

## Senior 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 Senior 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 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 organization 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>

## Core Professional and Technical capabilities

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

Capability	Description	Behavioral anchors
<b>Analytical Thinking &amp; Problem Solving</b>	Helps clients make confident decisions based on sophisticated analyses of available information to drive deal success	<ul style="list-style-type: none"> <li>Simplifies complex problems to ensure engagement team understands objectives</li> <li>Reviews outputs of financial analyses to guide client's management to make decisions with confidence</li> <li>Develops new and innovative approaches to analyzing data to help team draw meaningful conclusions; champions the use of advanced visualization to extract insights from a data set and presents findings in a clear, logical manner to client executives</li> <li>Looks beyond the stated problem to other potential sources of a root cause; shares solutions that can be applied as leading practices</li> <li>Operates independently of established procedures when required by the situation to provide clear direction to team and resolve issues in a timely manner</li> </ul>
<b>Delivery Excellence</b>	Leads engagements and provides strategic direction to the team to deliver a superior client experience	<ul style="list-style-type: none"> <li>Ensures all stakeholders, including the client, are aware of their responsibilities in accordance with the contract and project plan</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>Rigorously manages engagement financials to ensure proper invoicing, staff billing, and engagement profitability</li> <li>Stays current on emerging technologies, standards and applications within M&amp;A domain and sector to maximize impact on client's deal agenda</li> <li>Builds and maintains a diverse network across the Firm and leverages to "upsell" Deloitte services and solutions that help client address relevant issues and capitalize on enhancement opportunities</li> </ul>
<b>Executive Presence</b>	Develops relationships, establishes credibility with, and instills confidence in clients	<ul style="list-style-type: none"> <li>Establishes and maintains relationships with clients beyond immediate engagement needs and uses to gain beneficial insights and drive impact; has a 'seat at the table'</li> <li>Understands the larger ecosystem within which the client operates; uses to facilitate discussions about potential solutions to the client's most pressing deal issues</li> <li>Masters executive level written and oral communications; supports team in creating logically structured, executive facing deliverables</li> <li>Maintains a calm, professional demeanor when challenges arise</li> </ul>
<b>Financial Acumen</b>	Thinks longer-term beyond the current deal and builds support for a financially beneficial and sustainable solution	<ul style="list-style-type: none"> <li>Understands drivers of growth, profitability and cash flow as well as a client's financial statements and key performance measures</li> <li>Analyzes and synthesizes market and competitor data while maintaining a deep understanding of client's business and objectives</li> </ul>
<b>Knows the Business &amp; the Industry</b>	Advises 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>Identifies relevant business trends, economic forces, and industry practices and can confidently discuss with the client</li> <li>Identifies how clients can leverage inorganic growth to gain a competitive advantage (e.g., through convergence, market entry, divestment of non-core businesses)</li> <li>Builds personal brand and supports eminence building in chosen industry/sector</li> <li>Leverages knowledge of solutions and past experiences with other clients to support sales pursuits and drive new business/deals</li> <li>Builds a global network of subject matter experts within chosen industry and leverages global collateral to support sales pursuits and engagements</li> </ul>
<b>Manages Risk &amp; Upholds Confidentiality</b>	Actively manages the Firm's risk from take-on through to completion of engagements	<ul style="list-style-type: none"> <li>Sets direction regarding the development and compliance of standards, guidelines and service agreements</li> <li>Addresses issues that arise; leverages Firm resources to ensure that identified issues are appropriately addressed in accordance with Deloitte policies</li> <li>Advises clients on quality, risk, security, and regulatory and compliance requirements</li> </ul>

<b>M&amp;A Lifecycle Acumen</b>	Applies deep expertise in one stage of the M&A lifecycle and a broad knowledge in others to support complex transactions	<ul style="list-style-type: none"> <li>• Help clients translate their M&amp;A strategy and vision into successful planning and execution</li> <li>• Maximizes deal value by influencing the business on financial and operational decisions in transaction area of expertise</li> <li>• Combines expertise in one stage of a transaction with a deep understanding of a particular industry/sector and advises on integration points an critical focus areas</li> <li>• Generates business across borders by building and maintaining a vast network of SMEs in various regions and within sector</li> </ul>
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## Specialized Technical capabilities

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

Capability	Description	Behavioral anchors
<b>Business Valuation and Intangible Asset Valuation</b>	Ability to analyze financial, accounting and tax implications of corporate transactions and advise clients on complex valuation issues for regulatory and compliance purposes	<ul style="list-style-type: none"> <li>• Advises the client regarding the valuation results for tax, financial reporting or other regulatory, compliance or management planning requirements</li> <li>• Coordinates and leads recurring valuation engagements with team members cross border/cross sector</li> <li>• Advises clients on optimal deal structures by determining the fair value of tangible and intangible assets in a business combination</li> <li>• Ensures the accuracy of the models, valuation analyses, reports, and audit support documentation</li> <li>• Identifies potential opportunities for compliance valuations using research tools and news media</li> </ul>
<b>Machinery &amp; Equipment Valuation</b>	Ability to analyze financial, accounting and tax implications of transactions involving tangible assets and advise clients on complex valuation issues	<ul style="list-style-type: none"> <li>• Advises the client regarding the valuation results for tax, financial reporting or other regulatory, compliance or management planning requirements</li> <li>• Identifies new areas of investment or services that could be developed to better serve clients</li> <li>• Ensures the accuracy of models, valuation analyses, reports, and audit support documentation</li> <li>• Identifies potential opportunities for compliance and other valuations using research tools and news media</li> </ul>
<b>Real Estate Valuation</b>	Ability to analyze financial, accounting and tax implications of real estate transactions and advise clients on complex valuation issues	<ul style="list-style-type: none"> <li>• Advises the client regarding the valuation results for tax, financial reporting or other regulatory, compliance or management planning requirements</li> <li>• Coordinates and leads recurring valuation engagements with team members cross border/cross sector</li> <li>• Identifies opportunities to incorporate innovative solutions to valuation issues</li> <li>• Ensures the accuracy of models, valuation analyses, reports, and audit support documentation</li> <li>• Determines the fair value of real property assets in a business combination to advise clients on optimal deal structures</li> <li>• Identifies potential opportunities for compliance and other valuations using research tools and news media</li> </ul>
<b>Modeling</b>	Ability to leverage modeling expertise and M&A experience to turn financial models into powerful communication tools and help clients make better, more effective decisions	<ul style="list-style-type: none"> <li>• Advises clients on complex business situations to better enable decision making by using financial models that provide in-depth insight of M&amp;A transactions</li> <li>• Reviews client's existing financial model to ensure reliability by testing its mathematical accuracy, confirming that its logic is consistent with the commercial drivers of the business, and reviewing the reasonableness of the input assumptions</li> <li>• Uses qualitative and quantitative analysis to deliver insights on goodwill implications in a transaction</li> <li>• Advises clients on Model Risk Management projects that include government and polices, model development, technical model validation, model implementation, and model technology</li> </ul>