

Helping integrate two divisions to deliver world class client service



The client

Deloitte are the preeminent global professional services firm, delivering services in audit, tax, consulting, financial advisory and risk management services in over 150 countries and around the globe.

We were commissioned by the L&D team embedded in an area of the business experiencing significant growth and change.

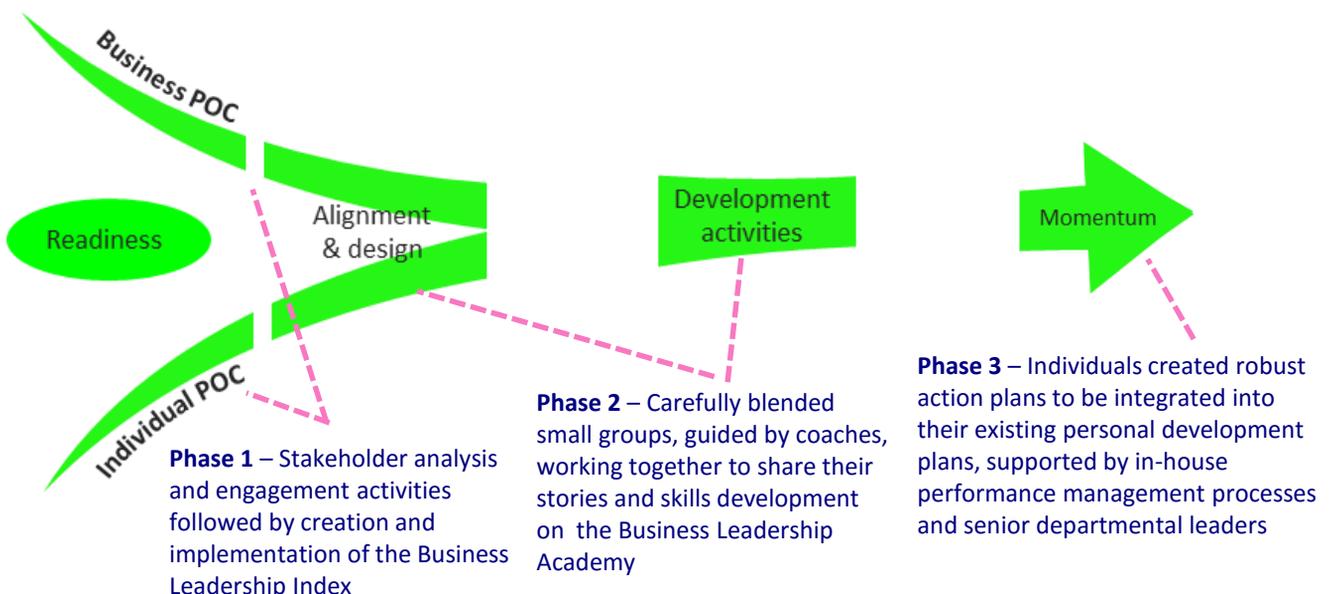
The brief

Two client-facing divisions were merging under new leadership and were keen to smooth the internal integration process whilst retaining the quality and focus on client deliverables. Catseye was consulted early to explore how to leverage and share existing pockets of leadership and technical expertise to optimise the transition, whilst respecting the personal and political sensitivities of all involved.

The solution

Working closely with our client we ran a series of focus groups and interviews to foster further engagement from the senior stakeholders and identify 'superstar' qualities in two critical business skills areas. The superstar qualities were refined into a bespoke online survey which was sent out to leaders in the merging divisions. As well as self-assessing they invited 360° feedback from internal and external stakeholders to complete their 'Business Leadership Index' (BLI). The process was devised, monitored and reported by Catseye with the use of online tools; the ensuing data being used to focus individual development as well as identifying trends across different teams.

From the information gathered through stakeholder meetings and the BLI, Catseye designed a bespoke two-day 'Business Leadership Academy' (BLA), bringing people together to share their experiences and skills. The BLA was enhanced by working in small groups supported by a mixture of in-house coaches, Catseye business coaches and professional role-play actors. The whole experience was designed around the premise of leader and peer led learning with the content generated by the participants and supported by the data from the BLI. The groups kept it practical and agreed how to support collective and individual changes going forwards in order to maximise the development of superstar qualities.





Catseye
Leadership Development

Business Leadership Academy

The results

The BLI gave the leaders some highly-valuable feedback and a clear focus for their skills development, which clearly reflected the business needs of the new division going forwards. Leaders who participated in the BLA reported on the benefits of spending two days in each others' company, building those all important networks that facilitate the effective integration of business units. This led to considerable time and cost savings, delivering a more streamlined integration and greater profitability on client projects. The more senior leaders also benefited from the opportunity to share their stories, meet more of their people, and create a greater sense of team so everyone's focus and discretionary efforts could shift from the mechanics of the change back to the delivery of world class client service.

Accelerated emotional
& professional
integration of the two
divisions

Minimal interruption to
'business as usual' for
external clients

Clear roadmaps for
individual leaders on
where and how to be
better

Contact

Chris Helm was the superstar lead consultant on this complex project. To get hold of him or anyone else on the team, just email info@catseyedev.co.uk and we'll get you a response as quick as a flash

OUR VALUES & GUIDING PRINCIPLES

What does Catseye believe in?

Real change

The merit of every individual

Doing the right thing

Being even better every time

CONTACT US

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