

The Collaboration Conundrum: How Can Your Firm Bridge the Knowledge Gap for Project Success?



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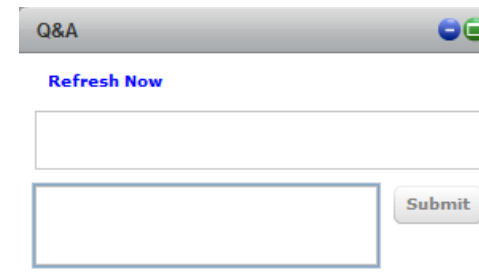
BEST PRACTICES WEBINAR

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Before We Begin

- Ask questions through the Q&A widget
- Recorded session will be available starting tomorrow



A screenshot of a web-based Q&A widget. The window has a title bar labeled "Q&A" with standard window control buttons (minimize, maximize, close). Below the title bar, there is a link labeled "Refresh Now" in blue text. Underneath is a text input field. Below that is a larger text area for questions, followed by a "Submit" button.

Today's Speakers



Joseph Kornik
Publisher and Editor-in-Chief
Consulting magazine



Nitin Aggarwal
Principal
ZS Associate's



Tom Rodenhauser
General Manager, ALM Intelligence
Managing Director, Advisory Services



AJ Oberland
Managing Director
Propeller Consulting



Terry Melnik
Product Marketing Director
NetSuite

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Collaboration Bridging the Knowledge Gap at ZS

Consulting Magazine webinar

December 13, 2017

New Delhi | +91 124 6797000

SALES + MARKETING

Impact where it matters.

Critical for bringing expertise across areas to clients

Then

2 Practices

2 Offices

Now

13 Practices;

5 Industries;

23 Offices

Global Headcount

4,800⁺

Complexity has increased at ZS with **scale** and **scope** of what we do – **no single ZSer** expected to bring **expertise** across **multiple areas**

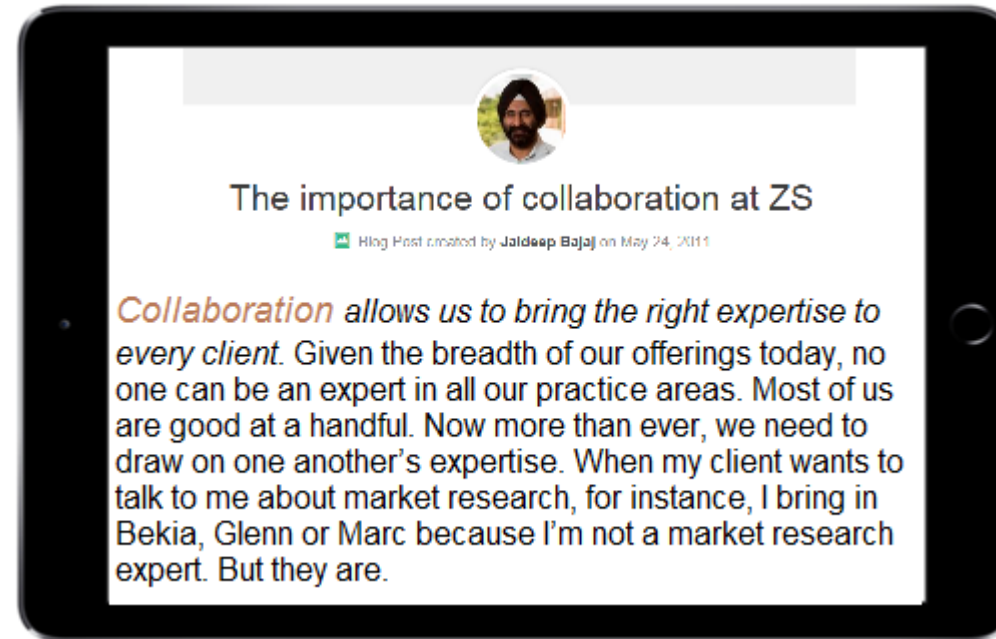
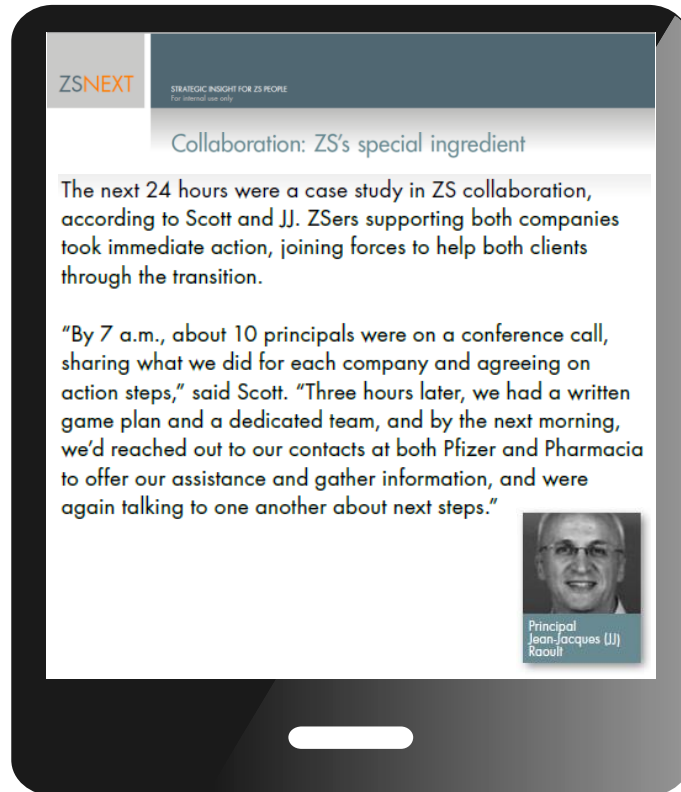
Technology is critical, but insufficient for collaboration



