

## Manager talent standard

### Global Risk Advisory

### Financial Risk – Accounting and Financial Reporting Risk (A&FRR)

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 A&FRR 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
<b>Living Our Purpose</b>	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"> <li>• Holds self and others accountable for living our values</li> <li>• Challenges self and others to make an impact that matters for our clients, our colleagues and our communities</li> <li>• Recognizes colleagues and teams for the impact they make, and helps connect their contributions with our broader purpose</li> </ul>
<b>Talent Development</b>	Develops high-performing people and teams through challenging and meaningful opportunities	<ul style="list-style-type: none"> <li>• Looks for challenges and opportunities to grow team members’ expertise and talents – encourages people to stretch their capabilities</li> <li>• Supports team members’ development needs through formal and informal coaching and knowledge sharing</li> <li>• Actively supports the attraction and development of top talent</li> </ul>
<b>Performance Drive</b>	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"> <li>• Sets expectations for the team, aligns their strengths to tasks, and challenges them to raise the bar while providing support</li> <li>• Encourages teams to collaborate within and across businesses and borders, proactively helps make connections</li> <li>• Provides timely feedback to team members to drive high performance</li> </ul>
<b>Influence</b>	Influences clients, teams, and individuals positively, leading by example and establishing confident relationships with increasingly senior people	<ul style="list-style-type: none"> <li>• Builds productive, long-term relationships with clients and colleagues, across a broad network, based on mutual respect</li> <li>• Demonstrates an understanding of others’ needs and interests, and sensitivity to the organizational and political climate</li> <li>• Adapts influencing approach to take account of individual and organizational sensitivities</li> </ul>
<b>Strategic Direction</b>	Understands key objectives for clients and Deloitte, aligns people to objectives and sets priorities and direction	<ul style="list-style-type: none"> <li>• Demonstrates an understanding of Global, Business and Member Firm strategies</li> <li>• Communicates the big picture – drives engagement by connecting the contributions of junior practitioners to broader Deloitte / client objectives</li> </ul>

#### Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for A&FRR Managers:

Capability	Description	Behavioral anchors
<b>Knows the Business and the Industry</b>	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	<ul style="list-style-type: none"> <li>• Participates in business and / or industry groups to build knowledge of economic, industry, and market conditions</li> <li>• Identifies relevant trends, practices, and market conditions that merit discussion with the client</li> <li>• Discusses business trends and industry practices with confidence</li> <li>• Builds personal brand and supports eminence building in chosen industry</li> </ul>

<b>Executive Presence</b>	Ability to develop relationships, establish credibility with, and instill confidence in clients	<ul style="list-style-type: none"> <li>• Tells a story and advocates for a position with clarity and conviction</li> <li>• Understands the larger ecosystem within which the client operates; uses to facilitate discussions about potential solutions to the client's most pressing business problems</li> <li>• 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'</li> <li>• Masters executive level written and oral communications; creates logically-structured, executive-facing deliverables</li> <li>• Maintains a calm, professional demeanor when challenges arise</li> </ul>
<b>Global Mindset</b>	Ability to leverage cross-geography insights and practitioners to enhance client service delivery	<ul style="list-style-type: none"> <li>• Recognizes the importance of diversity of thought within engagement teams</li> <li>• Builds a global network of subject matter experts within chosen sector and leverages global collateral to support sales pursuits and engagements</li> <li>• Identifies new opportunities and engages the right global experts to seize them</li> <li>• Manages effectively across cross-geography teams, flexing to cultural differences and shared views on project quality, objectives, and outcomes</li> <li>• Identifies global trends with potential impact to the client's or firm's business and communicates these with engagement teams</li> </ul>
<b>Sales and Business Development</b>	Ability to apply profitability management and sales fundamentals to support projects and pursuits	<ul style="list-style-type: none"> <li>• Understands the fundamentals of engagement profitability management and uses Deloitte sales tools, such as pricing and revenue management systems, on all engagements</li> <li>• Contributes to the development of Statements of Work (SOW), engagement budgeting, and pricing model development and develops budget, scope and staffing recommendations based on understanding of the client's budget and project economics</li> <li>• Identifies opportunities to sell Deloitte services on current and proposed engagements where appropriate</li> <li>• Scans for business development / add-on sales opportunities; organizes these efforts under the direction of others</li> </ul>

### Specialized Technical capabilities

Below is the Specialized Technical capability for A&FRR Managers:

Capability	Description	Behavioral anchors
<b>Plans and Manages Accounting and Financial Reporting Risk Solutions</b>	Ability to drive targeted and sustainable accounting and financial reporting risk solutions that reduce risk, overcome operational inefficiencies, and reinforce business intelligence	<ul style="list-style-type: none"> <li>• Considers every component of the financial reporting system (e.g., roles and responsibilities, people process, financial reporting planning, technologies) when planning current state assessments</li> <li>• Designs / updates enabling policies to reduce non-compliance issues and enable flawless execution of complex transactions</li> <li>• Helps client's senior leaders understand the business implications of relevant standards (e.g. International Financial Reporting Standards) and guides them through the definition and implementation of required changes in the financial reporting process</li> <li>• Ensures that team's work meets the Firm's quality standards and that all relevant risks have been identified and appropriately addressed</li> </ul>