

# Senior manager

	Living our purpose	Influence	Performance drive	Talent development	Strategic direction	Competitive edge	Inspirational leadership
<b>Definition</b>	Acts as a role model and inspires others to embrace and live our purpose and values	Builds deep relationships across a diverse network and uses a flexible influencing style to gain buy-in and drive impact	Creates opportunities to drive impact; anticipates client needs and delivers superior results by leveraging each person's strengths to build high performing teams across businesses and borders	Actively contributes to building the talent pipeline; creates a talent experience that attracts, develops, and retains top talent and high-performing teams	Translates broader strategy into a compelling team vision and goals; aligns the team and sets priorities to achieve objectives	Applies deep knowledge of disruptive trends and competitor activity to drive continuous improvement	Establishes a strong leadership brand and inspires followership through passion, integrity, and appreciation of others
<b>Behavioural anchors</b>	<ul style="list-style-type: none"> <li>Leads by example; is a role model in living our values</li> </ul>	<ul style="list-style-type: none"> <li>Builds broad and deep relationships, that span organisational boundaries, and include a diverse network of internal and external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Aligns team roles with individual strengths to build and inspire high-performing teams</li> </ul>	<ul style="list-style-type: none"> <li>Identifies skills needed for the future, spots and develops high potential talent to meet emerging needs</li> </ul>	<ul style="list-style-type: none"> <li>Clearly communicates direction to team(s) in line with overall Global, Business, and Member Firm strategies</li> </ul>	<ul style="list-style-type: none"> <li>Actively monitors competitor activity to identify opportunities to improve Deloitte's competitive advantage</li> </ul>	<ul style="list-style-type: none"> <li>Known for building energy and momentum within and across diverse teams</li> </ul>
	<ul style="list-style-type: none"> <li>Inspires others to raise the bar and deliver outstanding value to our clients, colleagues, and communities</li> </ul>	<ul style="list-style-type: none"> <li>Effectively uses a wide range of influencing tactics, can respond effectively to complex organisational or political climates</li> </ul>	<ul style="list-style-type: none"> <li>Coaches and empowers team members to stretch their capabilities and ensures they have access to the right resources, within and across businesses and borders, to deliver results</li> </ul>	<ul style="list-style-type: none"> <li>Coaches and mentors managers and other team members to develop and capitalise on their strengths and prepare them for transition to the next level</li> </ul>	<ul style="list-style-type: none"> <li>Capable of creating, owning, and articulating a compelling vision and goals for multiple teams, helping people at all levels to understand how the parts fit together into a whole</li> </ul>	<ul style="list-style-type: none"> <li>Drives continuous improvement by identifying and implementing leading practices</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates confidence and belief in self and others; inspires followership</li> </ul>
	<ul style="list-style-type: none"> <li>Seeks out opportunities to recognise individuals and teams for the impact they make; connects their contributions with our broader purpose</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates potential conflict based on knowledge of interpersonal and group dynamics; proactively takes steps to prevent or resolve it</li> </ul>	<ul style="list-style-type: none"> <li>Provides timely recognition and feedback, while holding people and teams accountable for results</li> </ul>	<ul style="list-style-type: none"> <li>Creates an experience within the teams they lead that attracts and retains top talent</li> </ul>		<ul style="list-style-type: none"> <li>Leads and contributes to development of innovative methods and tools that increase the impact of our service offerings</li> </ul>	<ul style="list-style-type: none"> <li>Serves as a role model for integrity, respect, and appreciation of others, including their unique strengths and differences</li> </ul>