The secret sauce – collaboration is ingrained in ZS culture



Sharing personal experiences helps strengthen the culture ...



We focus a lot on **Story Telling** where ZSers share experiences of collaboration leading to success

... reinforced through performance management and hiring processes ...

Teamwork and People Management

Works well with others
Collaborates with other tracks/CG members on projects as needed. Expresses opinions and constructive management.

- Seeks feedback and with the project manager to enhance or improve skills
- Participates in a team environment where individuals can communicate and contribute freely
- Works independently as skill level allows
- Seeks input on own work
- Mentors peers when able

Alignment with Core Values

Modeling our core values to perpetuate our culture – demonstrating high levels of integrity, respect, commitment, collaboration, humility, expertise, innovation, quality and a positive attitude. As a manager, you are considered a positive role model by your attitude and actions; you demonstrate your collaborative work style as you team with others; we trust your judgment on matters related to people and clients and consider you as someone who handles dilemmas the "right way"

The tables below and throughout this document outline different levels of success on each key dimension, ranging from amazing to disappointing.

Amazing	Good	Disappointing
<ul style="list-style-type: none"> • Stand-out, role model – positively impacts culture for Associates, ACs and Consultants and peers • Highest level of integrity, respect, commitment • Healthy paranoia, humility • Proactive by nature; contributes above and beyond peers with equivalent client responsibilities 	<ul style="list-style-type: none"> • Collaborates whenever needed • Judgment is trusted • Shows tremendous commitment and flexibility in meeting client and firm needs • Collaborative in nature across levels; shows no sense of territorialism 	<ul style="list-style-type: none"> • Peers find it difficult to collaborate with the person • Generally not much of a collaborator or 2-way disseminator – keeps to self • Concerns regarding integrity, respect or commitment, specific violations

Collaboration, evidenced by **peer feedback**, is almost a **pre-requisite** for a ZSer to get elected Partner

...and rewarded through recognition and incentive programs

The screenshot shows a LinkedIn group page for 'IMPACT Recognition'. The page has a navigation bar with tabs: Overview, Activity, Content, Images, People, Projects, Reports, and Events. The main content area is divided into several sections:

