

Senior Manager talent standard

Global Risk Advisory Operational Risk – Internal Audit

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 Internal Audit 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 and Technical capabilities for Internal Audit Senior Managers:

Capability	Description	Behavioral anchors
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	<ul style="list-style-type: none"> 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
Business Process Assessment and Design	Ability to create and implement innovative and disruptive business process assessment and design solutions to better address a client's business needs	<ul style="list-style-type: none"> Leads development of methods and tools that increase effectiveness of business process assessment and design solutions and uncovers new opportunities Coaches practitioners to focus on value-generating ideas and think beyond conventional approaches to conduct business process assessment and design
Data Analytics and Technology	Ability to make decisions with confidence based on analysis of available information and transform traditional approaches to solution development	<ul style="list-style-type: none"> Leverages data and analysis to build a convincing business case to influence client's adoption of recommendations Recommends new and innovative approaches to analyzing data and solving problems to help draw meaningful conclusions Develops and educates practitioners on new and innovative methodologies in his / her respective domain Promotes the spirit of ideation and innovation across engagement teams
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	<ul style="list-style-type: none"> 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
Sales and Business Development	Ability to sell potential and current clients on Deloitte's services and negotiate profitable transactions for the Firm	<ul style="list-style-type: none"> 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 Exhibits a talent for sales within domain and recognizes when to involve other Deloitte colleagues in the pursuit process Uses Deloitte sales tools, such as pricing and revenue management systems, with proficiency Uses negotiation skills to close opportunities and capture value for Deloitte Participates and leads aspects of the proposal development process; assembles a pursuit team with the necessary skillset and knowledge needed to prepare sales materials
Global Mindset	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"> Forms teams that bring a diverse perspective to problem solving to elevate client service delivery, considering global staffing where appropriate Collaborates globally to enhance the value Deloitte offers to clients; seeks and recognizes collective insights Builds and sustains relationships across global services and / or sector network to sell and deliver engagements Understands Deloitte's unique value proposition and serves as a brand ambassador both within and outside the Firm Understands the socioeconomic / political ramifications of global events and anticipates how they may affect client's or Firm's business

Specialized Technical capabilities

Below are the Specialized Technical capabilities for Internal Audit Senior Managers:

Capability	Description	Behavioral anchors
Enables Strategic Relationship Management	Ability to advise client leaders to adopt a strategic approach to manage relationships with internal audit stakeholders	<ul style="list-style-type: none"> • Advises client on key internal audit trends, best-practices, hot topics and high-impact areas of focus that should be considered when developing internal audit plans • Helps client leaders establish cooperative relations with external auditors / other risk management functions to increase the efficiency and effectiveness of the overall audit process • Provides internal audit leaders with strategic recommendations to ensure buy-in and support from key client's stakeholders • Helps client leaders build influence within their organization and with critical external stakeholders
Provides Internal Audit Strategic Advisory Services	Ability to guide business leaders to make informed decisions to maximize their objectives and appropriately manage risk	<ul style="list-style-type: none"> • Enables client to define internal audit strategic objectives to ensure alignment with the overall organization's objectives • Advises senior leadership and audit committee on strategic decisions based on internal audit results to appropriately consider risk, increase productivity and reduce inefficiencies to support the organization in the achievement of its overall objectives • Uses insight-based approaches and leads teams to enhance the client's internal audit strategy, governance, processes and technology • Helps client's senior leaders prioritize investments on internal audit function transformation to maximize ROI and enable the attainment of strategic objectives