

## Senior Consultant 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 Senior Consultant 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 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
<b>Living Our Purpose</b>	Identifies and embraces our purpose and values and puts these into practice in their professional life	<ul style="list-style-type: none"> <li>Lives our values and challenges others to do the same</li> <li>Demonstrates personal commitment to raising the bar and making an impact that matters</li> <li>Encourages others to find opportunities for impact; sets the pace for junior staff and peers</li> </ul>
<b>Talent Development</b>	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"> <li>Shares knowledge and experiences to support the development of peers and junior practitioners</li> <li>Actively seeks challenges and opportunities to build on existing strengths, develop new capabilities and learn from others</li> <li>Acts as a strong brand ambassador, participating in formal and informal activities focused on bringing top talent to Deloitte</li> </ul>
<b>Performance Drive</b>	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"> <li>Draws on own and others’ strengths to meet personal and team objectives</li> <li>Collaborates within and across businesses and borders</li> <li>Monitors own results against objectives and seeks feedback to identify ways to improve personal and team performance</li> </ul>
<b>Influence</b>	Builds relationships and communicates effectively in order to positively influence peers and other stakeholders	<ul style="list-style-type: none"> <li>Relates effectively to people across all levels, including leaders, peers, and clients</li> <li>Asks insightful and provocative questions to understand the diverse views, interests and expectations of key stakeholders</li> <li>Adjusts communication style based on the audience in order to have maximum impact</li> </ul>
<b>Strategic Direction</b>	Understands objectives for clients and Deloitte, aligns own work to objectives and sets personal priorities	<ul style="list-style-type: none"> <li>Understands client and Deloitte objectives and takes personal accountability for aligning own work</li> <li>Communicates broader business objectives and desired outcomes to guide the work of others</li> </ul>

#### Core Professional and Technical capabilities

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

Capability	Description	Behavioral anchors
<b>Knows the Business and the Industry</b>	Ability to understand how business functions operate and how industry trends impact a client’s business	<ul style="list-style-type: none"> <li>Understands the client’s business model and Deloitte’s relevant capabilities and solutions that support business objectives</li> <li>Identifies opportunities to improve the efficiency and effectiveness of key processes within a business function</li> <li>Builds knowledge in an industry by contributing to relevant firm initiatives and eminence</li> </ul>

<b>Executive Presence</b>	Ability to deliver key messages with clarity, confidence, and poise to instill confidence in clients	<ul style="list-style-type: none"> <li>• Manages change and ambiguity with poise</li> <li>• Helps influence others through direct, logical, and succinct communication</li> <li>• Maintains composure through conflict and sensitive situations, escalating issues to engagement / account leadership when appropriate</li> <li>• Exercises professional maturity in all situations, serving as a role model for junior staff</li> <li>• Builds rapport and sustained relationships with clients by fostering trust and collaboration</li> <li>• Engages executive-level clients confidently and professionally</li> </ul>
<b>Global Mindset</b>	Ability to apply a global and diverse perspective to problem solving	<ul style="list-style-type: none"> <li>• Applies awareness of global trends to address client’s needs and enhance recommendations</li> <li>• Builds and sustains relationships with cross-geography team members</li> <li>• Researches content and develops contacts across the Member Firm network to apply relevant global collateral to sales pursuits and engagements</li> </ul>

**Specialized Technical capabilities**

Below is the Specialized Technical capability for A&FRR Senior Consultants:

<b>Capability</b>	<b>Description</b>	<b>Behavioral anchors</b>
<b>Leads Accounting and Financial Reporting Risk Solutions</b>	Ability to increase risk oversight, reduce costs, and improve efficiency of client’s financial reporting processes by developing and implementing need-based solutions	<ul style="list-style-type: none"> <li>• Leverages industry leading standards (International Financial Reporting Standards) and frameworks (e.g. Finance Close and Reporting Maturity Model) to effectively assess client’s accounting and financial reporting processes</li> <li>• Tests effectiveness of client’s controls in each stage of the accounting and financial reporting process to identify gaps and define targeted mitigating solutions</li> <li>• Reduces costs and increases operational efficiency of accounting and financial reporting by applying process improvement principles and leading practices</li> <li>• Guides clients through the establishment of automated reporting systems that increase efficiency, improve cooperation, and enable data-driven decision making and adaptability to changing regulatory environment</li> <li>• Takes responsibility for own work or workstream meeting the Firm’s quality standards</li> </ul>