

Manager talent standard

Global Risk Advisory Strategic Risk – Corporate Governance

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 the professional services. The following standard defines the capabilities required at the Manager level for our Corporate Governance service.

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. 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 Corporate Governance Managers:

Capability	Description	Behavioral anchors
Risk Strategy	Ability to leverage an in-depth understanding of the client’s strategy to plan and drive the development of impactful and sustainable risk management solutions	<ul style="list-style-type: none"> • Demonstrates, through deliverables and discussions, an understanding of a C-suite perspective on risk-taking and risk-avoidance, and related cost-benefit trade-offs • Articulates how a client’s strategy enables the allocation of capital and other resources based on strategically selected risk-reward trade-offs in light of business objectives and risk mitigation and management capabilities • Defines scope and prioritizes types of risk assessment (e.g., strategic, operational, financial, project and compliance) to be performed and risk events to be monitored • Helps client leadership understand risk appetite and tolerance for all risk areas, and defines appropriate Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs) to strategically guide the analysis

Delivery Excellence	Ability to plan and execute a project to deliver a superior client experience	<ul style="list-style-type: none"> • Prepares project plan to meet objectives within established budget and timeline and recognizes when plans should be adjusted to meet objectives • Develops budget, scope and staffing recommendations based on understanding of client budget and project economics • Communicates business objectives and desired outcomes to guide the work of others • Fosters a team environment that builds accountability for and commitment to meeting engagement objectives • Ensures that team's work meets quality assurance standards and that all relevant risks have been identified and appropriately addressed • Prioritizes tasks of the team based on relative importance, delegating to the right resource, based on role, experience, and skill level • Recognizes potential independence or related issues and takes appropriate action, including consultation with subject matter experts as necessary
Global Mindset	Ability to leverage cross-geography insights and practitioners to enhance client service delivery	<ul style="list-style-type: none"> • Recognizes the importance of diversity of thought within engagement teams • Builds a global network of subject matter experts within chosen sector and leverages global collateral to support sales pursuits and engagements • Identifies new opportunities and engages the right global experts to seize them • Manages effectively across cross-geography teams, flexing to cultural differences and shared views on project quality, objectives, and outcomes • Identifies global trends with potential impact to the client's or firm's business and communicates these with engagement teams
Executive Presence	Ability to develop relationships, establish credibility with, and instill confidence in clients	<ul style="list-style-type: none"> • Tells a story and advocates for a position with clarity and conviction • Understands the larger ecosystem within which the client operates; uses to facilitate discussions about potential solutions to the client's most pressing business problems • Establishes and maintains relationships with clients beyond immediate project needs and uses to gain beneficial insights and drive impact; has a 'seat at the table' • Masters executive level written and oral communications; creates logically-structured, executive-facing deliverables • Maintains a calm, professional demeanor when challenges arise
Sales and Business Development	Ability to apply profitability management and sales fundamentals to support projects and pursuits	<ul style="list-style-type: none"> • Understands the fundamentals of engagement profitability management and uses Deloitte sales tools, such as pricing and revenue management systems, on all engagements • Contributes to the development of Statements of Work (SOW), engagement budgeting, and pricing model development and develops budget, scope and staffing recommendations based on understanding of the client's budget and project economics • Identifies opportunities to sell Deloitte services on current and proposed engagements where appropriate • Scans for business development / add-on sales opportunities; organizes these efforts under the direction of others

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Corporate Governance Managers:

Capability	Description	Behavioral anchors
Develops and Implements Corporate Governance Solutions	Ability to design corporate governance infrastructures that improve governance effectiveness	<ul style="list-style-type: none"> • Applies industry insights, regulatory knowledge, and a keen understanding of the client’s business to determine future state governance requirements • Enhances board’s ability to make informed and quick decisions by designing and implementing data-driven governance processes • Enables greater transparency, accountability, compliance and responsiveness through the design and development of governance policies and operating procedures • Stays current with corporate governance frameworks, tools and leading practices to enhance value of proposed solutions • Collaborates with client’s senior leadership to develop a comprehensive Board charter that clearly defines scope, duties, roles and responsibilities • Identifies and translates organizational priorities and needs into targeted Board meeting agendas
Assesses Board Effectiveness	Ability to ensure Board members have the ability to effectively perform their duties through the design, development and implementation of Board assessment processes and tools	<ul style="list-style-type: none"> • Applies innovative thinking and industry expertise to design reliable, flexible and action-oriented Board assessment solutions • Performs qualitative and quantitative analyses to evaluate assessment results; extracts insights to inform gap analysis and recommendations