

# Collaborative Classrooms: Best Practices & Lessons Learned

**DAU BOV**  
**September 24, 2014**



# Collaboration

# Why Collaborative Classrooms?

- How do collaborative classrooms support DAU's **learning strategy**?
- What **problem** is DAU trying to solve?
- Why is **collaboration** important to the solution?
- Why are **classrooms** important to the solution?
- Besides the classroom, **what else needs to change**?
- **How** will DAU achieve collaboration in the classroom?
- What are the expected **outcomes**?

# Why Collaboration?

- **Mirror the way we work** – train like you work, work like you train
- **How we teach** matters as much as what we teach
- Develop **communication, cooperation, emotional and mental skills**
- Move from passive to **active learning**
- Working together results in **greater understanding** than working alone
- Form **workgroups and teams** to increase **social interaction**
- Build **relationships, grow networks** and strengthen a **culture of learning**
- Foster **cooperation, connectedness and community** rather than competition
- **Share authority and responsibility** for learning between instructors and students

# Classrooms

# DAU Classrooms



**Log 211**



**MT 400 Capstone Exercise**



**DAU CR 53  
(Collaborative Classroom Pilot)**

# Hamburger University



Hamburger University, Oak Park, Ill

# Steelcase Lessons Learned

1. Value real estate effectively
2. Determine critical success factors
3. Honestly assess corporate culture
4. Management sets the tone
5. Leverage mobility – make it easy
6. Understand the generations, but think ageless
7. Refine, redesign, repeat
8. No single-use spaces



Deloitte University

# Deloitte University Facts and Figures

- Deloitte University (“DU”) is a 700,000 sq ft facility in Westlake, TX
- Accommodations include 800 sleeping rooms
- 20,000 sq ft ballroom will hold up to 1000 people
- 200 seat amphitheater
- 35 classrooms, each with a maximum capacity for 48 learners. Many classrooms have folding walls allowing 2-3 to be combined for larger groups. 4 classrooms are outfitted as TeleClassrooms to connect with similar TeleClassrooms in key offices around the U.S. and in India
- 36 “multi-purpose” team rooms for small group breakouts, counseling, or team work
- Large fitness facility and flexible dining facilities



# Why is learning transformation so important?

**Deloitte.**



Talent Edge 2020:  
Building the recovery together—  
What talent expects and how  
leaders are responding

**#1 Priority for Talent Leaders**

*“To recruit and retain top talent”*

**66% of employees worldwide are**

*“actively seeking or open to new employment”*

**50% believe organizations are**

*“doing a fair/poor job of delivering effective  
training and leadership development”*

