

Manager talent standard

Consulting Strategy & Operations – Business Model Transformation (BMT)

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 BMT 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 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 BMT Managers:

Capability	Description	Behavioral anchors
Operating Model Design and Delivery	Ability to help clients architect their future state operating model design to drive their strategy and make their target business model a reality	<ul style="list-style-type: none"> Translates business strategy into a target operating model Determines capabilities an organization needs to achieve their strategic vision and configures capabilities into the target operating model Leverages and adapts analytical solutions to support operating model design Assembles cross-discipline team to enable depth and consistency in design and delivery of the target operating model

Sector-based Domain Expertise	Ability to develop deep situational expertise with the combination of sector and offering domain to make tailored recommendations that enable the client's strategic agenda	<ul style="list-style-type: none"> • Specializes in and builds an internal expert brand within a sector and a service offering domain • Stays current on emerging technologies, standards and applications within chosen sector and domain • Applies specialized offering and sector knowledge to diagnose problems, employ analytics and support strategic recommendations to client • Supports sales pursuits and develops marketplace eminence within chosen sector and domain
Large-scale Transformation Integration	Ability to integrate across numerous transformation programs to deliver strategic client impact	<ul style="list-style-type: none"> • Makes the case for transformational change and guides the C-suite through the transformation journey • Speaks comfortably across the broader practice with senior client executives • Uses proven leading practice, value-centered, industry-tailored solutions • Implements cross-functional, enterprise-wide change