

## Manager 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 Manager 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 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 Strategic Risk service Managers:

Capability	Description	Behavioral anchors
<b>Risk Strategy</b>	Ability to leverage an in-depth understanding of the client’s strategy to plan and drive the development of impactful and sustainable risk management solutions	<ul style="list-style-type: none"> <li>• Demonstrates, through deliverables and discussions, an understanding of a C-suite perspective on risk-taking and risk-avoidance, and related cost-benefit trade-offs</li> <li>• Articulates how a client’s strategy enables the allocation of capital and other resources based on strategically selected risk-reward trade-offs in light of business objectives and risk mitigation and management capabilities</li> <li>• Defines scope and prioritizes types of risk assessment (e.g., strategic, operational, financial, project and compliance) to be performed and risk events to be monitored</li> <li>• Helps client leadership understand risk appetite and tolerance for all risk areas, and defines appropriate Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs) to strategically guide the analysis</li> </ul>

<b>Risk Assessment and Mitigation</b>	<p>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</p>	<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>	<p>Ability to design data and technology-enabled business processes that enable value-adding business outcomes</p>	<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>Reporting and Presentations</b>	<p>Ability to increase quality, accuracy, and impact of reports and presentations by leveraging critical thinking, experience, and judgment</p>	<ul style="list-style-type: none"> <li>• Provides a vision for deliverables; validates team's analysis and recommendations in context of broader project</li> <li>• Challenges team members to identify impactful insights to develop recommendations that most effectively support a client's business objectives</li> <li>• Ensures accuracy and validity of client's reports by critically analyzing hypothesis, conclusions, and recommendations</li> <li>• Maintains expert knowledge in the use of data, service line innovation, benchmarks, and business metrics to make critical decisions</li> </ul>
<b>Executive Presence</b>	<p>Ability to develop relationships, establish credibility with, and instill confidence in clients</p>	<ul style="list-style-type: none"> <li>• Tells a story and advocates for a position with clarity and conviction</li> <li>• Understands the larger ecosystem within which the client operates; uses to facilitate discussions about potential solutions to the client's most pressing business problems</li> <li>• Establishes and maintains relationships with clients beyond immediate project needs and uses to gain beneficial insights and drive impact; has a 'seat at the table'</li> <li>• Masters executive level written and oral communications; creates logically-structured, executive-facing deliverables</li> <li>• Maintains a calm, professional demeanor when challenges arise</li> </ul>
<b>Sales and Business Development</b>	<p>Ability to apply profitability management and sales fundamentals to support projects and pursuits</p>	<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>

## Specialized Technical capabilities

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

Capability	Description	Behavioral anchors
<b>Designs, Develops and Manages the Delivery of Strategic Risk Projects</b>	Ability to devise holistic, actionable, and optimized risk management strategies that align with the client's business strategy	<ul style="list-style-type: none"><li>• Is knowledgeable and comfortable delivering a range of risk management solutions, from traditional Enterprise Risk Management (ERM) assessment-based approaches to alternative approaches (e.g., scenario planning, assumptions testing, risk sensing); chooses the appropriate solutions given the client's issue / maturity</li><li>• Is able to scope strategic risk projects, including trends and uncertainties research efforts; able to guide team members to provide value-adding and actionable insights based on their research</li><li>• Is knowledgeable about value drivers shaping / changing a client's business and industry and where future risks may come from</li><li>• Uses results of strategic risk assessments to help clients align on implications, determine risk priorities, and devise targeted action plans for specific strategic risks</li></ul>