

Manager talent standard

Financial Advisory

Mergers & Acquisitions – Valuation & Modelling

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 Manager level for our Valuation & Modelling 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 organization, 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

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Valuation & Modelling Managers:

Capability	Description	Behavioral anchors
Analytical Thinking & Problem Solving	Develops analytical models that can be visualized and interpreted convincingly to inform recommendations	<ul style="list-style-type: none"> • Communicates findings of large, complex data set analysis using dynamic visualization tools (e.g. Tableau); challenges team to present findings in a straightforward manner • Performs sophisticated analyses and applies a logical, structured, and disciplined approach to translate key financial and commercial aspects of a transaction into useful insights • Interprets and synthesizes data, exercises professional skepticism to challenge data, and identifies meaningful insights to develop recommendations that most effectively support a client's deal objectives • Manages changing priorities and ambiguity with ease and adapts thinking to changing environments

Delivery Excellence	Plans and executes engagements that deliver a superior client experience	<ul style="list-style-type: none"> Prepares work plan to meet objectives within established budget and timeline Recognizes and communicates when plans should be adjusted to meet the timeline and scope Prioritizes tasks of the team based on relative importance Delegates tasks to the right resource, based on role, experience, and skill level Oversees the quality of deliverables of team and builds/maintains client relationships to ensure exceptional performance Builds/maintains client relationships to ensure exceptional performance Becomes conversant and builds network in adjacent Deloitte offerings outside primary area of expertise; uses to spot opportunities to enhance service delivery
Financial Acumen	Acts as a financial advisor across a broad spectrum of transactions through a sophisticated analysis of financial information	<ul style="list-style-type: none"> Interprets and analyzes financials and other publicly available information on the target's business Researches pertinent client, industry, and technical matters, while using a data-driven approach to derive solutions Reviews and analyzes historical trading, cash flow, and balance sheets to identify risks or price affecting considerations
Knows the Business & the Industry	Builds an in-depth knowledge of the client's business and stays up-to-date on industry activities, marketplace trends, and leading practices	<ul style="list-style-type: none"> Participates in business and/or industry sector groups to build knowledge of economic, industry, and market conditions to create tailored FA sector insight Understands the drivers of growth within an industry/sector Identifies relevant trends, competitive landscape, and market conditions that merit discussion with the client Discusses business and financial trends and industry practices with confidence Builds personal brand and supports eminence building in chosen industry
Manages Risk & Upholds Confidentiality	Applies quality assurance, risk management, and confidentiality procedures in all areas of work performed and managed	<ul style="list-style-type: none"> Ensures that work meets quality assurance standards and that all relevant risks have been identified and addressed appropriately Independently identifies risk issues when they arise and manages situation accordingly or escalates to leadership Drives adherence to all risk management, quality assurance tools and compliance protocols Recognizes potential independence or related issues and takes appropriate action, including consultation with subject matter experts and Deloitte leadership as necessary
M&A Lifecycle Acumen	Builds expertise in one stage of the M&A lifecycle and develops network in others to position client with other technical and market experts	<ul style="list-style-type: none"> Owns all the areas of engagement management and risk management (e.g., NDA side letters submission process, access letter process) Takes ownership for management and reporting on smaller engagements, and manages discreet areas/sections of work on larger engagements Interacts confidently with all parties associated with a deal setting (e.g., bankers, lawyers, other 3rd party advisors) Understands the M&A market and proactively scans for deal activity and deal formation; uses to help build an investment case

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Valuation & Modelling Managers:

Capability	Description	Behavioral anchors
Business Valuation and Intangible Asset Valuation	Ability to provide valuation analyses for tax, financial reporting or other regulatory, compliance or management planning requirements	<ul style="list-style-type: none"> Monitors client, industry and regulatory agencies for potential changes that may affect client's portfolio and business needs Coordinates with other Deloitte teams, including M&E and Real Estate valuation, regarding related to timing, data flow, and overall analysis Leads and coaches a team to provide valuation analysis of assets or investments typically held in funds or portfolios Generates independent insightful valuations for financial reporting, tax, financial instruments, preferred stock or other purposes Performs detailed review of business valuation or intangible asset analysis Provides insights and considerations specific to a particular asset class & industry Understands relevant legal, accounting and tax regulations related to valuation methodology

Machinery & Equipment Valuation	Ability to provide valuation analyses for tax, financial reporting or other regulatory, compliance or management planning requirements	<ul style="list-style-type: none"> • Monitors client, industry and regulatory agencies for potential changes that may affect client's portfolio and business needs • Coordinates with other Deloitte teams, including Business Valuation/Intangible Assets and Real Estate valuation, regarding related to timing, data flow, and overall analysis • Leads and coaches a team to conduct valuation for financial reporting and tax purposes • Generates independent insightful valuations for financial reporting, tax, or other purposes • Performs detailed review of machinery and equipment valuation analysis • Provides engineering and valuation procedure-related advice for engagements related to fixed asset valuation by applying highly specialized skills and deep understanding of technical issues
Real Estate Valuation	Ability to provide valuation analyses for tax, financial reporting or other regulatory, compliance or management planning requirements	<ul style="list-style-type: none"> • Monitors client, industry and regulatory agencies for potential changes that may affect client's portfolio and business needs • Coordinates with other Deloitte teams, including Business Valuation/Intangible Assets and M&E valuation, regarding related to timing, data flow, and overall analysis • Leads and coaches a team which analyzes real estate transactions for financial reporting and tax purposes • Generates independent insightful valuations for financial reporting, tax, or other purposes • Performs detailed review of real estate valuation analysis • Leverages industry expertise to analyze market dynamics when evaluating market and development opportunities and impacts • Analyzes and understands individual assets in a portfolio and the risk and opportunity they present • Understands market conditions and characteristics of various real property types
Modeling	Ability to take the diverse business activities and transactions into account and simplify them into the most granular components to build a financial model providing insights into the key drivers affecting strategic decision-making of the client	<ul style="list-style-type: none"> • Applies a logical, structured approach to guide teams to translate key financial and commercial aspects of transactions into a financial model • Assists clients with key decisions by considering market best practices when developing financial models for pricing, debt and equity structuring, working capital forecasting and synergy analysis • Tailors outputs of business and financial model towards end users and interprets the results for the client in a simple manner • Prepares dynamic financial models by leveraging best practices to enable the tracking of potential scenarios • Coaches team members about M&A transactions, along with the types of models used and their applications in different scenarios • Works with and challenges clients to identify the key purpose of the model, relevant level of detail/complexity and desired outputs to plan the key attributes of the model prior to construction • Understands risk management procedures in respect of modeling engagements (e.g., client needs confirmation, modeling acceptance, and relevant member firm limitations on model testing/ review services)