



# DEVELOPING TALENT IN THE NEW VIDEO TRANSCRIPT

**Rahul:** How are you seeing organizations innovating around the employee experience?

**Todd:** Zappos has totally changed its organization structure from a pyramid to a flat structure, quite revolutionary. Similar, I suppose, to what consulting firms like Accenture would do in terms of being able to organize around a task or a team but major changes in the hierarchy and governance and decision-making system. You see major changes in level of transparency. The pyramid basically forces the senior management to say, we have to retain information, not share it. Now organizations are realizing the risks and the down side of not sharing information. So, more transparency. I look to you and what you are doing at Accenture as another kind of innovation, so talk a little about the innovations at Accenture, at the people interface that you're seeing and you're involved in.

**Rahul:** What we've done with Performance Achievement, where we put the person at the center and instead of the process, it is really about how does a person play to their strengths and their passion? How do you focus on what's most important and then the actual process really goes into the background and instead of rating, racking and stacking people,



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Performance Achievement is all about thinking about what's the next best thing for each single person and how do we get them to their best performance? So, that's a second example. But a third one, which I think is, is a big innovation that we focused on over the last few years, is, is really reimagining how people learn and learning is, learning agility, we believe is a skill of the future. So we have created a significant infrastructure, very futuristic. We call it Accenture Connected Learning and that's really about enabling people to take time away to learn and to learn all the time. And we do that through a network of regional centers, we've connected, we've invented connected classrooms and we have over 80 connected classrooms around the world where we can bring in multiple classrooms into one seamless experience for people. And then we've created a digital invention we call learning bots that really are subject matter expert-curated topics which people can just consume in snackable bites. They can share, they can endorse, they can suggest to others to follow and I think that's just really totally revolutionizing how people learn. So, I think those are some examples of what Accenture is doing. Todd: So, it is a partnership with your learner as opposed to a dependency relationship. I think that's a big, a big, a big improvement and what you're doing is tremendously exciting. So, the tools of technology as well as the philosophy behind it, we've revolutionized learning. I think it is terrific.