Deloitte.

Consultant talent standard

Global Risk Advisory
Strategic Risk – Crisis Management

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 Consultant level for our Crisis Management service.

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 Consultants across the organization, regardless of service. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
Living Our Purpose	Builds own understanding of our purpose and values; explores opportunities for impact	• Behaves in accordance with Deloitte values • Consistently challenges self to deliver outstanding quality and value • Recognizes and explores opportunities for personal impact on clients and for colleagues and communities
Talent Development	Demonstrates strong commitment to personal learning and development; acts as a brand ambassador to help attract top talent	• Solicits feedback to build understanding of own strengths and areas for development • Actively participates in key learning and development opportunities for his / her level • Acts as a brand ambassador with peers and colleagues to support attraction of top talent
Performance Drive	Understands expectations and demonstrates personal accountability for keeping performance on track	• Ensures he /she is clear on expectations and asks clarifying questions when needed • Is aware of own strengths and uses them effectively to deliver high quality results • Assumes personal responsibility for achieving results and supports the team by taking on additional responsibilities when needed
Influence	Actively focuses on developing effective communication and relationship-building skills	• Engages with others to build relationships and develop a network • Demonstrates ability to understand the underlying interests and expectations of others • Respects and responds with sensitivity to the concerns and viewpoints of others
Strategic Direction	Understands how their daily work contributes to the priorities of the team and the business	• Understands objectives and desired outcomes for assigned areas of responsibility and sets personal goals accordingly • Seeks to understand how specific areas of responsibility contribute to broader business objectives and outcomes

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Crisis Management Consultants:

Capability	Description	Behavioral anchors
Delivery Excellence	Ability to manage own work against the project plan, applying quality assurance, and risk procedures to ensure a superior client experience	• Demonstrates ownership of work and commitment towards project objectives and Deloitte quality standards • Understands how assigned areas of responsibility contribute to project objectives and desired outcomes • Teams with others to create recommendations and propose solutions • Understands the importance of effectively managing relationships with project team to deliver excellent results • Is able to complete assigned work with quality and timeliness • Asks clarifying questions to project management to reduce ambiguity • Anticipates potential risks related to managed work / processes and escalates them in a timely fashion to project leadership or relevant stakeholders

Global Mindset	Ability to effectively interact with colleagues and clients of varying backgrounds to effectively serve clients	• Keeps up-to-date on local and global economic trends relevant to client and Deloitte • Develops positive working relationships with cross-geography team members and practitioners to enhance service delivery • Thinks outside of own Member Firm to identify relevant points of view, qualifications, and approaches • Is responsive to requests from across the organization for Intellectual Property or insights
Executive Presence	Ability to articulate thoughts and ideas in a clear and composed manner to instill confidence in team and clients	• Understands the linkage between personal and Deloitte brand and demonstrates the professionalism and interpersonal maturity to reinforce both reputations • Respects and responds with sensitivity to the concerns and viewpoints of others • Gains the confidence of the client by demonstrating an understanding of and active interest in their business

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Crisis Management Consultants:

Capability	Description	Behavioral anchors
Prepares Crisis Assessment Data	Ability to gather client's and external data for crisis management assessments	• Considers the client's business needs to identify and collect diverse sources of data to review and assess • Improves effectiveness of crisis management assessments by researching benchmarking data across sector and industry areas • Monitors crisis management environment and constraints (lists and maintains competitors cartography, collects relevant laws, applicable regulations and norms)
Develops Crisis Simulations	Ability to support the design, development, and deployment of crisis simulations	• Understands the broader crisis simulation workflow to appropriately organize and review client's data in support of the design process • Leverages Deloitte's frameworks and toolkits to develop simulation tools (e.g., facilitators handbook, simulation playbook and evaluation forms) • Collects, organizes, and assesses post-simulation findings and is able to compare against objectives and success criteria
Forms Insight-Driven Crisis Management Recommendations	Ability to extract actionable insights from client's data using crisis management assessment frameworks and tools	• Leverages proven frameworks and methodologies (e.g., Deloitte's Assessment Methodology, Crisis Management Maturity Model, BS 11200:2014) and tailors them appropriately to assess client's data and identify capability gaps • Translates assessment results into insight-based recommendations that inform a data-driven design of client's crisis management infrastructure