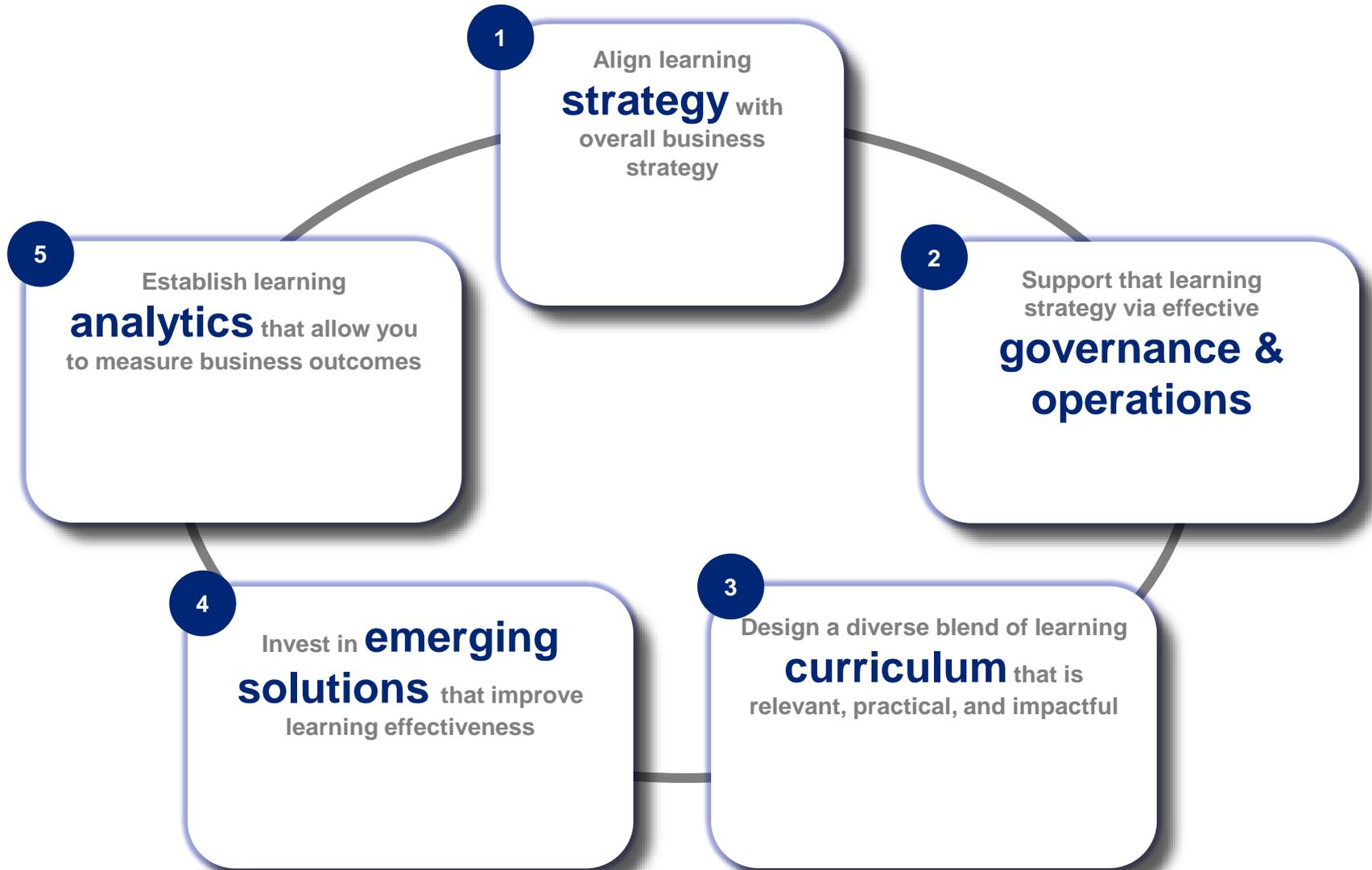
**A new formula of curriculum is predicted**

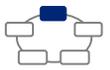
*10% planned, formal learning, and*

*90% informal, spontaneous training*

*(any time, any place, any pace, any device)*

# For our learning transformation, we considered five key elements





# 1 We developed six strategic conclusions that form the core of our talent development strategy

Outside-In



Integrated



Customized



Outcome-Driven

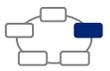


Leading-edge



Synchronized





## 2 Our learning strategy is supported by a centralized, cross-functional governance model

We engage our firm leaders in review of learning strategy, execution planning, and impacts

We structure learning leadership by Functions and Channels with significant input streams through **learning advisory councils** that tie back to all professionals

We have adopted a **cross-functional philosophy** that incorporates perspectives across our entire client base and service suite

We initiated an **organization-wide succession board** to ensure future leadership transitions are seamless and effective

We support a **leader-led approach** that requires the time and engagement of our firm leadership as certified faculty who facilitate our learning programs



# 3 We transformed our curriculum with an optimized blend of delivery considerations

Strategically built around the most effective delivery methods:

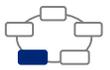


Aligned to our workforce skills competency model:



And blended across several additional curriculum considerations:

<i>On-the-Job</i>	vs.	<i>In the Classroom</i>
<i>Experiential / Simulation-based</i>	vs.	<i>Traditional / Instructor-Led</i>
<i>Individually Tailored</i>	vs.	<i>Team-based Collaboration</i>
<i>Self-initiated</i>	vs.	<i>Career-directed</i>
<i>Outsourced Development</i>	vs.	<i>Internally Developed</i>
<i>Vendor-Led</i>	vs.	<i>Leader-Led</i>



