



## Impact Statements Toolkit

USI Consulting  
December 2022

# Impact Statements

## What is Impact?

Impact will look different per role, engagement, and person - but it's generally about **making a valuable, discernable difference** that's meaningful for others

This could mean improving an experience, enabling new capabilities, shifting mindsets, enhancing performance, developing others, improving financial results, solving a problem, etc.

\*Impact plays a **prominent role** in the year-end process\*

To be valuable for performance assessment, **impact must be quantifiable** (how much, how many, scope, magnitude, etc.)



**Impact Statement Formula: Task + Quantifiable Outcome = Impact**

*\*Think numbers and goals, not adjectives*

# Overview of Impact Statements

## WHAT

Impact Statements are brief statements (2-3 sentences) that provide practitioners with insight into how leaders view their **Client, Firm/People, and Metrics** impact

## WHY

Allows the coachee to provide an overview of how they made impact within each performance dimension

## HOW

- Coachees will **draft an Impact Statement** for each performance dimension
- There is a **100-character minimum and 1000 character maximum** per performance dimension
- You must **complete all fields before submitting**; however, you can **save as a draft and return later to edit** (My Impact will time out after 20 minutes of idle time)
- **Coaches may view the coachee Impact Statements** once submitted; coaches should conduct independent due diligence to solicit qualitative feedback and confirm impact

## WHERE

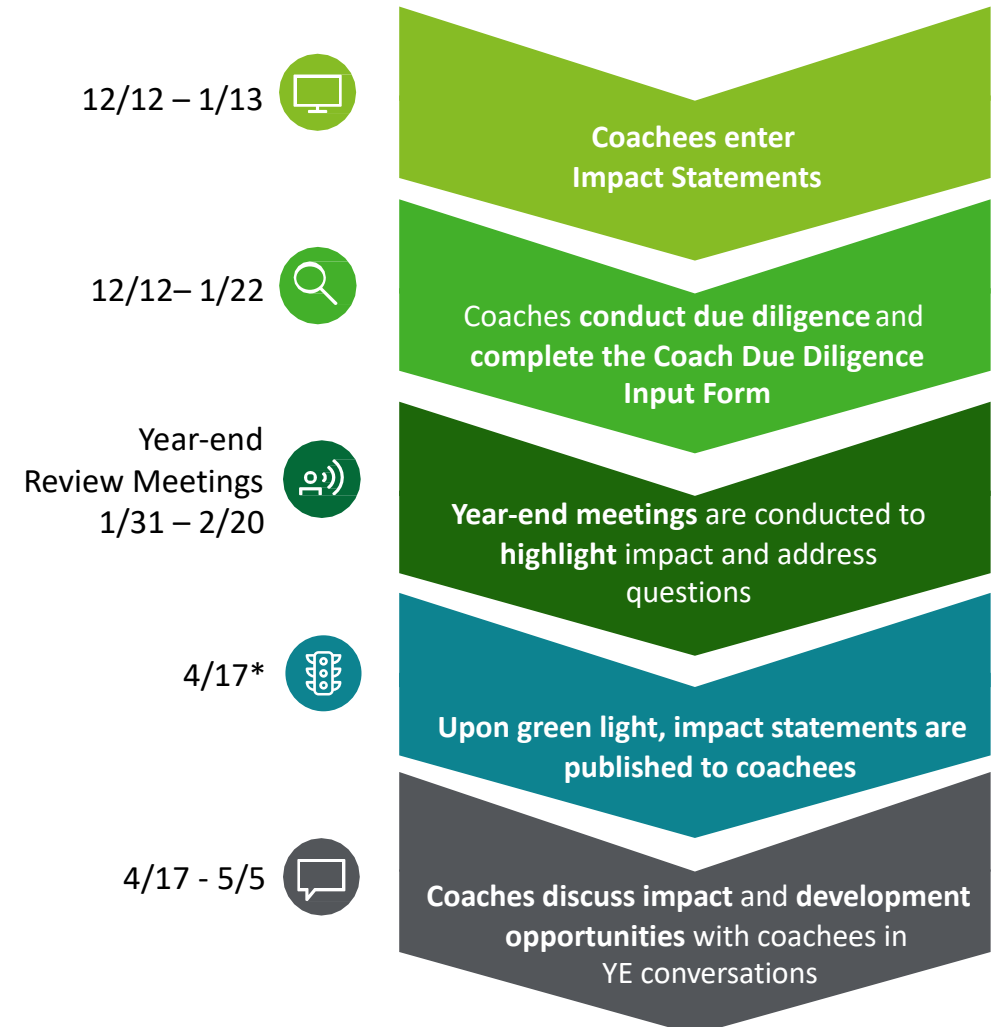
Impact Statements can be **accessed** via [iRPM](#) or [My Impact](#)

*\*Coachee Impact Statements and Year End outcomes will be published for coach preview on 4/10*

