

## Senior 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 Senior 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 Senior 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>	Identifies and embraces our purpose and values and puts these into practice in their professional life	<ul style="list-style-type: none"> <li>Lives our values and challenges others to do the same</li> <li>Demonstrates personal commitment to raising the bar and making an impact that matters</li> <li>Encourages others to find opportunities for impact; sets the pace for junior staff and peers</li> </ul>
<b>Talent Development</b>	Develops self by actively seeking opportunities for growth, shares knowledge and experiences with others, and acts as a strong brand ambassador	<ul style="list-style-type: none"> <li>Shares knowledge and experiences to support the development of peers and junior practitioners</li> <li>Actively seeks challenges and opportunities to build on existing strengths, develop new capabilities and learn from others</li> <li>Acts as a strong brand ambassador, participating in formal and informal activities focused on bringing top talent to Deloitte</li> </ul>
<b>Performance Drive</b>	Seeks opportunities to challenge self; teams with others across businesses and borders to deliver and takes accountability for own and team results	<ul style="list-style-type: none"> <li>Draws on own and others' strengths to meet personal and team objectives</li> <li>Collaborates within and across businesses and borders</li> <li>Monitors own results against objectives and seeks feedback to identify ways to improve personal and team performance</li> </ul>
<b>Influence</b>	Builds relationships and communicates effectively in order to positively influence peers and other stakeholders	<ul style="list-style-type: none"> <li>Relates effectively to people across all levels, including leaders, peers, and clients</li> <li>Asks insightful and provocative questions to understand the diverse views, interests and expectations of key stakeholders</li> <li>Adjusts communication style based on the audience in order to have maximum impact</li> </ul>
<b>Strategic Direction</b>	Understands objectives for clients and Deloitte, aligns own work to objectives and sets personal priorities	<ul style="list-style-type: none"> <li>Understands client and Deloitte objectives and takes personal accountability for aligning own work</li> <li>Communicates broader business objectives and desired outcomes to guide the work of others</li> </ul>

#### Cross-Consulting capabilities

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

Capability	Description	Behavioral anchors
<b>Delivery Excellence</b>	Ability to produce a high quality work product and collaborate with others to deliver a superior client experience	<ul style="list-style-type: none"> <li>Takes responsibility for own work or workstream meeting engagement/project objectives and Deloitte quality standards</li> <li>Proactively identifies workstream risks and issues; resolves them or escalates to engagement/account leadership</li> <li>Uses Deloitte approved methodologies and tools (e.g. Microsoft Excel) to objectively identify, evaluate, and propose solutions that most effectively support client's business objectives</li> <li>Is able to think independently to generate recommendations and propose solutions, leveraging junior staff where appropriate</li> </ul>
<b>Knows the Business and Sector</b>	Ability to understand how business functions operate and how sector trends impact a client's business	<ul style="list-style-type: none"> <li>Understands the client's business model and Deloitte's relevant capabilities and solutions that support business objectives</li> <li>Identifies opportunities to improve the efficiency and effectiveness of key processes within a business function</li> <li>Builds knowledge in a sector by contributing to relevant firm initiatives and eminence, and/or by attending sector conferences</li> </ul>

