initiative that spotlights diverse and remarkable LGBTI+ individuals, who are leaders and role models for the community.



Adrian Letilovic
Virtual Office Australia

WHEN PEOPLE lead with their true selves, they bring their energy, passion, resilience, visibility and courage to the workplace. They change perceptions. Deloitte views diversity and inclusion as central to our execution of strategy. We know that diversity in background, experience and thinking creates better workplaces, rich with fresh, innovative ideas and creativity. The Outstanding 50 LGBTI+ Leaders report celebrates and makes visible, LGBTI+ individuals.

“ Everyone should feel that they can be themselves at work – that they can thrive. Recognising the achievements of remarkable LGBTI+ individuals, creates space for others to follow in their footsteps.”

To hear more and see the Out50 reports, visit: www.deloitte.com/au/out50.

Feeling seen in the workplace

In 2016, Andrew Cumberlidge was a young gay man who worked as a Transfer Pricing Analyst for Deloitte. He had been out and proud in his home country, the UK, and in the US, where he had worked abroad. At the time, however, he found himself ‘back in the closet’ working in Australia.

For Andrew, it was a surprise as he had previously worked in the same firm in other countries overseas and been freely himself. He reflected back and asked what was it that compelled him to feel that he had to withdraw and hide his sexuality after relocating to Australia. Ultimately, he realised he couldn’t see any successful LGBTI+ role models in the corporate world here. Subliminally, this affected how ‘out’ he felt he could be in the workplace.

The lack of role models created the spark that led to growth of the Out50 initiative. In 2016, the idea was brought to Australia’s CEO at the time, Cindy Hook. And Deloitte partnered with AFR Boss Magazine to launch the first Outstanding 50 LGBTI+ Leaders Report, to help the LGBTI+ community ‘be what they see.’ The report aimed to inspire a new generation of leaders from many diverse parts of our community.

Making inclusive representation a priority

The initiative has only grown; partnering with new and diverse industries as well as broadening the scope of leaders to be more inclusive and gender balanced. In 2018, Deloitte first partnered with Google to become bigger, better and digital. And in 2020, along with Google, Deloitte partnered with EnergyAustralia, a leading Australian brand.

Each Outstanding 50 report takes months of work from multiple teams across Deloitte and our partner organisations who work collaboratively towards a common goal. Together, they share stories that are impactful, inspiring, and that deliver value to both the LGBTI+ community and society more broadly.

Reaching out to uplift the community

The initiative leverages social platforms to reach as many people as possible. Out50 wants people to see themselves in the role models and stories that are shared. And in 2020, Out50 was more diverse than ever before. The individuals who were featured in this year’s report identified as trans and gender-diverse, non-binary, queer, and

bisexual. The report also includes several Indigenous, culturally and linguistically diverse, neurodiverse, and spiritual leaders.

Remarkable leaders were included from the public sector, government, social enterprises, and small to medium-sized businesses, alongside those in traditional corporate roles. Many of whom, were outside of the traditional large corporate organisations represented in past reports.

By showcasing the honest and authentic stories of LGBTI+ leaders, Out50 hopes that stories like Andrew’s, become a thing of the past. Everyone should feel that they can be themselves at work — that they can thrive. Recognising the achievements of remarkable individuals, creates space for others to follow in their footsteps. It inspires all people to work towards creating more inclusive workplaces and communities, all around our country and the world.

Creatively solving complex challenges can only be done when diversity of thought is unleashed, doing an entire community justice by delivering outcomes that are authentic, inspiring and impactful.

Inclusive Design is not *(just)* the right thing to do

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- ◆ How Inclusive Design benefits creativity, innovation and us all



Emma Goddard
*Customer Strategy & Applied
Design UK (Inclusive Design
Lead Deloitte Digital)*

INCLUSIVE DESIGN is underpinned by designing with, not for, the full breadth of human diversity. Co-designing with people, whose needs and lived experiences may be vastly different from our own, leads to products and services that allow equitable access to the digital world. It also challenges us to think differently. It's this divergent thinking that acts as a catalyst for creativity and innovation that improves experiences and access for everyone, not just those who are typically excluded.

