

## Consultant talent standard

### Global Risk Advisory Cyber Risk – Cyber Resilience

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 Consultant level for our Cyber Resilience 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 Consultants across the organization, regardless of service. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
<b>Living Our Purpose</b>	Builds own understanding of our purpose and values; explores opportunities for impact	<ul style="list-style-type: none"> <li>Behaves in accordance with Deloitte values</li> <li>Consistently challenges self to deliver outstanding quality and value</li> <li>Recognizes and explores opportunities for personal impact on clients and for colleagues and communities</li> </ul>
<b>Talent Development</b>	Demonstrates strong commitment to personal learning and development; acts as a brand ambassador to help attract top talent	<ul style="list-style-type: none"> <li>Solicits feedback to build understanding of own strengths and areas for development</li> <li>Actively participates in key learning and development opportunities for his / her level</li> <li>Acts as a brand ambassador with peers and colleagues to support attraction of top talent</li> </ul>
<b>Performance Drive</b>	Understands expectations and demonstrates personal accountability for keeping performance on track	<ul style="list-style-type: none"> <li>Ensures he / she is clear on expectations and asks clarifying questions when needed</li> <li>Is aware of own strengths and uses them effectively to deliver high quality results</li> <li>Assumes personal responsibility for achieving results and supports the team by taking on additional responsibilities when needed</li> </ul>
<b>Influence</b>	Actively focuses on developing effective communication and relationship-building skills	<ul style="list-style-type: none"> <li>Engages with others to build relationships and develop a network</li> <li>Demonstrates ability to understand the underlying interests and expectations of others</li> <li>Respects and responds with sensitivity to the concerns and viewpoints of others</li> </ul>
<b>Strategic Direction</b>	Understands how their daily work contributes to the priorities of the team and the business	<ul style="list-style-type: none"> <li>Understands objectives and desired outcomes for assigned areas of responsibility and sets personal goals accordingly</li> <li>Seeks to understand how specific areas of responsibility contribute to broader business objectives and outcomes</li> </ul>

#### Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Cyber Resilience Consultants:

Capability	Description	Behavioral anchors
<b>Risk Assessment and Mitigation</b>	Ability to effectively perform the technical components of risk assessments to provide an accurate view of the client's current risk state	<ul style="list-style-type: none"> <li>Applies Deloitte's risk frameworks, tools, and processes (e.g., Risk Intelligence Program Methodology, Risk Intelligence Map, Risk Intelligence Diagnostic) to effectively map and organize client's data</li> <li>Leverages an understanding of Key Performance Indicators (KPIs), Key Risk Indicators (KRIs), and risk assessment techniques to analyze client's data and assess risks</li> </ul>

<b>Delivery Excellence</b>	Ability to manage own work against the project plan, applying quality assurance, and risk procedures to ensure a superior client experience	<ul style="list-style-type: none"> <li>• Demonstrates ownership of work and commitment towards project objectives and Deloitte quality standards</li> <li>• Understands how assigned areas of responsibility contribute to project objectives and desired outcomes</li> <li>• Teams with others to create recommendations and propose solutions</li> <li>• Understands the importance of effectively managing relationships with project team to deliver excellent results</li> <li>• Is able to complete assigned work with quality and timeliness</li> <li>• Asks clarifying questions to project management to reduce ambiguity</li> <li>• Anticipates potential risks related to managed work / processes and escalates them in a timely fashion to project leadership or relevant stakeholders</li> </ul>
<b>Reporting and Presentations</b>	Ability to develop reports and presentations using appropriate tools	<ul style="list-style-type: none"> <li>• Develops technical components of reports and presentations</li> <li>• Presents outcomes of data analysis in a clear, organized, and logical manner</li> <li>• Adopts the reader's perspective when developing report and presentation content</li> </ul>
<b>Knows the Business and the Industry</b>	Ability to understand the client's business, interpret sector trends, and learn leading practices	<ul style="list-style-type: none"> <li>• Stays current on business trends and industry practices</li> <li>• Conducts research on economic, sector, and market conditions to better understand the client's needs</li> <li>• Applies business and industry experience to assigned areas of responsibilities</li> </ul>
<b>Executive Presence</b>	Ability to articulate thoughts and ideas in a clear and composed manner to instill confidence in team and clients	<ul style="list-style-type: none"> <li>• Understands the linkage between personal and Deloitte brand and demonstrates the professionalism and interpersonal maturity to reinforce both reputations</li> <li>• Respects and responds with sensitivity to the concerns and viewpoints of others</li> <li>• Gains the confidence of the client by demonstrating an understanding of and active interest in their business</li> </ul>

### Specialized Technical capabilities

Below is the Specialized Technical capability for Cyber Resilience Consultants:

Capability	Description	Behavioral anchors
<b>Supports Cyber Resilience Engagements</b>	Ability to support cyber resilience programs through researching leading practices and regulations, performing technical analyses, and developing incident scenarios	<ul style="list-style-type: none"> <li>• Understands client's cyber resilience practices and incident response plans / capabilities relative to leading practices and regulatory requirements</li> <li>• Is aware of client's perspectives on cyber security threats, existing cyber resilience practices, and response plans / capabilities</li> <li>• Is aware of leading cyber threat mitigation techniques, relevant cyber threat actors / vectors, and changes in industry / regulatory cyber risk management expectations</li> <li>• Uses technical analysis (e.g., forensic, root cause analysis) to understand the impact of cyber events, support recommendations to mitigate cyber events, and identify opportunities to strengthen client's resilience (<i>for Cyber Incident Response only</i>)</li> <li>• Keeps in mind the cyber incident scenario's scope, objectives, and parameters when supporting the development exercise materials (<i>for Cyber Wargaming only</i>)</li> </ul>