



You've probably had one of those experiences. That one day, that one session, where everything just clicked – from the great minds in the room to the space you were in, to the content you prepared – you found yourself in a highly energised session full of strategic breakthroughs. You knew you were creating the future.

It's not a regular occurrence, when an experience gets elevated to something more like magic, and perhaps you wondered "How did that happen?"

We wondered that too, so we set out to study the ingredients behind those extraordinary experiences. We explored the science of group dynamics and team performance. We looked at environmental psychology and the effect of design thinking on creativity. We studied the skills that separate average from exceptional facilitation and the mechanics behind new insights and innovation drawing on extensive research and expertise, in a formula crafted to generate momentum and to drive results.

Through our research and practice, we discovered the power of immersive experiences – one-day and two-day interactive sessions tailored to address specific business challenges. We call these experiences "Labs" because they promote experimentation in a controlled environment.

The Labs are thoughtfully tailored to address your toughest business challenges and to inspire breakthrough. The first and only of their kind in Luxembourg, the **Deloitte Greenhouse™** Labs convert normal ingredients – like people, content and technology – into an experience that delivers more than the sum of its parts.

"You knew you were
creating the future."



Labs Defined

Labs are **01-02 Day** facilitated experiences

designed to tackle tough business challenges. They go beyond typical workshops because:



Labs are built on extensive research around how to disrupt ordinary thinking, reveal new possibilities, and incite productive action.



Labs are delivered by professionals skilled not only at traditional facilitation, but also at strategic framing, engagement, intervention, analysis, and synthesis.

We call these **experiences Labs** because they bring together the disciplines of **design thinking, behavioral economics, psychology, neuroscience, strategy, analytics, and innovation theory** to promote experimentation in a controlled environment.

Our proven approach, refined in over **3 000 Lab sessions** and based on our **best-selling book Moments of Impact**, engages people not only **intellectually, but physically and emotionally** as well.

Research shows that such experiential problem solving results in **more innovative and robust options, increased alignment and commitment, and more memorable, sustainable outcomes.**

Labs can



Disrupt ordinary thinking

It's tempting to jump right into solutions. We step back and first build a rich understanding of challenges and their context.



Reveal new possibilities

Expand beyond the obvious and dive into unexpected, innovative, and creative solutions to previously ambiguous mandates.



Incite productive action

Bravely call out the real barriers to progress, create ownership, and get your team aligned on the precise actions required to get results.



When you step into a **Deloitte Greenhouse™** Lab, you step away from endless presentations, status-quo thinking and long, fruitless conversations. Instead, you dig into complex issues to find unique answers and opportunities in nine core topics:



Strategy

The world isn't getting any simpler. How will you navigate the complexity?



Innovation

Your ideas are getting stale. How can you spark new thinking?



Analytics

You're drowning in data. How do you make it meaningful?



Relationships

Your bottom line depends on people. How can you better relate?



Leadership

The world is full of potential. How will you realise yours?



Transformation

You need to be better, faster, leaner. How can you make change happen?



Alignment

You have a big, bold vision. How will you make it a reality?



Transition

You've made it to the top. Now what?



Custom

You've got a thorny problem to solve. How can we help?

Deloitte Greenhouse™ Labs are designed around a tested set of principles, refined in more than 4 000 sessions and delivered by Deloitte teams across the world to engage participants not only intellectually, but also physically and emotionally.

The Lab Formula



Environment

We take you out of the ordinary and into a consciously designed environment

- Dynamic room configurations
- Immersive visuals
- Holistic sensory activation
- Emerging technologies



Content

We assemble the right mix of high-tech and high-touch ingredients

- Professional facilitation
- Design thinking
- Collaboration tools and techniques
- Deloitte Greenhouse™ IP
- Proprietary experiential engagement research and insights
- Deep business and industry expertise

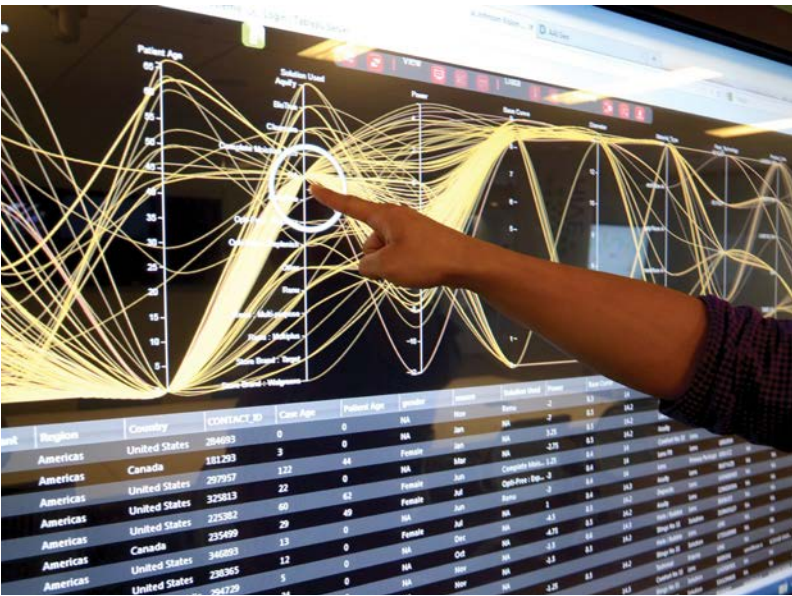


Approach

We tie it together with an approach designed to produce moments of impact

- Define the purpose
- Engage multiple perspectives
- Frame the issues
- Set the scene
- Make it an experience





Environment



Deloitte Greenhouse™ spaces are consciously designed to help **shift perspectives** and **optimise exploration**.



Dynamic room configurations

Configurable spaces and furniture are designed to activate creativity, encourage “unusual interactions” and promote real-time adaption to session dynamics.



Holistic sensory activation

We take cues from scientific research which suggest that people are most productive, and experiences most memorable, when all senses are engaged - not only sight but also sound, touch, taste and even smell.



Immersive visuals

From interactive smart boards to gallery-style displays, we create an environment that brings your challenges, and opportunities, to life all around you.



Emerging technologies

Technological innovations are made tangible through displays or prototypes and product samples, from 3D printers to wearable technologies.



Content



We thoughtfully assemble a mix of **high-tech** and **high-touch ingredients** to suit your **specific challenge**.



Professional facilitation

Facilitators are trained in the art of engagement, intervention, ideation, and alignment, freeing you up to listen and participate in the discussion.



Design thinking

The design thinking process integrates empathy, divergent and convergent ideation, and prototyping to yield greater insights and options for problem-solving.



Analytics + insights

Hands-on access to analytics tools and application to specific, analogous business issues demonstrates the role data can play in understanding and tackling your challenges.



