Deloitte.

Manager talent standard

Global Risk Advisory
Operational Risk – Technology and Data 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 Manager level for our Technology and Data Risk 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
Living Our Purpose	Acts as a role model, embracing and living our purpose and values, and recognizing others for the impact they make	• Holds self and others accountable for living our values • Challenges self and others to make an impact that matters for our clients, our colleagues and our communities • Recognizes colleagues and teams for the impact they make, and helps connect their contributions with our broader purpose
Talent Development	Develops high-performing people and teams through challenging and meaningful opportunities	• Looks for challenges and opportunities to grow team members' expertise and talents – encourages people to stretch their capabilities • Supports team members' development needs through formal and informal coaching and knowledge sharing • Actively supports the attraction and development of top talent
Performance Drive	Delivers exceptional client service; maximizes results and drives high performance from people while fostering collaboration across businesses and borders	• Sets expectations for the team, aligns their strengths to tasks, and challenges them to raise the bar while providing support • Encourages teams to collaborate within and across businesses and borders, proactively helps make connections • Provides timely feedback to team members to drive high performance
Influence	Influences clients, teams, and individuals positively, leading by example and establishing confident relationships with increasingly senior people	• Builds productive, long-term relationships with clients and colleagues, across a broad network, based on mutual respect • Demonstrates an understanding of others' needs and interests, and sensitivity to the organizational and political climate • Adapts influencing approach to take account of individual and organizational sensitivities
Strategic Direction	Understands key objectives for clients and Deloitte, aligns people to objectives and sets priorities and direction	• Demonstrates an understanding of Global, Business and Member Firm strategies • Communicates the big picture – drives engagement by connecting the contributions of junior practitioners to broader Deloitte / client objectives

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for all Managers in Technology and Data Risk:

Capability	Description	Behavioral anchors
Risk Assessment and Mitigation	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	• 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 • 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 • Reviews risk assessments results and challenges team to identify hidden patterns and effectively prioritize mitigation plans • 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 • Advises client's leadership on leading practices for risk assessment governance to enable effective oversight and optimal execution

Business Process Assessment and Design	Ability to design data and technology-enabled business processes that enable value-adding business outcomes	• Applies a solid knowledge of business process design frameworks and leading practices to assess the client's organization • 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 • Advises client on innovative, automated, and data-driven approaches to design and implement business processes
Internal Controls Assessment and Design	Ability to advise client on solving control design issues based on industry leading practices and regulatory requirements	• Works with client's leaders to define scope, objectives (e.g., operations, reporting and compliance), and roadmaps for internal control assessment and design projects • Identifies and recommends innovative, automated, and analytics driven approaches to assess and design controls • 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 • Challenges team members to critically analyze control deficiencies and provides guidance to develop impactful and sustainable mitigation plans
Data Analytics and Technology	Ability to interpret business analyses to identify underlying issues, patterns and relationships, and make data-driven targeted recommendations	• Draws insights from data to develop solid recommendations that enable robust and targeted solutions • Coaches and mentors junior staff on effective techniques and behaviors to understand, interpret, and leverage business analysis • Enables standardized, accurate, and efficient operational and risk reporting by leveraging risk management technology platforms and their broad capabilities
Knows the Business and the Industry	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	• Participates in business and / or industry groups to build knowledge of economic, industry, and market conditions • Identifies relevant trends, practices, and market conditions that merit discussion with the client • Discusses business trends and industry practices with confidence • Builds personal brand and supports eminence building in chosen industry
Sales and Business Development	Ability to apply profitability management and sales fundamentals to support projects and pursuits	• Understands the fundamentals of engagement profitability management and uses Deloitte sales tools, such as pricing and revenue management systems, on all engagements • 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 • Identifies opportunities to sell Deloitte services on current and proposed engagements where appropriate • Scans for business development / add-on sales opportunities; organizes these efforts under the direction of others
Global Mindset	Ability to leverage cross-geography insights and practitioners to enhance client service delivery	• Recognizes the importance of diversity of thought within engagement teams • Builds a global network of subject matter experts within chosen sector and leverages global collateral to support sales pursuits and engagements • Identifies new opportunities and engages the right global experts to seize them • Manages effectively across cross-geography teams, flexing to cultural differences and shared views on project quality, objectives, and outcomes • Identifies global trends with potential impact to the client's or firm's business and communicates these with engagement teams

Specialized Technical capabilities

Below is the Specialized Technical capability for Technology and Data Risk Managers:

Capability	Description	Behavioral anchors
Plans and Manages Technology and Data Risk Solutions	Ability to guide teams through the design and implementation of technology and data risk solutions to enhance security, increase efficiency and support achievement of business goals	• Combines industry knowledge and domain experience to help client identify, assess, and manage technology and data risk • Oversees teams in assessing current state systems, processes and technologies, defining requirements, and developing / configuring the infrastructure to align with sector requirements, strategic business goals, and existing operations • Leverages an in-depth knowledge of market-specific products and solutions to enhance impact of recommended solutions • Proactively tailors implementation strategies to help ensure client's environments are receptive to the impending change • Works with client to build support, remove organizational barriers and acquire the necessary resources to enable effective and sustainable implementations • Specializes in and builds an internal expert brand within minimum three domains, while maintaining a minimum level of expertise across many areas