

Manager talent standard

Financial Advisory

Mergers & Acquisitions – M&A Transaction Services

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 M&A Transaction Services 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 M&A Transaction Services 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 M&A Transaction Services Managers:

Capability	Description	Behavioral anchors
Identifies the Right Deal (Transaction Readiness)	Applies experience in transactions with sector knowledge to inform strategic and operational decisions and resulting financial implications in advance of a deal	<ul style="list-style-type: none"> Identifies potential deal breakers through pre-bid due diligence to determine viability of a proposed deal Determines achievability of target's financial forecasts and future potential based on target's product, market, competitor, and customer insights Prepares a strategic and operational plan that outlines an agreed view on the intended degree of integration and resulting implications
Executes the Deal Successfully	Identifies risks and pricing considerations when conducting diligence	<ul style="list-style-type: none"> Increases standardization, efficiency, and quality of due diligence activities to ensure they are delivered in accordance with relevant policies, frameworks, and procedures Enables strategic and fact-based decision making by providing clients with actionable insights-based transaction analyses specific to key client's issues (e.g., normalized earnings, valuation model input assumptions, achievability of management's budget, and indebtedness considerations) Collaborates with functional teams and third parties across the entire M&A lifecycle to help client maximize the deal value

Delivers the Promised Returns

Begins to develop expertise in specific aspects of integration or separation value creation services to provide tailored solutions to support client

- Identifies potential issues that could impact the realization of the full value of the deal
 - Keeps in mind legal and statutory requirements, financial controls requisites, and strategic and operational KPIs when defining readiness plans
 - Conducts detailed assessment of synergies identified during the due diligence phase to support post-deal implementation plans
 - Helps clients bring a deal to market by preparing carve-out financial statements, performing detailed business valuations, analyzing potential deal structures, and related costs / benefits
 - Mobilizes engagement team around a structured process for the evaluation, tracking, and reporting of synergy targets
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