

## Senior 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 professional services. The following standard defines the capabilities required at the Senior 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 are most important for our clients, our people, and for society and *make an impact that matters*. There are seven Leadership capabilities that we require from all Senior Managers across the network, regardless of service line. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
<b>Living Our Purpose</b>	Acts as a role model and inspires others to embrace and live our purpose and values	<ul style="list-style-type: none"> <li>Leads by example; is a role model in living our values</li> <li>Inspires others to raise the bar and deliver outstanding value to our clients, colleagues and communities</li> <li>Seeks out opportunities to recognize individuals and teams for the impact they make; connects their contributions with our broader purpose</li> </ul>
<b>Talent Development</b>	Actively contributes to building the talent pipeline; creates a talent experience that attracts, develops and retains top talent and high performing teams	<ul style="list-style-type: none"> <li>Identifies skills needed for the future, spots and develops high potential talent to meet emerging needs</li> <li>Coaches and mentors managers and other team members to develop and capitalize on their strengths and prepare them for transition to the next level</li> <li>Creates an experience within the teams they lead that attracts and retains top talent</li> </ul>
<b>Performance Drive</b>	Creates opportunities to drive impact; anticipates client needs and delivers superior results by leveraging each person's strengths to build high performing teams across businesses and borders	<ul style="list-style-type: none"> <li>Aligns team roles with individual strengths to build and inspire high-performing teams</li> <li>Coaches and empowers team members to stretch their capabilities and ensures they have access to the right resources, within and across businesses and borders, to deliver results</li> <li>Provides timely recognition and feedback, while holding people and teams accountable for results</li> </ul>
<b>Influence</b>	Builds deep relationships across a diverse network and uses a flexible influencing style to gain buy-in and drive impact	<ul style="list-style-type: none"> <li>Builds broad and deep relationships, that span organizational boundaries, and include a diverse network of internal and external stakeholders</li> <li>Effectively uses a wide range of influencing tactics, can respond effectively to complex organizational or political climates</li> <li>Anticipates potential conflict based on knowledge of interpersonal and group dynamics; proactively takes steps to prevent or resolve it</li> </ul>
<b>Strategic Direction</b>	Translates broader strategy into a compelling team vision and goals; aligns the team and sets priorities to achieve objectives	<ul style="list-style-type: none"> <li>Clearly communicates direction to team(s) in line with overall Global, Business and Member Firm strategies</li> <li>Capable of creating, owning, and articulating a compelling vision and goals for multiple teams, helping people at all levels to understand how the parts fit together into a whole</li> </ul>
<b>Competitive Edge</b>	Applies deep knowledge of disruptive trends and competitor activity to drive continuous improvement	<ul style="list-style-type: none"> <li>Actively monitors competitor activity to identify opportunities to improve Deloitte's competitive advantage</li> <li>Drives continuous improvement by identifying and implementing leading practices</li> <li>Leads and contributes to development of innovative methods and tools that increase the impact of our service offerings</li> </ul>
<b>Inspirational Leadership</b>	Establishes a strong leadership brand and inspires followership through passion, integrity, and appreciation of others	<ul style="list-style-type: none"> <li>Known for building energy and momentum within and across diverse teams</li> <li>Demonstrates confidence and belief in self and others; inspires followership</li> <li>Serves as a role model for integrity, respect and appreciation of others, including their unique strengths and differences</li> </ul>

