

A large, blue, stylized chevron graphic pointing to the right, composed of two parallel lines. It is positioned behind the text "High performance. Delivered." and partially overlaps the fireworks background.

High performance. Delivered.

Sparking Creativity  
through Collaboration:  
Accenture's Social Learning Catalysts



## Business Challenge

Regardless of the business challenge, organizations today require a deeply skilled, collaborative, and high-performing workforce to drive change, increase productivity, improve customer service, and impact the bottom line.

Accenture is a prime example of an organization that prioritizes social (or informal) learning – where employees engage collaboratively with one another to deepen their knowledge – to drive growth by embedding our core mindset of 'we is greater than me'.

In so doing, our aim is to motivate our people to:

- **Connect** – to people and content in order to learn from one another and deepen their skills
- **Contribute** – their knowledge, experience, and insights to their communities and networks
- **Champion** – encourage others to collaborate across their communities in order to nurture learning and cultivate the insights of others, thereby fostering innovation.

Since as much as 90% of workplace learning is informal, the key challenge is how to connect people to the experts and information they need when they need it.

How can our people collaborate more effectively to bring the best of Accenture to our clients every day?

# Sparking Creativity through Collaboration: Accenture's Social Learning Catalysts

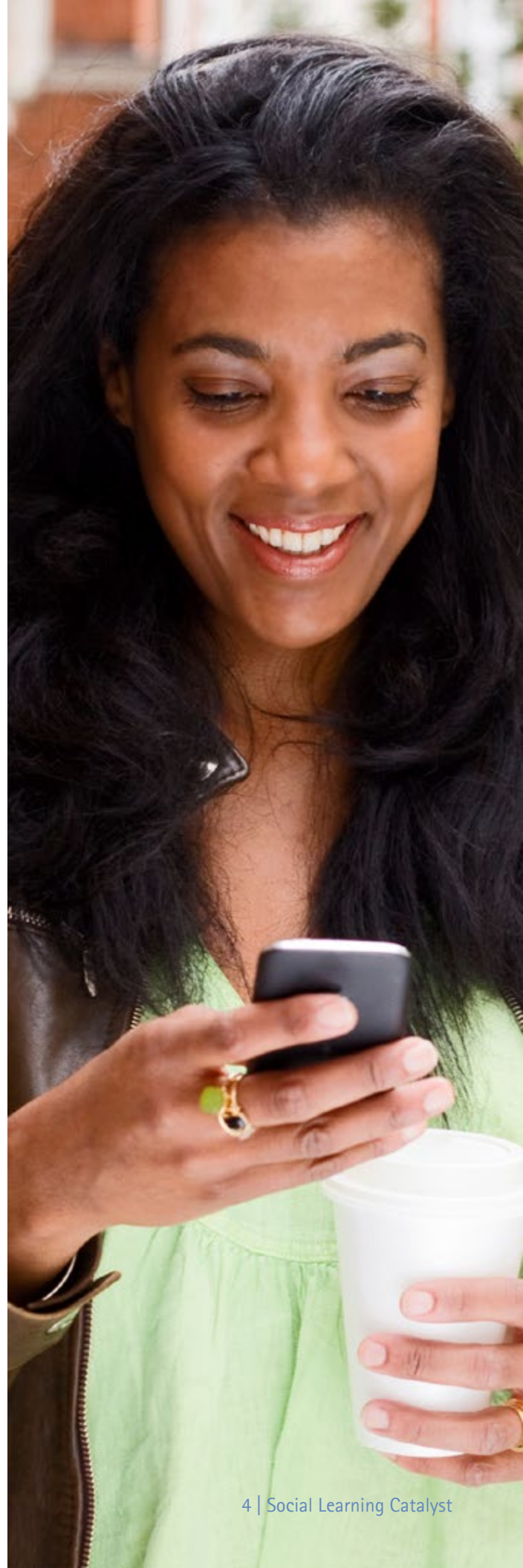
Our favored approach has been to develop 'talent communities' of expertise across our global network. In order to make this a success, we required a focused set of resources to help spark the collaborative creativity and innovation needed to achieve our goals across the entire talent-community framework.

The solution was to create a new team of Social Learning Catalysts focused on mobilizing and nurturing each talent community's collaborative culture. Catalysts stay abreast of the evolving technology landscape – a landscape that enables effective community development – and combine this knowledge with their collaborative expertise to create sustainable talent segments focused on innovation and business outcomes. By embedding social learning and collaboration as a service in this way – focused on involving communities and changing behaviors – our aim is to ensure that all of our people are engaged in regular collaboration and knowledge sharing.