<b>Analytical Thinking &amp; Problem Solving</b>	Ability to select appropriate methods for collecting and analyzing data, and develop informed recommendations that shape or support the client's business strategy	<ul style="list-style-type: none"> <li>Leads data gathering and assimilation to formulate a hypothesis, and conducts an objective root cause analysis using a structured problem solving approach</li> <li>Develops analytical models that can be interpreted convincingly and reinforce recommendations</li> <li>Develops and validates solutions by combining insights from personal experiences and Deloitte Subject Matter Experts (SMEs) with standard methods and tools</li> </ul>
<b>Financial Acumen</b>	Ability to incorporate financial information when evaluating strategic options	<ul style="list-style-type: none"> <li>Understands basic financial concepts and cost/profit drivers for client's business</li> <li>Uses company financial information (e.g. analyst reports) to better understand a client's business and support recommendations</li> <li>Identifies levers that impact a client's bottom line and can articulate the business case for proposed solutions</li> <li>Understands the fundamentals of engagement profitability management and contributes to the development of Statements of Work (SOW), engagement budget and pricing models</li> </ul>
<b>Executive Presence</b>	Ability to deliver key messages with clarity, confidence and poise to instill confidence in clients	<ul style="list-style-type: none"> <li>Manages change and ambiguity with poise</li> <li>Helps influence others through direct, logical, and succinct communication</li> <li>Maintains composure through conflict and sensitive situations, escalating issues to engagement/account leadership when appropriate</li> <li>Exercises professional maturity in all situations, serving as a role model for junior staff</li> <li>Builds rapport and sustained relationships with clients by fostering trust and collaboration</li> <li>Engages executive-level clients confidently and professionally</li> </ul>
<b>Logical Structuring</b>	Ability to organize insights and define a logical flow to tell a story when presenting recommendations	<ul style="list-style-type: none"> <li>Defines the initial storyboard and key messages, and leads others to develop presentation or communication materials</li> <li>Applies "MECE" (mutually exclusive; collectively exhaustive) principle to introduce key points and structure supporting information</li> <li>Articulates a clear and compelling story with well-chosen words and visuals</li> <li>Anticipates and responds to readers' questions by incorporating key messages into a presentation</li> <li>Masters and maintains brevity in all communications to make actions highly visible</li> </ul>
<b>Global Mindset</b>	Ability to apply a global and diverse perspective to problem solving	<ul style="list-style-type: none"> <li>Applies awareness of global trends to address client needs and enhance recommendations</li> <li>Builds and sustains relationships with cross-geography team members</li> <li>Researches content and develops contacts across the Member Firm network to apply relevant global collateral to sales pursuits and engagements</li> </ul>
<b>Business-Technology Acumen</b>	Ability to address client business challenges in the intersection of process and technology	<ul style="list-style-type: none"> <li>Builds conversant knowledge of technology systems available across Consulting</li> <li>Articulates how technology enables business processes and is able to communicate its value clearly to clients</li> <li>Collaborates with SMEs to apply knowledge of digital analytics and disruptive technologies to strengthen client recommendations</li> <li>Understands the impact of emerging technologies on relevant functions and processes</li> <li>Stays current on how Deloitte's services and capabilities can address common client challenges</li> </ul>

## Service Line capabilities

Below are the Service Line capabilities for HRT Senior Consultants:

Capability	Description	Behavioral anchors
<b>Core Offering Knowledge Development</b>	Ability to leverage domain knowledge and experiences to develop recommendations that support the client's business agenda	<ul style="list-style-type: none"> <li>Incorporates knowledge of the broader HRT practice and end-to-end HR service delivery to influence conversations with and recommendations to clients</li> <li>Builds functional expertise in a few HR verticals and applies relevant benchmarks, productivity metrics, and KPIs to manage projects to results</li> <li>Employs sound business acumen to identify integration points between HR and the business</li> <li>Supports sales pursuits and marketplace eminence across the service line</li> </ul>

<b>HR Technology Lifecycle Acumen</b>	Ability to translate the value and impact technology can deliver to the business throughout the HR lifecycle	<ul style="list-style-type: none"> <li>• Understands how to leverage technology, including digital applications, to influence strategic HR decision making and how specific products can support the overall vision</li> <li>• Supports vendor selection process by identifying client’s desired functionality and business needs</li> <li>• Supports and implements HR technology plans that align with overall client strategies and goals</li> <li>• Demonstrates fluency in HR technology language and develops expertise within a specific HR Technology</li> <li>• Articulates and frames business problems and solutions to both technical and non-technical audiences</li> </ul>
<b>HR Function Optimization using Data</b>	Ability to use data to inform recommendations and optimize the HR function to deliver strategic value to the business	<ul style="list-style-type: none"> <li>• Assesses the current state of the HR organization to define future state opportunities and target operating model</li> <li>• Gathers and analyzes workforce data to improve productivity and provide visibility into the broader impact of the HR function to the organization</li> <li>• Assesses HR capabilities to identify areas to increase engagement and efficiency of the HR function</li> <li>• Supports decision making across the HRMS lifecycle (e.g., HRMS strategy, business case, application / vendor selection, implementation, monitoring / performance) and presents recommendations to project leadership and clients</li> </ul>