

Manager talent standard

Global Risk Advisory Strategic Risk – Sustainability

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 Manager level for our Sustainability service.

Leadership capabilities

We expect practitioners at all levels to embrace and live our purpose by challenging themselves to identify issues that the 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 Managers across the organization, regardless of service. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
Living Our Purpose	Acts as a role model, embracing and living our purpose and values, and recognizing others for the impact they make	<ul style="list-style-type: none"> • Holds self and others accountable for living our values • Challenges self and others to make an impact that matters for our clients, our colleagues and our communities • Recognizes colleagues and teams for the impact they make, and helps connect their contributions with our broader purpose
Talent Development	Develops high-performing people and teams through challenging and meaningful opportunities	<ul style="list-style-type: none"> • Looks for challenges and opportunities to grow team members’ expertise and talents – encourages people to stretch their capabilities • Supports team members’ development needs through formal and informal coaching and knowledge sharing • Actively supports the attraction and development of top talent
Performance Drive	Delivers exceptional client service; maximizes results and drives high performance from people while fostering collaboration across businesses and borders	<ul style="list-style-type: none"> • Sets expectations for the team, aligns their strengths to tasks, and challenges them to raise the bar while providing support • Encourages teams to collaborate within and across businesses and borders, proactively helps make connections • Provides timely feedback to team members to drive high performance
Influence	Influences clients, teams, and individuals positively, leading by example and establishing confident relationships with increasingly senior people	<ul style="list-style-type: none"> • Builds productive, long-term relationships with clients and colleagues, across a broad network, based on mutual respect • Demonstrates an understanding of others’ needs and interests, and sensitivity to the organizational and political climate • Adapts influencing approach to take account of individual and organizational sensitivities
Strategic Direction	Understands key objectives for clients and Deloitte, aligns people to objectives and sets priorities and direction	<ul style="list-style-type: none"> • Demonstrates an understanding of Global, Business and Member Firm strategies • Communicates the big picture – drives engagement by connecting the contributions of junior practitioners to broader Deloitte / client objectives

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Sustainability Managers:

Capability	Description	Behavioral anchors
Business Process Assessment and Design	Ability to design data and technology-enabled business processes that enable value-adding business outcomes	<ul style="list-style-type: none"> • Applies a solid knowledge of business process design frameworks and leading practices to assess the client’s organization • Uncovers operational inefficiencies and non-compliance situations in business processes and proposes designs that align to a client’s business objectives and leading industry practice • Advises client on innovative, automated, and data-driven approaches to design and implement business processes

Delivery Excellence	Ability to plan and execute a project to deliver a superior client experience	<ul style="list-style-type: none"> • Prepares project plan to meet objectives within established budget and timeline and recognizes when plans should be adjusted to meet objectives • Develops budget, scope and staffing recommendations based on understanding of client budget and project economics • Communicates business objectives and desired outcomes to guide the work of others • Fosters a team environment that builds accountability for and commitment to meeting engagement objectives • Ensures that team's work meets quality assurance standards and that all relevant risks have been identified and appropriately addressed • Prioritizes tasks of the team based on relative importance, delegating to the right resource, based on role, experience and skill level • Recognizes potential independence or related issues and takes appropriate action, including consultation with subject matter experts as necessary
Reporting and Presentations	Ability to increase quality, accuracy, and impact of reports and presentations by leveraging critical thinking, experience, and judgment	<ul style="list-style-type: none"> • Provides a vision for deliverables; validates team's analysis and recommendations in context of broader project • Challenges team members to identify impactful insights to develop recommendations that most effectively support a client's business objectives • Ensures accuracy and validity of client's reports by critically analyzing hypothesis, conclusions, and recommendations • Maintains expert knowledge in the use of data, service line innovation, benchmarks, and business metrics to make critical decisions
Knows the Business and the Industry	Ability to build an in-depth knowledge of the client's business and stay up-to-date on industry activities, marketplace trends, innovation efforts, and leading practices	<ul style="list-style-type: none"> • Participates in business and / or industry groups to build knowledge of economic, industry, and market conditions • Identifies relevant trends, practices, and market conditions that merit discussion with the client • Discusses business trends and industry practices with confidence • Builds personal brand and supports eminence building in chosen industry
Global Mindset	Ability to leverage cross-geography insights and practitioners to enhance client service delivery	<ul style="list-style-type: none"> • Recognizes the importance of diversity of thought within engagement teams • Builds a global network of subject matter experts within chosen sector and leverages global collateral to support sales pursuits and engagements • Identifies new opportunities and engages the right global experts to seize them • Manages effectively across cross-geography teams, flexing to cultural differences and shared views on project quality, objectives, and outcomes • Identifies global trends with potential impact to the client's or firm's business and communicates these with engagement teams
Executive Presence	Ability to develop relationships, establish credibility with, and instill confidence in clients	<ul style="list-style-type: none"> • Tells a story and advocates for a position with clarity and conviction • Understands the larger ecosystem within which the client operates; uses to facilitate discussions about potential solutions to the client's most pressing business problems • Establishes and maintains relationships with clients beyond immediate project needs and uses to gain beneficial insights and drive impact; has a 'seat at the table' • Masters executive level written and oral communications; creates logically-structured, executive-facing deliverables • Maintains a calm, professional demeanor when challenges arise
Sales and Business Development	Ability to apply profitability management and sales fundamentals to support projects and pursuits	<ul style="list-style-type: none"> • Understands the fundamentals of engagement profitability management and uses Deloitte sales tools, such as pricing and revenue management systems, on all engagements • Contributes to the development of Statements of Work (SOW), engagement budgeting, and pricing model development and develops budget, scope and staffing recommendations based on understanding of the client's budget and project economics • Identifies opportunities to sell Deloitte services on current and proposed engagements where appropriate • Scans for business development / add-on sales opportunities; organizes these efforts under the direction of others

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Sustainability Managers:

Capability	Description	Behavioral anchors
Designs and Manages Sustainability Engagements	Ability to design needs-based sustainability engagements that promote integration with relevant business practices, while enabling the attainment of strategic objectives	<ul style="list-style-type: none"> Employs an insight-based approach to help client identify priorities to formulate sustainability objectives that are aligned with overall business objectives Formulates comprehensive sustainability strategies that encompass roadmaps, enablers, KPIs and measurable goals to improve risk management, operational efficiency and stakeholders' trust Advises client on leading practices to effectively integrate sustainability into internal assurance activities (<i>for Sustainability Assurance only</i>) Enables strategic and fact based decision making by providing clients with actionable insights based on risk analyses and control testing reports (<i>for Sustainability Assurance only</i>)
Enables Sustainability Reporting Excellence	Ability to lead the development of sustainability reports and reporting processes to meet quality and objectivity standards	<ul style="list-style-type: none"> Sets design principles and coordinates the development of sustainability reports that are aligned with relevant industry frameworks (e.g. GRI) Stays abreast of industry leading practices and frameworks for sustainability reporting; advises clients accordingly Provides clients with data-driven recommendations to improve efficiency, control, and compliance of the reporting lifecycle
Establishes a Domain-based Subject Matter Expertise	Ability to combine deep situational expertise offering domain expertise to make tailored recommendations that enable clients' sustainability agendas	<ul style="list-style-type: none"> Specializes in and builds an internal expert brand within a sustainability service offering (e.g., Resource Excellence, Social Impact, Environment Health and Safety) while maintaining a minimum level of expertise across many areas Leverages an in-depth industry knowledge to increase validity of clients' sustainability issues analyses and enhance impact of recommended solutions