

Consultant talent standard

Consulting

Human Capital – Human Resources Transformation (HRT)

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 HRT 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
Living Our Purpose	Builds own understanding of our purpose and values; explores opportunities for impact	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

Cross-Consulting capabilities

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

Capability	Description	Behavioral anchors
Delivery Excellence	Ability to manage own work against the project plan to ensure a superior client experience	<ul style="list-style-type: none"> 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
Knows the Business and Sector	Ability to understand the client's business, follow sector trends and learn leading practices	<ul style="list-style-type: none"> Stays current on business trends relevant to client's sector Conducts research on economics, sector and market conditions to better understand the client's needs Applies previous sector and business issue experience to areas of responsibilities as appropriate

Analytical Thinking & Problem Solving	Ability to diagnose a problem, conduct analysis, and develop solutions for client problems	<ul style="list-style-type: none"> Assesses and diagnoses a problem by analyzing the interactions between key drivers Guides data collection, including conducting interviews and surveys aligned to objectives Organizes information and conducts analysis to clarify the problem and its root causes Develops data visualizations to articulate the business narrative Develops recommendations to address client problems through application of personal experience and standard methods and tools; validates proposed solutions with subject matter experts
Financial Acumen	Ability to gather and interpret financial information to help strengthen proposed recommendations	<ul style="list-style-type: none"> Understands the major categories of cost for a client's organization and how profits are generated Integrates financial data to business case where appropriate
Executive Presence	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"> 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
Logical Structuring	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"> Understands the guiding principles of storyboarding and argument structuring Develops components of reports and presentations that support key messaging Masters the use of Microsoft PowerPoint and other presentation tools Maintains the level of detail when delivering a presentation or written communication appropriate to audience and intended outcome
Global Mindset	Ability to effectively interact with colleagues and clients of varying backgrounds to effectively serve clients	<ul style="list-style-type: none"> 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 IP or insights
Business-Technology Acumen	Ability to recognize technology as a business enabler	<ul style="list-style-type: none"> Comprehends how technology supports business objectives and enables core business processes Is familiar with key technologies available across Consulting relevant to and differentiating in client's industry Understands digital transformation in the context of overall client business transformation
Accesses the Organization	Ability to develop and share reusable assets that can be readily applied to new projects	<ul style="list-style-type: none"> Builds a working list of people, references, and tools needed to get work done Applies experience to enhance standard methods and tools; promotes their use through knowledge sharing Builds and shares professional expertise with others through multiple mediums Connects others with shared interests or networking needs

Service Line capabilities

Below are the Service Line capabilities for HRT Consultants:

Capability	Description	Behavioral anchors
HR Function Fluency	Ability to apply relevant HR functional knowledge to inform process and/or technology solutioning	<ul style="list-style-type: none"> Applies span of working knowledge across HR verticals (e.g., learning and development, performance management, etc.) to identify points of integration and alignment to improve the customer experience and workforce performance Applies basic fluency in HR technologies and procedural intersections to execute on relevant HR solutions Evaluates a client's HR strategy for business alignment