

Consultant talent standard

Global Risk Advisory Strategic Risk – Strategic 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 Consultant level for our Strategic 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 five Leadership capabilities that we require from all Consultants across the organization, regardless of service. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
Living Our Purpose	Builds own understanding of our purpose and values; explores opportunities for impact	<ul style="list-style-type: none"> Behaves in accordance with Deloitte values Consistently challenges self to deliver outstanding quality and value Recognizes and explores opportunities for personal impact on clients and for colleagues and communities
Talent Development	Demonstrates strong commitment to personal learning and development; acts as a brand ambassador to help attract top talent	<ul style="list-style-type: none"> Solicits feedback to build understanding of own strengths and areas for development Actively participates in key learning and development opportunities for his / her level Acts as a brand ambassador with peers and colleagues to support attraction of top talent
Performance Drive	Understands expectations and demonstrates personal accountability for keeping performance on track	<ul style="list-style-type: none"> Ensures he / she is clear on expectations and asks clarifying questions when needed Is aware of own strengths and uses them effectively to deliver high quality results Assumes personal responsibility for achieving results and supports the team by taking on additional responsibilities when needed
Influence	Actively focuses on developing effective communication and relationship-building skills	<ul style="list-style-type: none"> Engages with others to build relationships and develop a network Demonstrates ability to understand the underlying interests and expectations of others Respects and responds with sensitivity to the concerns and viewpoints of others
Strategic Direction	Understands how their daily work contributes to the priorities of the team and the business	<ul style="list-style-type: none"> Understands objectives and desired outcomes for assigned areas of responsibility and sets personal goals accordingly Seeks to understand how specific areas of responsibility contribute to broader business objectives and outcomes

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Strategic Risk service Consultants:

Capability	Description	Behavioral anchors
Risk Assessment and Mitigation	Ability to effectively perform the technical components of risk assessments to provide an accurate view of the client's current risk state	<ul style="list-style-type: none"> Applies Deloitte's risk frameworks, tools, and processes (e.g., Risk Intelligence Program Methodology, Risk Intelligence Map, Risk Intelligence Diagnostic) to effectively map and organize client's data Leverages an understanding of Key Performance Indicators (KPIs), Key Risk Indicators (KRIs), and risk assessment techniques to analyze client's data and assess risks

Business Process Assessment and Design	Ability to perform end-to-end business process analyses and design	<ul style="list-style-type: none"> Analyzes client’s artifacts and data to accurately design current state business processes Applies quantitative and qualitative techniques (e.g., cycle-time analysis, Statistical Process Controls, Fishbone, benchmarking) and a solid knowledge of industry regulations (e.g., SOX, Basel) to identify process inefficiencies, risks, and control gaps Designs TO-BE business processes that include new and optimized metrics and controls Improves efficiency and efficacy of process analysis and design by leveraging technologies (e.g., Open Text, Visio, iGrafix)
Reporting and Presentations	Ability to develop reports and presentations using appropriate tools	<ul style="list-style-type: none"> Develops technical components of reports and presentations Presents outcomes of data analysis in a clear, organized, and logical manner Adopts the reader’s perspective when developing report and presentation content
Executive Presence	Ability to articulate thoughts and ideas in a clear and composed manner to instill confidence in team and clients	<ul style="list-style-type: none"> Understands the linkage between personal and Deloitte brand and demonstrates the professionalism and interpersonal maturity to reinforce both reputations Respects and responds with sensitivity to the concerns and viewpoints of others Gains the confidence of the client by demonstrating an understanding of and active interest in their business

Specialized Technical capabilities

Below is the Specialized Technical capability for Strategic Risk service Consultants:

Capability	Description	Behavioral anchors
Supports Development and Delivery of Strategic Risk Projects	Ability to augment the strategic impact of risk management solutions by executing research and identifying key metrics, frameworks and leading practices	<ul style="list-style-type: none"> Uses a multidisciplinary approach to conduct trends research to develop views on the strategic risks undermining the client’s strategy and threatening its competitive position Leverages Enterprise Risk Management (ERM) frameworks and industry leading practices to enhance strategic impact of current state assessments Increases impact and usability of the client’s risk appetite framework by identifying quantitative and qualitative criteria to assess performance against appetite levels Improves client’s ability to evaluate risk by researching sophisticated ranking and prioritization techniques