

Senior Consultant 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 professional services. The following standard defines the capabilities required at the Senior Consultant 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 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 Consultants across the organization, regardless of service. 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 Corporate Governance Senior Consultants:

Capability	Description	Behavioral anchors
Risk Strategy	Ability to implement risk management solutions aligned to the client’s vision and strategic priorities	<ul style="list-style-type: none"> Learns and understands the client’s mission, vision, strategy and business goals and applies this knowledge to inform recommendations and deliverables Understands the impact of the client’s risk-tolerance on scope, goals, and priorities of the engagement Determines the type of risk assessments to perform based on the client’s objectives Identifies the appropriate Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs) to evaluate and align on a direction to measure its effectiveness

Delivery Excellence	Ability to produce a high quality work product and collaborate with others to deliver a superior client experience	<ul style="list-style-type: none"> • Takes responsibility for own work or workstream meeting engagement / project objectives and Deloitte quality standards • Proactively identifies workstream risks and issues; resolves them or escalates to engagement / account leadership • Uses Deloitte approved methodologies and tools (e.g. Microsoft Excel) to objectively identify, evaluate, and propose solutions that most effectively support client's business objectives • Is able to think independently to generate recommendations and propose solutions, leveraging junior staff where appropriate
Global Mindset	Ability to apply a global and diverse perspective to problem solving	<ul style="list-style-type: none"> • Applies awareness of global trends to address client needs and enhance recommendations • Builds and sustains relationships with cross-geography team members • Researches content and develops contacts across the Member Firm network to apply relevant global collateral to sales pursuits and engagements
Executive Presence	Ability to deliver key messages with clarity, confidence, and poise to instill confidence in clients	<ul style="list-style-type: none"> • Manages change and ambiguity with poise • Helps influence others through direct, logical, and succinct communication • Maintains composure through conflict and sensitive situations, escalating issues to engagement / account leadership when appropriate • Exercises professional maturity in all situations, serving as a role model for junior staff • Builds rapport and sustained relationships with clients by fostering trust and collaboration • Engages executive-level clients confidently and professionally

Specialized Technical capabilities

Below is the Specialized Technical capability for Corporate Governance Senior Consultants:

Capability	Description	Behavioral anchors
Evaluates Corporate Governance Infrastructures	Ability to adopt an insight-based approach to assess the client's governance capabilities, practices and processes, and identify gaps with market leading practices	<ul style="list-style-type: none"> • Evaluates the client's governance framework using a data-driven approach and benchmarking • Keeps up-to-date with relevant leading industry practices and regulatory requirements; generates fact-based insights to inform recommendations • Applies proven methodologies and leading practices (e.g. Deloitte Governance Framework) to assess effectiveness and compliance of client's governance practices • Supports the client's ability to monitor success of corporate governance change