Deloitte.

Senior Manager talent standard

Global Risk Advisory
Cyber Risk – Cyber Strategy

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 Manager level for our Cyber Strategy 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 seven Leadership capabilities that we require from all Senior 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 and inspires others to embrace and live our purpose and values	• Leads by example; is a role model in living our values • Inspires others to raise the bar and deliver outstanding value to our clients, colleagues and communities • Seeks out opportunities to recognize individuals and teams for the impact they make; connects their contributions with our broader purpose
Talent Development	Actively contributes to building the talent pipeline; creates a talent experience that attracts, develops and retains top talent and high performing teams	• Identifies skills needed for the future, spots and develops high potential talent to meet emerging needs • Coaches and mentors managers and other team members to develop and capitalize on their strengths and prepare them for transition to the next level • Creates an experience within the teams they lead that attracts and retains top talent
Performance Drive	Creates opportunities to drive impact; anticipates client needs and delivers superior results by leveraging each person's strengths to build high performing teams across businesses and borders	• Aligns team roles with individual strengths to build and inspire high-performing teams • Coaches and empowers team members to stretch their capabilities and ensures they have access to the right resources, within and across businesses and borders, to deliver results • Provides timely recognition and feedback, while holding people and teams accountable for results
Influence	Builds deep relationships across a diverse network and uses a flexible influencing style to gain buy-in and drive impact	• Builds broad and deep relationships, that span organizational boundaries, and include a diverse network of internal and external stakeholders • Effectively uses a wide range of influencing tactics, can respond effectively to complex organizational or political climates • Anticipates potential conflict based on knowledge of interpersonal and group dynamics; proactively takes steps to prevent or resolve it
Strategic Direction	Translates broader strategy into a compelling team vision and goals; aligns the team and sets priorities to achieve objectives	• Clearly communicates direction to team(s) in line with overall Global, Business and Member Firm strategies • Capable of creating, owning, and articulating a compelling vision and goals for multiple teams, helping people at all levels to understand how the parts fit together into a whole
Competitive Edge	Applies deep knowledge of disruptive trends and competitor activity to drive continuous improvement	• Actively monitors competitor activity to identify opportunities to improve Deloitte's competitive advantage • Drives continuous improvement by identifying and implementing leading practices • Leads and contributes to development of innovative methods and tools that increase the impact of our service offerings
Inspirational Leadership	Establishes a strong leadership brand and inspires followership through passion, integrity, and appreciation of others	• Known for building energy and momentum within and across diverse teams • Demonstrates confidence and belief in self and others; inspires followership • Serves as a role model for integrity, respect and appreciation of others, including their unique strengths and differences

Core Professional and Technical capabilities

Below are the Core Professional Technical capabilities for Cyber Strategy Senior Managers:

Capability	Description	Behavioral anchors
Risk Strategy	Ability to leverage a keen understanding of the client's strategy to influence and advise client's senior leadership on key risk decisions	• Anticipates internal and external implications of the client's strategy • Applies a strong understanding of client's strategy and advises client's senior leadership accordingly • Helps clients develop sustainable compliance and risk management programs to address and prepare for an array of enterprise-wide risks • Uses insight-based approaches to help clients clarify priorities and develop risk strategy that adapts to change in the business environment
Risk Assessment and Mitigation	Ability to ensure an effective risk assessment compilation and mitigation plan execution in alignment with the enterprise risk framework, risk culture, and overall business strategy	• Partners with client's senior leaders to define scope and strategic planning for risk assessment and mitigation projects • Provides teams with strategic guidance by leveraging an in-depth understanding of the client's risk culture, key industry trends, and leading practices • Influences client's senior leaders to effectively implement risk mitigation solutions • Facilitates workshops with senior leaders to enable risk governance processes • Maintains a diverse network of resources across the Firm to leverage during the assessment process to ensure all risk facets are considered
Delivery Excellence	Ability to lead projects and provide strategic direction across the account to deliver a superior client experience	• Accepts overall responsibility and establishes appropriate controls for optimizing engagement profitability and managing risk in accordance with the contract, project plan, and Deloitte quality standards • Defines how the engagement should impact broader business objectives and creates a team environment that builds accountability for and commitment to meeting engagement objectives • Ensures clients are aware of their responsibilities for the engagement and appropriately manages clients against these expectations • Promotes a unified go-to-market strategy by maintaining an account-wide view, surfacing relevant impacts and inputs, and communicating a clear direction across teams • Resolves escalated scope, timeline, or resourcing issues and shapes team's priorities to address most urgent and relevant tasks • Maintains a diverse network of resources to execute engagements on time and on budget, leveraging Deloitte subject matter experts (SMEs) when needed • Sets the tone of continuous review and refinements with engagement teams to ensure quality delivery • Challenges scope of engagement and recommends new solutions to better address client's business needs when required
Reporting and Presentations	Ability to ensure reports and presentation are strategically aligned with the client's goals and drive business success	• Simplifies complex business problems to help engagement team conduct root cause analysis • Recommends new and innovative approaches to develop robust, compelling and targeted reports and presentations • Leverages reports and presentations to build a convincing business case to influence client's adoption of recommendations
Knows the Business and the Industry	Ability to advise the client to make decisions that positively impact return on investment; provides subject matter expertise on industry trends, innovation efforts, and leading practices	• Builds deep sector expertise and manages engagements across accounts within chosen industry sector • Speaks to relevant Deloitte services within given sector outside of primary area of expertise • Anticipates changes and potential disruptions to the client's business given macro- and microeconomic influences • Leads initiatives to develop and market intellectual capital in chosen industry
Executive Presence	Ability to project confidence, establish credibility with, and influence clients at all levels	• Manages and advances relationships with clients beyond immediate engagement needs and serves as a trusted advisor • Takes control of challenging situations and diffuses escalated situations calmly by controlling own emotions and recognizing emotions in others • Adapts speaking style based on the audience's response and maintains a direct, candid approach to build rapport at the executive level • Conducts interviews with executive-level stakeholders and probes on critical areas confidently and in a professional manner

Specialized Technical capabilities

Below is the Specialized Technical capability for Cyber Strategy Senior Managers:

Capability	Description	Behavioral anchors
Sets Strategy for and Sustains Implementation of Cyber Strategy Programs	Ability to lead clients through end-to-end design and delivery of targeted, holistic, and sustainable cyber strategy programs	• Helps client adopt a long-term view of cyber risk management by advising on leading practices to align cyber risk with risk appetite, key industry issues, and strategic business priorities • Owns end-to-end delivery of executive level cyber strategy programs across large and complex accounts • Leverages a strong industry knowledge to advise clients on current and potential changes in regulations, cyber threats, and other key trends • Leads stakeholders in building support and buy-in from Board of Directors to successfully enable and sustain overarching cyber risk strategies