

Senior 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 Senior 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 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
Living Our Purpose	Acts as a role model and inspires others to embrace and live our purpose and values	<ul style="list-style-type: none"> Leads by example; is a role model in living our values Inspires others to raise the bar and deliver outstanding value to our clients, colleagues and communities Seeks out opportunities to recognize individuals and teams for the impact they make; connects their contributions with our broader purpose
Talent Development	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"> Identifies skills needed for the future, spots and develops high potential talent to meet emerging needs Coaches and mentors managers and other team members to develop and capitalize on their strengths and prepare them for transition to the next level Creates an experience within the teams they lead that attracts and retains top talent
Performance Drive	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"> Aligns team roles with individual strengths to build and inspire high-performing teams 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 Provides timely recognition and feedback, while holding people and teams accountable for results
Influence	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"> Builds broad and deep relationships, that span organizational boundaries, and include a diverse network of internal and external stakeholders Effectively uses a wide range of influencing tactics, can respond effectively to complex organizational or political climates Anticipates potential conflict based on knowledge of interpersonal and group dynamics; proactively takes steps to prevent or resolve it
Strategic Direction	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"> Clearly communicates direction to team(s) in line with overall Global, Business and Member Firm strategies 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
Competitive Edge	Applies deep knowledge of disruptive trends and competitor activity to drive continuous improvement	<ul style="list-style-type: none"> Actively monitors competitor activity to identify opportunities to improve Deloitte’s competitive advantage Drives continuous improvement by identifying and implementing leading practices Leads and contributes to development of innovative methods and tools that increase the impact of our service offerings
Inspirational Leadership	Establishes a strong leadership brand and inspires followership through passion, integrity, and appreciation of others	<ul style="list-style-type: none"> Known for building energy and momentum within and across diverse teams Demonstrates confidence and belief in self and others; inspires followership Serves as a role model for integrity, respect and appreciation of others, including their unique strengths and differences

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for M&A Transaction Services Senior Managers:

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

M&A Lifecycle Acumen	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"> • Help clients translate their M&A strategy and vision into successful planning and execution • Maximizes deal value by influencing the business on financial and operational decisions in transaction area of expertise • Combines expertise in one stage of a transaction with a deep understanding of a particular industry/sector and advises on integration points and critical focus areas • Generates business across borders by building and maintaining a vast network of SMEs in various regions and within sector
---------------------------------	--	---

Specialized Technical capabilities

Below are the Specialized Technical capabilities for M&A Transaction Services Senior Managers:

Capability	Description	Behavioral anchors
Identifies the Right Deal (Transaction Readiness)	Leverages understanding of the transaction, company, and sector to help client determine whether to proceed with a transaction	<ul style="list-style-type: none"> • Guides client through critical decision points needed to prepare for a potential transaction that aligns to business and growth goals to create a competitive advantage in the marketplace • Helps maximize deal value by understanding the value and costs of strategic and operational decisions (e.g., synergies, one-time costs) to help define client's integration/separation priorities accordingly • Works alongside Deloitte industry experts and Commercial Due Diligence to critically assess client's business plans and projections for alignment with the stated M&A strategy and industry trends
Executes the Deal Successfully	Executes a deal that comprehensively assesses risk to support likelihood of deal success and mitigate potential contingencies	<ul style="list-style-type: none"> • Enables client to understand the financial aspects of a target business and submit bids that are of high quality • Performs a detailed assessment of the synergies identified during the due diligence phase to support PMI teams in developing post-deal implementation plans • Leverages Deloitte network and works closely with external professional advisors, including tax advisors, lawyers, and industry experts to tackle deal complexities early on in the process • Determines proper value of a target by assessing risk and appropriateness of purchase price • Advises on how earnings should be adjusted to reflect a purchase price that provides value for client • Develops recommendations and commentary on the technical aspects of sale and purchase agreements (or similar transaction documents), leveraging due diligence findings and prior sector or transaction experience
Delivers the Promised Returns	Employs industry and functional expertise to enable successful integration or separation, realization of synergy targets, and transaction value optimization	<ul style="list-style-type: none"> • Identifies opportunities to increase post-deal efficiency, reduce risks, and capitalize on synergy opportunities; advises client accordingly • Advises client on the preparation or review of completion accounts to identify any understatement of liabilities or overstatement of assets • Works closely with client to develop '100 Day plans' to achieve targeted investment returns, realize operational improvement, and establish governance, reporting, and tracking procedures