## Cross-Consulting capabilities

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

Capability	Description	Behavioral anchors
<b>Delivery Excellence</b>	Ability to lead projects and provide strategic direction across the account to deliver a superior client experience	<ul style="list-style-type: none"> <li>Accepts overall responsibility and establishes appropriate controls for optimizing engagement profitability and managing risk in accordance with the contract, project plan, and Deloitte quality standards</li> <li>Defines how the engagement should impact broader business objectives and creates a team environment that builds accountability for and commitment to meeting engagement objectives</li> <li>Ensures clients are aware of their responsibilities for the engagement and appropriately manages clients against these expectations</li> <li>Promotes a unified go-to-market strategy by maintaining an account-wide view, surfacing relevant impacts and inputs, and communicating a clear direction across teams</li> <li>Resolves escalated scope, timeline, or resourcing issues and shapes team's priorities to address most urgent and relevant tasks</li> <li>Maintains a diverse network of resources to execute engagements on time and on budget, leveraging Deloitte Subject Matter Experts (SMEs) when needed</li> <li>Sets the tone of continuous review and refinements with engagement teams to ensure quality delivery</li> <li>Challenges scope of engagement and recommends new solutions to better address client's business needs when required</li> </ul>
<b>Knows the Business and Sector</b>	Ability to advise the client to make decisions that positively impact return on investment; provides subject matter expertise on sector trends and leading practices	<ul style="list-style-type: none"> <li>Builds deep sector expertise and manages engagements across accounts within chosen industry/sector</li> <li>Speaks to relevant Deloitte services within given sector outside of primary area of expertise</li> <li>Anticipates changes to a client's business given macro- and microeconomic influences</li> <li>Leads initiatives to develop and market intellectual capital in chosen sector</li> </ul>
<b>Analytical Thinking &amp; Problem Solving</b>	Ability to make decisions with confidence based on analysis of available information to drive business success	<ul style="list-style-type: none"> <li>Simplifies complex business problems to help engagement team conduct root cause analysis</li> <li>Recommends new and innovative approaches to analyzing data and solving problems to help draw meaningful conclusions</li> <li>Leverages data and analysis to build a convincing business case to influence client's adoption of recommendations</li> <li>Makes effective decisions with incomplete information</li> <li>Encourages team to apply analytical rigor to solution development</li> </ul>
<b>Intrapreneurship</b>	Ability to generate innovative ideas and turn them into profitable business opportunities for our clients and the Firm	<ul style="list-style-type: none"> <li>Develops new ideas that challenge conventional thinking and recognizes opportunities where others may not</li> <li>Regularly engages senior client management to identify needs and can speak to Deloitte's capabilities across services</li> <li>Anticipates key changes in the market and makes strategic choices to build Deloitte's competitive advantage</li> <li>Focuses client on value-generating initiatives to accelerate the pace of change; identifies metrics to monitor and analyze performance against corporate goals</li> <li>Leads the development of methods and tools that increase the effectiveness of service offering, and proposes ways to differentiate the Deloitte experience (e.g., by using Greenhouse, design thinking)</li> <li>Establishes relationships with internal and external thought leaders and leverages opportunities to share expertise with others</li> </ul>
<b>Financial Acumen</b>	Ability to leverage financial information and business case to build support for a solution	<ul style="list-style-type: none"> <li>Stays current with a client's business and financial situation and understands financial impacts of proposed solutions</li> <li>Crafts competitive Requests for Proposals (RFPs) and pricing models</li> <li>Rigorously manages engagement financials to ensure proper invoicing, staff billing, and ultimately, engagement profitability</li> </ul>
<b>Executive Presence</b>	Ability to project confidence, establish credibility with and influence clients at all levels	<ul style="list-style-type: none"> <li>Manages and advances relationships with clients beyond immediate engagement needs and serves as a trusted advisor, setting aside personal agenda to strengthen interactions with clients</li> <li>Takes control of challenging situations and diffuses escalated situations calmly by controlling own emotions and recognizing emotions in others</li> <li>Adapts speaking style based on the audience's response, and maintains a direct, candid approach to build rapport at the executive level</li> <li>Conducts interviews with executive-level stakeholders, and probes on critical areas confidently and in a professional manner</li> </ul>

