

Senior Manager talent standard

Global Tax & Legal

Business Process Solutions

Leadership Capabilities

Capability	Description
Living Our Purpose	Acts as a role model and inspires others to embrace and live our purpose and values
Talent Development	Actively contributes to building the talent pipeline; creates a talent experience that attracts, develops and retains top talent and high performing teams
Performance Drive	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
Influence	Builds deep relationships across a diverse network and uses a flexible influencing style to gain buy-in and drive impact
Strategic Direction	Translates broader strategy into a compelling team vision and goals; aligns the team and sets priorities to achieve objectives
Competitive Edge	Applies deep knowledge of disruptive trends and competitor activity to drive continuous improvement
Inspirational Leadership	Establishes a strong leadership brand and inspires followership through passion, integrity, and appreciation of others

Core Professional and Technical Capabilities

Capability	Description
Laws and Rules	Provides subject matter expertise in current legislation, proposed/pending legislation, their implications, and understands interaction across the Global Tax and Legal function, specifically with their area of expertise
Delivery Excellence	Acts as advanced Subject Matter Expert (SME) of the key capabilities required to deliver a high quality service experience to the client
Analytical Thinking and Problem Solving	Makes decisions with confidence based on analysis of available information to drive business success
Technology Tools and Solutions	Demonstrates advanced knowledge of service line or market specific technology solutions

Service Line Technical Capabilities

Capability	Description
Finance & Accounting	Guides clients through strategic finance and accounting solutions to maximize business value
Payroll	Helps client realize competitive advantage through strategic payroll transformations
Technology	Defines and drives the client's desired technology strategy and leads the client through end-to-end implementation