“ Divergent thinking acts
as a catalyst for creativity
and innovation that
improves experiences
and access for everyone,
not just those who are
typically excluded.

◆ 20% of Australians live with a long-term health condition (5.1 million)

◆ 1 in 6 are aged 65 or over in Australia

◆ 18% of Australians have a disability

Australian Bureau of Statistics 2019, 'Disability, Ageing and Carers, Australia: Summary of Findings', <www.abs.gov.au/statistics/health/disability/disability-ageing-and-carers-australia-summary-findings/latest-release>

How inclusion drives innovation

Innovation is a welcome side effect of designing for exclusion, with evidence that this has been occurring for some time, and likely has since humans have had the capacity for both invention and empathy. The earliest example I'm aware of is from 1808. Italian inventor Pellegrino Turri, inspired by affection for his blind lover, invented a machine that allowed them to communicate — what I can only speculate were rather risqué — private messages without a human scribe. This was one of the first evolutions of the typewriter, which would go on to become indispensable for all humans, regardless of age and ability. It would even help shape how we communicate today.

Since the typewriter, history has produced countless examples of powerful and world changing creativity resulting from designing for exclusion. The curb cut, originally designed for wheelchairs, has benefited us all. We've used them while pushing prams, trolleys, suitcases and navigating

the big and scary obstacles of the streets as our former, tiny, tricycle riding selves. Closed captions. Audio books. Potato peelers. Bendy straws. The list goes on and continues to demonstrate how designing for excluded communities benefits us all.

Digital accessibility and improving experiences for all

I've been fortunate to build and lead our Inclusive Design Practice in the UK over the last three years. During this time, I've witnessed how this approach, time and time again, inevitably leads to improved digital experiences, reach and outcomes. One regular example is how co-designing with autistic and cognitively disabled people often leads to the simplification of content. This in turn improves readability for children, the 22% of Londoners who speak English as a second language and anyone who doesn't want to absorb unnecessarily complex content (aka everyone). I've seen how increasing tap targets for people with Parkinson's, makes it easier for others to navigate an app

while on the move. And how heightened colour contrast for the blind and partially sighted, helps those who've lost their glasses or are sitting on the glary side of the bus. These examples only scratch the surface, but I'm yet to see a change driven by inclusion that's not welcomed by everyone.

From charitable mission to an imperative for business

Despite this clear phenomenon, Inclusive Design is often viewed as solely a charitable mission, 'the right thing to do'. While Inclusive Design should absolutely be centred on improving experience and equality for excluded people, viewing it as this alone can undermine its potential and often its prioritisation. What if we were to view Inclusive Design as a selfish act? As a powerful tool that helps create simpler, more accessible experiences that benefits all users, reaches more people and drives innovative new ideas. Inclusive Design is not only socially and ethically right, but a business imperative that we'd be foolish not to embrace.

Creativity & The Dot



Brand guidelines, 2003

◆ The Green Dot's origin, 2003

Following the scandalous collapses of Enron and Arthur Andersen, the newly introduced Sarbanes-Oxley Act stipulated a separation of audit and advisory services. Key competitors divested their consulting arms, but in the shellshocked aftermath of the 'cancelled' Braxton spin-off, Deloitte simplified its world by sweeping Deloitte Consulting, Deloitte & Touche, Deloitte Touche Tohmatsu, Deloitte Research and other brands under the Deloitte moniker. Our new, category-breaking visual identity was dominated by white space and images of (gasp) *people without suits!* "But why a Green Dot with the blue wordmark?" I was asked when presenting our new visual identity to the global Board. "It's classic, with a contemporary twist," I responded. "And anyway, there's only one Deloitte. Period."



David Redhill
Deloitte Consulting

ASKED TO write a brief, modern history of creativity at Deloitte — at least, my personal experience of it — I'm reminded of Forrest Gump's fortuity to witness the great events, and rub shoulders with the characters, that shaped history. My role has been largely that of bit player, but I've also been fortunate to participate in some watershed moments.

