

## Senior Consultant 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 Senior Consultant 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 Senior Consultants across the network, regardless of service line. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
<b>Living Our Purpose</b>	Identifies and embraces our purpose and values and puts these into practice in their professional life	<ul style="list-style-type: none"> <li>Lives our values and challenges others to do the same</li> <li>Demonstrates personal commitment to raising the bar and making an impact that matters</li> <li>Encourages others to find opportunities for impact; sets the pace for junior staff and peers</li> </ul>
<b>Talent Development</b>	Develops self by actively seeking opportunities for growth, shares knowledge and experiences with others, and acts as a strong brand ambassador	<ul style="list-style-type: none"> <li>Shares knowledge and experiences to support the development of peers and junior practitioners</li> <li>Actively seeks challenges and opportunities to build on existing strengths, develop new capabilities and learn from others</li> <li>Acts as a strong brand ambassador, participating in formal and informal activities focused on bringing top talent to Deloitte</li> </ul>
<b>Performance Drive</b>	Seeks opportunities to challenge self; teams with others across businesses and borders to deliver and takes accountability for own and team results	<ul style="list-style-type: none"> <li>Draws on own and others' strengths to meet personal and team objectives</li> <li>Collaborates within and across businesses and borders</li> <li>Monitors own results against objectives and seeks feedback to identify ways to improve personal and team performance</li> </ul>
<b>Influence</b>	Builds relationships and communicates effectively in order to positively influence peers and other stakeholders	<ul style="list-style-type: none"> <li>Relates effectively to people across all levels, including leaders, peers, and clients</li> <li>Asks insightful and provocative questions to understand the diverse views, interests and expectations of key stakeholders</li> <li>Adjusts communication style based on the audience in order to have maximum impact</li> </ul>
<b>Strategic Direction</b>	Understands objectives for clients and Deloitte, aligns own work to objectives and sets personal priorities	<ul style="list-style-type: none"> <li>Understands client and Deloitte objectives and takes personal accountability for aligning own work</li> <li>Communicates broader business objectives and desired outcomes to guide the work of others</li> </ul>

#### Cross-Consulting capabilities

Below are the Cross-Consulting capabilities for all Senior Consultants in Consulting:

Capability	Description	Behavioral anchors
<b>Delivery Excellence</b>	Ability to produce a high quality work product and collaborate with others to deliver a superior client experience	<ul style="list-style-type: none"> <li>Takes responsibility for own work or workstream meeting engagement/project objectives and Deloitte quality standards</li> <li>Proactively identifies workstream risks and issues; resolves them or escalates to engagement/account leadership</li> <li>Uses Deloitte approved methodologies and tools (e.g. Microsoft Excel) to objectively identify, evaluate, and propose solutions that most effectively support client's business objectives</li> <li>Is able to think independently to generate recommendations and propose solutions, leveraging junior staff where appropriate</li> </ul>
<b>Knows the Business and Sector</b>	Ability to understand how business functions operate and how sector trends impact a client's business	<ul style="list-style-type: none"> <li>Understands the client's business model and Deloitte's relevant capabilities and solutions that support business objectives</li> <li>Identifies opportunities to improve the efficiency and effectiveness of key processes within a business function</li> <li>Builds knowledge in a sector by contributing to relevant firm initiatives and eminence, and/or by attending sector conferences</li> </ul>