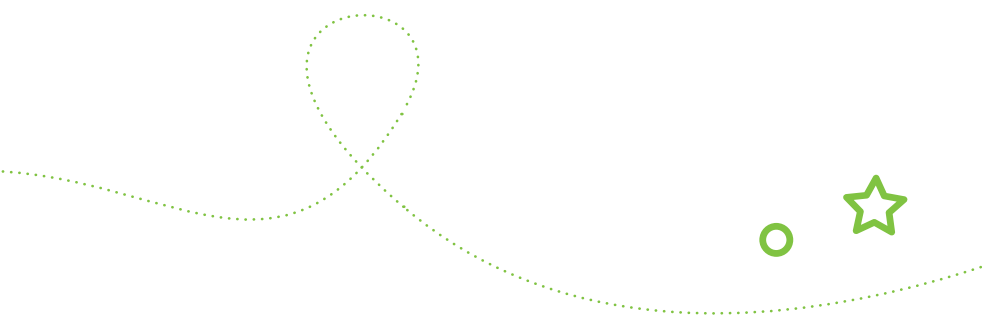
Collaboration tools + techniques

Interactive smart boards and collaboration software combine with behavioral techniques to get the most out of visioning conversations, brainstorming, and decision-making.



Tested framework and IP

Productive thinking is promoted through structures such as frames, starter sets, tools and case studies built on empirical data, research, and conversations with industry and subject-matter experts.



Approach



We design conversations that **provide clarity, commitment,** and **collective courage** to break away from the status quo.



Define your purpose

First, develop a clear vision of what kinds of insights and outcomes you want. Then, build all aspects of the session to serve this purpose - with nothing extraneous added. That's the essence of great designs.



Frame the issues

A successful strategic conversation requires content that leads to creative problem-solving, not information overload. Identifying a few key frameworks greatly accelerates the dialogue.



Engage multiple perspectives

Finding novel solutions to complex challenges requires more than the usual suspects working together in the usual ways. Different perspectives help imagine new possibilities.



Set the scene

It's not just the space, it's how you use it, providing strong visuals to help participants see the same insights at the same time and branding the session with a key, memorable theme.



Make it an experience

Great conversations balance the need for structure and open space, action and reflection. They call on passion and emotions as well as analytics and strategic reasoning to create a true moment of impact: a memorable experience that motivates action.





Types of Labs



Strategy



Innovation



Analytics



Relationships



Leadership



Transformation



Alignment



Transition



Custom

Engaging people with Business Strategy Lab



Every year, leadership teams design or review business strategy; and almost every time they struggle to engage people with it in a meaningful way.

In a traditional setting, the leadership team will formulate a strategic direction for the organisation and then deploy a communication and a change management process to get the organisation's buy-in. This approach, however, is becoming less successful in today's highly interconnected environment.

At the **Deloitte Greenhouse™**, we flip this approach on its head and engage people with the strategy before it is formulated. We enable leaders to tap into the vast pool of knowledge, ideas and experiences that already reside in the minds and the practices within the organisation. We propose that the change management and the buy-in take place not after but before, and as part of the organisation's strategic process.

It is a collaborative workshop designed to engage people and content and to generate insights and ideas about the organisation's strategic priorities and how to enact them.



The key objectives of the Lab are for you as a leader to:

- Inform your team about the strategic direction for the year ahead
- Gain insights about where the business is at and how it wants to move forward
- Engage participants in a constructive discussion around strategic focus areas
- Give them space to generate ideas about the practical aspects of the strategy
- Break through the organisational silos by allowing people time and space to connect and network
- Inspire innovation and action

An experience you've never had before

We use a set of guiding design principles to achieve this and make your strategy session unique and different from anything you may have had before.



Before the Lab

To maximise the value of the day spent in the Lab, we will put significant effort into the preparation of it. The preparation includes:

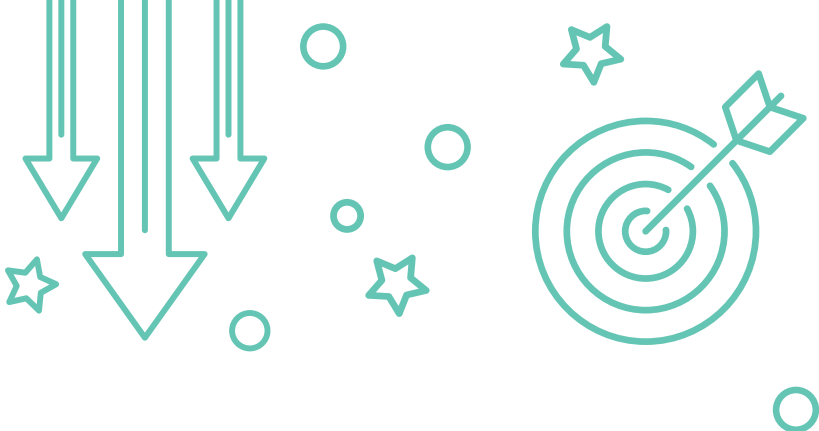
- Two to three meetings with the sponsor(s) of the Lab and the leadership team responsible for the organisation's strategy
- Interviews with key stakeholders of the strategy
- Understanding the company background
- Formulating the agenda of the Lab to meet your specific context

A sample day in the Lab

Every Lab is different, and the agenda is custom-designed to meet particular needs and the specific context of the organisation.

Typically, the Lab evolves along the following plan:

01. Frame – define the organisation's strategic direction and areas of focus.
02. Explore ideas and perspectives on how best to enact focus areas.
03. Agree on the way forward, including collaboration principles along the strategy process.



Focus on human values

Empathy for the people you are designing for is critical.



Show don't tell

Communicate your vision in a meaningful way by creating an experience, use illustrative visuals, tell a good story.



Craft clarity

Produce a coherent vision out of messy problems. Frame it in a way to inspire others and to fuel ideation.



Embrace experimentation

Prototyping is not just a way to validate an idea; it is an integral part of the innovation process. We build to think and learn.



Radical collaboration

Bring together innovations with varied backgrounds/ viewpoints. Breakthrough insights and solutions emerge from diversity.



Be mindful of the process

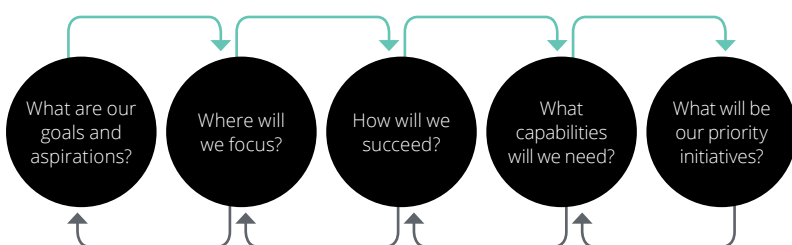
Know where you are in the design process, decide what tools to use and remember what your goals are.

Strategic Choices Lab



The Strategic Choices Lab is based on the premise that strategy can best be expressed as an integrated set of choices of viable options, not just as declarations of intent.

With the Strategic Choices Cascade as its foundation, this Lab allows participants to align around where their organisation is headed, identify critical trends, and prioritise strategic choices. Every Lab is different, and the agenda is custom-designed to meet particular needs and the specific context of the organisation.



