

Senior Staff 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 Staff 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 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 M&A Transaction Services 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 M&A Transaction Services Senior Staff:

Capability	Description	Behavioral anchors
Identifies the Right Deal (Transaction Readiness)	Helps team determine attractiveness/readiness of a proposed deal by identifying pre-deal transaction benefits/risks	<ul style="list-style-type: none"> Helps client determine viability of the proposed deal by conducting pre-bid due diligence on target companies and the industries in which they operate Identifies potential synergies that may be created as a result of an M&A deal and quantifies the benefits and costs to achieve Develops hypotheses around growth opportunities and risks of a potential transaction to inform strategic and operational decisions
Executes the Deal Successfully	Drives sound financial decision making throughout the transaction through diligence efforts	<ul style="list-style-type: none"> Analyzes and synthesizes target company data to identify historical and projected financial and operating trends, quality of earnings and working capital considerations, and potential liabilities and risks which impact valuation and negotiation of the target company Considers potential legal exposures and risks by conducting a thorough review of key commercial agreements, IP, and contracts Assists in developing executive briefings, highlighting fundamental insights, risks, and exposures that can have a significant impact on valuation and the terms of the transaction agreement in workstream of specialization
Delivers the Promised Returns	Helps client identify and address integration or separation issues to optimize the transition once the deal is secured	<ul style="list-style-type: none"> Evaluates proposed synergies and how an engagement can help client capture value – develops understanding of the “bigger picture” of an M&A transaction Meets all relevant SEC or other regulatory body reporting requirements by preparing financial statements and other relevant memos/position papers Develops comfort in the closing of a deal, assisting client in translating the outputs of due diligence and merger integration planning into definable actions for the team to take in support of closing or separation Assists in identifying the most applicable structure so the deal is attractive for both the seller and potential acquirer