Specifically, the Catalyst service has been designed to:

- Provide deep expertise through social learning by leveraging proven methodologies and processes that harness the power of our global network
- Serve as a 'wrap around' to complement the available technology, but without technology driving the solution
- Stay on top of the continuously evolving technology landscape and develop solutions that bring the latest resources and concepts to communities in a tangible and applicable way.

Over the past four years, the service has experienced exponential growth and the fruits of our labors are now becoming evident, both at the program level as well as at the individual community level, where they are having an increasingly significant tangible impact on the business.



# How the Service Works in Practice

The catalyst works with the business unit being supported to define clear strategic objectives, secure commitment and participation from leadership, and define a social-learning plan that will drive the required change.

## Confirm Business Drivers, Key Challenges and Success Metrics

As part of initial discussions around overall business readiness for a Social Learning solution, a Readiness Assessment is completed by solution architects. The catalyst can then use this as input to further define a social-learning program, working closely with the business unit to understand and confirm priorities, identify strategies and challenges that need to be addressed, and define measurable outcomes that should be attained. The catalyst also shares standard analytics and key performance indicators used to validate the effectiveness of a Social Learning program.

## Assess Existing Culture and Develop Social Learning Plan

Upon establishment of program goals and priorities, the Social Learning Catalyst will further assess the current collaboration culture, including leadership and community behaviors. A gap analysis between current and future state may be performed as input to confirming key areas of focus for the social learning program plan. The more detailed program plan will then be outlined to map activities to outcomes and to ensure alignment to goals and expectations. Included in this plan is defining the governance model to support the social learning agenda.

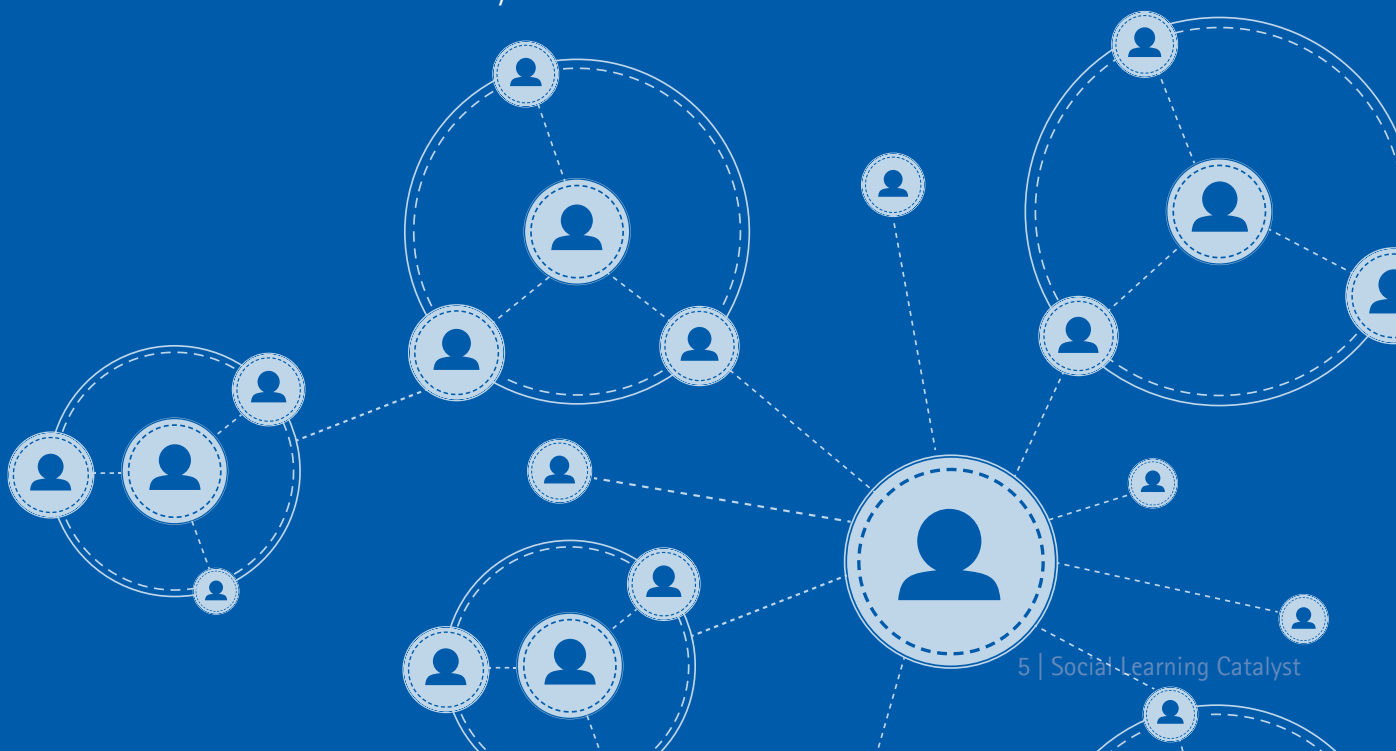
## Validate the Social Learning Environment & Establish Support Services

