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CATALYST
Transform to soar



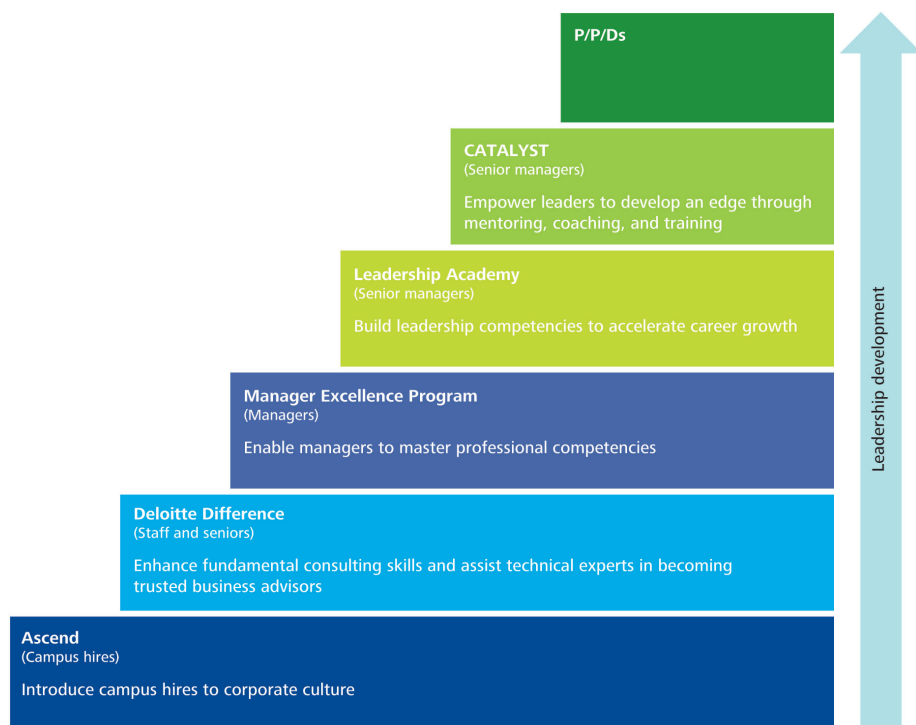
“No matter what twists, turns, and choices your life and career may take, we’re betting on you — both today and tomorrow.”

— Barry Salzberg, CEO, Deloitte Touche Tohmatsu Limited

Growing leaders — a strategic priority

One of the strategic priorities of the U.S. India offices is to attract, grow and retain the best talent. An essential part of the strategy is to develop the next generation of leaders from within the U.S. India offices. We strive to achieve this by making a systematic investment in developing leaders who can succeed in a dynamic, global business environment. Our holistic, integrated leadership development roadmap is an enabler to achieving this objective.

Our vision is to raise leadership development to the “next” level in the U.S. India offices and offer our senior managers a unique, world-class leadership development platform — where cutting-edge learning methodologies are integrated into their growth path within the organization. Our talent development programs, and the leadership development programs in particular, represent our commitment to “continually increase the value of our talent by providing compelling development and growth opportunities” and our strategy to be a “coached organization.”



“I have steps to take around my professional development each day now, due to this program.”

— CATALYST Mentee — FY11 class

From development to transformation

A key element in developing the pipeline of leaders in the U.S. India offices is helping high potential senior managers rise up to the next level, not just through acquisition of leadership competencies, but also through a transformation as a “leader.” It’s about identifying the leaders who are “ready” for higher challenges and responsibilities, and preparing them for a long-term future as a leader by giving them the tools to realize their highest potential.

To achieve this objective, we have designed a unique mentoring program that places select, high potential senior managers in a year-long mentoring relationship with experienced partners, principals, and directors (P/P/Ds) from a different function. Contrary to traditional coaching or mentoring programs, which focus on the transfer of knowledge, this program is all about self discovery, coming up with one’s own highest vision for the future, and charting the most effective path to achieve it.

The CATALYST program also creates a focused developmental opportunity for our experienced P/P/D mentors. In addition to supporting the growth and development of the senior manager mentees, the mentors have an opportunity to achieve a higher return on their investment in the program by applying the talent development skills learned as CATALYST mentors to their overall practice. Leadership development is an ongoing journey for every professional and CATALYST helps our leaders improve their coaching and mentoring skills, create a community of experienced mentors in the U.S. India offices, and increase the impact of talent development efforts in their practice.

