

Manager talent standard

Financial Advisory Financial Crisis – Restructuring 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 Restructuring 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 Restructuring Services Managers:

Capability	Description	Behavioral anchors
Analytical Thinking & Problem Solving	Identifies and solves problems objectively using analysis, experience, and judgment	<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

Business & Financial Acumen	Incorporates financial information when evaluating business opportunities and making recommendations	<ul style="list-style-type: none"> Assesses and takes into account basic macroeconomic and microeconomic factors and their relevance to given business situations Interprets and analyzes business plans and publicly available information about the client on a given business situation Understands drivers of growth, profitability, and cash flow as well as a firm's financial statements and key performance measures to help clients resolve business/financial issues
Delivery Excellence	Plans and executes an engagement to 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 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
Knows the Business & 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 Quality & Risk	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 are 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 procedures, 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
Modelling	Identifies the appropriate financial models based on client's situation	<ul style="list-style-type: none"> Applies an analytical approach to build a business/financial model under the guidance of modeling specialist and engagement partner/director providing insights into the key drivers affecting the business problem to be solved Applies a logical, structured and disciplined approach to guide team members through translating the key financial and commercial aspects of a transaction, business or division into useful insights Performs preliminary analyses of a given client's financial and operational performance Demonstrates strong working knowledge of business modeling tools (ex: Excel, Tableau) and is able to teach their application to team members Comments on financial and/or operational models prepared by clients or a third party to provide insights and support business decision process Advises clients on innovative and technology-driven solutions to design, assess, and enhance financial models

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Restructuring Services Managers:

Capability	Description	Behavioral anchors
Financial Restructuring Advisory	Identifies, develops, and implements strategic financial improvement initiatives that significantly reduce costs and increase revenues in support of critical transactions	<ul style="list-style-type: none"> Creates complex cash flow projection models based on business issues under the guidance of modelling specialist and engagement partner/director Evaluates client's business plan, capital structures, and cash flows to identify opportunities for improvement and customize solutions that quickly drive measurable results towards performance improvement Articulates analyses and key findings of a client's and other stakeholders' financial issues in a clear succinct presentation to identify implications and impact on key decisions Leverages own and Deloitte subject matter advisors' financial and industry experience to design a broad and sustainable financial turnaround plan and assess the associated risk Leverages an in-depth understanding of capital structures and decision making drivers for each of the constituents (e.g., Equity, Secured Debt, Subordinated Debt, Bond) to develop, evaluate, and recommend alternative capital structures for a given business situation
Turnaround & CRO Services	Develops practical and sustainable operational turnaround plans that increase business efficiency and deliver improvement in client's working capital, profitability, and cash	<ul style="list-style-type: none"> Analyzes and assesses client's operations to identify inefficiencies, underperforming businesses, and other cost saving opportunities Leverages a deep knowledge of restructuring, functional, and industry expertise to develop, review, and oversee execution of integrated turnaround, resizing and staff restructuring plans Advises client's leadership in aligning business strategy with the required turnaround plan Supports client with external stakeholder negotiations to maximize cost-savings and reduce risk
Contingency Planning & Insolvency Solutions	Provides start-to-finish bankruptcy services, delivering effective and efficient solutions to a debtor in preparation for and during the complex restructuring process	<ul style="list-style-type: none"> Advises and guides client through preparation, filing, and administration of a bankruptcy Leads team through the identification of valuation needs during the bankruptcy period and the development of actionable plans to meet those requirements Advices and supports client's leadership in analyzing company restructuring alternatives and determining impacts on creditor position and value Applies a strong knowledge of claim management leading practices, tools, and technologies to enhance the management and resolution of scheduled liabilities and claims Leads a team through the development of comprehensive reorganization plans to help client accelerate a return to business as usual
Portfolio Lead Advisory Services	Assists client in developing investment policy guidelines, asset allocation strategies, portfolio structure, and investment strategy	<ul style="list-style-type: none"> Assists client with identifying ways to maximize value from their non-core assets through deleveraging and/or rigorous planning and asset management Develops a thorough understanding of client's characteristics and goals to align those goals with the client's investment strategy Maintains an in-depth understanding of market conditions, trends, and overall economic outlook to present alternative investment ideas to clients Reviews the model portfolio to monitor adherence with its risk and return targets Evaluates the performance of client's investment packages to ensure compliance with investor disclosures, privacy laws, anti-money laundering requirements, and anti-fraud measures