

**CASE STUDY:**

# Global professional services giant uses simulations to upskill leaders in business and financial acumen



**THE CHALLENGE**

This global enterprise saw a need to enhance efficiency and performance at the manager level, but acknowledged the difficult task set out for these leaders: operating client projects excellently and consistently while satisfying clients, managing project economics, and supporting team and organizational health. Together, we determined the right solution was upskilling managers to a standard client management process. This was easier said than done, as employees were spread across the world, making a remote learning experience the only feasible option. Additionally, the program needed to be asynchronous, on-demand, and applicable to learners of varied experience levels.

**THE GOAL**

- Improve analytical, strategic, and systems thinking, as well as remote team collaboration
- Increase skill practice in how individual and team decisions impact the business and financial measures of a project
- Develop a new mindset and gain efficiency by applying the standardized project lifecycle model
- Facilitate knowledge sharing and healthy competition between leaders in cross-functional areas

**THE COMPANY**

Multinational professional services network with over \$30 billion in revenue

**INDUSTRY**

Professional Services

**SIZE**

250,000+ Employees

**THE DEPLOYMENT**



**GEOGRAPHIES**

Global

**PARTICIPANTS**

25,000

**THE PROGRAM**

**LEARNER LEVEL**

Emerging to Mid-Level Leaders

**PARTICIPANT DURATION**

6-8 hours of engagement over 2-3 weeks

**PROGRAM ELEMENTS**

Asynchronous, single player simulations and facilitated debriefs, with options for team learning experiences

**BALANCE OF SKILLS**



## THE SOLUTION

In a safe and immersive virtual environment, program participants practiced applying leadership and management skills on a simulated client over a full project lifecycle of five months. From the sale of the client project through final deliverables, the simulation experience presented learners with true-to-life challenges and responsibilities, including planning, budgeting, scoping, staffing, delegating tasks, and managing the client relationship. At the end of the journey, their unique inputs yielded unique results, and each learner presented and defended their chosen strategies to senior leaders.

To realistically set the stage, each individual and team was provided with critical information to kick off the project, like client background, project goals, objectives and timelines, and client deliverables and expectations. Then over the course of the program, multiple dynamic scenarios emerged to develop mental agility and decision-making skills. For example, a team

member might abruptly inform the manager that a deliverable cannot be completed as promised, spurring the manager to quickly reallocate resources and adjust project-staffing requirements accordingly.

Ensuring that managers learned from their successes and failures throughout the program, the simulation platform automatically tracked their decisions and behavior from round to round. The platform then calculated the cumulative impact of those decisions on the project in each critical success area: client satisfaction, profitability, team impact, and organizational impact. Individual, team, and facilitator dashboards showed progress over time; and in debrief sessions, learners received in-depth feedback focused on instilling leading practices in the next round of the simulation – as well as in the manager’s daily workflow.

## THE RESULTS



**4.4/5**

Overall satisfaction rate



**5/5**

Confidence in ability to apply learning



**#1**

Rated program for 5+ years

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We wanted to immerse managers in an environment where they could see the impact of their actions, practice and make mistakes, and understand how all of their decisions—however large or small—impact project outcomes over time.

-- Enterprise-wide learning leader,  
Multinational Professional Services Firm

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The challenges in this simulation were a great hands-on experience that kept me and my team members fully engaged. I also thought that the challenges were well thought out and were a close representation of real-life situations that we could encounter on our client projects.

-- Program participant, Manager,  
Multinational Professional Services Firm

**Learn by doing, done right.**

Get in touch today to talk through how we can tailor a solution to your needs.

**START THE CONVERSATION**