- GROUP OVERVIEW:** Includes an icon of three people holding a trophy. Below it, the group is 'Owned by: Nirdosh Singh, Preeti Panwar, Noopur Sahasrabudhe, Sonakshi Grover, Sumeet Madaan'. It is a 'Public' group created on 'Jun 6, 2016'. Tags include 'recognition_program, awards and recognition, celebrating impact'.
- About Celebrating Impact:** A text block explaining the program: "'Celebrating Impact', is our first formal recognition program launched in the year 2014' to celebrate stories of project teams that created amazing client and business impact. This program also covers Enterprise and Support functions to recognize their part in collaborating with business for extraordinary results and creating client delight. The objective of this program is to bring to light all the amazing work our project and support teams are doing day in and day out, and sharing these with all ZSers to impart their learnings - so that we continue to integrate expertise and 'world-class' practices to deliver the best results for our clients."
- IMPACT Recognition:** A central icon of a person holding a flag.
- SHARE YOUR NOMINATIONS WITH US BEFORE THURSDAY, SEPTEMBER 7:** A promotional banner with a trophy image.
- Project Champions Nomination Form - Click here to submit:** A button with a link.
- Business Champions Nomination Form - Click here to submit:** A button with a link.
- ACTIONS:** A list of actions: Ask a question, Start a discussion, Write a document, Upload a file, Write a blog post.

A red box highlights the text: "We recently launched IMPACT Recognition to recognize and acknowledge individuals making impact by collaboration and innovation in their projects. This is an ongoing program to show gratitude and acknowledge ZSers on the spot while they made an exceptional contribution towards their projects mainly on the lines of:"

2+2 > 4

Premium awarded to ZS leaders in their metrics for collaboration

Q&A



Joseph Kornik
Publisher and Editor-in-Chief
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Tom Rodenhauser
General Manager, ALM Intelligence
Managing Director, Advisory Services

PDX



SFO

PROPELLER

THE COLLABORATION CONUNDRUM

AJ OBERLAND, MANAGING DIRECTOR

SPEED & ADAPTABILITY WILL OWN THE FUTURE

Keeping pace with the velocity at which markets and industries change is essential. This new era of continuous disruption needs a brand of management consulting that instills speed and agility. Propeller helps large organizations navigate and succeed in this increasingly volatile business landscape.

WE HELP BIG MOVE FAST AND ACT SMALL





STRATEGY

Develop actionable strategies that advance business outcomes and deliver results.

BUSINESS + OPPORTUNITY ASSESSMENTS
STRATEGIC PLANNING + EXECUTION
BUSINESS CASE REALIZATION
MERGER + INTEGRATION EXECUTION
BUSINESS + OPERATING MODEL STRATEGY
DIGITAL TRANSFORMATION



CUSTOMER

Improve the customer journey through innovative interactions across channels, platforms, and devices that exceed expectations and build advocacy.

OMNI-CHANNEL COMMERCE
MARKETING + PRODUCT MANAGEMENT
FULFILLMENT + LOGISTICS
DIGITAL TRANSFORMATION
CUSTOMER SERVICE OPERATIONS
CUSTOMER JOURNEY + EXPERIENCE



PEOPLE

Cultivate a high performance organization that is agile and engaged, aligning your culture, talent, and strategy.

CHANGE MANAGEMENT
COMMUNICATION + TRAINING DELIVERY
KNOWLEDGE MANAGEMENT
STAKEHOLDER ENGAGEMENT
TEAM LEADERSHIP + DEVELOPMENT
ORGANIZATIONAL EFFECTIVENESS + ALIGNMENT



PROCESS

Maximize operational efficiency by reducing complexity, ensuring quality, and improving productivity.

PROCESS REENGINEERING + IMPROVEMENT
SUPPLY CHAIN OPTIMIZATION + MANAGEMENT
OPERATIONAL EXCELLENCE
ENTERPRISE PERFORMANCE MANAGEMENT
LEAN / SIX SIGMA ADOPTION



TECHNOLOGY

Leverage technology to gain insights, transform processes, and innovate for competitive advantage.