Before the Lab

To maximise the value of the day spent in the Lab, we will put significant effort into the preparation of it. The preparation includes:

- Two to three meetings with the sponsor(s) of the Lab and the leadership team responsible for the organisation's strategy
- Interviews with key stakeholders of the strategy
- Understanding the company background
- Formulating the agenda of the Lab to meet your specific context

A sample day in the Lab

01. Identify and prioritise the strategic choices your organisation needs to make.
02. Clarify how your decisions map back to your goals & aspirations.
03. Understand how decisions, taken together, shape and reinforce your organisation's strategy.

"This was an **amazing intervention** for the automotive industry and possibly for the country. When we talk about **creating an impact**, this is exactly what we mean."

Lwazi Bam
CEO Deloitte South Africa

Black Swan Lab



How to spot a Black Swan before it spots you. This Lab offers an innovative, revisited approach to Strategic Risk Management, to help teams prepare for plausible Black Swans (low-probability but high-impact events) and non-traditional business vulnerabilities.

Participants challenge 'White Swans' (core assumptions entrenched in their businesses) in order to reveal blind spots in their risk mitigation strategies. Teams then re-frame their Risk Perspective by exploring macro disruptions, identifying new Key Risk Indicators (KRIs) and revisiting the organisation's risk priorities.

Before the Lab

To maximise the value of the day spent in the Lab, we will put significant effort into the preparation of it. The preparation includes:

- Two to three meetings with the sponsor(s) of the Lab and the leadership team responsible for the organisation's strategy
- Interviews with key stakeholders of the strategy
- Understanding the company background
- Formulating the agenda of the Lab to meet your specific context

A sample day in the Lab

01. Clarify Strategic risk Vision.
02. Explore cognitive biases in decision-making.
03. Review black swans time-line and case studies.
04. Review and prioritise identified white swans (core business assumptions).
05. Discuss current and anticipated risk threshold.
06. Develop white swan 'flips' and articulate blind spots in current risk mitigation strategies.
07. Build out potential black swan scenarios and identify white swans that implicate risk exposure.
08. Revisit and re-prioritise current risk framework, risk rankings and key risk indicators.



Scaling Edges for Innovation Lab

Often organisations think that big changes require big investments; they develop an exhaustive multi-year plan, make large investments and hope for a return down the line. Instead, in a fast-moving world, playing on the edge is the best way to get an edge.

Collectively referred to as The Big Shift, rapid advancements in digital technology, large-scale liberalisation of knowledge and freer movement of people, money and ideas across global boundaries are profoundly altering global economies and creating new opportunities for companies who can understand and anticipate change.

Companies such as Amazon and AirBnB have grown rapidly by identifying two such market opportunities (e-books and the sharing economy) that just a decade ago, were just about non-existent. While some firms have benefited handsomely, the same fundamental shifts have exposed other companies to significant performance pressures. The Scaling Edges Lab is designed to take a step back and discuss how the world, the industry and your customer are changing and what it means for you. It then guides you on a journey to re-imagine your business.



Before the Lab

In order to maximise the value of time and effort spent on the day, we invest 2 - 8 weeks in a rigorous preparation plan:

- Confirm your innovation intent, identify the Lab participants and schedule the most suitable date
- Prepare participants; socialise the concept of the Edge and demistify the Edge jargon
- Identify the Edge
- Research macro and industry trends
- Build Lab material

After the Lab

01. Check-ins to discuss progress.
02. Tracking metrics that gauge success.
03. Providing further support.

A sample day in the Lab

In the Lab, organisations explore the latest and the most robust global and local insights into the macro and industry trends and then scale the edges of their organisations to uncover seeds for innovation. They re-imagine their business and develop rapid prototypes to help them get started.

01. Articulate the vision

Where are you today? What is your vision for the organisation three to five years from now? What is different?

02. Explore the data, trends and needs

Explore how the world and your customers' needs are changing and what impact it has on your industry and your business.

03. Open the aperture

Brainstorm ideas that align with your vision, your customers' needs and the drivers of your industry. Pick a few to focus on.

04. Explore and pitch new ideas

Draw a new product or service. Identify assumptions and come up with new ways to test your thinking.

05. Plan to prototype and iterate

Create an action plan, starting with the next five days, which allows your team to test the idea with minimal investment of time and resources. Define metrics to track the progress of prototypes.

Digital Concept Design Lab



Digital products are expensive to make. How do you make sure you build products that your customers or staff will use and value, while still giving you business value and meeting your broader business objectives?

Digital Concept Design Lab

You have a great idea for a website, an app or an internal process. But before diving in and building a piece of software that will be expensive to design, develop and maintain, we offer the Digital Concept Design Lab. The lab is based on the Google Ventures Design Sprint and it allows you to test nearly any digital business idea in just 40 hours.

It's a 5-day sprint where you shortcut "the usual endless-debate cycle and compress months of time into a single week. Instead of waiting to launch a minimal product to understand if an idea is any good, teams get great data from a prototype." (Google Ventures)

The Digital Concept Design Lab is designed for you to explore a worthwhile business idea, by making a prototype and testing it with real customers to find out if a concept is worth pursuing.



Before the Lab

Meet with your team to understand the business problem you are trying to solve. Review existing customer research information.

A sample day in the Lab

01. Day one

Your team will unpack the problem from all stakeholder perspectives, we will help you draw insights together and plan where to focus the rest of the week.

02. Day two

Your team will sketch individually and draw many possible solutions on paper. At the end of the day you will select the best ideas from all the possibilities.

03. Day three

Your team will narrow down the ideas further and choose the idea to prototype. Then spend the rest of the day refining the idea and planning the prototype.

04. Day four

We will help your team to build a realistic looking prototype in prototyping software.

05. Day five

We will show your prototype to customers in 1-on-1 interviews in our usability lab. Your team will be there to observe the tests.

After the Lab

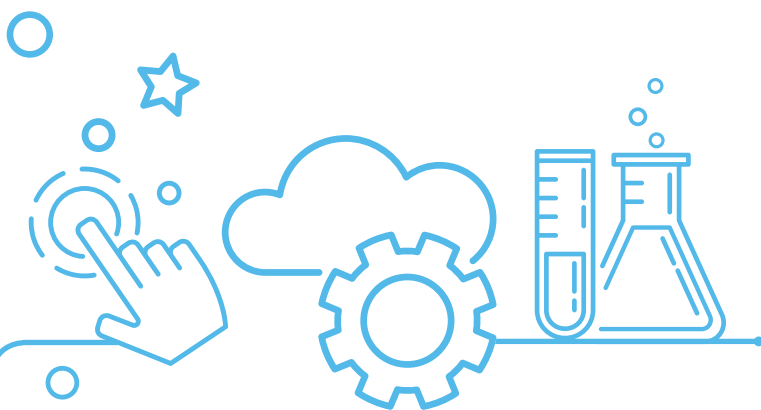
We will document the 5 day sprint, providing feedback on the testing, as well as a strategic view on continuing with the idea and the implications. We will also give you the prototype that we built and tested.



Spring Break



How does it work?



01

You have a question

02

We recruit 12 – 15 fit-for-purpose Springers* who are geared to solving the problem

03

Champion Session: We meet the relevant stakeholders in your business who have an interest in solving the challenge

04

We immerse ourselves in your challenge through research and a facilitated session between the client Champions and Springers

05

We have a SpringBREAK!

