

Senior 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 Senior 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 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 Cyber Resilience 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

Risk Assessment and Mitigation	Ability to strategically drive the development and execution of risk assessments and mitigation plans to enhance the client's ability to identify, evaluate, prioritize and mitigate risks	<ul style="list-style-type: none"> Plans and executes risk assessments by leveraging Deloitte's risk frameworks, tools and processes (Risk Intelligence Program Methodology, Risk Intelligence Map, Risk Intelligence Diagnostic) Identifies the appropriate Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs) to accurately assess risk events Applies an in-depth knowledge of various qualitative and quantitative techniques (e.g., statistics, thresholds, Multi-criteria Decision Analysis, Failure Mode Effects Analysis, root cause analysis) to increase reliability and validity of assessments Critically analyzes risk assessment results to devise targeted mitigation plans and supporting frameworks and tools Designs and implements risk governance structures and processes to support risk oversight
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
Reporting and Presentations	Ability to develop impactful reports and presentations that support the achievement of engagement goals and objectives	<ul style="list-style-type: none"> Ensures reports and presentations are flawless and effectively address the client's needs and support the achievement of engagement goals Develops persuasive storyboards by making effective use of written communication, graphics and visual aids to convey clear, actionable and consistent messages that support recommendations Anticipates and responds to readers' questions by incorporating key messages into a presentation
Knows the Business and the Industry	Ability to understand how business functions operate and how industry trends impact a client's business	<ul style="list-style-type: none"> Understands the client's business model and Deloitte's relevant capabilities and solutions that support business objectives Identifies opportunities to improve the efficiency and effectiveness of key processes within a business function Builds knowledge in an industry by contributing to relevant firm initiatives and eminence
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 Cyber Resilience Senior Consultants:

Capability	Description	Behavioral anchors
Drives Cyber Resilience Engagements	Ability to drive seamless execution and implementation of cyber resilience programs	<ul style="list-style-type: none"> Assesses the client's cyber resilience practices and incident response plans / capabilities relative to leading practices and regulatory requirements Understands client's perspectives on cyber security threats, existing cyber resilience practices, and response plans / capabilities Fosters client's awareness of cyber threat mitigation techniques, relevant cyber threat actors / vectors, and changes in industry / regulatory cyber risk management expectations Develops realistic, tailored cyber incident scenarios to enable client's stakeholders' to improve their cyber resilience (<i>for Cyber Wargaming only</i>)