

## Senior Manager talent standard

### Global Risk Advisory

### Financial Risk – Market and Credit Risk

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 Market and Credit Risk 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  |
|---------------------------------|--|---|
| <b>Living Our Purpose</b>       | Acts as a role model and inspires others to embrace and live our purpose and values  | <ul style="list-style-type: none"> <li>Leads by example; is a role model in living our values</li> <li>Inspires others to raise the bar and deliver outstanding value to our clients, colleagues and communities</li> <li>Seeks out opportunities to recognize individuals and teams for the impact they make; connects their contributions with our broader purpose</li> </ul>   |
| <b>Talent Development</b>       | Actively contributes to building the talent pipeline; creates a talent experience that attracts, develops and retains top talent and high performing teams                                       | <ul style="list-style-type: none"> <li>Identifies skills needed for the future, spots and develops high potential talent to meet emerging needs</li> <li>Coaches and mentors managers and other team members to develop and capitalize on their strengths and prepare them for transition to the next level</li> <li>Creates an experience within the teams they lead that attracts and retains top talent</li> </ul>   |
| <b>Performance Drive</b>        | 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 | <ul style="list-style-type: none"> <li>Aligns team roles with individual strengths to build and inspire high-performing teams</li> <li>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</li> <li>Provides timely recognition and feedback, while holding people and teams accountable for results</li> </ul>   |
| <b>Influence</b>                | Builds deep relationships across a diverse network and uses a flexible influencing style to gain buy-in and drive impact   | <ul style="list-style-type: none"> <li>Builds broad and deep relationships, that span organizational boundaries, and include a diverse network of internal and external stakeholders</li> <li>Effectively uses a wide range of influencing tactics, can respond effectively to complex organizational or political climates</li> <li>Anticipates potential conflict based on knowledge of interpersonal and group dynamics; proactively takes steps to prevent or resolve it</li> </ul> |
| <b>Strategic Direction</b>      | Translates broader strategy into a compelling team vision and goals; aligns the team and sets priorities to achieve objectives   | <ul style="list-style-type: none"> <li>Clearly communicates direction to team(s) in line with overall Global, Business and Member Firm strategies</li> <li>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</li> </ul>  |
| <b>Competitive Edge</b>         | Applies deep knowledge of disruptive trends and competitor activity to drive continuous improvement  | <ul style="list-style-type: none"> <li>Actively monitors competitor activity to identify opportunities to improve Deloitte's competitive advantage</li> <li>Drives continuous improvement by identifying and implementing leading practices</li> <li>Leads and contributes to development of innovative methods and tools that increase the impact of our service offerings</li> </ul>  |
| <b>Inspirational Leadership</b> | Establishes a strong leadership brand and inspires followership through passion, integrity, and appreciation of others   | <ul style="list-style-type: none"> <li>Known for building energy and momentum within and across diverse teams</li> <li>Demonstrates confidence and belief in self and others; inspires followership</li> <li>Serves as a role model for integrity, respect and appreciation of others, including their unique strengths and differences</li> </ul>  |

## Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Market and Credit Risk Senior Managers:

| Capability                                 | Description   | Behavioral anchors  |
|--|---|---|
| <b>Knows the Business and the Industry</b> | 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 | <ul style="list-style-type: none"> <li>Builds deep sector expertise and manages engagements across accounts within chosen industry sector</li> <li>Speaks to relevant Deloitte services within given sector outside of primary area of expertise</li> <li>Anticipates changes and potential disruptions to the client's business given macro- and microeconomic influences</li> <li>Leads initiatives to develop and market intellectual capital in chosen industry</li> </ul>  |
| <b>Executive Presence</b>                  | Ability to project confidence, establish credibility with, and influence clients at all levels  | <ul style="list-style-type: none"> <li>Manages and advances relationships with clients beyond immediate engagement needs and serves as a trusted advisor</li> <li>Takes control of challenging situations and diffuses escalated situations calmly by controlling own emotions and recognizing emotions in others</li> <li>Adapts speaking style based on the audience's response and maintains a direct, candid approach to build rapport at the executive level</li> <li>Conducts interviews with executive-level stakeholders and probes on critical areas confidently and in a professional manner</li> </ul>   |
| <b>Global Mindset</b>                      | Ability to adopt a global approach to networking, building eminence, and assembling teams to best serve clients and maximize engagement economics   | <ul style="list-style-type: none"> <li>Forms teams that bring a diverse perspective to problem solving to elevate client service delivery, considering global staffing where appropriate</li> <li>Collaborates globally to enhance the value Deloitte offers to clients; seeks and recognizes collective insights</li> <li>Builds and sustains relationships across global services and / or sector network to sell and deliver engagements</li> <li>Understands Deloitte's unique value proposition and serves as a brand ambassador both within and outside the Firm</li> <li>Understands the socioeconomic / political ramifications of global events and anticipates how they may affect client's or Firm's business</li> </ul> |
| <b>Sales and Business Development</b>      | Ability to sell potential and current clients on Deloitte's services and negotiate profitable transactions for the Firm   | <ul style="list-style-type: none"> <li>Understands Deloitte's services and capabilities and can speak at a high level to how Deloitte can address client needs outside primary area of expertise</li> <li>Exhibits a talent for sales within domain and recognizes when to involve other Deloitte colleagues in the pursuit process</li> <li>Uses Deloitte sales tools, such as pricing and revenue management systems, with proficiency</li> <li>Uses negotiation skills to close opportunities and capture value for Deloitte</li> <li>Participates and leads aspects of the proposal development process; assembles a pursuit team with the necessary skillset and knowledge needed to prepare sales materials</li> </ul>        |

## Specialized Technical capabilities

Below is the Specialized Technical capability for Market and Credit Risk Senior Managers:

| Capability  | Description  | Behavioral anchors  |
|---|--|---|
| <b>Sets the Financial Risk Management Direction</b> | Ability to help clients define and execute upon financial risk management strategic priorities | <ul style="list-style-type: none"> <li>Enhances client's leadership's ability to pinpoint impactful and sustainable future state financial risk management visions by providing industry perspectives and data-driven recommendations</li> <li>Supports clients with embedding financial risk management direction into the day-to-day running of the organization, including identifying appropriate KRIs and KPIs</li> <li>Adopts a systemic perspective when recommending changes in the client's finance risk management infrastructure solutions to ensure alignment with the broader enterprise risk management framework and overall business strategy</li> <li>Support clients with deciding and prioritizing investments on financial risk management transformations to optimize ROI and enable the attainment of strategic objectives</li> </ul> |