

## Analyst talent standard

### Consulting Strategy & Operations – Service Operations

Building a *globally uniform level of quality and capability* in our core services so that our clients experience a *consistent, exceptional Deloitte* is critical to become the undisputed leader in professional services. The following standard defines the capabilities required at the Analyst level for our Consulting Service Operations service line.

#### Leadership capabilities

We expect practitioners at all levels to embrace and live our purpose by challenging themselves to identify issues that are most important for our clients, our people, and for society and *make an impact that matters*. There are five Leadership capabilities that we require from all Analysts across the network, regardless of service line. Behavioral anchors for each capability are described below.

| Capability                 | Description                                                                                                                | Behavioral anchors                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Living Our Purpose</b>  | Builds own understanding of our purpose and values; explores opportunities for impact                                      | <ul style="list-style-type: none"> <li>Behaves in accordance with Deloitte values</li> <li>Consistently challenges self to deliver outstanding quality and value</li> <li>Recognizes and explores opportunities for personal impact on clients and for colleagues and communities</li> </ul>                                                                               |
| <b>Talent Development</b>  | Demonstrates strong commitment to personal learning and development; acts as a brand ambassador to help attract top talent | <ul style="list-style-type: none"> <li>Solicits feedback to build understanding of own strengths and areas for development</li> <li>Actively participates in key learning and development opportunities for his/her level</li> <li>Acts as a brand ambassador with peers and colleagues to support attraction of top talent</li> </ul>                                     |
| <b>Performance Drive</b>   | Understands expectations and demonstrates personal accountability for keeping performance on track                         | <ul style="list-style-type: none"> <li>Ensures he/she is clear on expectations and asks clarifying questions when needed</li> <li>Is aware of own strengths and uses them effectively to deliver high quality results</li> <li>Assumes personal responsibility for achieving results and supports the team by taking on additional responsibilities when needed</li> </ul> |
| <b>Influence</b>           | Actively focuses on developing effective communication and relationship-building skills                                    | <ul style="list-style-type: none"> <li>Engages with others to build relationships and develop a network</li> <li>Demonstrates ability to understand the underlying interests and expectations of others</li> <li>Respects and responds with sensitivity to the concerns and viewpoints of others</li> </ul>                                                                |
| <b>Strategic Direction</b> | Understands how their daily work contributes to the priorities of the team and the business                                | <ul style="list-style-type: none"> <li>Understands objectives and desired outcomes for assigned areas of responsibility and sets personal goals accordingly</li> <li>Seeks to understand how specific areas of responsibility contribute to broader business objectives and outcomes</li> </ul>                                                                            |

#### Cross-Consulting capabilities

Below are the Cross-Consulting capabilities for all Analysts in Consulting:

| Capability                                       | Description                                                                                                                         | Behavioral anchors                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Delivery Excellence</b>                       | Ability to team with others to produce a high quality work product to ensure a superior client experience                           | <ul style="list-style-type: none"> <li>Assumes responsibility for assigned work and reviews for accuracy and quality</li> <li>Completes assigned work on time, and according to specifications and quality standards</li> <li>Understands role in ensuring project profitability</li> <li>Tracks progress against work plan and identifies potential issues while remaining focused on identified priorities</li> <li>Is familiar with standard methods and tools (e.g. Excel, PowerPoint, Visio, Tableau, etc.); selects and applies appropriate methods to carry out work assigned and document work performed</li> <li>Raises risks and issues to project management for resolution in a timely manner</li> </ul> |
| <b>Analytical Thinking &amp; Problem Solving</b> | Ability to collect, assimilate and analyze relevant data and use standard processes and tools to help surface and support solutions | <ul style="list-style-type: none"> <li>Identifies key drivers of a defined, straightforward problem; defines the problem by what it is and what it is not</li> <li>Collects data necessary to accurately analyze an issue</li> <li>Employs design thinking to transform raw data into useful patterns and insights to better understand a client problem</li> <li>Applies structured processes and standard methods/tools to develop solutions, consulting others as appropriate</li> <li>Identifies new tools and innovative approaches for data design and visualization</li> </ul>                                                                                                                                |
| <b>Financial Acumen</b>                          | Ability to apply basic financial concepts to client and Deloitte business models                                                    | <ul style="list-style-type: none"> <li>Understands basic financial concepts and knows where to find financial and business performance information</li> <li>Understands Deloitte's financial drivers and their revenue contribution</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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|-----------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Executive Presence</b>         | Ability to maintain a positive, professional attitude and adapt to changing priorities to instill confidence in team | <ul style="list-style-type: none"> <li>• Gains the trust and confidence of others through his/her actions and work products</li> <li>• Presents an approachable and professional style while engaging and communicating with others in an effort to build lasting relationships across client and team</li> <li>• Adapts productively to changing priorities as they arise</li> <li>• Maintains a constructive attitude when presented with a barrier</li> </ul> |
| <b>Logical Structuring</b>        | Ability to use and apply frameworks to organize concepts, identify gaps, and communicate ideas clearly               | <ul style="list-style-type: none"> <li>• Applies relevant frameworks to structure an argument</li> <li>• Uses information about the client's business to challenge conventional thinking on a issue</li> <li>• Navigates Microsoft PowerPoint and other presentation tools with ease</li> </ul>                                                                                                                                                                  |
| <b>Global Mindset</b>             | Ability to value and consider the diverse perspectives and backgrounds of colleagues and clients                     | <ul style="list-style-type: none"> <li>• Develops general knowledge of local and global economic trends relevant to client and Deloitte</li> <li>• Learns from and collaborates with colleagues and clients across geographies</li> <li>• Solicits and researches IP and collateral across geographies to leverage for client</li> </ul>                                                                                                                         |
| <b>Business-Technology Acumen</b> | Ability to apply technology fundamentals to client situations                                                        | <ul style="list-style-type: none"> <li>• Identifies technology components of business objectives and operations</li> <li>• Is familiar with Consulting's technology offerings, frameworks and methods routinely integrated within Service Line domain</li> <li>• Able to collaborate effectively with SMEs and technologists on business-technology requirements</li> </ul>                                                                                      |
| <b>Accesses the Organization</b>  | Ability to find and leverage a diverse set of resources and share findings with others                               | <ul style="list-style-type: none"> <li>• Uses appropriate channels for assignments, approvals, and advice</li> <li>• Knows how to research leading practices and shares findings with others</li> <li>• Applies standard methods and tools to engagement</li> <li>• Contributes to continuous development of methods and tools</li> </ul>                                                                                                                        |