

Team 4 – Deloitte Executive Summary – Successful Management Consultant

The team at University of Toronto from course APS 1049: Introduction to Management Consulting worked with Deloitte to develop a blueprint of a successful management consultant. Deloitte aims to use this blueprint for to foster next generation of leader and consultants at their workplace.

In order to develop the blueprint, team conducted in-person discussions with members of Deloitte, performed literature review and benchmarking to develop the Blueprint.

During the literature review it was realized that the teaching professions goes through similar problems as management consultants when it comes to professional development programs at work. *One major problem was identified:* development programs focus on delivering content not improving the learning experience. Another profession that can be targeted for benchmarking is theatre actors. Management consultants can draw methods used by theatre actors to develop interpersonal skills based on self-awareness, listening and observing.

Team also did research on Deloitte's Culture, Needs and Values. It was found that Deloitte embraces collaboration, innovation, integrity and open mind thinking. But the main principle of 'People First' give Deloitte a competitive edge over its competitor. This principle eliminates the day to day survival mindset at work and delivers feeling of security at work. As a result, employees are more loyal, focused and innovative while solving problems at work.

The team used the above research to figure out a list of skills and core competencies that are

required of management consultants employed by Deloitte. The list included technical skills (e.g. academic excellence, digital capability, and critical reasoning) and soft skills (e.g. communication skills, collaborative work ethic, and risk analysis). Based on these skills a performance matrix was created that ranked these skills based on importance.

A list of specific teaching methods was created that would help teach these skills to new employees based on the above section. The methods ranged from apprenticeship to mentoring to education portals that were designed to be easily integrated into a work day and teach a variety of skills on the job.

Based on these skills an integrated career plan was developed that provided teaching methods for core skills required at each career level based off of the goals that employees should have for their professional development at each career stage. This plan was designed to teach professional skills in order of importance and time required and would help make the training process more manageable for both Deloitte and their employees.

It was concluded that the three core skills that drive management consultant are being apprentice, journeyman and master at the same time. Team also developed the best training practices that can be used by Deloitte to train their employees. Team went a step further to develop a career plan that describes the different training methods suitable at different stages of consulting career