PROCESS REENGINEERING + IMPROVEMENT
SUPPLY CHAIN OPTIMIZATION + MANAGEMENT
OPERATIONAL EXCELLENCE
ENTERPRISE PERFORMANCE MANAGEMENT
LEAN / SIX SIGMA ADOPTION

CONSULTING COMPLEXITY



UNIQUE CONSULTING CHALLENGES

CLIENT REQUIREMENTS

Consultants typically leverage whatever technology and process solutions their clients use in order to conduct delivery work

WEARING DIFFERENT HATS

Consultants need to understand the internal technology and process solutions to collaborate on a variety of functions that they drive

DISTRIBUTED WORKFORCE

Consultants are physically distributed at different sites, but also working across different projects, clients, and industries

DIVERSE EXPERIENCES

Consultants come from an even more diverse background and come with different experiences and preferences around collaboration

TECH-SAVVY

Consultants stay up-to-date on new technology solutions and are constantly experimenting and integrating them into their work



CLIENT PROJECT CASE STUDY

THE SITUATION

Provided a team to support the human side of client change efforts surrounding the rollout of a new technology for ~1500 national sites

CHALLENGES

- INCONSISTENT COLLABORATION SOLUTIONS
- TEAM OF STRONG INDIVIDUAL CONTRIBUTORS
- DEFENSIVE COLLABORATION FROM PARTNERS
- AUDIENCE PRIORITY VERSUS COMPLEXITY

SOLUTION

FINDING COMMONALITY

KEY LEARNING

“IT’S NOT ABOUT YOU”

Each issue was solved by adapting to a target audience and focusing on their needs



INTERNAL KNOWLEDGE MANAGEMENT CASE STUDY

THE SITUATION

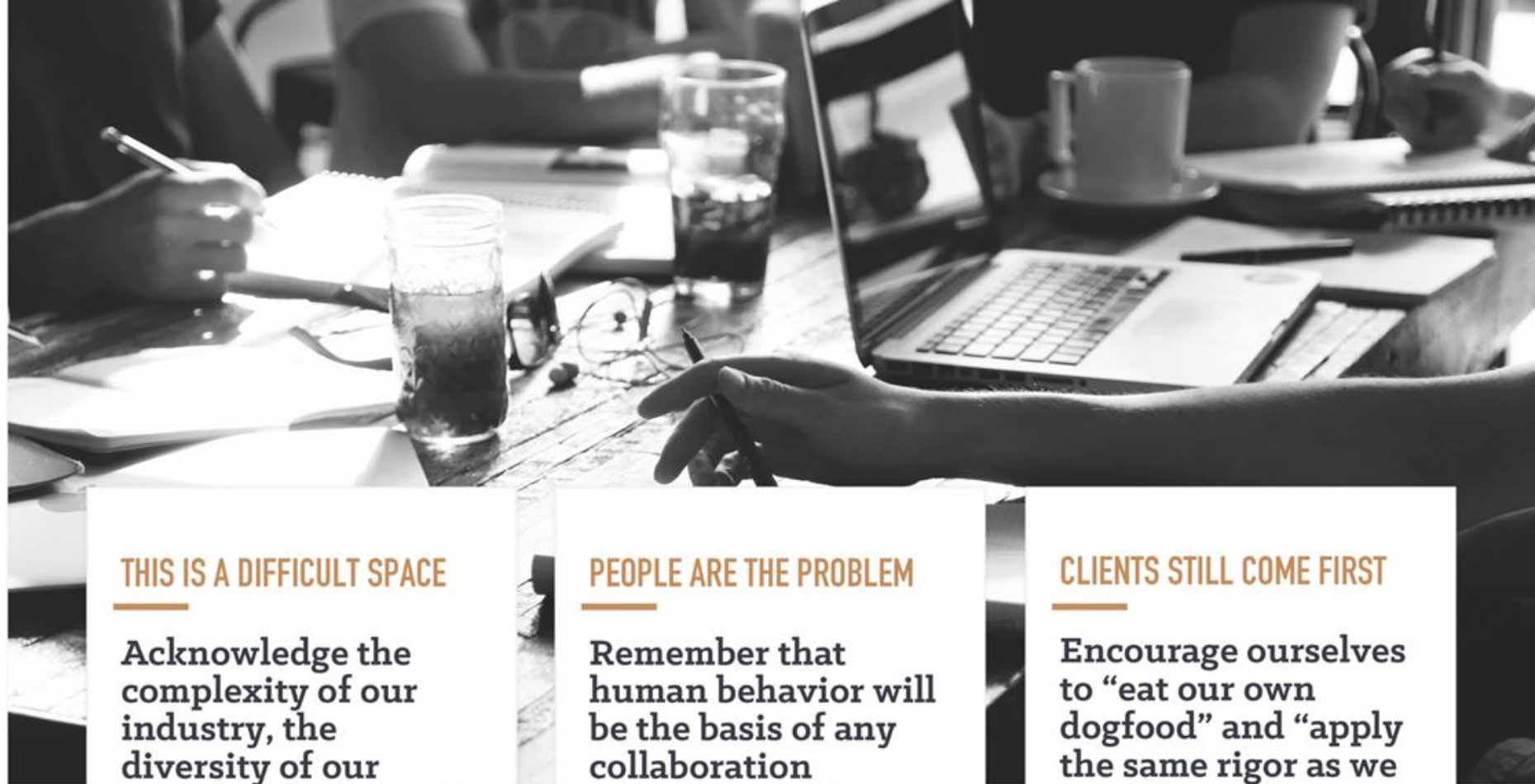
Created a short-term, dedicated, internal consultant role in order to solve the problem of how the firm collects, creates, and disseminates the collective knowledge it has to collaborate

