

Director talent standard

Financial Advisory Financial Crisis

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 Director level for our Financial Crisis service area.

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 Directors across the organization regardless of service line. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
Living Our Purpose	Fosters broad commitment to our purpose and values; inspires peers and teams to make an impact that matters	<ul style="list-style-type: none"> Recognized as a leader who personifies our purpose and values Brings the best of Deloitte to deliver exceptional value to our clients, colleagues and communities Promotes a sense of community and inspires others to live our purpose
Talent Development	Manages the development of a strong pipeline of talent for current/future success; owns and drives a talent experience that differentiates Deloitte	<ul style="list-style-type: none"> Identifies emerging talent needs based on business objectives and leads the development of a strong pipeline of talent and future leaders Actively supports the development of leaders at all levels, including peers Uses a wide array of approaches to build and sustain a distinctive talent experience that differentiates Deloitte
Performance Drive	Builds a high performance culture by cultivating individual and team strengths; drives outstanding client service, often through large cross-business and/or cross-border teams	<ul style="list-style-type: none"> Provides visible leadership to build and sustain a high performance culture, creating opportunities to capitalize on individual and team strengths Brings together the right mix of diverse cross-business and cross-border teams to deliver the best of Deloitte to our clients Holds people and teams accountable to deliver superior results and provides the right incentives and recognition to drive excellence
Influence	Builds long-term, trust-based relationships with senior stakeholders and influencers, and uses highly developed influencing skills to drive impact, often in complex situations	<ul style="list-style-type: none"> Draws on their extensive internal/external network to build coalitions and gain support for proposals Makes persuasive arguments and seeks 'win-win' solutions that meet the needs and interests of key stakeholders Stands their ground in difficult situations; navigates challenging interpersonal or organizational dynamics while maintaining productive long-term relationships
Strategic Direction	Sets & communicates strategic direction, excites people around the vision and goals and aligns diverse, cross-functional and cross-border teams to achieve success	<ul style="list-style-type: none"> Articulates a compelling strategy and vision for the business/service/ service line in alignment with Global, Business and Member Firm strategies Energizes people across diverse, cross-functional and cross-border teams on the vision and aligns people around shared direction and goals Anticipates change and makes bold strategic choices for the future
Competitive Edge	Anticipates market and competitor trends to develop and deliver bold and innovative solutions that differentiate Deloitte with clients	<ul style="list-style-type: none"> Understands business strategies of key players and can anticipate and plan for their competitive moves Anticipates future trends and leads development of innovative products and services Challenges and mobilizes peers and teams to develop and embrace market-leading solution(s)
Inspirational Leadership	Leads from the front, acting as an exemplary role model for leaders at all levels; promotes a strong sense of loyalty and followership and energizes others to act	<ul style="list-style-type: none"> Motivates and energizes diverse, cross-business and/or cross-border teams with ample positive energy and proactivity Inspires people to be their best and exemplifies the kind of leader people want to work with Engages individuals at all levels of the organization and sets a tone at the top that fosters integrity, respect, and appreciation of strengths and differences

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Financial Crisis Directors:

Capability	Description	Behavioral anchors
Business & Financial Acumen	Leverages experience, legal expertise, and business acumen necessary to assess risks and build support for a solution	<ul style="list-style-type: none"> • Interprets and translates financial statements to inform sound decision making • Helps client identify and analyze opportunities for value creation • Comprehends financial, procedural, and regulatory requirements for a crisis or turnaround and can advise client accordingly
Delivery Excellence	Aligns all key parties and establishes the right governance structures to ensure that engagement objectives are met	<ul style="list-style-type: none"> • Defines how engagement should impact broader objectives and creates a team environment that builds accountability for and commitment to meeting engagement objectives • Ensures clients are aware of their responsibilities and appropriately manages clients against these expectations • Shares important information with as much transparency and urgency as possible • Challenges scope of engagement and recommends new solutions to better address client's business needs when required • Identifies new opportunities and engages the right global experts to seize them • Collaborates across the Firm to enhance the value Deloitte offers to clients; seeks and recognizes collective insights • Builds and sustains relationships across global services and/or industry network to sell and deliver engagements
Executive Presence	Acts as a trusted advisor to and projects confidence with clients at all levels	<ul style="list-style-type: none"> • Manages and advances relationships with clients beyond immediate engagement needs and serves as a trusted advisor, setting aside personal agenda to strengthen interactions with clients • Acts as a key interface amongst client, fraud investigators, internal and external auditors, lawyers, and regulatory authorities in sensitive and sometimes adversarial situations • Conducts interviews with executive level stakeholders, and probes on critical areas confidently and in a professional manner • Takes control of challenging situations and diffuses escalated situations calmly by controlling own emotions and recognizing emotions in others
Knows the Business and Industry	Advises client to make decisions that protect their brands and reputations based on knowledge of the sector	<ul style="list-style-type: none"> • Identifies relevant business trends, economic forces, and industry practices and can confidently discuss with the client • 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
Manages Quality & Risk	Anticipates risks and continuously improves existing controls and procedures to mitigate risks and uphold confidentiality throughout engagements	<ul style="list-style-type: none"> • Represents Deloitte in the most ethical way in all matters of conducting business • Anticipates issues before they become issues and takes appropriate course of action to mitigate • Accepts overall responsibility and establishes appropriate controls for optimizing engagement profitability and managing risk in accordance with the contract, project plan, and Deloitte quality standards • Advocates for Deloitte's quality assurance and risk management procedures across engagements and teams • Champions independence across engagement teams • Ensures that professional, technical or client service issues are resolved appropriately, ensuring that Deloitte's reputation remains intact