



## Stanford eCorner

### Being Small Inside of Big

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Video URL: <http://ecorner.stanford.edu/videos/2161/Being-Small-Inside-of-Big>

An on-hand help desk, administrative assistance, and a valuable tap into global resources are just a few examples of the benefits of working for a global enterprise. But Teresa Briggs, Partner at Deloitte Silicon Valley, has found that the corporate structure of managing small, regional teams within a large organization, with its own growth metrics and goals, allows for more nimble innovation and a greater overall return.



#### Transcript

So some of the things that you get when you're big that you don't get in a start-up are things like a helpdesk and administrative assistance, the things that we actually appreciate. But the big advantage of being big is resources. Being able to, at the drop of a dime, tap resources around the globe to add them to your client team and help solve a really complex problem. That's what you can do when you're big. But big is not always the best. I think that you have to make big small to be able to drive entrepreneurship and innovation. So find a way to make this, kind of an organization, turn it into bite-sized pieces. And what I'm going to do today is walk you through four examples of ways that we've made big small. And you could use this analogy or these same types of examples inside of other organizations but I know my organization so I'll use my examples. Of making big small and driving innovation in a large organization.

And I'll start with my own example. So Tina mentioned that I run our Silicon Valley practice and I've been doing that for about two and a half years. When I run that practice, it's like running a small business inside, though, of a very large business. But I have a lot of autonomy to run the practice the way it needs to be run to serve the technology market 30 miles away from here. So a couple of things I'm trying to do: double the size of our practice from 600 people to 1,200 people. So that's a lot of headcount to add. Drive our market share into the tech companies to a greater extent. Build a research and thought leadership center, which I'll talk about in a minute. And deliver a 30% return on investment back to the bigger firm from the efforts in Silicon Valley. So just like a regular business or a business unit.

So I do the same kind of things that you would do in any other business. I've formed my team. We developed our strategies, our tactics, put together some metrics so that we would know whether we were making progress and being successful. We built a recruiting organization and an onboarding process so we could onboard 600 people. That's a lot of people, and so forth. Lots of the same things you would do in a regular business. So you can be small inside of big and that's just one example.