

## Senior 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 Senior 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 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 OR&T Senior Managers:

Capability	Description	Behavioral anchors
<b>Risk Assessment and Mitigation</b>	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"> <li>Partners with client's senior leaders to define scope and strategic planning for risk assessment and mitigation projects</li> <li>Provides teams with strategic guidance by leveraging an in-depth understanding of the client's risk culture, key industry trends, and leading practices</li> <li>Influences client's senior leaders to effectively implement risk mitigation solutions</li> <li>Facilitates workshops with senior leaders to enable risk governance processes</li> <li>Maintains a diverse network of resources across the Firm to leverage during the assessment process to ensure all risk facets are considered</li> </ul>
<b>Business Process Assessment and Design</b>	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"> <li>Leads development of methods and tools that increase effectiveness of business process assessment and design solutions and uncovers new opportunities</li> <li>Coaches practitioners to focus on value-generating ideas and think beyond conventional approaches to conduct business process assessment and design</li> </ul>
<b>Data Analytics and Technology</b>	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"> <li>Leverages data and analysis to build a convincing business case to influence client's adoption of recommendations</li> <li>Recommends new and innovative approaches to analyzing data and solving problems to help draw meaningful conclusions</li> <li>Develops and educates practitioners on new and innovative methodologies in his / her respective domain</li> <li>Promotes the spirit of ideation and innovation across engagement teams</li> </ul>
<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>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>
<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>

## Specialized Technical capabilities

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

Capability	Description	Behavioral anchors
<b>Sets the Operational Risk Management Vision</b>	Ability to help client define impactful and data-driven Operational Risk Management strategic priorities	<ul style="list-style-type: none"> <li>Works with client's senior leaders to define an Operational Risk Management (ORM) vision that drives a mature state of effective, efficient, and sustainable ORM practices</li> <li>Provides client with insight-driven recommendations to define and prioritize ORM strategic objectives based on desired future-state, gap-assessment results, and other financial and non-financial objectives</li> <li>Helps client's leaders develop Key Risk Indicators (KRIs) and identify the risk appetite for top operational risks to strengthen the client's ability to detect and monitor operational risk</li> <li>Leverages Deloitte's capabilities to help client develop enterprise-wide mitigation plans</li> </ul>
<b>Enables Operational Risk Management Change and Transformation</b>	Ability to advise client during their Operational Risk Management transformation journey	<ul style="list-style-type: none"> <li>Advises senior leaders on change management leading practices to ensure effective implementation and long-term buy-in</li> <li>Facilitates alignment and cooperation among key senior leaders to increase stakeholder buy-in and improve likelihood of success</li> <li>Empowers all client's stakeholders involved in the ORM process with the capabilities to effectively oversee their areas of competence through the design and delivery of need-based training and development solutions</li> <li>Supports senior executive sponsor before, during, and after the implementation process</li> </ul>