



## Deloitte drives a customer-centric workforce with Achievers

### Business Challenge

Professional services firms depend upon client satisfaction to retain clients and expand their scope of work. Deloitte understands that talent is the ultimate competitive advantage and business differentiator. However, Deloitte's project-based and geographically-widespread culture did not consistently foster employee engagement, alignment, and performance. The firm's recognition efforts consisted of ad hoc, siloed celebrations and inconsistent rewards that were not financially tracked nor tied to business objectives.

Deloitte needed a solution that would help inspire its employees to continuously give their best and maintain the high level of customer-centricity that drives the organization's success by recognizing and reinforcing positive behaviors. The firm was looking for a consolidated recognition strategy that created a culture of engagement and would encourage discretionary effort and drive employee performance.

### Achievers Insight

Employee engagement is a known catalyst for performance, including higher profitability, faster growth, higher customer happiness, lower employee turnover, and higher employee performance. According to Aon Hewitt, recognition, along with career opportunities and organizational reputation, is one of the top three drivers of engagement. The report states, "Employees need feedback and positive reinforcement to consistently go above and beyond. It is critical to the motivation and the engagement equation." By encouraging employees to recognize each other frequently, organizations put themselves in a position to better engage employees and realize stronger business results.



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We wanted to create an opportunity for up, down, and sideways recognition. We wanted to make sure we did the right thing, so that our people knew recognition was important. A culture of recognition is an important differentiator in our marketplace.

– Christina Koutsovasilis, Senior Manager, Employee Engagement.

## Employee Success Platform™ Solution

Deloitte launched its program with Achievers to create a culture of recognition that would not only improve employee engagement, but would also drive organizational growth through customer-centric employee behaviors. The program had two major initiatives. The first was to use recognition as a way to drive performance and encourage positive behaviors, and the second objective was to track those recognition efforts and validate the impact on the business's bottom line.

## Business Impact

Partnering with Achievers, the firm was able to create one unified employee experience with 94% of the employee base actively using the program. In addition, Deloitte was able to positively correlate recognition activity with employee performance. The highest performing employees were also the highest average earners and givers of recognition. The firm's recognition solution with Achievers is an effective tool in illustrating the relationship between recognition activity and performance ratings; the highest-rated performers earned 2.2 times more recognitions, on average, than the lowest rated.

# 2.2x

increase in recognitions for the highest-rated performers

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Sources:

1. Cattermole, Gary. "Senior leader buy-in is fundamental to employee engagement." *HRZone*. 26 July 2013.
2. 2012 Trends in Global Engagement. Rep. Aon Hewitt, 2012. Web. 5 Nov. 2014.