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CENTRIC CONSULTING CLEVELAND: STAYING TRUE TO CORE VALUES

Honghui Liu and Katherine Gullett wrote this case under the supervision of Chris Laszlo solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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The director of Centric Cleveland, Kevin Bracy, was preparing for a career fair panel to be held on April 18, 2015. He would be telling prospective hires about the consulting company’s approach to well-being in the workplace. Centric Consulting (Centric), Centric Cleveland’s parent firm, was known in its industry for its positive work culture. Bracy took pride in this and was looking forward to telling his story to the prospective hires who were beginning their careers.

A key question that Bracy wanted to address in the panel was, “How do your employees flourish in the workplace?” He glanced around the room he was sitting in: Persian carpet, velvet upholstered chairs, colourful flowers on the table, a marble fountain in the centre of the room. His temporary office was the lounge at the Renaissance Cleveland Hotel, where he would be meeting a client shortly. Centric Cleveland didn’t have a permanent office space—part of its strategy of giving employees the freedom and flexibility to work from any location. Bracy thought of this as a way of flourishing.

Bracy reflected on another question he frequently had from new employees who were from the millennial (born between 1977 and 1994) and generation Z (born between 1995 and 2012) generations: “How does your organization sustain its positive culture?” With the company growing quickly, this question, in particular, had been on the top of his mind in recent weeks.

Bracy leaned back into the velvet chair and thought about the elements of Centric that were appealing to new employees. He knew the company’s exceptional culture of caring and balanced lifestyle set it apart from other consulting companies. How could Centric Cleveland maintain these core values as it grew? At the organization level, the company could maintain the practices that built its culture, but the pressures of growth were making it more difficult for leadership to maintain a conscious awareness of each employee’s work-life balance and individual career growth. What practices could the company continue that would help ensure each individual’s well-being? Were there new practices to adopt as the company expanded?

Centric’s style was easy-going and supported autonomy; it didn’t mandate health or fitness programs or use monetary incentives to promote wellness activities. Centric Cleveland could take a programmatic approach, but this might conflict with the organic nature of its culture, in which employees could be involved however they wished. On the other hand, Centric Cleveland could forget about programs and only focus on cultivating and encouraging leadership behaviour and support of the culture. Bracy wondered what approach would best resonate with millennial and generation Z hires.

COMPANY OVERVIEW

Centric Consulting was a business consulting and technology solutions firm providing full-service management consulting services. It was started in 2000 and headquartered in Dayton, Ohio, but no executives kept offices there. Operated locally and individually, Centric had 12 locations across the United States: Boston, Charlotte, Chicago, Cincinnati, Cleveland, Columbus, Indianapolis, Louisville, Miami, Seattle, St. Louis, and Tampa. Each Centric location had its own leadership team. To encourage efficient communication and cooperation across the company, Centric organized national events each year to connect employees from the 12 units.

In 2009, Joe Smucny, vice-president of Centric Consulting, started Centric Cleveland. As a relatively new member of Centric’s 12 units, Centric Cleveland focused on providing professional advisory services to companies in Northeast Ohio. With the mutual efforts of the leadership team and its talented employees, Centric Cleveland was witnessing rapid growth and its future looked bright. From long projects like multi-year technology implementations to shorter projects like business process improvement consulting, Centric Cleveland created customized solutions to meet client needs. The Northeast-Ohio-based consultants employed by Centric Cleveland brought years of experience in financial services, manufacturing, health care, and other industries that were core to the region. Centric Cleveland was well-recognized by the consulting market and clients connected to Northeast Ohio. The group was known for providing innovative consulting services of a high quality. Specifically, Centric Cleveland was successful in providing services to financial service, retail, and health care clients.

Centric Consulting was founded with the intention of being different than other consulting firms with regard to building both internal and external relationships, developing and supporting employees, adjusting for work-life balance, and being devoted to community services. Centric was intentional about building positive, long-lasting relationships with its clients and employees and fostering the same between its employees and their families and communities (see Exhibit 1). As a regionally based consulting firm, Centric Cleveland incorporated local culture and traditions into its corporate culture; for example, its website highlighted that Centric employees were Cleveland sports fans and joked about Cleveland’s weather (see Exhibit 2).