Welcome to CATALYST

Launched in October 2009, CATALYST is modeled on the IMAGINE program, which pairs new Consulting P/P/Ds with senior Consulting P/P/Ds. CATALYST reflects the commitment of the U.S. India offices’ leadership to develop world-class talent, create excellent growth paths, produce “homegrown” P/P/Ds, and position Deloitte as an employer of choice in India.

The CATALYST coaching and mentoring methodology is based on the Empowerment Framework®, developed by David Gershon, founder and CEO of Empowerment Institute. David is one of the world’s foremost authorities on behavior change and talent development. He is the author of eleven books, including best selling, *Empowerment*, which has become a classic on the subject. Considered a master personal development trainer and coach, he co-directs the Empowerment Institute Certification Program, which specializes in transformative coaching, training, and design. He has lectured on his behavior change and the Empowerment Framework® at Harvard, Massachusetts Institute of Technology, and Duke. He has also served as an advisor to the Clinton White House and United Nations on behavior change and public participation strategies.



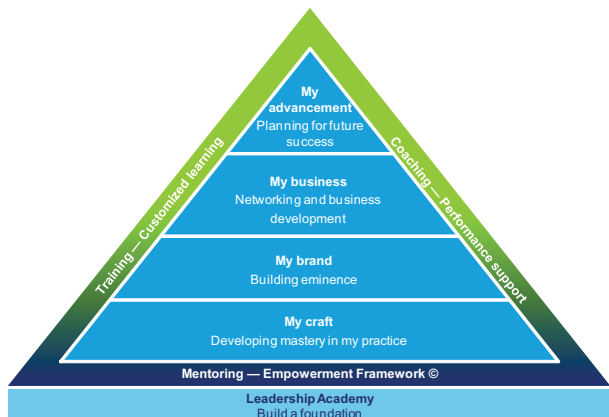
“CATALYST helped me to formulate a career plan for the next two years.”

— CATALYST Mentee — FY11 class

The Empowerment Framework®

The Empowerment Framework® is all about empowering people to proactively develop themselves and others. Unlike traditional, prescriptive mentoring where mentors give advice based on their experience, Empowerment mentoring emphasizes the development of the mentee’s vision. In our experience, this method results in the highest levels of commitment and follow-through. It’s a multi-phase self-discovery framework, focusing on helping the mentees:

- use the Empowerment Framework® for learning and growth;
- enhance their personal brand and create and implement a plan to achieve greater eminence in the firm, industry, and practice;
- create a business strategy, which is aligned with their personal brand; and
- identify and create a plan to achieve their career advancement goals.



The CATALYST journey

Mentees are mentored by an experienced P/P/D associated with the U.S. India offices (USI), who has shown a keen interest in developing leaders from USI. All mentors undergo a two-day training session in the Empowerment Framework® and are guided by an experienced and certified coach.



The mentees are a select group of senior managers in USI, specifically identified by the function and enabling areas leaders based on an objective assessment of performance and potential.

The one-year CATALYST journey encompasses training in the Empowerment Framework®, networking with fellow mentees and mentors, and in-person mentoring sessions and check-in calls with one's mentor, across the four phases of the program.

“The Empowerment Framework[®] method has provided me the opportunity to have a level of openness and depth in discussing my goals and thoughts with an experienced partner that a regular counseling relationship does not provide.”

— Hari Kumar

CATALYST mentor FY10 and FY11 and IMAGINE mentee FY07
Principal, Deloitte LLP and Regional Managing Principal, Deloitte U.S. India offices

“This program pushes you — it’s very demanding. It’s worth it, but challenging.”

— CATALYST Mentee — FY11 class

Expectations from mentees

CATALYST presents a unique opportunity to effectively leverage the knowledge of senior leaders in developing the skills of our emerging leaders. CATALYST not only helps the mentees discover their strengths, but also to align their strengths closely with the organization’s vision.

What CATALYST asks of mentees before they begin the journey is:

- Commitment to complete the program (willingness to invest approximately 45 hours over the next 12 months)
- Wholeheartedness and openness (submission to the process of self-discovery and learning)
- Working outside of one’s comfort zone (adoption of the Empowerment Framework®)
- Authentic communication (open communication with one’s mentor)
- Accountability (the mentor is a willing resource, but the mentee is responsible for driving his/her progress in the CATALYST program)

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