

## Manager talent standard

### Global Risk Advisory

### Operational Risk – Operational Risk & Transformation (OR&T)

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 OR&T 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 all Managers in OR&T:

Capability	Description	Behavioral anchors
<b>Risk Assessment and Mitigation</b>	Ability to advise client on establishing or improving end-to-end risk management systems, processes, and frameworks to enhance strategic alignment with business goals, enable effective decision making and response, and monitor regulatory compliance	<ul style="list-style-type: none"> <li>• Leverages a strong understanding of client’s industry, regulatory requirements, strategy and objectives to prioritize risk events to be monitored and define risk assessment plans</li> <li>• Guides teams through the development and implementation of risk assessment processes, leveraging both qualitative and quantitative techniques (e.g., benchmarking, probabilistic and non-probabilistic methods) that lead to a comprehensive view of risk areas</li> <li>• Reviews risk assessments results and challenges team to identify hidden patterns and effectively prioritize mitigation plans</li> <li>• Leads teams through the development of mitigation plans that are action-oriented, efficient, and aligned with the client’s risk tolerance and risk appetite levels</li> <li>• Advises client’s leadership on leading practices for risk assessment governance to enable effective oversight and optimal execution</li> </ul>

<b>Business Process Assessment and Design</b>	Ability to design data and technology-enabled business processes that enable value-adding business outcomes	<ul style="list-style-type: none"> <li>• Applies a solid knowledge of business process design frameworks and leading practices to assess the client’s organization</li> <li>• Uncovers operational inefficiencies and non-compliance situations in business processes and proposes designs that align to a client’s business objectives and leading industry practice</li> <li>• Advises client on innovative, automated, and data-driven approaches to design and implement business processes</li> </ul>
<b>Internal Controls Assessment and Design</b>	Ability to advise client on solving control design issues based on industry leading practices and regulatory requirements	<ul style="list-style-type: none"> <li>• Works with client’s leaders to define scope, objectives (e.g., operations, reporting and compliance), and roadmaps for internal control assessment and design projects</li> <li>• Identifies and recommends innovative, automated, and analytics driven approaches to assess and design controls</li> <li>• Displays a strong acumen of leading standards (e.g. COSO) and regulations (e.g., Sarbanes-Oxley Act, J-SOX, Safe Harbor Act) and coaches team members on the appropriate use and application</li> <li>• Challenges team members to critically analyze control deficiencies and provides guidance to develop impactful and sustainable mitigation plans</li> </ul>
<b>Data Analytics and Technology</b>	Ability to interpret business analyses to identify underlying issues, patterns and relationships, and make data-driven targeted recommendations	<ul style="list-style-type: none"> <li>• Draws insights from data to develop solid recommendations that enable robust and targeted solutions</li> <li>• Coaches and mentors junior staff on effective techniques and behaviors to understand, interpret, and leverage business analysis</li> <li>• Enables standardized, accurate, and efficient operational and risk reporting by leveraging risk management technology platforms and their broad capabilities</li> </ul>
<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>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>
<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>

## Specialized Technical capabilities

Below are the Specialized Technical capabilities for OR&T Managers:

Capability	Description	Behavioral anchors
<b>Designs Operational Risk Management (ORM) Strategies</b>	Ability to create data-enabled operational risk strategies to drive sustainable ORM transformations	<ul style="list-style-type: none"> <li>Employs a data-driven approach to develop an Operational Risk Management (ORM) transformation roadmap that enables the clients' ORM strategic goals and addresses gaps with benchmarking data</li> <li>Defines guidelines and criteria to develop ORM maturity assessments that are aligned with the client's regulatory, business, and operational environment</li> </ul>
<b>Manages ORM Transformations</b>	Ability to plan and oversee execution of comprehensive ORM transformations to enable achievement of strategic objectives	<ul style="list-style-type: none"> <li>Enhances client's ability to oversee, measure, and mitigate operational risk by designing governance strategies that align with strategic goals and objectives</li> <li>Enables client's ORM functions to effectively identify and assess operational risk by providing data-driven recommendations</li> <li>Provides client's ORM stakeholders with targeted recommendations to establish / improve their Key Risk Indicators (KRIs) approach and methodology</li> <li>Develops sophisticated operational risk analyses such as scenario planning or crisis response plans</li> <li>Improves client's ability to prioritize and effectively execute mitigation plans by developing a mitigation strategy that aligns with the client's ORM strategy</li> </ul>