

STRIP
AWAY EVERYTHING

SET ASIDE EVERYTHING YOU THINK YOU KNOW ASSUMPTIONS, BELIEFS, AND DOGMA ARE THE ENEMY

SILENCE DON'T PLAY "NICE"

SUSPEND
DISBELIEF AND
ASSUME EVERYTHING'S
POSSIBLE NO GREAT
BREAKTHROUGH WAS
BORN OF A NAYSAYER

**YOUR
CYNIC**

CALL OUT THE
ELEPHANTS
THE SOONER YOU
GET TRUTH ON THE
TABLE, THE FASTER
YOU GET RESULTS

**CHECK YOUR
EDGE**

ASK YOURSELF, "IS THIS
TRULY UNEXPECTED?" SURPRISE
IS THE MOTHER OF INSPIRATION

BREAKTHROUGH

MAKE A MESS **LIVE WITH** **THE PROBLEM**

AVOID RUSHING TO THE SOLUTION
BETTER THINGS COME TO THOSE
WHO EXPLORE BEFORE ACTING

STOP PERFECTING AND JUST START MAKING, DOING, TRYING
A PROTOTYPE IS WORTH A THOUSAND DISCUSSIONS

ENLIST A MOTLEY

DIAL UP
THE DRAMA

CREATE A FULL-SENSORY
THEATRICAL EXPERIENCE
NARRATIVE ARE HOW
HUMANS MAKE
MEANING

CREW GO BEYOND THE USUAL SUSPECTS
SPARKS FLY WHEN THINKERS, DOMAINS,
AND OUTSIDE DISCIPLINES COLLIDE

SHED THE VENEER AND BRING
YOUR HUMAN SELF MAGIC
HAPPENS WHEN WE'RE
PERSONAL,
CONNECTED,
AND REAL

**GET MAKE
REAL CHANGE**

KNOW YOUR STUFF, EVOLVE,
LEAVE A DENT, NOTHING
MATTERS UNLESS IT
MATTERS

The Deloitte Greenhouse™ Manifesto

Amazing is seldom an accident. Breakthroughs need a boost. And, the Deloitte Greenhouse Experience team makes it happen every day. We immerse executives in customized experiences that blend behavioral science, design thinking, and strategy to help organizations (and their people) solve their toughest business challenges.

Many of our clients ask, “What inspires breakthroughs on your team?” We’ve got a manifesto for that. The Breakthrough Manifesto guides and inspires us to develop experiences for our clients that push them to disrupt ordinary thinking, reveal new opportunities, and incite productive action.

What makes the Deloitte Greenhouse Experience different? These principles are the answer. We invite you to share your own ideas about #breakthrough on social media @DeloitteUS and to watch our video at www.Deloitte.com/us/Manifesto

strip away

EVERYTHING

Set aside everything you think you know. Assumptions, beliefs, and dogma are the enemy.

Strip Away Everything

We get **BLINDED** by what we think we know

We fall **VICTIM** to our patterns, biases, and beliefs

We get **STUCK** on a single idea we think will define the future

Just stop. To reach breakthrough, you need to set aside everything you know. Those old assumptions, beliefs, and dogmas are stalling progress.

So figure out what your baggage is. Tag it. Weigh it. Check it. And let's get going

UNREALISTIC
NO / IMPOSSIBLE
DIFFICULT / BUSY
EXPENSIVE / BUT...
TIME-CONSUMING
WE DON'T DO THAT
I DON'T THINK SO
CAN'T / WON'T
BE REALISTIC
I WISH

SILENCE YOUR CYNIC

Suspend disbelief and assume everything's possible.

No great breakthrough was born of a naysayer.

Silence Your Cynic

“Is the cynical side stronger?”

No. Perhaps quicker. Stronger. Easier. More seductive.

The voice of the cynic may be the loudest, or the first. But if you mistake it for wisdom, you're setting your boundaries short of your goals. So silence your inner cynic. Be open to wrong. Seek the absurd. Rally the rebels.

That's where the next big thing will come from.

MAKE
— A —
MESS

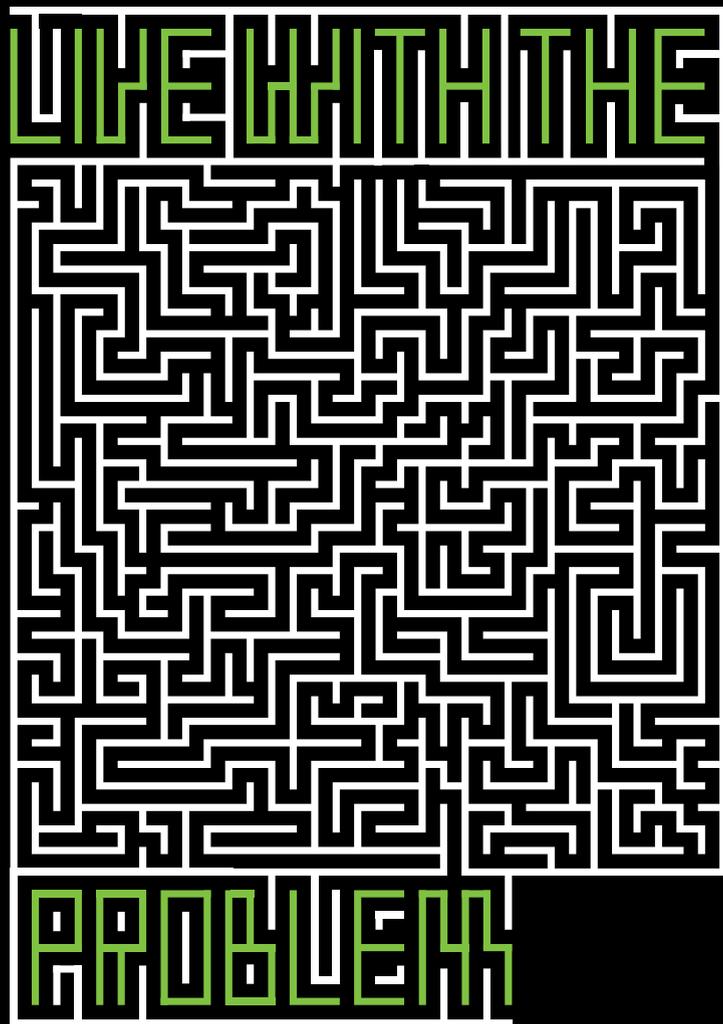
Stop perfecting and just start making, doing, trying. A prototype is worth a thousand discussions.