# 4 Our curriculums are supported with leading-edge learning methods to improve effectiveness

Leading-Edge Learning Solutions



Discovery Learning & Simulations

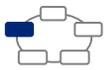
Social Learning

Advanced e-Learning & Animation

Social Media

Dynamic Response Technology

Mobile Learning / Apps



# 5 We maintain best-in-class performance through learning analytics



- Understand stakeholder questions and concerns
- Design data collection methods and instruments
- Leverage multiple methods to collect data
- Solicit feedback measures from multiple sources
- Provide stakeholder-specific analyses and insights
- Look beyond the mean to develop a holistic understanding
- Define thresholds for curriculum and faculty evaluations
- Develop and implement intervention plans to address thresholds
- Provide meta-feedback to learners
- Utilize multiple channels to highlight top programs and lessons learned

# Deloitte University Classrooms

# Welcome to our Classroom for the Future



- 1 Multiple projection screens eliminate “front of the room” and create a 360° learning experience
- 2 Central technology control with A/V help button for responsive tech support
- 3 Nearby team rooms and printers support your creative learning format
- 4 Movable whiteboards for portable and paperless idea sharing
- 5 Copycams enable you to photograph, print, save, and share content
- 6 Power and projection connections at each table enable simultaneous presentations
- 7 Natural light to enhance alertness and learning reception
- 8 Instant removable walls and mobile furniture enables flexible room configurations
- 9 Teleclassroom video conference capabilities connect remote learners to DU

# Deloitte Lessons Learned

- **What we did:**
  - Created a “Classroom of the Future” to support a leadership and learning environment and culture to achieve desired outcomes
  - Immersed, inspired, empowered learners to make the most of their experience
- **What we got right:**
  - Environment – created a collaborative, experiential learning environment
  - Strategy – matched facilities, technology and curriculum
  - Classrooms – overall classroom design and function
  - Curriculum – redesigned curriculum for collaborative learning
  - Reconfiguration – capability to reconfigure space (tables, SkyFold walls, tech)
- **What we would do different:**
  - Larger tables – 6’x3’ not large enough for 5 people with computers, etc.
  - Larger classrooms – increase from 1,200 to 1,500 sq ft
  - Larger team rooms – breakout space for teams of 6
  - Delete Copycams – students use cell phones to capture/transmit white boards
  - Use VTCs – redesign curricula to better utilize VTCs

# Impact: Leading-edge, simulation based learning in action

Action learning, simulations, leader-led experiences, learning 2.0, customized development, and social learning—this is our toolkit



A Leading-Edge Example: New-Hire Onboarding Starts with Interactive Game Play

## The Deloitte Toolkit



Our learning philosophy: *focus on the tough*



Active learning



Simulations



Leading-edge solutions

Deloitte learners shown

## Deloitte University's Flagship Learning Programs (Year One)

- Career Milestone Simulation for New Managers and Senior Managers
- New and Experienced Partner Programs
- Industry Mastery Programs
- Next Generation Leadership
- Leadership Acceleration for Women

# The DU guest experience is designed to provide a consistent, seamless and “uniquely Deloitte” experience



Action-based, business-relevant learning...

...connections, old and new...



...and a strengthened culture of collegiality and leadership.

# Five clear benefits stood out for Deloitte...

For us, the building is a catalyst for:

## Culture...

- A 'cultural center' for a highly-mobile workforce
- An opportunity to immediately integrate new hires into Deloitte's unique environment

## Connections...

- Working across businesses, levels and borders
- Formal and informal interaction with leaders
- A chance to connect face-to-face in a virtual world

## Leadership...

- Advanced leadership development employees
- Executive meetings
- Academics and thought leaders
- Industry and client conferences

## Change...

- Invigorating the process of building world-class learning programs
- Establishing learning as a strategic priority for the organization
- Commitment to our people

## Competitive advantage...

- Differentiating Deloitte in the eyes of top talent and clients



**Deloitte.**  
**University**  
The Leadership Center

Questions?