

Manager 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 the professional services. The following standard defines the capabilities required at the Manager 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 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 network, regardless of service line. 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 |

Cross-Consulting capabilities

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

| Capability | Description | Behavioral anchors |
|----------------------------|---|--|
| 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 |

| | | |
|--|---|--|
| Knows the Business and Sector | Ability to comprehend how the client's business works and keep up-to-date on industry/sector trends and leading practices | <ul style="list-style-type: none"> Identifies relevant business trends, economic forces, and industry practices and can confidently discuss with the client Builds personal brand and supports eminence building in chosen industry/sector Leverages knowledge of solutions and past experiences with other clients to support sales pursuits and drive new business |
| Analytical Thinking & Problem Solving | Ability to identify and solve problems objectively using analysis, experience and judgment | <ul style="list-style-type: none"> Conducts hypothesis testing to clarify the problem and its root causes Interprets and synthesizes data, exercises professional skepticism to challenge data, and identifies meaningful insights to develop recommendations that most effectively support a client's business objectives Maintains expert knowledge in the use of data, service line innovation, benchmarks, and business metrics to make critical decisions Provides a vision for deliverables; validates team's analysis and recommendations in context of broader project |
| Intrapreneurship | Ability to identify and transform opportunities into solutions that drive business value for our clients | <ul style="list-style-type: none"> Isolates the underlying business issue and takes ownership of the solution outcomes Adapts to changing direction by aligning the strategic vision with proposed solutions throughout a project's duration Adapts preconfigured solutions to fit the problem and context of the client and leverages SMEs, Methods & Tools, and eminence to enhance recommendations Scans for business development/add-on sales opportunities; organizes these efforts under the direction of others |
| Financial Acumen | Ability to incorporate financial information when evaluating business opportunities and making recommendations | <ul style="list-style-type: none"> Assesses the financial aspects of business opportunities; identifies and quantifies financial and non-financial benefits of proposed solutions Recommends solutions applying sound financial acumen, demonstrated through analysis of impact on ROI, utility, revenue, profit and loss estimates, and other financial indicators as appropriate Identifies people-related levers that impact a client's bottom line and can articulate business case for proposed solutions Manages financials of client engagements ensuring project profitability |
| 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 |
| 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 a 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 Manages effectively across cross-geography teams, flexing to cultural differences and shared view on project quality, objectives and outcomes Actively seeks out new experiences and maintains intercultural empathy |
| Business-Technology Acumen | Ability to articulate how technology enables and differentiates the business and communicate this effectively to clients | <ul style="list-style-type: none"> Contributes to client's technology agenda based on emerging business and technology trends, competitor landscape, and leading practices within functional or sector domain Assesses client business / technical landscape and surfaces courses of action; appreciates the larger ecosystem required to solve a problem Recognizes opportunities for broader business / technology offerings across Consulting and connects the services network appropriately Collaborates with SMEs and technologists to translate business needs to technical requirements and can articulate technology enablers to a non-technical audience |

Service Line capabilities

Below are the Service Line capabilities for HRT Managers:

| Capability | Description | Behavioral anchors |
|---|--|---|
| Functional Domain Expertise | Ability to leverage specialized HR transformation domain expertise to make recommendations that enable client's strategic agenda | <ul style="list-style-type: none"> • Specializes in and builds an internal brand within a domain/offering • Applies deep technical and broad lifecycle experience to diagnose problems, manage analytics and support strategic recommendations to client • Can speak comfortably across the broader practice and represent end-to-end HR service delivery with senior client executives • Stays current on emerging technologies, standards and applications within chosen domain • Supports sales pursuits and develops marketplace eminence within chosen domain |
| Technology as a Business Enabler | Ability to define how technology offerings can support business needs and build a business case to support these needs | <ul style="list-style-type: none"> • Applies current and emerging technologies to improve HRM efficiency and effectiveness within the organization to enable the business to position itself for future growth • Manages vendor selection process and recommends options or solutions that meet client's desired functionality and business needs • Articulates and frames business problems and solutions to both technical and non-technical audiences |
| HR Service Delivery | Ability to optimize the HR function to deliver strategic value to the business | <ul style="list-style-type: none"> • Optimizes the broader HR function and understands how technology enables strategic decision making • Guides team across HRMS lifecycle decisions (i.e., HRMS strategy, business case, application / vendor selection, implementation, monitoring / performance) and implications to support the overall HR operating model • Uses HR metrics to ensure strategic decisions are implemented onto robust and stable platforms, providing the client with an accurate picture of the broader impact of HR practices and policies has on the organization |