The Catalyst will assess and/or confirm the required technology landscape by mapping it against requirements for the social learning program. They will identify enhancements or

integrations necessary for the technology team to provide. As part of the Governance model, the Catalyst will establish and mobilize a core team to support the social learning program. This includes key stakeholders and expert 'champions' from the business. It also includes establishing a core Catalyst team that will drive and execute the Social Learning program.

## Execute, Evaluate, and Evolve the Social Learning Plan

The Catalyst coordinates the execution of the program and ensures alignment with business goals and priorities. In addition, they leverage quantitative and qualitative data to measure program effectiveness and to continuously evolve the program. Additionally, the Catalyst collaborates continuously with other Social Learning experts and their peers to bring new recommendations, innovative practices and tools to bear on the program.





## Benefits

Each Catalyst works to define a focused set of key performance indicators (KPIs) to measure impact and tangible outcomes. As a set of guiding principles, the outcomes typically focus on:

- Building the practice's knowledge and skills
- Increasing enablement and awareness
- Leadership visibility, participation, and engagement
- Embedding a collaborative culture across the organization.

It is abundantly clear that increased employee engagement and participation lead to a more productive workforce, which in turn enhances innovation and ideation and ultimately results in increased client satisfaction. Social Learning Catalysts play a critical role in this approach by driving activities that empower people to develop themselves and each other – any place, any time.

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# Value Story: Catalyst Facilitates Collaboration across Diamond-Client Accounts

**Challenge:** Diamond client accounts (DCAs) are key to Accenture's business but a lack of connection across the DCA network – in order to facilitate the sharing of new approaches, best practices, useful content and valuable contacts – was evident.

**Solution:** A Social Learning Catalyst was deployed to drive and support greater integration by:

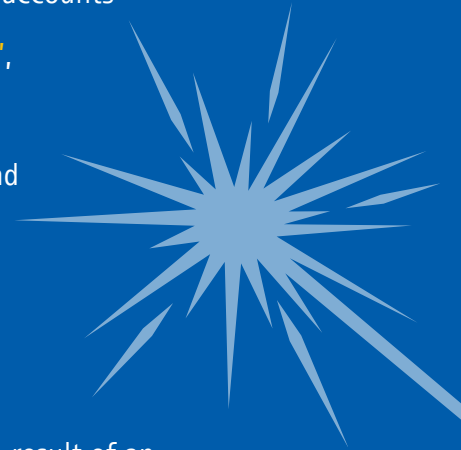


- **Providing enablement opportunities to DCA Champions** to enable account team members, thereby improving overall collaboration across the account
- **Overseeing a forum for Champions to collaborate across the DCA landscape** by providing opportunities for the sharing of best practices, discussion of key challenges, brainstorming of solutions, and learning about hot topics on other accounts
- **Supplying metrics and analysis as inputs to community 'scorecards'**, which measure the success or otherwise of each community

**Outcome:** Increased connectivity, engagement, and productivity, reduced costs and heightened awareness of available expertise and best practices across and beyond the DCA network.

In FY2015, DCA Catalysts' efforts resulted in:

- **Increased re-use of our best assets**  
Hundreds of new assets were added to the Knowledge Exchange (KX); the resulting reuse of these assets expanded Diamond accounts' global footprint significantly.
- **Improved ideation**  
Targeted ideation initiatives and a renewed focus on the widespread sharing of success stories yielded hundreds of new ideas to be leveraged by Diamond accounts.
- **Improved team communications and engagement**  
A significant increase in the use of online communities – and in the leveraging of the KX contribution process – enabled Diamond account members to do their jobs more effectively.
- **Increased productivity**  
Team ideation campaigns harnessed ideas on how to improve client value while increasing productivity and collaboration across all levels of the account teams.
- **Decreased costs**  
Savings of some USD 30 million in travel costs as a result of an increase of almost 100% in the usage of video-conferencing technologies across Diamond accounts. In addition, the usage of SharePoint team sites (STS) across the entire Diamond client ecosystem was significantly streamlined through site consolidation and retirement, with one particular client saving approximately USD 25,000 in annual STS charges.
- **Improved access to experts within, across and outside Diamond accounts**  
DCA's completed People profiles increased from 19 percent to 35 percent, due primarily to high-impact client-account leadership engagement.
- **Extended Champions network**  
Hundreds of new Collaboration Champions were appointed within Diamond client accounts, to cultivate increased community participation and the sharing of knowledge, expertise and ideas.