Whether foisted upon Deloitte or initiated by visionaries who simply saw the future differently, the following episodes had the effect of butterfly wings upon distant tornadoes:



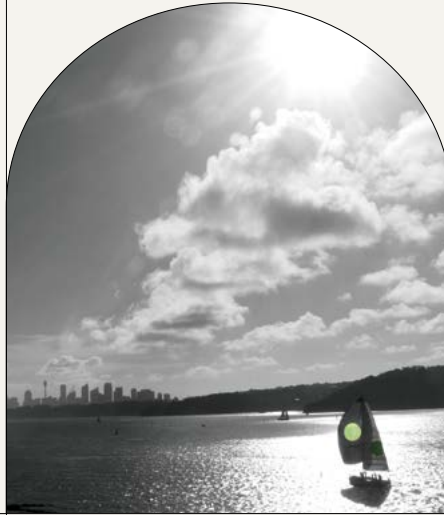
Airport billboard, 2007

◆ Liberating The Dot, 2006

After years of uncompromising discipline, we decoupled the Green Dot and wordmark. The Australian firm piloted an arresting global campaign using the Dot in playful, ambiguous ways on a black background — a supposed design heresy. The iconic look won admiration and became a competitor talking point: How dare Deloitte change the rules again?

◆ Design Thinking, 2011

For years, global design luminaries had sparked the imaginations of CEO Giam Swiegers and CSO Gerhard Vorster, but after the entire Australian executive decamped to California's Stanford University to study design thinking, they returned bubbling with excitement. Empathy emerged as a driving business principle, divergent and convergent thinking techniques were explored, and meeting environments began changing their shape and function.



Dot Yacht, 2011

◆ '4D', 2013

The acquisition of Access Economics raised eyebrows in the market, but it was the melding of disciplines from this new economics unit with the firm's data analytics, design, and digital capabilities that garnered more attention. Add the recruitment of a chief design officer and a drumbeat of intelligent, sumptuous and frequently eye-popping physical, environmental, and virtual design, and the fruits of several years' investments were ripening fast — along with the unique potential of a '4D' approach.

◆ Apotheosis of The Dot, 2016

The Dot had become a beloved brand mnemonic, but a design refresh now put it unabashedly at the centre of the firm's philosophy and thinking. Its capacity to be simultaneously embraced at personal and corporate levels helped bring Deloitte's new purpose statement 'Making an impact that matters', to life. Flourishing as the brand's visual centrepiece, the Dot was now omnipresent, defined even by its absence.



Deloitte's Cannes Lions, 2018

◆ The creative business consultancy, 2017

By now, a global constellation of creative agencies, engineering shops and app development teams were branded Deloitte Digital. In Melbourne, Deloitte poached the highly decorated leadership team of McCann, creating the network's first market-facing creative, brand and media unit. "So that's what they're up to," competitors grumbled. "It'll never work."

◆ Yes we Cannes, 2018

It worked. At the world's most competitive creative awards, Deloitte won its first ever Cannes Lions for creative use of data in the iconic 'Value of Nature' project, assessing the Great Barrier Reef's economic value. This was just one of several creative business solutions also shortlisted for dramatically enhancing the worlds of clients.



Deloitte commercial for Suzuki, 2021

◆ The plates shift, 2021

While Deloitte Digital's ranking as Australia's largest creative agency by magazine Campaign Brief was a watershed moment, its rating amongst the industry's hottest shops — and a Gold award for Australasian Consultancy of the Year — reinforced the sense that a tectonic shift within the creative landscape was gaining momentum.

I'D CONTEND these moments significantly influenced the course of Deloitte's culture and business success. Criticise my choices as overly subjective and I won't argue, however; I could name 15 equally pivotal alternatives without drawing breath. Irrespective of the milestones, the legacy of this creative journey is a platform for unlimited possibility.

So, what happens next?
How about:

*Videos are best viewed in fullscreen mode.
To come back to the page press the ESC key.*

◆ First among equals, 2023

Deloitte, now recognised internationally as a singularly creative and hyperskilled professional services outfit, is acknowledged as the global organisation best equipped to address the planet's most wicked, interwoven problems. Australia's national government is the first of several sovereign entities to ask Deloitte to scope out an approach for doing so.

FANTASY? NOPE. We already know the future's biggest challenges won't be cracked simply by scientific brilliance and bipartisan political collaboration.

Our future will also need exceptional, multidimensional, gobsmackingly clever creativity.

So...bring it on.



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