

Senior Consultant talent standard

Consulting

Human Capital – Organization Transformation & Talent (OT&T)

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 OT&T 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
Living Our Purpose	Identifies and embraces our purpose and values and puts these into practice in their professional life	<ul style="list-style-type: none"> Lives our values and challenges others to do the same Demonstrates personal commitment to raising the bar and making an impact that matters Encourages others to find opportunities for impact; sets the pace for junior staff and peers
Talent Development	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"> Shares knowledge and experiences to support the development of peers and junior practitioners Actively seeks challenges and opportunities to build on existing strengths, develop new capabilities and learn from others Acts as a strong brand ambassador, participating in formal and informal activities focused on bringing top talent to Deloitte
Performance Drive	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"> Draws on own and others' strengths to meet personal and team objectives Collaborates within and across businesses and borders Monitors own results against objectives and seeks feedback to identify ways to improve personal and team performance
Influence	Builds relationships and communicates effectively in order to positively influence peers and other stakeholders	<ul style="list-style-type: none"> Relates effectively to people across all levels, including leaders, peers, and clients Asks insightful and provocative questions to understand the diverse views, interests and expectations of key stakeholders Adjusts communication style based on the audience in order to have maximum impact
Strategic Direction	Understands objectives for clients and Deloitte, aligns own work to objectives and sets personal priorities	<ul style="list-style-type: none"> Understands client and Deloitte objectives and takes personal accountability for aligning own work Communicates broader business objectives and desired outcomes to guide the work of others

Cross-Consulting capabilities

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

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

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

Service Line capabilities

Below are the Service Line capabilities for OT&T Senior Consultants:

Capability	Description	Behavioral anchors
Builds Broad-based Domain Knowledge	Ability to apply breadth of experience in organizational and talent matters to drive initiatives that enable the client's strategic agenda	<ul style="list-style-type: none"> Understands organization and talent levers for creating and sustaining change throughout the business Is agile and able to execute projects across the service offering by understanding Deloitte's delivery solutions and latest methodologies Incorporates findings from Deloitte thought leadership and research (e.g., Global Human Capital Trends Report, Bersin by Deloitte) to support client recommendations Begins building an internal brand within a particular market offering

Builds the Transformation Plan	Ability to comprehend the business drivers for organizational transformation and tailor an action plan to support the transformation	<ul style="list-style-type: none"> • Understands how emerging technologies, changing market conditions and regulatory pressures (among other drivers) can impact a transformation environment • Gathers data to conduct and develop a current state assessment to inform future state recommendations; knows the appropriate data to collect to build a business case • Comprehends linkages among organizational elements to help craft recommendations • Understands the change in employee behavior required to realize a successful transformation; designs and implements transformation programs applying a human behavior lens
Communicates the Case for Change	Ability to help the business communicate the vision, changes and expectations to stakeholders to affect the desired organizational change	<ul style="list-style-type: none"> • Provides recommendations to organization and business leaders to communicate the need for change and address related organizational implications • Possesses strong written and oral communication skills and can tailor messages to a variety of audiences to gain organizational buy-in • Measures change to prioritize work and understand where additional change intervention is required • Comfortably communicates with audiences of all sizes; solicits feedback and buy-in from executive-level stakeholders • Manages to results and defines desired outcomes for the change efforts to meet engagement/project objectives