# What this Means for You

Both our hands-on experience and the available empirical evidence suggest strongly that any organization – regardless of size or activity – can benefit from the deployment of Social Learning Catalysts to embed the behaviors that drive a meaningful culture of collaboration and knowledge sharing across its workforce. These in turn power greater productivity, creativity, innovation, professional development, engagement, job satisfaction, and the bottom line – increased profitability – thereby enabling any organization to deliver even better outcomes for its own clients and customers.

With our understanding and expertise in the field of developing and deploying Catalysts, progressively built up over a period of several years, Accenture can help your business to become more connected, more innovative, and more specialized. Talk to us today and discover what we can do for you.

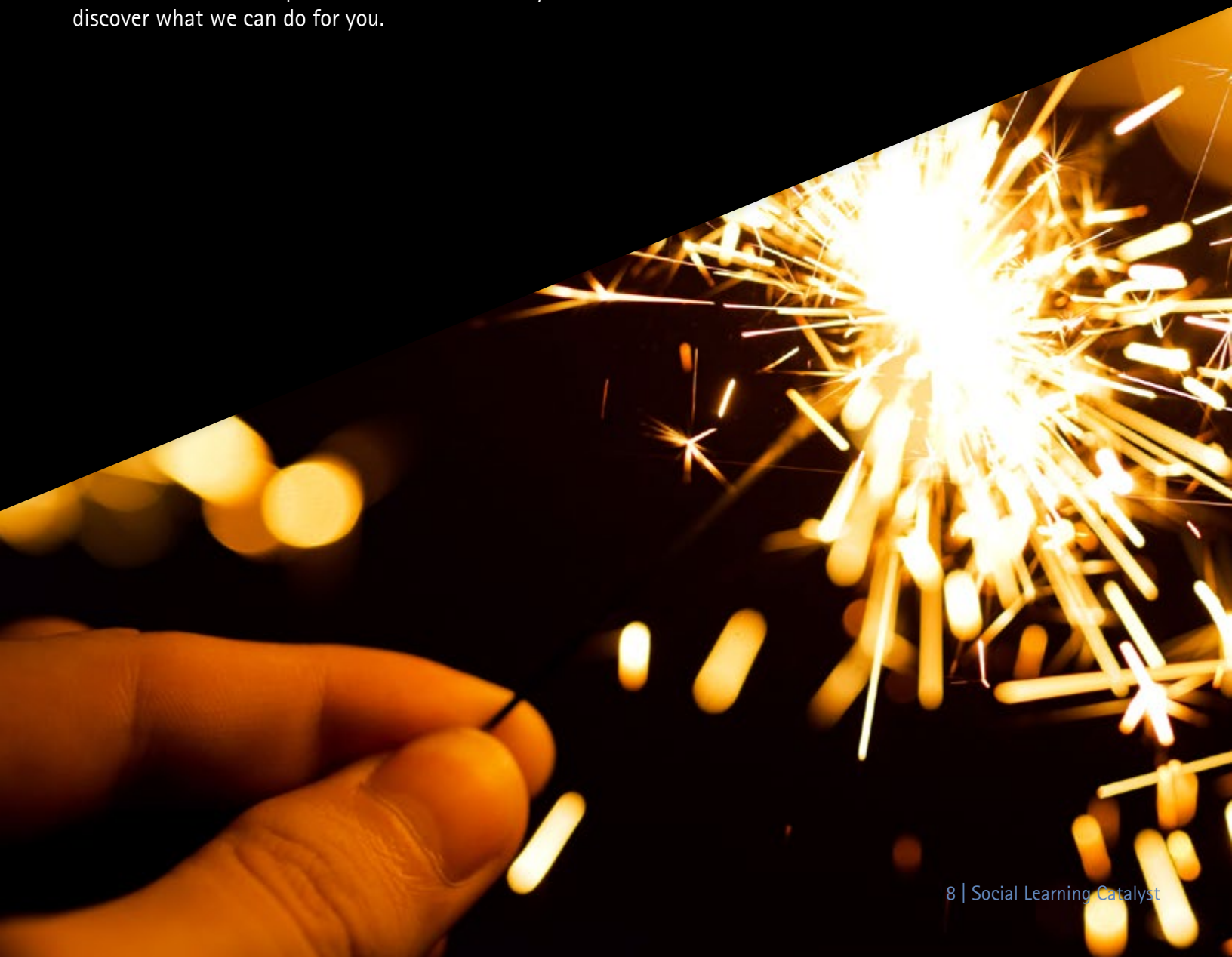
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