INDUSTRY OVERVIEW

Management consulting was an industry with more than US$200 billion[[1]](#footnote-1) revenue in 2015 and 5.2 per cent annual growth from 2010 to 2015. It was an industry “composed of firms with the skills, expertise, and flexibility to meet the needs of a variety of clients with varying budget constraints.”[[2]](#footnote-2) As the U.S. economy recovered from the recession caused by the financial crisis in 2008, many consulting firms experienced surging demand for advisory services, and the increasingly popular application of information technology also brought consulting firms more opportunities. These factors suggested continuous growth within the industry.

Consulting firms provided professional advisory services to various types of firms. According to research done by IBISWorld in 2015, main consulting clients included financial service companies (21.3 per cent), consumer products companies (14.8 per cent), government organizations (14.6 per cent), manufacturing companies (9.7 per cent), energy and utilities companies (6.7 per cent), non-profit organizations (4.1 per cent), and individuals (4.3 per cent).[[3]](#footnote-3)

The consulting industry was a highly competitive industry dominated by small and non-employing firms (sole proprietorships and partnerships without employees). Labelled as a labour-intensive industry, challenges included internal management of human capital such as skills portfolios and time control. Consulting firms were also challenged to develop employees’ skill sets and keep their employees motivated.

Since trends indicated that large firms would continue to lean toward end-to-end consulting services in the near future, competition in this industry would focus not only on the service quality and price but also on execution and tangible outcomes. As a small/medium consulting firm, Centric Cleveland needed to keep growing to meet this trend. But faced with significant growth, Centric Cleveland was also challenged to keep its unique culture and practices for well-being with the intent of helping the company and its employees flourish. It was crucial to remain competitive while staying true to the company’s values.

An example of Centric Consulting’s competition was Slalom Consulting, a small consulting firm that specialized in designing and building strategies and systems to help clients solve business challenges.[[4]](#footnote-4) Slalom also specialized in industries including health care, retail, and financial services, and like Centric Consulting, Slalom differentiated itself in corporate culture and employee engagement. Slalom and Centric also both focused on providing local service through local communities. They did not directly compete, though there were a few locations where they both operated; for example, New York City and Boston.

CENTRIC’S CULTURE AND PRACTICES

Centric Cleveland faced the same challenges of human capital management faced by any firm in the consulting industry. However, Centric Cleveland differentiated itself from other consulting firms by creating a unique corporate culture. Phrases used when talking about its culture included “caring,” “work-life balance,” “people are our product,” and “contributions to community.” Centric Cleveland successfully provided enterprise impact through local delivery. Over the course of several years, it had developed rapidly, and the leadership team put great emphasis on creating, improving, and polishing the culture.

The Centric Consulting culture was composed of seven dimensions: Invest in an Exceptional Culture, Embrace Integrity and Openness, Practice Responsible Stewardship, Strive to Innovate, Ignite Passion for the Greater Good, Live a Balanced Life, and Commit to Delivery Excellence (see Exhibit 3). The unique company culture was embodied in aspects of Centric Cleveland’s strategies and policies. Dale Stewart, senior consultant at Centric Cleveland commented, “The culture at Centric is too good to be true.”

Employee Relationships

Payroll had been on a monthly pay schedule, which was the nature of consultancy as the client was billed after the work was done. However, Centric Cleveland responded to employee feedback and switched to a bi-weekly pay schedule.

Sustainable Business Model

Unlike most firms, Centric Cleveland had no office buildings: employees either worked at a client site or from home. This helped to maintain low overhead costs and allowed consultants to be very accessible to clients. In addition, local delivery saved costs on travelling and lodging.

Live a Balanced Life

“Centric actually does what they say they will do,” beamed Kindra, senior manager at Centric Cleveland. “All companies say people are their first priority but then they choose the dollar over you every time.” Centric Cleveland respected its employees’ career choices and lifestyle commitments. For instance, if an employee was not assigned to a project, he or she could take time off to recharge or do some additional work related to team management or development for the firm. Employees were encouraged to take on additional responsibilities, specifically tasks that were individually meaningful. Centric Cleveland wanted its employees to find purpose in their work.