06

Feedback session: Share insights and pitch solutions that were born out of the SpringBREAK

07

SpringREFINERY: Refine business case and Pilot solution

08

Springboard: Scale the solution

*A Springer is a millennial that has a space of influence with their peers, has a heart to create the next big thing to move the continent forward, is a doer or creator and has the expertise to tangibly contribute to the design of the solution.

Our innovation principles

- The “question” is our mutual attraction. We love to take on challenges that are urgent and appealing. Are they moving your business and Africa forward?
- We connect you to your outside world – embrace the perspectives brought in by the Springers
- Innovation is a learning process – insights are delivered every step of the way
- Make uncommon connections – each person in the SpringBREAK is unique in their thinking

The Numbers:

04

- number of weeks it takes to **prepare** for, recruit and run a **SpringBREAK**

13

- average number of Springers recruited to be part of the **SpringBREAK**

02

- number of hours an immersion takes

3.5

- number of hours the **SpringBREAK** event takes

Fast Track Lab



An **intense 48-hour innovation** pressure cooker to **transform** and take **new ideas** to market.

The Need for Rapid Innovation

Organisations need to undertake new approaches for growth and capitalise on market opportunities quickly. Innovation among management teams needs to occur rapidly, and time to market needs to be reduced to stay competitive.

Fast Track Overview

This 48-hour facilitated innovation pressure cooker allows our clients to take a close look at new and existing products and services to boost business in the short term. The programme allows new ideas to move quickly from concepts to business cases for immediate results.

Pre-Programme Preparation

48-hour Pressure Cooker Development

Post-Programme Go to Market

Outside-In Approach and Team Design

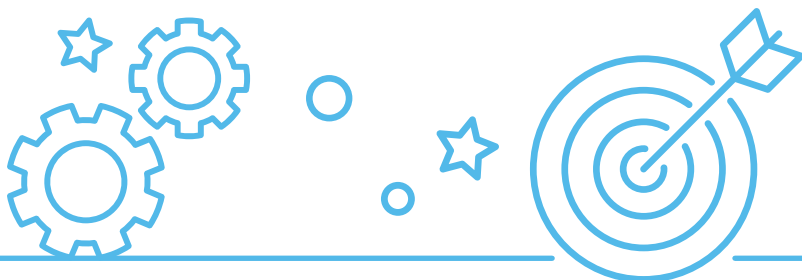
- Teams identify and discuss offerings prior to programme
- Teams pitch offerings in the market to potential clients
- Market feedback is collected by the Fast Track team & shared with team at start of programme
- Teams are formed based on participant profiles and competencies

Business Case and Go-to Market Plan

- Internal and external facilitators lead 48-hour pressure cooker
- Teams build and refine offering
- Teams create business case
- Teams develop concrete go to market plan
- Teams work on packaging their offering (branding & marketing)

Executive Coaching, Support & Funding

- Teams present business cases to executive council
- Executive council makes final decision on funding and development
- Teams go to market with new offerings!



Innovation Effectiveness Lab



“Innovation almost never fails
due to a lack of creativity...It's
almost always because of a
lack of discipline.”

Drawing on the principles of design thinking and disruption, our Innovation Effectiveness Lab is constructed as an engaging, interactive, and immersive session to unleash and harness the creative energy of the group. The Lab uses a structured, disciplined approach – rooted in proven Doblin* approaches and based around the Ten Types of Innovation methodology – to catalyse both the generation and realisation of ideas.



**Doblin is Monitor Deloitte's innovation team. They are focused on solving complex problems that matter through a rigorous, interdisciplinary approach.”

Who should consider attending an innovation effectiveness lab?

- Executive level leaders who have the mandate to drive growth through innovation or develop innovation capabilities with either:
- A ‘kernel’ of an idea that they want to explore, make more robust and refine conceptually
- A theme they are excited about pursuing but lack concrete ideas for

What are the required inputs?

- A specific product/market opportunity that the organisation has identified and possibly even started to explore or/and
- A broadly defined innovation theme to address (such as “creating services to go with our products” or “leveraging social media to enhance our innovation process and customer experience”)
- A reasonably clear idea of which customers to serve
- A full day for the session, with a team of 3 – 10 executives

What to expect out of an innovation effectiveness lab?

Tangible Progress:

- A demonstration of how innovation can be broken down into ‘baby steps’ and made less risky/scary against an innovation challenge

Mindset Shift:

- A shared understanding that it is possible to innovate more effectively using a structured, practical approach
- An appreciation of the challenges and complexity inherent in innovation
- An understanding of how financial/ economic rigor can be built into the process
- An exploration of the resources and capabilities are needed to achieve the level/quality of innovation desired/required to meet growth goals

Test Drive:

- A chance to assess chemistry/fit between your team and Deloitte professionals

Data to Insights Lab



A global chemical group asked the Deloitte Data Analytics team how they could improve their working capital. A large public-sector organisation wanted to know how to have a better grasp of their employees' travel patterns and expenses.

A global transport company struggled to keep control of their VAT processes and looked for opportunities to improve their VAT cash flow.

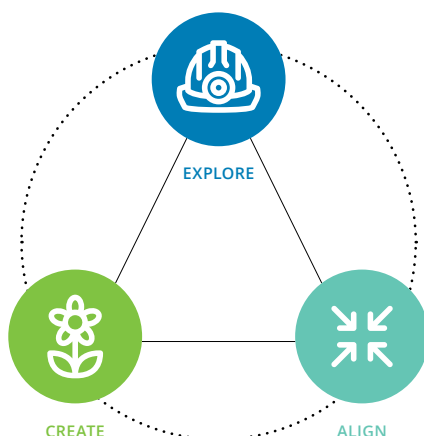
Every question is different and requires a different answer. In the case of the chemical group, multiple international data was entered into a specially designed dashboard to identify where improvements could be made in receivables, payables and inventory. It provided an instant insight into the most important working capital KPIs, and it enabled the group to drill down to the detail and to benchmark their data against that of competitors.

To answer the question of the public-sector organisation, Deloitte used a transport dashboard to allow the transport manager to see any cost differences between departments and to strengthen his negotiation position with travel agencies. VAT analytics revealed where VAT processes could be improved at the global transport company.

In the Analytics Lab, we work closely with each of our clients to help them find and implement unique solutions to their unique challenges and opportunities. Every Lab is a collaborative and interactive session powered by the principles of design thinking.

A typical Lab is designed to:

- Explore how advanced data analytics and data visualisation can make business impact
- Align on the organisation's specific requirements and the vision for data analytics
- Create ideas, prioritise solutions and prepare to prototype a concept



The Lab can either be delivered in two half-day sessions or one full-day workshop.

- 01.** Introduction to the principles and pitfalls of advanced data analytics and data visualisation.
- 02.** An exploration of the potential of advanced data analytics for organisations and a demonstration of case studies where data analytics and data visualisation made significant business impact.
- 03.** A collaborative and interactive design workshop to clarify specific business requirements, brainstorm ideas and prioritise possible solutions for the application of analytics in the organisation.

