

Manager talent standard

Financial Advisory Financial Crisis – Forensic

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 Forensic 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 Forensic 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 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 client 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 (e.g, 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 client on innovative and technology-driven solutions to design, assess, and enhance financial models

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Forensic Managers:

Capability	Description	Behavioral anchors
Analytics	Leverages deep industry knowledge, broad functional capabilities, and state of the art technology to use analytics in innovative ways, assist clients in detecting inefficiencies and anomalies in their systems, and mitigate several key risk areas	<ul style="list-style-type: none"> Addresses complex client issues by utilizing a broad array of analytical tools such as rules-based reasoning, explanatory modeling under the guidance of modelling specialist, machine learning, and predictive modeling Demonstrates proficiency with the fundamentals of Forensics, DB architecture, SQL, Network Architecture Helps client make more informed, objective and effective decisions by using statistical tools and technology to predict future behaviors Visualizes data allowing complex data structures, relationships, and trends to be visible and easy to navigate, and uncovers patterns and correlations in complex data for clients

Discovery	Collaborates with client and assists with the preservation, collection, processing, hosting, review, and production of data subject to discovery	<ul style="list-style-type: none"> • Finds relevant data for client by leveraging Deloitte's state-of-the-art technical infrastructure in order to collect data in a wide range of formats and media, preserving and harvesting it uncover insights • Utilizes sophisticated technology and protocols designed to maintain the security and integrity of data, and help clients manage scope and cost of work • Assists client with document review and production in complex disputes and investigations, including handling matters of relevance, privilege and categorization of issues by leveraging advanced analytics techniques (e.g. text categorization)
Disputes	Networks and leverages expert witness, financial analysis, damage quantification, and discovery capabilities to assist clients at all stages of a business dispute by providing the insights and understanding they need to strengthen their case	<ul style="list-style-type: none"> • Assesses risk and damages exposure, performs financial analyses, and develops damages theories to provide valuable financial insight and clarity to counsels • Manages a team to work with law firms and clients to provide independent, objective Expert Witness Services to assess validity and depth of a specific claim and/or to give evidence in cases on liability involving alleged accounting or audit negligence • Employs leading practices, proven methods, and technologies to ensure that the claims are processed as accurately, consistently, and expeditiously as possible • Draws upon advanced analytical tools to uncover patterns and correlations in complex data, predicting what is likely to occur in the future • Partners with Deloitte's International Arbitration professionals to address client's issues around loss estimation, evidence to support claim, and financial evidence for external reports
Financial Crime	Provides organizations with an independent and objective assessment of their brand and reputation by proactively advising on their exposure to fraud, corruption, and other business risk issues	<ul style="list-style-type: none"> • Demonstrates strong awareness and understanding of anti-fraud/financial crime/anti-corruption laws and regulations to assess existing programs of clients, identifies gaps in the existing controls, and suggest measures to mitigate • Leads a team to deliver advanced, technology enabled solutions that help organizations across all industries meet regulatory expectations and reduce risk; effectively navigates an investigation or regulatory inquiry • Analyzes effectiveness and comprehensiveness of Anti-Money Laundering (AML) models for clients to include transaction monitoring, risk assessment, and customer risk rating • Assesses design and execution of AML and sanctions programs in response to increased regulatory scrutiny, corporate governance expectation, and assists client in designing compliance programs • Assesses current processes/technologies used to comply with Sanctions regulations for clients; designs and implements processes, frameworks, tools to aid efficiency and optimization • Leverages Deloitte Global Network of trained investigators and intelligence specialists when required to quickly and effectively gather background information and business intelligence in a cost-effective manner, including those jurisdictions where public records are sparse
Investigations	Helps client navigate and resolve crisis by providing data-driven and insight-enabled mitigation strategies that minimize disruption	<ul style="list-style-type: none"> • Leverages leading technology solutions to anticipate emerging threats while strengthening compliance and risk management effectiveness • Provides teams with leading practices to employ a financial mindset and analytical approach to fact-finding and investigations across different scenarios (e.g., allegations of corporate fraud, officers'/employees' misconduct, financial mismanagement) • Demonstrates thorough knowledge of key laws and regulations to help client manage crisis, investigations, and disputes in a timely fashion, and to increase effectiveness of proactive forensic solutions • Validates accuracy and comprehensiveness of team's quantitative and qualitative analyses to enable effective identification of financial/accounting irregularities and patterns of conduct