THE PATH

- **STARTING GOAL:** Find a 1:1 replacement for a single, ill-used technology platform
- **CURRENT STATE ANALYSIS:** Understand technology gaps and the firm's view of a blue sky solution
- **EVOLVED GOAL:** Create a solution to drive collaboration and sharing, as well as to create a sense of connection
- **THREE COMPONENTS:** File Management | Messaging & Real-Time Collaboration | Skill & Experience Directory
- **TECHNOLOGY APPROACH:** Instead of one-size-fits-all, integrate best-in-class solutions for each component
- **SOLUTION:** Two out-of-the box products infused with a custom landing page and directory
- **ROLLOUT:** Training, tips & tricks, ongoing assessment of effectiveness, and ongoing tweaks to improve

OUTCOMES

- Key component to the firm's daily operations and efficacy
- File management system with 23,000 unique pieces of content and usage by 100% of the firm in the last month
- 172k messages sent to-date, with 20k in the last month
- Efficiency of sharing through conversations people can discover and read spontaneously and repeatedly
- **Allowing our firm culture to shine through in a stronger way through effective use of technology**



TAKEAWAYS

THIS IS A DIFFICULT SPACE

Acknowledge the complexity of our industry, the diversity of our responsibilities, and the ever-changing landscape of collaboration in the world today

PEOPLE ARE THE PROBLEM

Remember that human behavior will be the basis of any collaboration solution, so take it as the most important input and manage it as the most important component

CLIENTS STILL COME FIRST

Encourage ourselves to “eat our own dogfood” and “apply the same rigor as we would our client work”, but recognize that if we always did then it would make us less successful consultants