After the Lab

Fuelled by the insights from the visioning session, Deloitte data scientists and data visualisation experts will use rapid prototyping principles to prepare a working minimal viable proof-of-concept to test the solution for assumptions and pitfalls and get it ready for implementation.



From getting by to Flourishing Lab



With organisations and institutions today facing many complex challenges, functioning well is no longer enough to be successful.

Your team and your business are made up of people. Unlocking their energy and full potential is critical for business success and a unique competitive advantage. Organisations start up and mature, teams storm, norm and perform. Yet, many of their people feel they are simply getting by from day to day, instead of flourishing.

In flourishing organisations, individual and team goals are in congruence. They are tied to a larger purpose. It creates a culture where people take responsibility for themselves and organisations get to nurture, grow and keep their most talented people.

The Lab focuses on:

- Connecting the team and tapping into the power and strength of each individual
- Learning the variety of communication levels
- Learning and practicing the power of essential leadership; declutter from non-value-adding activities and focusing on what is essential
- Building actionable plans to sustain the energy and what is essential for the team

Before the Lab

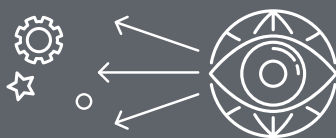
Every Lab is designed to meet specific client needs, which are identified in preparation for the Lab. During the preparation for the Lab, the facilitators do the following:

- Conduct stakeholder interviews
- Assess the level of people engagement
- Select an appropriate approach
- Design the process, select methods and tools

A sample day in the Lab

The Lab focuses on teaching and practising the key elements required for a flourishing organisation, including:

- Psychological capital
- Purpose and meaning at work
- Work engagement
- Self-determination
- Emotional well-being
- Positive relationships
- Institutional practices and positive leadership



01. Understand what it means to be a positive organisation

Identify and explore emotions, actions, processes and practices that grow or destroy positive organisations.

02. Explore your specific organisational needs around resilience and positivity

Scan your organisation and recognise actions, processes and practices that could be developed, improved or eliminated.

03. Deep-dive from getting by to flourishing

Build out a deeper understanding of individuals and teams, and develop strategies to move from getting by to flourishing.

04. Action plans

Develop tactical individual and team approaches for flourishing.

05. The way forward

Draft your organisation's roadmap to flourishing.

Business Chemistry Lab



Business Chemistry can be used to shed light on team dynamics, or to unearth ways to improve relationships and engage a specific individual more effectively.

Using Deloitte's proprietary, business-focused personality tool, this Lab draws on groundbreaking research in neuro-anthropology and genetics to understand the science behind professional relationships. Its primary focus is on understanding others by observing behavioral clues, and then adapting one's style to engage effectively both one-on-one and in teams.

01. Understand the Four Personality Styles

Delve into the predilections and tendencies of each individual personality pattern.

02. Create Portraits of Others

Learn how to leverage a core understanding of the four dominant personality styles to develop hypotheses about other individuals based solely on observations or publicly available information.

03. Adapt your Style to Engage More Effectively

Focus on an important business relationship and apply Business Chemistry principles to identify opportunities to improve future interactions.

04. Align your Goals

Analyse the personality composition of a group, and address areas of misalignment between the group's composition today and the characteristics required to achieve its goals.

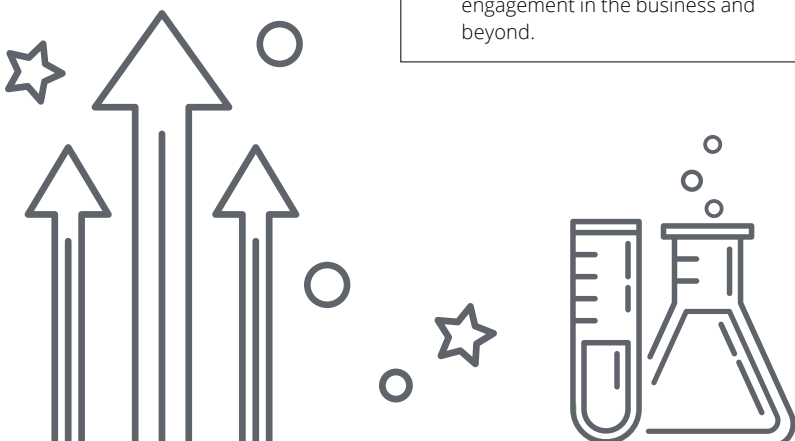
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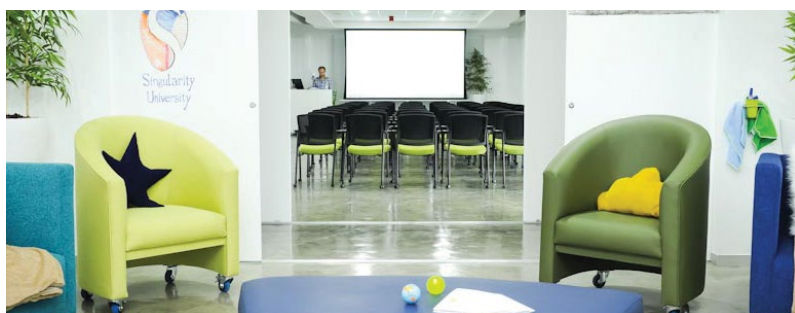
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- Conduct stakeholder interviews
- Asses the level of people engagement
- Select an appropriate approach
- Design the process, select methods and tools

After the Lab

01. Create awareness and connections in the business that may not have been discussed or practiced even after years of working together.
02. Reveal individual preferences and behaviours as well as overall composition of the group and related potential pitfalls and strength areas.
03. Highlight specific performance objectives of the group, and plan how to leverage the strengths of the team to meet their goals.
04. Design a sustainable and effective engagement in the business and beyond.





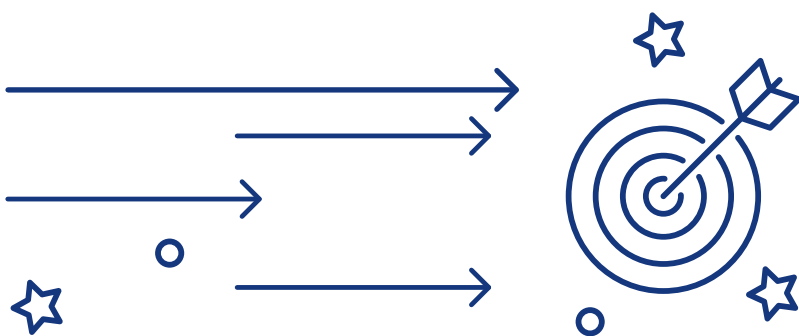
Board Effectiveness Lab



A one-day experience built around the proprietary Deloitte Governance Framework, developed from more than a decade of research and experience working closely with Boards and senior executives.

The Board Effectiveness Lab provides a safe, confidential environment and a structured method for Boards to focus on priorities, discuss conflicting agendas, and brainstorm solutions to current and future challenges.

Throughout the day, participants are led through a series of exercises that help them define the highest priority items for the near and long term, with the goal of establishing an actionable and sustainable plan for enhanced Board performance.