## WHEN

**Impact Statement submissions are due by Friday, January 13 (11:59PM IST)**

*Note: Coaches will complete the Coach Due Diligence Input Form, not Impact Statements*



# The “DOs” & “DON'Ts” of Creating Quality Impact Statements

## Do be sure to...

- ✓ **Focus on the value brought to the team and work.** Quantify the outcome of your effort in terms of results achieved.
- ✓ **Make it about you.** Ensure your Impact Statements are an honest reflection of your individual contribution to the team and work.
- ✓ **Provide examples of how the impact was made.** Support your statements with data and details.
- ✓ **Be thorough throughout all sections of the Impact Statements.** Try to use most of the character count\* in each Impact Statement.
- ✓ **Periodically save your work as a draft.** My Impact will time out after 20 minutes of idle time.

## Don't make the following mistakes...

- ✗ **Simply list accomplishments.** Describe the impact made rather than listing project work completed.
- ✗ **Include any personal or confidential information.** Focus on the work-related results achieved while on the engagement.
- ✗ **Use generic statements or catch-phrases to indicate contribution.** Be specific. Statements like "went above and beyond" can leave impact up for interpretation. Instead, tell the panel exactly what outcome resulted from your work.
- ✗ **Include opinions or comparisons.** Avoid making comparisons to other practitioners on the engagement. Instead, focus on your individual impact made and provide supporting facts.

*\*Coachees are able to enter up to 1,000 characters per Impact Statement box.*

# Impact Statements Frequently Asked Questions

Where do I access Impact Statements?

1. Navigate to the [My Impact](#) application
2. Click on “Consulting USI”

What if I don’t finish writing my Impact Statements all in one sitting?

While you must complete all fields before submitting; , you can save as a draft and return later to edit (My Impact will time out after 20 minutes of idle time)Remember, My Impact will close **Friday, January 13 (11:59PM IST)**.

Who can see Impact Statements and when?

Practitioners will be able to see and edit their Impact Statements during the editing window from **December 12, 2022 – January 13, 2023**. Coaches may view their coachee’s Impact Statements during this window once submitted. Coaches will be able to view Impact Statements and Performance Impact Assessments during the green light preview beginning on **April 10, 2023**.  
Impact Statements will be visible again to practitioners once published during green light, **April 17 – May 5, 2023**.

How will Impact Statements be used in the Year-end meetings?

Impact Statements are an important part of year-end and will be reviewed by the Panel (along with other key information such as metrics, performance snapshots, compliance data, and coach due diligence) during year-end meetings.

I am an AA/A/C and SC (Non-milestone). What should I write for the People/Firm Impact Statement?

People/Firm Impact For AA, Analyst/BTA, Consultants, Non Milestone Senior Consultants (or equivalent in other talent models) who do not have People/Firm impact can enter the below verbiage.  
***“I am an Associate Analyst/Analyst/Consultant/Non-Milestone Senior Consultant and the People/firm is not applicable, hence leaving it blank”***

# My Impact | Access

**Deloitte.** | My Impact FAQ's | User Guide

My Impact My Performance

Welcome!

My Impact is applicable to the following businesses:

- Audit & Assurance
- Consulting
- Risk & Financial Advisory
- Engagement Financial Advisors (EFA)
- Tax

If you are in one of the above businesses and you do not see a blue button listed below, this means your business has not yet turned on this page for this Performance Year. If you are not in one of the above businesses, this page is not applicable to you.

Please select your business:

[Consulting US](#) **[Consulting USI](#)** [Audit & Assurance](#) [Risk & Financial Advisory](#) [Engagement Financial Advisors \(EFA\)](#) [Tax](#)

## How to Access

Navigate to the [My Impact](#) application

Click on “Consulting USI”

# My Impact | Data Entry Guidance

- Coachees will enter “**Made Impact By**” Impact Statements in each text box (Client, Firm/People, and Metrics between 12/12 and 1/13.
- **Character Count/Restrictions:**
  - Each Impact Statement text box has a **minimum of 100 characters** and a **maximum of 1000 characters**.
  - Text can be entered by either keying in the data or by using copy/paste functionality from other applications, such as email or Microsoft Word.
- **Submission:** Click on the blue “Save as draft” button to save and return later to edit. Click the "Submit" button to save and submit the Impact Indicators statements. Once submitted, Impact Statements are visible by your coach.
- **Note:** You may re-open and edit your Impact Statements at any time during the editing window from 12/12 - 1/13 after you have submitted the form.
- During the year-end review period (**1/14 – 4/16**), coachees will not have access to My Impact.
- Read-only Impact Statements are published for practitioners upon green light on 4/17
- Performance Impact Assessments published for coachees on 5/8 following the year-end feedback window

## My Impact Dashboard

Coach Name ·

Impact Indicators are brief statements that provide insight into your impact. The Coachee enters the “Made impact by” statements. The Coach enters the “Feedback on Coachee’s Impact and How to Enhance Impact Next Year” statements. Impact indicators will be published to Coachees upon the green light.