Unique Hiring Process to Ensure Cultural Fit

According to Bracy, in consulting firms, human resources were an important asset because the firms’ value-add was the skill sets and intelligence of their employees. Centric Cleveland not only focused on hiring for skill but also for cultural fit. To realize this goal, each candidate would participate in five to six rounds of interviews, several of which were to assess cultural fit. They would assess cultural fit through a variety of topics: What drives the candidate? What are his or her motivators? What are his or her life priorities and how had he or she made that a priority? Another unusual aspect was that the interviews may have been held in a less formal setting—for example, at a restaurant or bar.

Client Relationships

A critical question for Centric Cleveland was how to maintain long-lasting and sustainable relationships with clients. Centric Cleveland made great efforts to build and maintain strong relationships with its clients.

Stewart shared a story about building relationships with clients. His client’s daughter played basketball at Cleveland State University. When the team went to the championship, Stewart sent an email to the Centric Cleveland group encouraging them to watch the game and share their best wishes with the client. Needless to say, the client appreciated this unexpected support from his consulting firm.

Meanwhile, Centric Consulting’s localization also helped to build connections with clients, who welcomed the pride that their consulting firm shared in their city, their interest in local sports teams, and so on.

Centric Cleveland also worked to bring its firm’s culture to clients. For example, the company made a positive impact on the United Church of Christ. The Church’s administrative processes were done manually and on paper. Automation would be very helpful; however, change was challenging and needed expertise. Centric Cleveland encouraged the client, and through discussions about mutual values such as staying authentic to yourself, Centric Cleveland helped the Church successfully adopt changes that improved its processes.

Social Events

To balance the lack of a corporate office space with the need for regular employee face-to-face interaction, Centric Cleveland organized monthly happy hours, annual parties, and retreats to connect employees and clients. Holiday parties were organized for employees and their guests as an opportunity to meet and share experiences or simply enjoy leisure time together. Beginning in Centric Consulting’s early days, employees from across the company gathered for an annual three-day, two-night retreat in a warm climate. This gave employees a unique opportunity to relax together and build a sense of team. It also showed Centric’s commitment to work-life balance and to its employees’ well-being.

Journaling: Corporate Website

Centric Cleveland’s official website was unique in that it was open to all employees. Employees had the option of contributing to the website by writing a passage introducing one of their experiences or projects, or sharing skills and lessons learned from their projects. Some employees might be more interested in reading the stories of others than in sharing their own; other employees were passionate about sharing and contributed often. This open forum provided employees with an opportunity to deepen their connection with the firm and grow their understanding of the overall business. It was seen as a positive learning tool, and one that offered a creative outlet for employees.

Community Services

One of Centric Cleveland’s core values was to ignite passion for the greater good, which in part meant contributing to the local community. Its goal was to realize 100 per cent employee participation in Centric Cleveland’s community activities.

In January 2012, Centric Consulting took the first step to organize employees from all 12 business units for the first all-company community service day. More than 300 employees and their family members came together for one day to help rebuild the Hurricane Katrina–damaged Gentilly Community Center of Hope in New Orleans, Louisiana. Together, the team from Centric donated more than 2,400 worked hours to the effort.[[5]](#footnote-5)

Centric Cleveland’s practices promoted a strong culture. The firm maintained a low hierarchy structure and worked to cultivate an atmosphere of respect and trust throughout the whole organization. It increased awareness and communication through social media and blog sharing. The leadership team was dedicated to being responsive to employees’ requests and preferences and to involving employees in the firm’s growth.

As Centric Cleveland grew, it needed to assess whether these practices would be systematic and standardized enough to sustain the culture. The company could also introduce new programs, practices, or tools that would help employees maintain their individual well-being. Bracy’s challenge was knowing what practices would best resonate with millennials and generation Z hires.

FLOURISHING IN THE INDUSTRY

Centric was certainly not the only company in the consulting industry addressing the challenge of sustaining employees. Many consulting firms made substantial investments in time, money, and energy in an effort to improve corporate culture and employee well-being. Many of these investments were in training focused on employees’ skill sets and abilities.