Before the Lab

To maximise the value of the day spent in the Lab, we will put significant effort into the preparation of it. The preparation includes:

- Two to three meetings with the sponsor(s) of the Lab and the leadership team responsible for the organisation's strategy
- Interviews with key stakeholders of the strategy
- Understanding the company background
- Formulating the agenda of the Lab to meet your specific context

A typical day in the Lab evolves along the following plan:

01. Review Director Insights and Marketplace Expectations

What are the Board members' priorities?

We will discuss insights gleaned from individual interviews and market observations.

02. Define the Board

Envision what characteristics should the Board possess in 3 - 5 years? We will explore needs and goals, plus vision.

03. Assess the Board Effectiveness

Using Deloitte's proprietary governance framework. We will identify focus areas and strategic activities that enhance Board effectiveness.

04. Evaluate Relationships & Business Chemistry

Using a personality science called Business Chemistry, we will identify methods to engage Board members more effectively.

05. Identify Owners and Actions

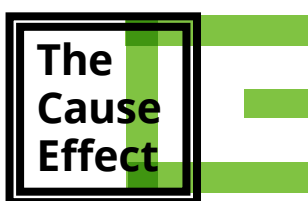
What activities must your Board commit to completing? We will define actions, owners and timing to create a path forward.

Hyper-successful Projects Lab



When you start a new endeavor, how do you promote not just performance, but hyper-performance? Our research shows that outlier success is tightly linked to a focus on strengths and a shared mission.

The result of this research is a Lab focused on identifying key individual and group strengths, establishing a galvanising cause, and making that cause emotional, tangible, and real to help push the group closer to the realm of extraordinary achievement.



**It's not what you do.
It's why you do it.**



Making the **exceptional the expected. This is the challenge.** To address it, we surveyed teams, digging into what **distinguishes high** and normal performance. We also studied iconic, outlier projects seeking to understand the **hallmarks of 'hyper-success'.**

A Sample Day in the Lab

01. Articulate the ambition

Picture what true success could look like – for the individual, the team, and the organisation.

02. Understand the players

Use Business Chemistry® research to understand differences between working styles and resulting group dynamics.

03. Create an epiphany

Go beyond dry, corporate goals to develop a compelling group cause that feeds off of collective shared values.

04. From cause to effect

Explore ways that iconic leaders have brought their own causes to life to achieve hyper-success, and apply those insights to the group ambition.

05. Chart a course

Translate insights into specific opportunities to engage more effectively as a team, and create momentum toward achieving hyper-success.

Leadership as One Lab



It takes hard work to define clear and powerful strategic priorities, but that's only the beginning. How the journey ends depends on the level of commitment from your team and broader organisation.

Using As One as our pioneering approach to leadership, we'll help your executive team better understand commitment to strategic priorities, potential barriers, and what's needed to break them down to breakthrough to results.



Graphic: Deloitte University Press | DUPress.com

A Sample Day in the Lab

01. Assess Current State

Understand your strategic priorities through interviews and the As One diagnostic which assesses your organisation's commitment levels relative to those priorities.

02. Explore Organisational Archetypes

Dig into the As One archetypes to understand how your leadership team operates today and could operate in the future.

03. Address Challenge Areas

Use the results to dive into your organisation's specific challenges, which might include: Transformation change management, Talent development, Accountability and trust, and Project execution.

04. Develop a Go-Forward Plan

Build a shared vision of success and an action plan for how to achieve that vision now.



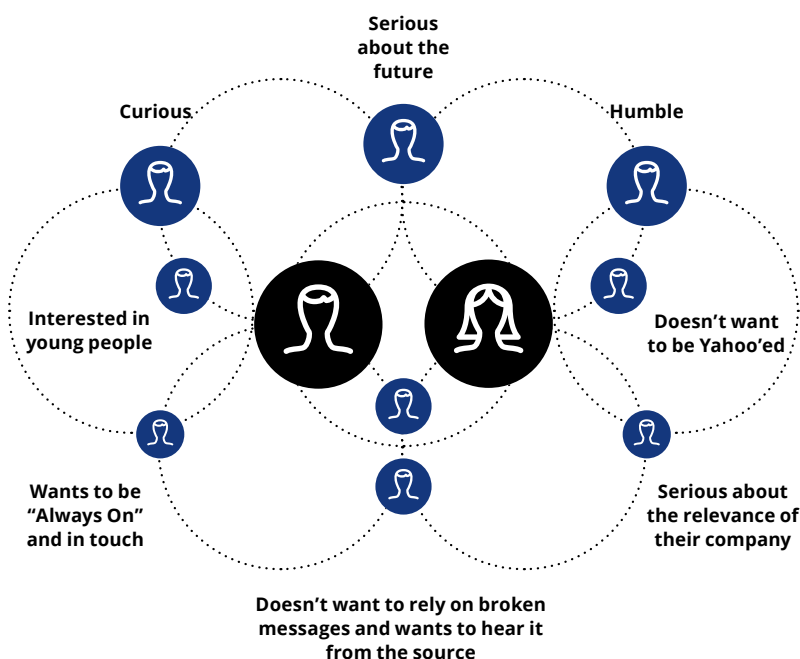


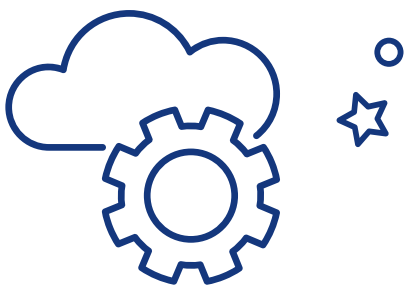
To prepare the mind of a CEO –
“Achieving the company’s goals through millennials”

“Millennials in general express little loyalty to their current employers and many are planning next term exits. This **loyalty challenge** is driven by a variety of factors. Millennials feel underutilised and believe they are not being developed as leaders. They continue to express **positive views of business’ role in society**, they have softened their negative perceptions of corporate motivation beyond and ethics, and cite a **strong alignment of values**. However, Millennials feel that most businesses have no ambition beyond profit and there are **distinct differences** in what they believe the purpose of the business should be and what they perceive it currently to be.”

– Introduction to Deloitte fifth global Millennial survey.