<b>Analytical Thinking &amp; Problem Solving</b>	Ability to select appropriate methods for collecting and analyzing data, and develop informed recommendations that shape or support the client's business strategy	<ul style="list-style-type: none"> <li>Leads data gathering and assimilation to formulate a hypothesis, and conducts an objective root cause analysis using a structured problem solving approach</li> <li>Develops analytical models that can be interpreted convincingly and reinforce recommendations</li> <li>Develops and validates solutions by combining insights from personal experiences and Deloitte Subject Matter Experts (SMEs) with standard methods and tools</li> </ul>
<b>Financial Acumen</b>	Ability to incorporate financial information when evaluating strategic options	<ul style="list-style-type: none"> <li>Understands basic financial concepts and cost/profit drivers for client's business</li> <li>Uses company financial information (e.g. analyst reports) to better understand a client's business and support recommendations</li> <li>Identifies levers that impact a client's bottom line and can articulate the business case for proposed solutions</li> <li>Understands the fundamentals of engagement profitability management and contributes to the development of Statements of Work (SOW), engagement budget and pricing models</li> </ul>
<b>Executive Presence</b>	Ability to deliver key messages with clarity, confidence and poise to instill confidence in clients	<ul style="list-style-type: none"> <li>Manages change and ambiguity with poise</li> <li>Helps influence others through direct, logical, and succinct communication</li> <li>Maintains composure through conflict and sensitive situations, escalating issues to engagement/account leadership when appropriate</li> <li>Exercises professional maturity in all situations, serving as a role model for junior staff</li> <li>Builds rapport and sustained relationships with clients by fostering trust and collaboration</li> <li>Engages executive-level clients confidently and professionally</li> </ul>
<b>Logical Structuring</b>	Ability to organize insights and define a logical flow to tell a story when presenting recommendations	<ul style="list-style-type: none"> <li>Defines the initial storyboard and key messages, and leads others to develop presentation or communication materials</li> <li>Applies "MECE" (mutually exclusive; collectively exhaustive) principle to introduce key points and structure supporting information</li> <li>Articulates a clear and compelling story with well-chosen words and visuals</li> <li>Anticipates and responds to readers' questions by incorporating key messages into a presentation</li> <li>Masters and maintains brevity in all communications to make actions highly visible</li> </ul>
<b>Global Mindset</b>	Ability to apply a global and diverse perspective to problem solving	<ul style="list-style-type: none"> <li>Applies awareness of global trends to address client needs and enhance recommendations</li> <li>Builds and sustains relationships with cross-geography team members</li> <li>Researches content and develops contacts across the Member Firm network to apply relevant global collateral to sales pursuits and engagements</li> </ul>
<b>Business-Technology Acumen</b>	Ability to address client business challenges in the intersection of process and technology	<ul style="list-style-type: none"> <li>Builds conversant knowledge of technology systems available across Consulting</li> <li>Articulates how technology enables business processes and is able to communicate its value clearly to clients</li> <li>Collaborates with SMEs to apply knowledge of digital analytics and disruptive technologies to strengthen client recommendations</li> <li>Understands the impact of emerging technologies on relevant functions and processes</li> <li>Stays current on how Deloitte's services and capabilities can address common client challenges</li> </ul>

## Service Line capabilities

Below are the Service Line capabilities for Service Operations Senior Consultants:

Capability	Description	Behavioral anchors
<b>Operating Model Design</b>	Ability to identify and architect an executable operating model for a specific function to maximize quality, speed and financial impact of service delivery	<ul style="list-style-type: none"> <li>Organizes and conducts functional work based on how operating model design adds value and where it needs to be performed to position a client to gain competitive advantage</li> <li>Applies operating model design fluency to drive a specific workstream and activities within a large project, or lead a small project and deliverables</li> <li>Leads the creation of robust forecasting models to predict future business performance and financial impacts</li> <li>Applies rigor to developing the business case and considers the financial and strategic impacts of the new model</li> <li>Collaborates with organizational stakeholders and influencers across business functions to help ensure buy-in and adoption</li> </ul>

<b>Process Transformation Method Expertise</b>	Ability to design business processes by applying people, process and technology lenses to position clients for long-term competitiveness	<ul style="list-style-type: none"> <li>• Understands the client's core value to the customer and maintains a holistic view of improvement opportunities throughout the customer lifecycle</li> <li>• Is agile and able to execute projects across the service offering by understanding Deloitte's delivery solutions and latest methodologies</li> <li>• Anticipates the organization's response to various elements of the transformation and collaborates with colleagues across service areas to address people, process or technology change management needs</li> <li>• Understands and applies Deloitte's core toolkits and methods (e.g., Digital Transformation, IndustryPrint and EVM)</li> <li>• Conducts robust data analysis to forecast the impact of a new operating model on customer interaction and processes</li> </ul>
<b>Sector Expertise Development</b>	Ability to build and apply sector expertise to enable an organization's strategic vision	<ul style="list-style-type: none"> <li>• Begins building knowledge and internal brand within a particular sector</li> <li>• Develops deep understanding of one or more sectors, including detailed process, people and technology requirements and trends</li> <li>• Applies sector knowledge to recognize unique factors that may influence functional design</li> <li>• Assesses the financial and strategic impacts of the proposed functional design; leads the creation of robust, complex forecasting models / business case to predict future business performance</li> <li>• Stays current on emerging technologies, standards and applications within chosen sector and domain</li> <li>• Supports sales pursuits and develops marketplace eminence within chosen sector and domain</li> </ul>