Deloitte Touche Tohmatsu Limited, one of the top-tier consulting firms, officially opened its leadership centre, “Deloitte University,” in October 2011 in Westlake, Texas. The centre was built to provide an enhanced training experience for its employees and to help employees from all organization levels gain leadership skills. The vision was “to grow the world’s best leaders.”[[6]](#footnote-6)

Another top-tier consulting firm, Bain & Company, also provided employees with comprehensive, individualized training to ensure employees had the tools to succeed at Bain and to realize personal career goals over the long term. As Russ Hagey, Bain partner and “Worldwide Chief Talent Officer,” said, “Global training is part of our DNA. We've always prioritized global training, regardless of the economic climate—it’s that important to us.”[[7]](#footnote-7)

Other top consulting firms such as McKinsey & Company and L.E.K. Consulting also placed great emphasis on training. McKinsey invested more than $100 million each year in employee training. This training was available throughout an employee’s tenure with McKinsey and included online learning, new hire orientation, basic consulting readiness, ongoing training, and on-the-job training.[[8]](#footnote-8)

There were companies that also focused on a culture of caring, such as the aforementioned Slalom Consulting. Slalom followed a no-travel policy to ensure employees’ work-life balance.[[9]](#footnote-9) Following similar policies and sharing some similarities in culture with Slalom, Centric Cleveland, along with all Centric branches, needed to find a strategy for staying unique and competitive in the culture game.

Company–employee fit was very important to consulting firms. A common practice in the industry was to apply rigid and structured hiring processes to find the best-fitting candidates. Many consulting firms would conduct several rounds of interviews including behavioural interviews and case interviews specifically to test candidates’ critical thinking, problem solving, and other skills. According to 2013 research from Glassdoor, one of the world’s most transparent jobs and recruiting marketplaces, the company with the toughest interview process was the prestigious consulting firm McKinsey.[[10]](#footnote-10) This firm had taken first place for three consecutive years (see Exhibit 4). This correlation showed the importance of the hiring process for consulting firms.

To hire talented and best-fitting consulting candidates, expectations from the younger generation employees who would be the main workforce in the future needed to be accurately understood and taken into careful consideration. According to the *2015 Deloitte Millennials Survey*, more than 60 per cent of millennials regarded “a sense of purpose” (a company’s business purpose) as part of the reason they chose to work for their current employers.[[11]](#footnote-11) Millennials and generation Z expected businesses to be more effective in improving individual well-being and to generate social benefits instead of focusing only on creating wealth. A strong business purpose was also related to positive organizational performance, including financial success and employees’ satisfaction and recruitment. Companies with stronger purpose appeared to have stronger financial performance, higher employee satisfaction, and more successful recruitment (see Exhibit 5).

It was becoming exceedingly important for current leaders of companies to consider the expectations of millennials and generation Z hires when building their long-term organizational strategy. Millennials prioritized employee well-being, employee growth and development, and companies’ contribution to local communities and wider society, while placing less emphasis on personal income/award and short-term financial goals (see Exhibit 5).[[12]](#footnote-12)

Many companies in other industries had encouraged a positive culture by providing or supporting organizational and individual practices, and in many cases, these practices brought great benefit to the organization and employees.

Individual Practices

There were many reflective practices available to individuals. Meditation was one well-known practice that was particularly beneficial to individuals working in a high stress industry like consulting. A study in the journal *Psychoneuroendocrinology* reported that meditation training significantly helped relieve stress and bring calm.[[13]](#footnote-13) Big technology companies such as Google, Facebook, and Instagram had brought meditation into their organizations. Google’s 52,000 employees were provided with free lessons in mindfulness. It was common for a meeting at Google to start with a few minutes of meditation to help people relax and focus. According to Chade-Meng Tan, Google’s meditation guru, meditation was not only helpful in reducing stress but also helped people to be more productive.[[14]](#footnote-14)

To help employees deal with stress more effectively and thus decrease the negative effects of stress on their individual and collective work, Aetna, Inc. announced in 2012 that it would build two mind-body stress reduction workplace programs: Mindfulness at Work (mindfulness meditation) and Viniyoga Stress Reduction (therapeutic Viniyoga).[[15]](#footnote-15) These two programs realized very positive outcomes at Aetna: stress levels decreased by 28 per cent, and employees witnessed a 20 per cent increase in sleep quality and a 19 per cent reduction in pain. The programs helped to set up a happier and more productive workplace. Employee feedback also reported positive changes in marriages and personal lives.[[16]](#footnote-16)

Team and Organizational Practices

Organizational practice tools like shared values management and Barrett’s Seven Levels Model[[17]](#footnote-17) were significant tools that could be used at the organizational level.

