

Manager 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 Manager 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 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 Cyber Resilience 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 |

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| Risk Assessment and Mitigation | <p>Ability to advise client on establishing or improving end-to-end risk management systems, processes, and frameworks to enhance strategic alignment with business goals, enable effective decision making and response, and monitor regulatory compliance</p> | <ul style="list-style-type: none"> • Leverages a strong understanding of client’s industry, regulatory requirements, strategy and objectives to prioritize risk events to be monitored and define risk assessment plans • Guides teams through the development and implementation of risk assessment processes, leveraging both qualitative and quantitative techniques (e.g., benchmarking, probabilistic and non-probabilistic methods) that lead to a comprehensive view of risk areas • Reviews risk assessments results and challenges team to identify hidden patterns and effectively prioritize mitigation plans • Leads teams through the development of mitigation plans that are action-oriented, efficient, and aligned with the client’s risk tolerance and risk appetite levels • Advises client’s leadership on leading practices for risk assessment governance to enable effective oversight and optimal execution |
| Delivery Excellence | <p>Ability to plan and execute a project to deliver a superior client experience</p> | <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 |
| Reporting and Presentations | <p>Ability to increase quality, accuracy, and impact of reports and presentations by leveraging critical thinking, experience, and judgment</p> | <ul style="list-style-type: none"> • Provides a vision for deliverables; validates team’s analysis and recommendations in context of broader project • Challenges team members to identify impactful insights to develop recommendations that most effectively support a client’s business objectives • Ensures accuracy and validity of client’s reports by critically analyzing hypothesis, conclusions, and recommendations • Maintains expert knowledge in the use of data, service line innovation, benchmarks, and business metrics to make critical decisions |
| Knows the Business and the Industry | <p>Ability to build an in-depth knowledge of the client’s business and stay up-to-date on industry activities, marketplace trends, innovation efforts, and leading practices</p> | <ul style="list-style-type: none"> • Participates in business and / or industry groups to build knowledge of economic, industry, and market conditions • Identifies relevant trends, practices, and market conditions that merit discussion with the client • Discusses business trends and industry practices with confidence • Builds personal brand and supports eminence building in chosen industry |
| Executive Presence | <p>Ability to develop relationships, establish credibility with, and instill confidence in clients</p> | <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 |

Specialized Technical capabilities

Below is the Specialized Technical capability for Cyber Resilience Managers:

| Capability | Description | Behavioral anchors |
|---|--|---|
| Designs End-to-End Cyber Resilience Programs | Ability to enable clients to prepare for, respond to, and recover from cyber incidents | <ul style="list-style-type: none">• Incorporates leading practices into the design and implementation of clients' enterprise incident response programs• Challenges client's perspectives on cyber security threats, existing cyber resilience practices, and response plans / capabilities• Educates client on emerging cyber threat mitigation techniques, relevant cyber threat actors / vectors, and changes in industry / regulatory cyber risk management expectations• Supports client's management's efforts to coordinate technical cyber incident response activities (<i>for Cyber Incident Response only</i>)• Assesses the near and long-term business implications of a cyber incident (<i>for Cyber Wargaming only</i>)• Enables client's stakeholders' strategic decision making through translating simulation results into actionable insights |