

## Consultant talent standard

### Consulting Human Capital – Actuarial, Rewards and Analytics (ARA)

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 Consulting ARA 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 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>	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 Consultants in Consulting:

Capability	Description	Behavioral anchors
<b>Delivery Excellence</b>	Ability to manage own work against the project plan to ensure a superior client experience	<ul style="list-style-type: none"> <li>Demonstrates ownership of work and commitment towards project objectives and Deloitte quality standards</li> <li>Understands how assigned areas of responsibility contribute to project objectives and desired outcomes</li> <li>Teams with others to create recommendations and propose solutions</li> <li>Understands the importance of effectively managing relationships with project team to deliver excellent results</li> <li>Is able to complete assigned work with quality and timeliness</li> <li>Asks clarifying questions to project management to reduce ambiguity</li> <li>Anticipates potential risks related to managed work/processes and escalates them in a timely fashion to project leadership or relevant stakeholders</li> </ul>
<b>Knows the Business and Sector</b>	Ability to understand the client's business, follow sector trends and learn leading practices	<ul style="list-style-type: none"> <li>Stays current on business trends relevant to client's sector</li> <li>Conducts research on economics, sector and market conditions to better understand the client's needs</li> <li>Applies previous sector and business issue experience to areas of responsibilities as appropriate</li> </ul>

<b>Analytical Thinking &amp; Problem Solving</b>	Ability to diagnose a problem, conduct analysis, and develop solutions for client problems	<ul style="list-style-type: none"> <li>Assesses and diagnoses a problem by analyzing the interactions between key drivers</li> <li>Guides data collection, including conducting interviews and surveys aligned to objectives</li> <li>Organizes information and conducts analysis to clarify the problem and its root causes</li> <li>Develops data visualizations to articulate the business narrative</li> <li>Develops recommendations to address client problems through application of personal experience and standard methods and tools; validates proposed solutions with subject matter experts</li> </ul>
<b>Financial Acumen</b>	Ability to gather and interpret financial information to help strengthen proposed recommendations	<ul style="list-style-type: none"> <li>Understands the major categories of cost for a client's organization and how profits are generated</li> <li>Integrates financial data to business case where appropriate</li> </ul>
<b>Executive Presence</b>	Ability to articulate thoughts and ideas in a clear and composed manner to instill confidence in team and clients	<ul style="list-style-type: none"> <li>Understands the linkage between personal and Deloitte brand and demonstrates the professionalism and interpersonal maturity to reinforce both reputations</li> <li>Respects and responds with sensitivity to the concerns and viewpoints of others</li> <li>Gains the confidence of the client by demonstrating an understanding of and active interest in their business</li> </ul>
<b>Logical Structuring</b>	Ability to present a cogent idea or case using clear and concise messaging, and support using appropriate data and tools	<ul style="list-style-type: none"> <li>Understands the guiding principles of storyboarding and argument structuring</li> <li>Develops components of reports and presentations that support key messaging</li> <li>Masters the use of Microsoft PowerPoint and other presentation tools</li> <li>Maintains the level of detail when delivering a presentation or written communication appropriate to audience and intended outcome</li> </ul>
<b>Global Mindset</b>	Ability to effectively interact with colleagues and clients of varying backgrounds to effectively serve clients	<ul style="list-style-type: none"> <li>Keeps up-to-date on local and global economic trends relevant to client and Deloitte</li> <li>Develops positive working relationships with cross-geography team members and practitioners to enhance service delivery</li> <li>Thinks outside of own Member Firm to identify relevant points of view, qualifications and approaches</li> <li>Is responsive to requests from across the organization for IP or insights</li> </ul>
<b>Business-Technology Acumen</b>	Ability to recognize technology as a business enabler	<ul style="list-style-type: none"> <li>Comprehends how technology supports business objectives and enables core business processes</li> <li>Is familiar with key technologies available across Consulting relevant to and differentiating in client's industry</li> <li>Understands digital transformation in the context of overall client business transformation</li> </ul>
<b>Accesses the Organization</b>	Ability to develop and share reusable assets that can be readily applied to new projects	<ul style="list-style-type: none"> <li>Builds a working list of people, references, and tools needed to get work done</li> <li>Applies experience to enhance standard methods and tools; promotes their use through knowledge sharing</li> <li>Builds and shares professional expertise with others through multiple mediums</li> <li>Connects others with shared interests or networking needs</li> </ul>

## Service Line capabilities

Below are the Service Line capabilities for ARA Consultants:

Capability	Description	Behavioral anchors
<b>Applies Business Aligned Analytics</b>	Ability to use a client's situational context and business objectives to inform analysis approach	<ul style="list-style-type: none"> <li>Assesses client's available data and relevant information to identify high impact opportunities and challenges for their business</li> <li>Applies appropriate analysis strategies (e.g., predictive modeling, simulation, optimization, scenario planning and data mining)</li> <li>Effectively uses visualization technologies (e.g. Tableau) to help narrate findings and insights</li> <li>Collaborates effectively with clients by quickly understanding the business objectives and situational context in order to effectively inform data requirements and analysis approach</li> <li>Stays up-to-date on core offerings (e.g. Actuarial Services, AAM, Compensation &amp; Benefits, M&amp;A and restructuring, Retirement Provider Services) and relevant industry models and systems to understand and solve client's business issues</li> <li>Continuously builds basic technical competencies (e.g., actuarial exams where relevant, specialized technical competencies aligned to core offering)</li> </ul>