Performance Overview summarizes the feedback that the Year-end panel had on performance in each performance dimension. Coaches will share this feedback with Coachees during the Year-end feedback conversation. The Performance Overview is published to Coachees upon the close of the feedback window.

**Important Note** - Use the “Save as Draft” button to save your entries and return later to complete the form (My Impact will timeout after 20 minutes of idle time). Remember to come back and click “Submit” by the deadline because data in draft status will not be considered.

### Impact Indicators

**Client: Made Client impact this year by (Coachee Entry):**

Client impact refers to impact made either with external or internal clients. This can also refer to product impact if applicable. Maximum limit is 1,000 characters per text box and minimum is 100 characters.

Please enter minimum 100 characters

1000/1000

**People/Firm: Made People/Firm impact this year by (Coachee Entry):**

For practitioners who have firm contributions/ people impact details should focus on both firm and people impact aspects. For practitioners who do not have firm contributions expectations, People/Firm impact should focus on people impact only (ex: how practitioner collaborates, leads, helps, and develops our people). Maximum limit is 1,000 characters per text box and minimum is 100 characters.

Please enter minimum 100 characters

1000/1000

Save as draft

Submit



# Impact Statement Examples

1

CLIENT

Amiya,  
Analyst

*Made Impact  
This Year by  
(Practitioner  
Entry):*

Amiya hit the ground running at XYZ Client where he provided extensive PMO support to ensure timely completion of project objectives and deliverable quality. He prepared test scripts, tracked defects to resolution, and provided post-go-live support working directly with Deloitte and Client leadership to report on and escalate issues. The Client shared that Amiya was a key to the project success. When unstaffed, he edited resumes and collected core data for a \$20 million Life Sciences proposal that Deloitte won

Carrie,  
Consultant

*Made Impact  
This Year by  
(Practitioner  
Entry):*

Carrie was responsible for the development of the workflow module and delivered code ahead of schedule with minimal defects. Her work contributed to add-on work that expanded workflow capabilities. Additionally, she developed strong relationships with her Client counterpart who asked for her by name in the extension.

2

FIRM/PEOPLE

Amiya is a team player and collaborates effectively. He has mentored and trained new team members during onboarding and participates in account culture building efforts.

Carrie led the well-being initiative for her account which helped institute a “no internal meetings after 4pm” rule. She also led team yoga sessions at both the account and Offering level. Finally, she organized and led her Offering walking challenge which inspired comradery in a virtual environment

# Impact Statement Examples

1

CLIENT

2

FIRM/PEOPLE

<p>Sam, Senior Consultant</p> <p><i>Made Impact This Year by (<u>Practitioner Entry</u>):</i></p>	<p>As workstream lead on XYZ Client, a large complex implementation, Sam’s impact was seen immediately. Replacing a prior lead during testing, his team was impressed by seamless transition. Unfortunately, due to project shutdown, his time was cut short.</p> <p>He’s recently become active with a pursuit team and has helped leverage his prior relationships to make introductions.</p>	<p>Sam did not participate in formal people initiatives, however, he was seen as a team player and solid contributor during his time on the project</p>
<p>Natasha, Manager</p> <p><i>Made Impact This Year by (<u>Practitioner Entry</u>):</i></p>	<p>Natasha is a go to person for her clients thanks to her eminence and ability to manage ambiguous situations effectively. She has been pulled into two different projects at the same time and has been able to manage both situations effectively. Both of her projects have had tight project timelines and she has been able to produce quality work for both.</p> <p>She enables her team members to deliver error free deliverables without impacting timelines and is extremely effective at managing up.</p>	<p>Natasha has actively participated in recruitment initiatives and has mentored over 15 new hires. She worked not only as the University of San Francisco recruitment lead, but she volunteered her time as an on-campus mentor for Sophomores at the university</p>

## Impact Statement Examples

	1 CLIENT	2 FIRM/PEOPLE
<p><b>Sean, Senior Manager</b></p> <p><i>Made Impact This Year by (<u>Practitioner Entry</u>):</i></p>	<p>Sean is owning the C-suite relationship at his client and is seen across all 4 account workstreams as the Key HC Leader. He owns and drives broad strategic conversations with Deloitte and client leadership. So far, Sean's strategic relationship building has led to a second phase of work, and \$0.5M in sales. Additionally, he has first chair sales at XYZ Client as well as other large retail clients. Sean tailored his XYZ Client strategy to capture \$17M in sales across the C&amp;IP industry.</p>	<p>Sean is a sought-after Coach, currently managing 5 Coachees and several other informal mentees. He is a strong developer of people and provides enriching experiences to junior practitioners. Sean has made significant people impact this year, most notably leading the HC GSAP program</p>