Barrett’s Seven Levels Model was a framework to help individuals, teams, and organizations identify and clarify how they could develop and grow. Seven levels of personal consciousness, organizational consciousness, or leadership consciousness could be embedded into the framework (see Exhibit 6).[[18]](#footnote-18)

Shared values management was used by Herman Miller, Inc., a recognized innovator in contemporary interior furnishings and solutions for health care environments and related technologies and services. Herman Miller introduced the process after the company experienced culture and value loss during rapid growth. The chief executive officer responded to the loss by calling for renewed efforts to engage employees in the company and help them understand and recognize the company’s culture and value. They worked in teams to define the core values. This resulted in engaged employees and a return to the company’s founding values.

Would those reflective practices and principles also be successful at consulting firms? Should Centric Cleveland take a programmatic approach or should caring be embedded in the culture by leadership? What would attract the next generation work force? What else could consulting firms do to attract and encourage employees? What kind of culture or individual reflective practices would help to improve employees’ efficiency and well-being in the short and long terms? After hiring the right employees, what else could companies do to encourage and support these employees’ well-being so they stayed with the company? Could they proactively apply this organizational practice tool so they stayed on course and didn’t risk losing their strong culture?

CHALLENGES AHEAD

Centric Consulting’s national leadership team showed ambitious passion: “We want to be here in 100 years.” As leaders of a young firm, they were determined to sustain their positive business model and culture. With confidence in a bright future for Centric Cleveland, leaders were also determined that the business unit would continue to be a positive impact on their employees, clients, and the community. What’s more, they wanted to gain more understanding of their future path and strategies.

Centric Cleveland’s consultants recognized the brilliant culture and, for many of them, the culture was part of their attraction to the company. In the near future, Centric Cleveland would be hiring more consultants. Bracy was certain that culture would be important to its future development and he wanted to stay ahead of the curve, differentiating the culture in a way that would attract the newest generation of employees while staying authentic to Centric’s core values.

Some from Centric Cleveland believed that clearly defined programs, such as yoga classes and weight loss programs, would help employees and prospective employees recognize the culture at the company. But would employees engage in such a structured approach if it came to be seen as only programmatic rather than a culture fully supported by leadership behaviour at every level of the organization? Others felt that Centric Cleveland’s culture was organic. They appreciated that each employee could partake in the culture in their own way; it was the freedom and possibilities that made their culture sustainable.

Bracy knew he couldn’t answer the culture question in the short amount of time before his next meeting, but he looked forward to hearing the perspectives of potential new hires at the career fair panel. Bracy’s thoughts drifted back to the days of 2010 when, attracted by Centric Cleveland’s awesome culture, he had joined the team. Centric Cleveland had been very young at that time; in fact, Bracy was one of the first eight employees. He was impressed by the rapid growth of the business unit; it now had approximately 40 employees. Meanwhile, he couldn’t ignore the rapidly changing business environment. He thought about the expectations new hires were bringing to the table. There was an obvious switch away from an exclusive focus on profit, personal income, and reward.

As a leader at Centric Cleveland, Bracy pondered what Centric needed to do to keep its current culture alive and attractive in a fast-moving, changing environment.

How could it minimize the gap between employees of the new generation and the former generations? How could Centric Cleveland incorporate the expectations of millennials and generation Z to improve and polish the culture, making it more adaptable to the changing business environment?

How could Centric Cleveland make its culture stronger as it grew? Should it incorporate proven wellness tools and practices to encourage employees and organizations to flourish? Or should it cultivate soft leadership behaviour and support the existing culture?

Many firms were upping their culture game. How could Bracy avoid having Centric Cleveland’s culture become stale or the same as what other companies were doing? How could he keep Centric Cleveland’s culture as a unique source of competitive advantage?

Exhibit 1: About CENTRIC Consulting, WEBSITE EXCERPTS

Centric was founded because we wanted to be different in the way we approached relationships with our clients, people, families, and community.

* Our highest priority is building lifelong relationships with clients based on trust, respect, and collaboration.
* We invest in our talented team and support their well-being by keeping them challenged and inspired.
* Our localized company structure allows us to play very active roles in the lives of our families.
* We devote time, both personally and professionally, to making a positive difference through community service.