Make a Mess

Do you like everything to be perfectly neat and tidy? Well, we'd like to mess with you a bit. Or more precisely, make a mess with you.

We know that we learn more by doing than discussing. So start doing, early on, when ideas are half-baked and it's not exactly clear where you're going or what you're doing.

Make, do, try, repeat. A prototype is worth a thousand discussions. And it's a lot more fun.



Avoid rushing to the solution. Better things come to those who explore before acting.

Live With The Problem

Overstressed. Overworked.
Overcommitted. Over-connected

Welcome to the club. When you react to stress by rushing, you settle. Good things really do come to those who... well, not wait, perhaps, but who take their time. Get comfortable with the uncomfortable. Work your way through it. Slow down to speed up. Breakthroughs await.



Shed the glossy veneer and bring your authentic, gnarly, bruised, human self. Magic happens when we're personal, connected, and real.

Get Real

Is there a “work you” and a “real you”?

Why? The truth is we're all gnarly, bruised, and human. We fear, we hope, we love. We're happy and sad. Impatient and caring. Often all at the same time.

When we try to project a perfect, buttoned-up image, we lose our real selves. And that real self is who you need to make magic happen. So, resist the urge to be anything else. Instead, be personal, be real, be connected. Be you.



ENLIST A MOTLEY CREW

Go beyond the usual suspects. Sparks fly when thinkers, domains, and outside disciplines collide.

Enlist A Motley Crew

Just like the perfect party can start with a wacky guest list, research shows that the biggest breakthroughs happen when diverse thinkers, domains, and disciplines collide.

It isn't always easy—but when you can get the pop-collar prepster to mix it up with the out-there hipster...when the seller and the sold-to have a heart-to-heart... or when the CEO rubs elbows with the 20 year-old YouTube star... interesting things happen.

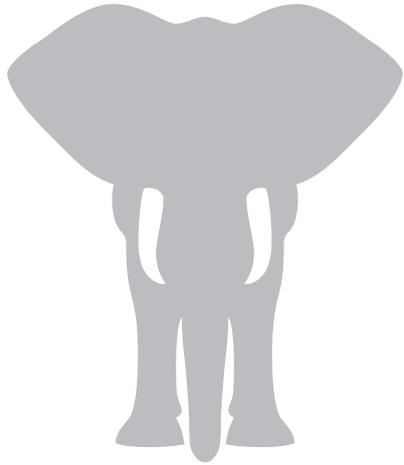
CHECK YOUR EDGE

Ask yourself, “Is this truly unexpected?” Surprise is the mother of inspiration.

Check Your Edge

Surprise magnifies emotion fourfold. When the unknown sneaks up and gives us a tickle, it pushes us past old patterns, paradigms, and ideas.

Today people are bored. No wonder getting them to pay attention is such a challenge. To combat this, constantly ask yourself: “Is this really unexpected? Weird, even?” Then keep pushing until the answer is yes.



DON'T PLAY “NICE.”

Call out the elephants.

The sooner you get truth on the table, the faster you get results.

Don't Play Nice

While you're trying to ignore the elephant in the room, the 800-pound gorilla will take over.

To achieve breakthrough, you need to stop dancing around issues. Give yourself permission to call out anything—and be brave enough to do something about it. Results won't come out until the truth does. The sooner you get to the truth, the faster you get to results.



DIAL UP THE DRAMA

Create a full-sensory theatrical experience.
Emotional narrative journeys are how humans
have made meaning since forever.

Dial Up The Drama

The spreadsheet is less than 60 years old. The story? Thousands. People know facts, but they feel drama in their bones. There's an art to creating full-sensory experiences: a little bit theater, a little bit instinct. The result is the kind of moment that etches itself into your memory and creates the passion and momentum that can drive not only results, but legacy.

The words "MAKE" and "CHANGE" are stacked vertically in a large, bold, white, sans-serif font against a black background. The text is heavily stylized with a network of black lines that crisscross and fracture the letters, creating a shattered or cracked appearance. The lines vary in thickness and direction, some following the contours of the letters while others cut across them at various angles.

Shatter the plan. Evolve. Make a dent.
Nothing matters unless it matters.

Make Change

Securing a lasting impact means relentlessly questioning the goal, the breakthrough it requires, and the way to get there—all in the hope of an ah-ha! that echoes after we're done. Make plans, then unmake them. Pivot and iterate and evolve and grow. And don't claim victory until what you have is truly impactful. Nothing matters unless it matters.



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