

Senior Staff talent standard

Financial Advisory Mergers & Acquisitions – Corporate Finance

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 Staff level for our Corporate Finance 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 Staff across the organization, 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

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Corporate Finance Senior Staff:

Capability	Description	Behavioral anchors
Analytical Thinking & Problem Solving	Selects appropriate methods for collecting and analyzing large and complex data sets to extract insights and support solutions	<ul style="list-style-type: none"> Builds sophisticated analytical models to handle large data sets with Excel, Tableau, or other relevant specialized tools/programs (e.g. IDeal) that can be interpreted convincingly Applies rigor to all analytical models and enhances a model's ability to serve as decision-making tool Is aware of relevant technology applications for data modelling and analysis and easily learns new applications Maintains a working knowledge of measurement tools, benchmarks, statistics, and metrics needed to quantify and analyze aspects of deal risk Uses simulation techniques for goal setting, forecasting, value stream modelling, among other purposes Is able to think independently to generate recommendations and propose solutions, leveraging junior staff where appropriate

Delivery Excellence	Produces a high quality work product and collaborates with others across phases of the M&A transaction lifecycle to deliver a superior client experience	<ul style="list-style-type: none"> Understands how assigned areas of responsibility contribute to engagement objectives and desired outcomes Manages to deadlines to help team stay on track during a transaction, adapting to changing priorities as they arise Develops informed recommendations by combining insights from personal experiences and Deloitte subject matter experts (SMEs) with relevant technologies, methods, and/or tools
Financial Acumen	Analyzes financial and accounting information when evaluating transactions	<ul style="list-style-type: none"> Uses company's financial information to better understand a client/target's business to support recommendations Quickly interprets and reviews financial information and explain complex concepts to client
Manages Risk & Upholds Confidentiality	Manages own work in an ethical manner with a continuous attention to quality and risk rules, and confidentiality	<ul style="list-style-type: none"> Outlines a quality assurance plan, specifying the standards, tools, and techniques to define priorities needed to provide high-quality services Mitigates deviations from required quality standards by establishing internal review cycles and monitoring progress Anticipates potential risks related to managed work/processes and escalates them in a timely fashion to engagement leadership or relevant stakeholders
M&A Lifecycle Acumen	Builds an understanding of how stages of the M&A lifecycle operate to enhance delivery in own phase of expertise	<ul style="list-style-type: none"> Begins to specialize in a stage of the M&A transaction lifecycle and understands key dependencies across stages Conducts market analysis and develops an initial hypotheses around growth opportunities and upside potential and downside risks Maintains a broader, strategic M&A perspective throughout each engagement

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Corporate Finance Senior Staff:

Capability	Description	Behavioral anchors
M&A Strategy & Execution	Researches and conducts analyses to compile key deal documents to support all phases of M&A	<ul style="list-style-type: none"> Analyzes markets, potential M&A targets, and other special projects to support client's priorities Compiles key deal documents including acquisition strategy papers, information memoranda, and indicative valuation papers Prepares research, valuation, and other pitch content to support business development activities
Debt & Capital Advisory	Evaluates alternative schemes and sources of funding to find the solution that best fits client's needs	<ul style="list-style-type: none"> Analyzes operating forecasts and assesses financing needs of client's business Identifies the most suitable financial instruments and tracks potential investors and lenders Understands requirements of potential investors and lenders and prepares documentation package (e.g., financial models, business plans, feasibility studies, investment memoranda) to close a deal
Infrastructure Advisory	Supports business development initiatives to maximize value from client's infrastructure investment	<ul style="list-style-type: none"> Performs quantitative and qualitative analyses to assess feasibility of a new asset or the performance of assets in operation Participates in commercial/financial evaluations of project tenders to identify unique cultural, financial, and regulatory risks Drafts evidence-based reports to help maximize investment benefit and mitigate risks