Source: Centric Consulting, “Why We’re Here” in *Diversity & Inclusion* (2012), accessed September 5, 2016, http://centricconsulting.com/wp-content/uploads/2012/06/DI-One-Pager\_121613.pdf.

Exhibit 2: ABOUT cENTRIC Cleveland, website excerpts

**We are 100 per cent referenceable.**

As Cleveland sports fans, clients suffer enough as it is. At Centric, we work until clients are completely satisfied. There’s no “next year” with us.

**We’re in it for the long run.**

Literally. Our team includes runners, triathletes, and even a few “mud” adventure racers. Every year we field a team at the Cleveland Marathon. We bring this passion for achievement to every Centric engagement.

**We are experienced professionals.**

All our consultants are veterans of industry. They’ve all weathered all kinds of business climates. And a few lake effect ones too!

**We are committed to teamwork.**

We don’t have revolving doors on our projects. Unlike other consulting firms, our team plans to stick with Centric and Cleveland for years to come.

Source: "Locations: Centric Cleveland,” Centric Consulting, accessed September 5, 2016, http://centricconsulting.com/locations/cleveland.

Exhibit 3: Centric Consulting’s Seven Core Values



* *Invest in an Exceptional Culture*: We strive to hire and retain talented people from diverse backgrounds that are able to create a high impact for our clients and internally within Centric.
* *Embrace Integrity and Openness*: We value strong, positive relationships that are open and honest. This differentiates Centric and allows us to accomplish much more than we would be able to otherwise.
* *Practice Responsible Stewardship*: We value stewardship and fiscal accountability and always strive to do more with less. We guard and conserve company resources as if they were our own because it makes good business sense at all times, not just during lean times.
* *Strive to Innovate*: Centric values passion, determination, perseverance, and innovation. We are inspired because we believe in what we are doing and where we are going. We believe in using innovation to remove obstacles and help our clients succeed in their goals.
* *Ignite Passion for the Greater Good*: We take pride in our commitment to improving the world in which we live and take an active role in preserving our environment for future generations. We are steadfast in our devotion to the communities we serve and in actively promoting employee involvement in community improvement projects.
* *Live a Balanced Life*: Our employees are our greatest asset and people we value highly as individuals. We support everyone managing a work-life balance that is aligned with their needs and we also actively monitor all engagements to ensure our owners and employees have time for family, community, and personal interests.
* *Commit to Delivery Excellence*: We have a passion for consulting excellence! In all of our dealings, we strive to first understand the client’s needs and then deliver on our commitments 100 per cent of the time.

Source: “Centric’s Core Values,” Centric Consulting, accessed September 28, 2015, http://centricconsulting.com/about-us/core-values.