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<b>Sales and Business Development</b>	Ability to sell potential and current clients on Deloitte's services and negotiate profitable transactions for the Firm	<ul style="list-style-type: none"> <li>Understands Deloitte's services and capabilities and can speak at a high level to how Deloitte can address client needs outside primary area of expertise</li> <li>Exhibits a talent for sales within domain and recognizes when to involve other Deloitte colleagues in the pursuit process</li> <li>Uses Deloitte sales tools, such as pricing and revenue management systems, with proficiency</li> <li>Uses negotiation skills to close opportunities and capture value for Deloitte</li> <li>Participates and leads aspects of the proposal development process; assembles a pursuit team with the necessary skillset and knowledge needed to prepare sales materials</li> <li>Proposes alternative delivery models (e.g., Global, Delivery Center, Studio) where appropriate</li> </ul>
<b>Global Mindset</b>	Ability to adopt a global approach to networking, building eminence and assembling teams to best serve clients	<ul style="list-style-type: none"> <li>Forms teams that bring a diverse perspective to problem solving to elevate client service delivery, considering global staffing where appropriate</li> <li>Identifies new opportunities and engages the right global experts to seize them</li> <li>Collaborates globally to enhance the value Deloitte offers to clients; seeks and recognizes collective insights</li> <li>Builds and sustains relationships across global services and/or sector network to sell and deliver engagements</li> <li>Understands Deloitte's unique value proposition and serves as a brand ambassador both within and outside the Firm</li> <li>Understands the socioeconomic / political ramifications of global events and anticipates how they may affect the client's or Firm's business</li> </ul>
<b>Business-Technology Acumen</b>	Ability to articulate an informed opinion on leading edge technologies and how they affect emerging business models in domain area	<ul style="list-style-type: none"> <li>Conducts continuous exploration of digital evolution within domain</li> <li>Evaluates effectively the practicality, potential, sustainability and hype of technologies to enable and differentiate clients' businesses</li> <li>Engages meaningfully with SMEs and clients in informed discussions on relevant, emerging technologies to support choices in investments</li> <li>Contributes to Deloitte's perspective and offerings related to emerging technologies within domain area</li> </ul>

## Service Line capabilities

Below are the Service Line capabilities for HRT Senior Managers:

Capability	Description	Behavioral anchors
<b>Mature Domain Expertise</b>	Ability to apply deep, specialized expertise in a particular product/domain to solve complex business issues	<ul style="list-style-type: none"> <li>Is able to clearly define, structure, and implement HR solutions to address client's business challenges and can articulate how a particular HR Technology solves a business problem</li> <li>Stays current on emerging technologies, standards and applications within chosen domain to maximize impact on client's strategic agenda</li> <li>Identifies and grows capabilities and market offerings to strengthen Deloitte's position in the marketplace</li> <li>Leverages experience and market expertise to proactively identify and mitigate risks on large-scale engagements</li> <li>Identifies opportunities to automate, redesign or outsource HR activities to help client gain efficiencies</li> <li>Understands the innovations and growing impact within digital HR</li> </ul>
<b>Strategic Planning and Sustainability</b>	Ability to apply a forward-looking perspective to set the client's strategy and equip the HR function to sustain the strategy	<ul style="list-style-type: none"> <li>Enables the HR function to clearly articulate their strategic role in supporting the business and gain a 'seat at the table'</li> <li>Enables the HR function to help the business achieve its growth objectives and create additional value</li> <li>Helps organizations conceptualize and design global HR operating models, technology, and solutions strategies</li> <li>Consults on the cost-benefit/prioritization of various product packages (e.g., Workday, SAP/SuccessFactors, PeopleSoft); understands the products that are most relevant to a given sector to support clients' selection of the best fit solutions</li> <li>Understands the broader integration of HR strategy and technology, and can appropriately evaluate project economics and develop a strategic approach for multi-year and/or multi-faceted projects</li> </ul>

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**Transformation Enablement**

Ability to manage the execution of a multi-dimensional transformation program that delivers business outcomes and creates a strong qualification for Deloitte

- Owns end-to-end delivery of large-scale, multi-dimensional transformation programs and appropriately manages and mitigates risks across the program to ensure profitability through sound risk management
  - Strives to create referenceable qualifications for the firm in every engagement
  - Identifies and deploys resources across the full spectrum of HR offerings
  - Creates clear agreements and governance across Member Firms to drive consistent delivery and quality of services regardless of location, and understands the impact local regulations may have on project scope and delivery
  - Leverages the firm infrastructure and global methods and tools to promote a consistent, superior client experience globally
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