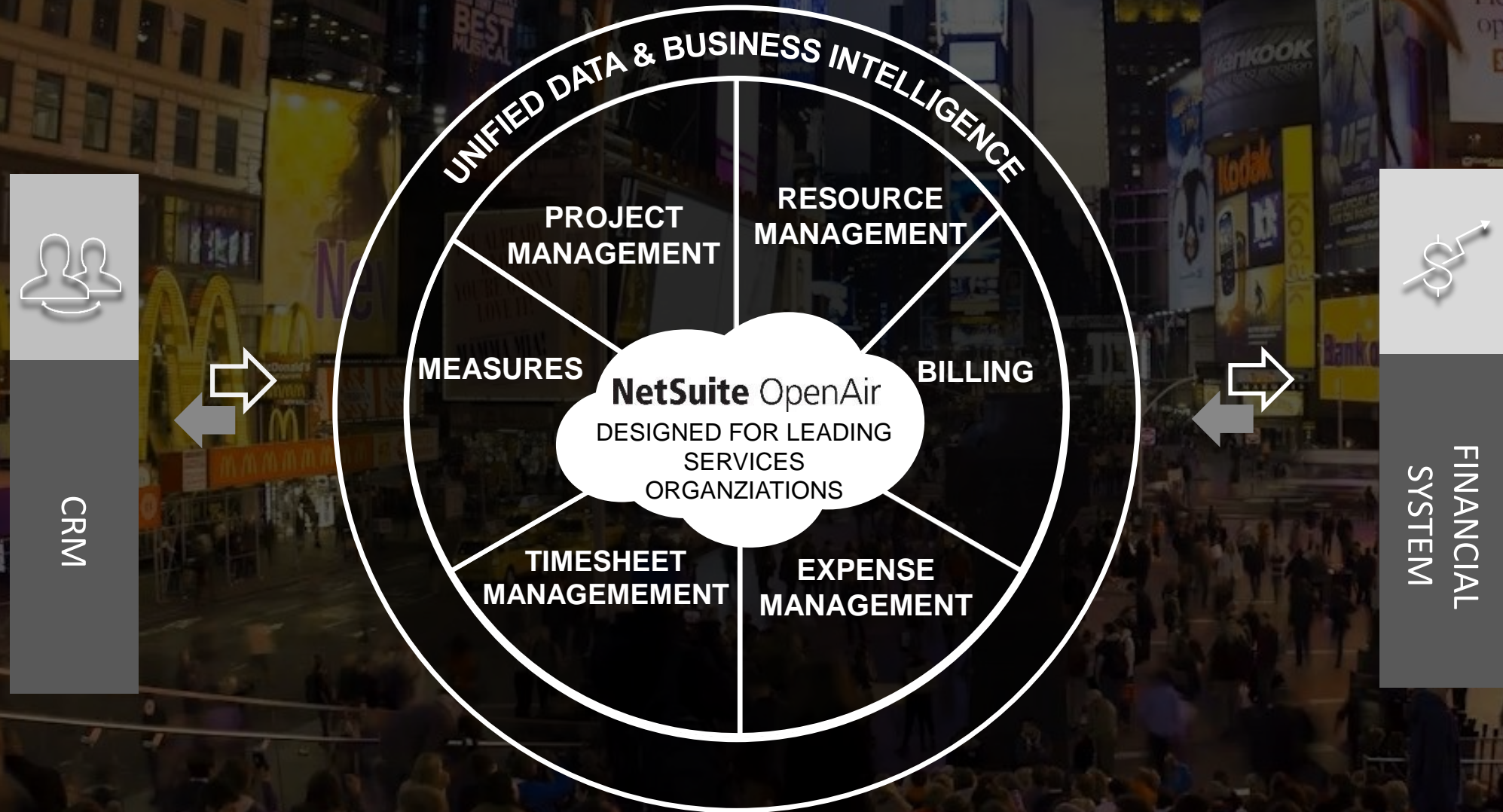
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EMERGING ORGANIZATIONS



WHAT IS COLLABORATION?

A working practice whereby individuals work together to a common purpose to achieve business benefit. Collaboration enables individuals to work together to achieve a defined and common business purpose.



**Team
Discussion
Forum**



**Sophisticated
Notifications**



Tracking RAID



**Automatic
Status
Reports**

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Thank You

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