Exhibit 4: INTERVIEW DIFFICULTIES

Glassdoor’s third annual report of the “Top 25 Most Difficult Companies to Interview (2013)” uncovered which companies had the toughest interview process. That year, consulting firm McKinsey & Company took the top spot for the third year in a row with its 3.9 interview difficulty rating. (Interview difficulty ratings were based on a 5-point scale: 1.0 = very easy, 3.0 = average, 5.0 = very difficult.) For perspective, the average interview difficulty rating on Glassdoor was 2.8.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **RANK** | **COMPANY** | **INTERVIEW DIFFICULTY RATING** | **INTERVIEW EXPERIENCE RATING** | | **LENGTH OF ENTIRE INTERVIEW PROCESS** | **COMPANY RATING** |
| **AVERAGE DIFFICULTY** | **POSITIVE EXPERIENCE** | **NEGATIVE EXPERIENCE** | **NUMBER OF DAYS** | **EMPLOYEE SATISFACTION** |
| 1 | McKinsey & Company | 3.9 | 77% | 12% | 39 | 4.3 |
| 2 | ThoughtWorks | 3.9 | 73% | 14% | 43 | 4.1 |
| 3 | Boston Consulting Group | 3.8 | 74% | 12% | 32 | 4.3 |
| 4 | Gartner | 3.7 | 62% | 19% | 35 | 4.0 |
| 5 | Bain & Company | 3.7 | 84% | 0% | 28 | 4.5 |
| 6 | Rolls-Royce | 3.6 | 86% | 10% | 46 | 3.5 |
| 7 | ZS Associates | 3.6 | 72% | 17% | 29 | 3.5 |
| 8 | Google | 3.6 | 62% | 21% | 37 | 4.3 |
| 9 | Stryker | 3.6 | 64% | 23% | 35 | 3.3 |
| 10 | Hubspot | 3.5 | 62% | 27% | 20 | 4.1 |
| 11 | Paycom | 3.5 | 35% | 52% | 12 | 3.9 |
| 12 | Vistaprint | 3.5 | 43% | 38% | 29 | 3.2 |
| 13 | Teach for America | 3.4 | 73% | 10% | 55 | 4.0 |
| 14 | Proctor & Gamble | 3.4 | 77% | 8% | 50 | 4.0 |
| 15 | Avaya | 3.4 | 86% | 10% | 30 | 2.9 |
| 16 | Microsoft | 3.4 | 70% | 14% | 29 | 3.7 |
| 17 | BlackRock | 3.4 | 61% | 21% | 24 | 3.0 |
| 18 | Sapient | 3.4 | 76% | 13% | 12 | 3.4 |
| 19 | Citrix Systems | 3.4 | 56% | 26% | 29 | 3.8 |
| 20 | NVIDIA | 3.4 | 81% | 7% | 22 | 3.8 |
| 21 | Informatica | 3.4 | 83% | 11% | 19 | 3.9 |
| 22 | Facebook | 3.3 | 72% | 14% | 30 | 4.8 |
| 23 | Guidewire | 3.3 | 62% | 21% | 30 | 4.6 |
| 24 | Caterpillar | 3.3 | 76% | 10% | 43 | 3.7 |
| 25 | Backspace | 3.3 | 72% | 20% | 23 | 4.1 |
|  |  |  |  |  |  |  |

Source: “Glassdoor's Top 25 Most Difficult Companies to Interview (2013),” Glassdoor, August 9, 2013, accessed September 28, 2015, www.glassdoor.com/blog/glassdoors-top-25-difficult-companies-interview-2013.

Exhibit 5: Purpose strongly linked to business performance and employees’ satisfaction

|  |  |  |
| --- | --- | --- |
|  | **Strong Sense of Purpose** | **Lacking Strong Sense of Purpose** |
| Has performed well financially (past year) | 69% | 41% |
| High level of employee satisfaction | 57% | 23% |
| A lot of people have joined (past year) | 63% | 48% |

Source: Deloitte, “Executive Summary” in *Mind the Gaps: The 2015 Deloitte Millennial Survey*, 12, 2015, accessed September 5, 2016, www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-wef-2015-millennial-survey-executivesummary.pdf.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Leadership Team** | **Millennials** | **Gap (Millennials’ Priority)** |  |
| Employee’s well-being | 17% | 37% | 20% | Millennials’ priorities |
| Employee’s growth and development | 18% | 32% | 14% |
| Making positive contribution to local communities/society | 18% | 27% | 9% |
| Ensuring long-term future of organization | 39% | 43% | 4% |
| Meeting short-term financial goals | 27% | 10% | −17% | Leadership team’s priorities (perceived) |
| Own personal income/rewards | 30% | 12% | −18% |

Source: “Executive Summary” in *Mind the Gaps: The 2015 Deloitte Millennial Survey* (Deloitte Touche Tohmatsu Limited, 2015), 13, accessed September 5, 2016, www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-wef-2015-millennial-survey-executivesummary.pdf.

Exhibit 6: Barrett’s Cultural values assessment

|  |  |  |
| --- | --- | --- |
| **Human Needs** | **Human Motivations** |  |
| **Spiritual** | Service | 7 |
| Making a Difference | 6 |
| Internal Cohesion | 5 |
| **Mental** | Transformation | 4 |
| **Emotional** | Self-Esteem | 3 |
| Relationship | 2 |
| **Physical** | Survival | 1 |

Source: “The Barrett Model,” Barrett Values Centre, accessed September 5, 2016, www.valuescentre.com/mapping-values/barrett-model.

1. All currency amounts are in US$ unless otherwise specified. [↑](#footnote-ref-1)
2. Gavan Blau, *Management Consulting in the US: Market Research Report, no. 54161* (IBISWorld), accessed September 5, 2016. [↑](#footnote-ref-2)
3. Ibid. [↑](#footnote-ref-3)
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