



PRICEWATERHOUSECOOPERS (PwC) CASE STUDY

Professional Services for the Future



Diversity, Digitization, and Disruption: Redesigning Professional Services for the Future

PwC's Global New Products and Services and the New Ventures teams are digitizing core businesses or creating new ones to solve problems better, faster, and cheaper. PwC is a global network of member firms.

BENEFITS

- Create innovative disruption through the use of technology, automation, analytics and centralizing processes
- Drive better, more competitive end solutions resulting from teams professionally challenging one another
- See to it that better commercial solutions appeal to the full range of potential target customers
- Create opportunities for leadership and mentorship that also allow us to attract and inspire new diverse technologists

IMPLEMENTATION

PwC's Global New Products and Services team and PwC's New Ventures team are two examples within PwC's vast professional solutions that illustrate the firm's leadership in redesigning professional services for the future. The two teams are led by [PwC Women in Tech](#) senior partners, [Jill Niland](#) and [Vicki Huff](#). Each lead by example with regard to diversity and technology. Let's take a look at each specific example, then follow with the types of commitment and programming that PwC has undertaken towards digital upskilling and supporting a diverse and inclusive culture.

PwC's Global New Products and Services team, led by Jill Niland, uses [Automated Managed Services \(AMS\)](#) to develop a global, end to end integrated solution with a data first approach.

- This approach reduces missed requirements and related costs, is both flexible and modular, and maximizes technology and automation to provide multiple compliance and reporting services.
- In order to develop the solution, it was critical to organize a team of diverse personnel, all of whom have different areas of expertise and bring different perspectives, experiences and skill sets to the table.
- Bringing a team with these broad perspectives and the opportunities to share them with one another created the value that we are subsequently able to share with our clients.

[PwC New Ventures](#), led by Vicki Huff, is a software as a service incubator and serves as a startup model within a large company. The New Ventures team builds forward-thinking software solutions that integrate into existing systems to unlock business value in real time.

- PwC created a startup model that builds and integrates teams with diversity and inclusion in mind both from the employee experience and the product development cycle.
- As the New Ventures team was created, there was a focus on bringing in diversity - not just gender but backgrounds, experiences and previous employers - so that people challenge and learn from each other, and together create the products customers want.
- When incorporating DEI into your own company, make the value clear. Diversity isn't about checking a box. It's about having a broad range of perspectives so a business, in our case New Ventures, has a richer flow of ideas and can therefore better meet client or customer expectations.

IMPACT

Executive sponsorship has proven to be a critical factor when implementing policies, initiatives and programs that work towards moving the needle for greater intersectional equity in technology. Dedication to cultivating diversity, equity and inclusion (DEI) pathways in the infrastructure of PwC itself is successful in part due to the executive leadership of US Chair and Senior Partner, [Tim Ryan](#). Over the past two decades, PwC has implemented deliberate programs to enhance diversity and nurture a culture of inclusion within the firm.

- Accelerated the firm's role as a leader in D&I by leaning into tough conversations about race and #MeToo
- Supported policy for transgender and marriage equality
- Established the [most diverse leadership team](#) the firm has ever had
- Sponsored the [PwC India Foundation and Hope for the Children Foundation collaboration](#) to empower women from marginalized backgrounds to support them becoming financially independent.

CONTRIBUTORS >

[Jill Niland](#), Partner, Global Assurance New Products and Services, PwC

[Vicki Huff](#), Founder and Leader, US and Global New Ventures, PwC

[Christine Chiu](#) and [Whitney Walton](#), AnitaB.org Partnership Success

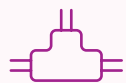
AnitaB.org is a social enterprise founded on the belief that women are essential to building technology the world needs. We envision a future where the people who imagine and build technology mirror the people and societies for whom they build it. Learn more about TEF and our other programs at [AnitaB.org/Events-Organizations](#)

ACTIONABLE RECOMMENDATIONS



Leverage ongoing education and workforce upskilling to continue to provide opportunities for new career paths for diverse professionals.

By investing in people, employers can provide staff with new challenges, reduce attrition, and continue to deliver better results.



Work to foster opportunities that enable people to develop deep relationships at work with those who are different from them.

Building individual relationships over small things can deepen connections over time and increase our sense of belonging.



Analyze and inform decisions with data but remember to evaluate progress and pivot regularly as needed.



Encourage executive leadership accountability, sponsorship and advocacy for women and underrepresented groups in order to build and maintain a diverse and inclusive culture. This will not only help move the needle within your organization, it will also help to further the movement outside of your company.



Foster an inclusive workplace culture by promoting networking groups and mentoring schemes.



Attract women into the industry by drafting job descriptions that are gender-neutral and creating gender balanced recruitment teams. Where applicable, set goals for the number of women on vacancy shortlists.

GRAPHIC RECORDING OF EVENT

TEF19 / ANITA
B.ORG

DIVERSITY, DIGITIZATION AND DISRUPTION: REDESIGNING PROFESSIONAL SERVICES FOR THE FUTURE

JILL NILAND AND VICTORIA HUFF, PwC



10.3.19

thepaperpusher.co

1 Professional Services Bringing People and Technology Together

- PwC is working hard to grow tomorrow’s workers today while making the world a more resilient, capable and inclusive place.
- Committed \$3B to internally upskill their workforce through *New World. New Skills*: PwC’s Digital Accelerator program.

2 Digital Accelerator Program

- This program allows self-nominated individuals to build skills in critical areas and work on projects that will bring cutting edge technologies to clients to

help solve important problems.

- The Accelerators bring these new skills back to their teams, helping everyone leverage technology to automate processes, discover insights, and further improve the value, quality and experience for employees and clients. Individuals who complete the Digital Accelerator program will have developed skills that will be useful wherever their careers take them.

3 Day of Understanding

- One of the ways that PwC has worked to build more inclusive cultures inside and outside of our

workplaces is by establishing a Day of Understanding.

- Shortly after PwC employee Botham Jean was murdered by a Dallas police officer in his own home, PwC established this practice to make our workplaces trusting places to have complex and sometimes difficult conversations about diversity and inclusion.
- PwC leverages unconscious bias training materials, difficult conversation best practices and professional facilitators to help their own and other companies shape the discussions towards these critical goals.