The Ideal CEO candidate:





This will be valuable for CEOs who:

- Want to understand who they are building the company with (by 2020 it will be your biggest constituency!)
- Want to drive the company's strategy through millennials
- Understand that millennials have one foot outside the door, however still want return on recruitment investment by uncovering the full potential of millennials in the business
- Want to understand the strength of millennials and how they can be used to achieve the company's objectives
- Want to be relevant in the company and the market "I want to get it!"
- Want to understand how to attract and retain the best of breed
- Want to work with a team that is comfortable with the rate of change and are digital natives
- Want to be competitive: Products, services and employment place
- Want fresh perspectives and fresh ideas

How it works: (Picture depicting):

Preparation:

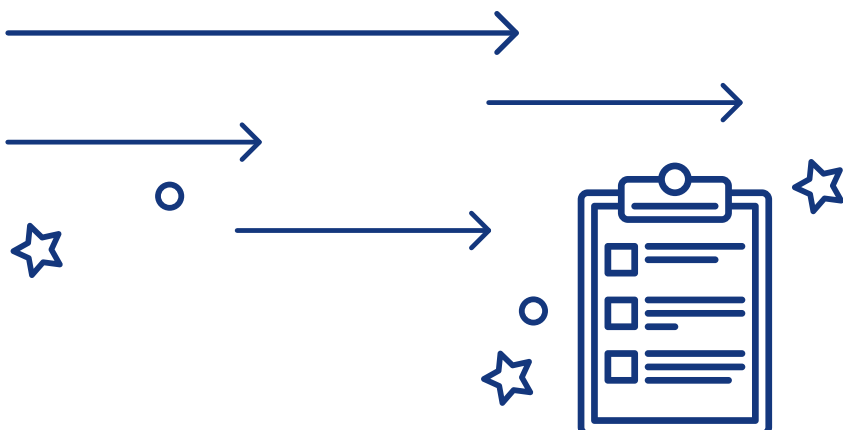
- CEO's objective: Why would the CEO like to meet the millennials?
- Navigate the talent pool: How many millennials, what are they up to and how are they feeling? (Think Tank)
- Understand strategic objectives: What are the organisation's strategic objectives and where can we see the millennials playing a critical role?

Host Event:

- Host the facilitated CEO/Millennial at the Greenhouse: We need a funky name for this session (1/2 day) we need a catchy name!
- Prioritise key insight and establish next steps

Post Event:

- Feedback report and recommendations





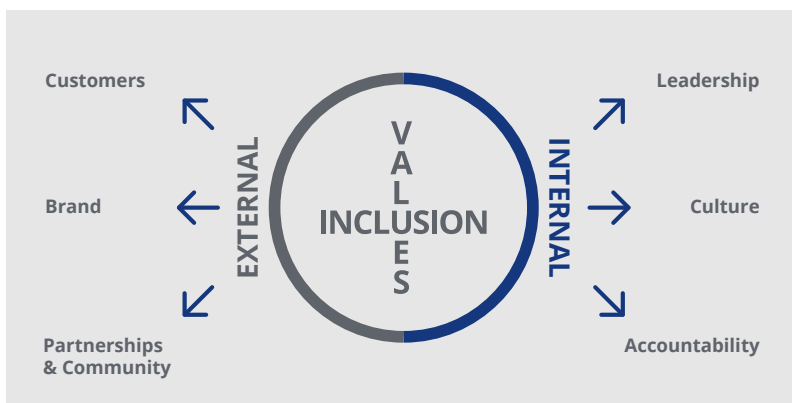
Diversity & Inclusion Lab



Our Model for Inclusion

The talent landscape has transformed. It demands a **values-driven approach** to **unleash human potential**, driving business results. Deloitte offers strategic guidance across six activators – all at the intersection of values and inclusion.

This is not about trust falls and ice breakers...



...together, we inspire transformational activists.

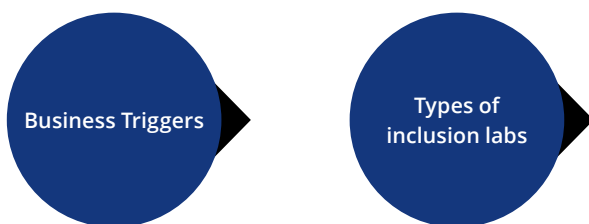
Driven with a design geared for breakthrough, intellectually robust content, and a consciously created environment, **Inclusion Labs** will jump-start immediate progress.

Labs accelerate progress across all phases of the inclusion journey

Unique Business Challenges, Customised Lab Experiences

The **LAB APPROACH** enables rapid ideation, prototyping, immersive learning, and alignment to the organisation's Talent strategy, realising business objectives.

This is not about trust falls and ice breakers...



Opportunity to develop inclusive leadership behaviour and culture	LEAD	Inclusive Leadership Lab
Leadership alignment to Talent strategy and priorities	DEFINE	Talent Strategy Lab
Talent strategy design and refresh	EXPLORE	Talent Innovation Lab

Collaborating to unleash human potential

Skilled Talent Strategists	Proprietary Talent Tools, Methods, and Analytics	Leading Talent Client Experience	Cutting-edge Inclusion Research
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HR Transformation (HRT) Lab

Depending on where you are in the **transformation journey** the labs are designed to be integrated or modular giving you **the ability** to address the **project needs**.



HRT Strategy Lab	Duration		
Prepare for Vision & HR Operating Model Lab			
01 Executive Vision 02 HR Operating Model Strategy	1.5 or 2 Day Lab	<ul style="list-style-type: none"> Outline a vision for the HR organisation Align with customer expectations and business strategy Conduct maturity model exercise to understand HR's current state and targeted future state Review High Impact HR Operating Model and understand implications Identify key components of High Impact HR Operating Model and agree on design principles Discuss key strategic choices for HR organisation 	<ul style="list-style-type: none"> Understanding of business strategy and customer expectations View of current state and targeted future state for HR Vision and guiding principles Understanding of Deloitte's High Impact HR Operating Model High-level HR Operating Model and key role design principles Strategic choices for HR organisation
Document Outputs & Prepare for Opportunities & Priorities Lab			
03 Opportunities/Priorities	1 Day Lab	<ul style="list-style-type: none"> Review detailed role design principles including do's, don'ts key enablers and interactions Discuss areas of opportunity aligned to people, process and platform Discuss organisation priorities in context of opportunities 	<ul style="list-style-type: none"> Detailed design for key HR roles Areas of opportunities and organisational priorities as input into initiatives inventory
Document Outputs & Prepare for Solutioning Lab			
04 Solving	1 Day Lab	<ul style="list-style-type: none"> Review initiatives inventory Discuss priorities and trade-offs to arrive at targeted programme initiatives Develop programme governance principles and name options Identify high-level roadmap sequencing and immediate next steps 	<ul style="list-style-type: none"> Prioritised initiatives and targeted programme scope Programme governance principles and potential name Roadmap sequencing and next steps

Reward Lab



Built to help Reward Leaders jump-start reward transformation by:

- Identifying the reward vision for the organisation
- Prioritising reward initiatives which have the largest impact on critical employee segments
- Mobilising around the initiatives to create value for the organisation

Define Your Vision:

Using business stakeholder input, articulate a shared future vision of reward for the organisation.

Understand Expectations:

Change the lens and gain insight from the employee perspective to build an appropriate reward model which supports business strategy achievement.

Create Guiding Principles:

Define priorities and develop guidelines on which to base the future reward model.

Build a High-Level Model:

Align on the key components of a fit for purpose reward model and prototype against defined employee reward experience.

Prioritise & Mobilise:

Identify the key shifts and develop specific, time-boxed solutions to address reward priorities with the highest impact to enhance the employee reward experience.

Confirm Your Commitment:

Identify areas of confidence and concern; commit to specific actions to move toward your vision.

1 or 2
Day

immersive Lab experience to jumpstart reward transformation

Every Lab is designed to meet specific client needs, which are identified in preparation for the Lab.

Typical activities include:

01. Voice of the customer/stakeholder interviews
02. Current-state programme data
03. Workforce analytics
04. Existing reward and talent-management policy documentation
05. Business, talent or reward objectives/strategy
06. Prioritised programme business drivers

A Day or Two in the Lab

The Lab addresses unique reward challenges, gains alignment on key reward and talent insights and explores the reward initiatives that will reimagine the employee experience.

Typical activities include:

01. Understanding the current reward landscape and aligning around what reward needs to do to support the business drivers
02. Considering expectations from critical employee segments to define how the reward experience needs to be elevated
03. Defining a fit for purpose reward model and align to key priorities over the short, medium and long term



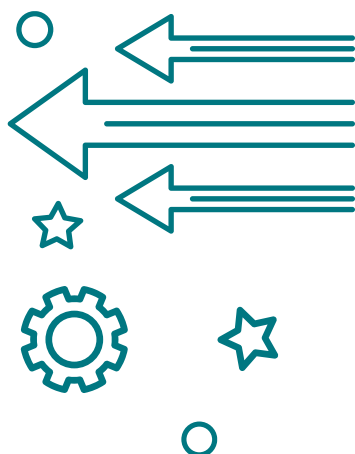
Typical deliverables include:

01. Defined reward value statement and reward experience
02. Reward drivers/guiding principles critical employee segmentation criteria
03. Reward roadmap and optimisation priorities
04. Short-, medium- and long-term action plans

Experience Blueprint Lab



Every effort has its own people, politics, expectations and nuances. Rather than letting these inherent differences disrupt progress, instead **flag and address these variations**, to **channel** the group's **energy** toward **common goals**.



Experience Blueprint

Using data from a quick survey, we craft a Lab that brings separate groups together to carefully examine areas of alignment and misalignment, unearth and mitigate potential barriers to success, and jointly develop their project's own Experience Blueprint.

Though every project is different, all share an underpinning of 62 attributes along 9 dimensions that can be customised into the best, shared approach for a particular effort.

A Sample Day in the Lab

01. Establish the Baseline

Dig into the survey results, exploring areas of alignment and misalignment, to select priority areas for focus in the Lab.

02. Create the Project Vision

Establish a shared view of the ideal future that will result from successful project completion.

03. Define Guiding Principles

Explore the core elements necessary to run the project effectively, leveraging research and best practices on factors that increase the probability of success.

04. Develop a Prototype

Use rapid brainstorming methods to develop, critique, and refine prototype solutions for the most significant areas of misalignment.

05. Build to the Vision

Confirm the primary elements that will define the project experience, and distill them into key themes that will ensure achievement of the vision.

Executive Transition Lab



40%



of all **executive transitions** fail in the first **18 months**

When executives take on a new role, they don't have the luxury of time to figure things out. Our research focuses on the unique challenges facing executives in transition and helps them get the traction they need to succeed.

The Executive Transition Lab is a one-day experience built to ensure new executives hit the ground running and thrive in their new roles. The experience focuses on the three most important resources an executive must manage: time, talent and relationships. The Lab culminates in a detailed action plan that addresses the first six months on the journey to realising a broader, impactful legacy.

The **Deloitte** Executive Institute

The **Deloitte Executive Institute** is designed to make sure that executives fall into the other **60%**

A sample day in the Lab

01. Define your aspirations & legacy

Explore what you will be remembered for and how exactly you will make your mark.

02. Time: define and communicate priorities

Define priorities and where you want to deploy precious time and resources.

03. Talent: assess team and develop a talent strategy

Identify the skills and people you need to deliver on your priorities, and what your team is missing.

04. Relationship: understand and influence key stakeholders

Assess the important people or groups - both internal and external - that will help you execute on your priorities and make an impact. Who will help you? Who will block you? How can you influence them?

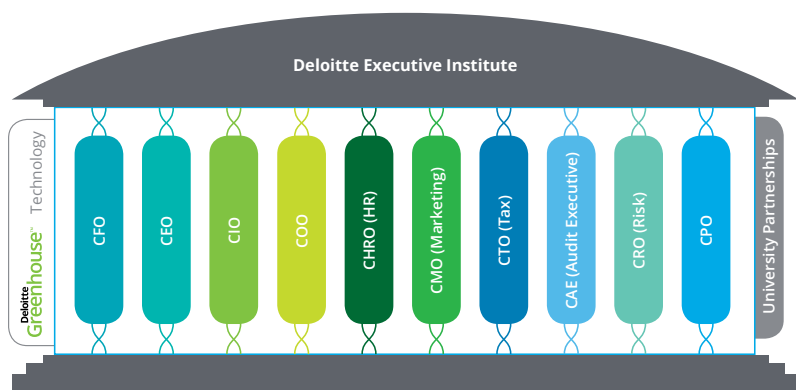
05. Develop a six month game plan

Build a custom plan based on your top priorities.

The Executive Transition Lab is an opportunity to help a new executive explore what it takes to be successful in the first 180 days on the job. These Labs are available across a range of CXO roles and aim to help the new executive set a vision and priorities for success.



An established solution for the full C-suite



- Leveraging Deloitte's expertise and industry knowledge to support the CXO in making the intended impact in their organisation
- Driving results through specialised and dedicated faculties
- Supporting the C-suite across the African continent

Delivery model

Each Faculty comprises of:

- Faculty Dean who is a functional expert
- Accredited Facilitators
- Purpose built Executive panels based on extensive research conducted for each functional area
- Accredited Lab Managers
- Specifically designed venues to maximise the value of the experience



Custom Lab



You may face a challenge that doesn't fit the box of existing frameworks, techniques and processes. Data is either missing or unreliable, the conditions and the requirements are constantly changing, and known methods of strategy and analysis don't seem to work.

You can't even clearly define the issue. That's because the challenge is a wicked one. The Wicked Problems Lab is a dynamic interactive workshop that challenges teams to tap into their creativity and innovation to solve complex and unusual business challenges.

The process is designed to shift the team's thinking away from everyday conventions and to engage with the techniques, tools and processes of the most successful innovators. Using the principles and the techniques of design, the power of collaboration and open source, and the tools of visual analytics, you will craft a simple and unique solution to your wicked problem.

Before the Lab

To maximise the value of the day spent in the Lab, we will put significant effort into the preparation of it. The preparation includes:

- Two to three meetings with the sponsor(s) of the Lab and the leadership team responsible for the organisation's strategy
- Interviews with key stakeholders of the strategy
- Understanding the company background
- Formulating the agenda of the Lab to meet your specific context

A sample day in the Lab

The Wicked Problems Lab follows a tested and proven process that will be configured to suit your specific wicked challenge.

01. Define the challenge and the opportunity

This might be the most difficult part of the process – defining what it is that we are solving.

02. What do we have?

Map the situation as it is, exploring all perspectives involved. Understand the customers and what makes them tick.

03. What if anything was possible?

Brainstorm and come up with as many ideas as possible, then converge them to a few concepts that generate the most energy and optionality.

04. What did we assume?

Test your concepts for assumptions. Look for outliers. Create prototypes.

05. What works?

Stress-test your prototypes. Discover why they work or don't work. Reduce, improve and prioritise for further investigation and implementation.



Connect



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