

Senior 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 Senior 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 Senior Consultants across the organization, regardless of service. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
Living Our Purpose	Identifies and embraces our purpose and values and puts these into practice in their professional life	<ul style="list-style-type: none"> Lives our values and challenges others to do the same Demonstrates personal commitment to raising the bar and making an impact that matters Encourages others to find opportunities for impact; sets the pace for junior staff and peers
Talent Development	Develops self by actively seeking opportunities for growth, shares knowledge and experiences with others, and acts as a strong brand ambassador	<ul style="list-style-type: none"> Shares knowledge and experiences to support the development of peers and junior practitioners Actively seeks challenges and opportunities to build on existing strengths, develop new capabilities and learn from others Acts as a strong brand ambassador, participating in formal and informal activities focused on bringing top talent to Deloitte
Performance Drive	Seeks opportunities to challenge self; teams with others across businesses and borders to deliver and takes accountability for own and team results	<ul style="list-style-type: none"> Draws on own and others’ strengths to meet personal and team objectives Collaborates within and across businesses and borders Monitors own results against objectives and seeks feedback to identify ways to improve personal and team performance
Influence	Builds relationships and communicates effectively in order to positively influence peers and other stakeholders	<ul style="list-style-type: none"> Relates effectively to people across all levels, including leaders, peers, and clients Asks insightful and provocative questions to understand the diverse views, interests and expectations of key stakeholders Adjusts communication style based on the audience in order to have maximum impact
Strategic Direction	Understands objectives for clients and Deloitte, aligns own work to objectives and sets personal priorities	<ul style="list-style-type: none"> Understands client and Deloitte objectives and takes personal accountability for aligning own work Communicates broader business objectives and desired outcomes to guide the work of others

Core Professional and Technical capabilities

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

Capability	Description	Behavioral anchors
Risk Strategy	Ability to implement risk management solutions aligned to the client’s vision and strategic priorities	<ul style="list-style-type: none"> Learns and understands the client’s mission, vision, strategy and business goals and applies this knowledge to inform recommendations and deliverables Understands the impact of the client’s risk-tolerance on scope, goals and priorities of the engagement Determines the type of risk assessments to perform based on the client’s objectives Identifies the appropriate Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs) to evaluate and align on a direction to measure its effectiveness

Risk Assessment and Mitigation	Ability to strategically drive the development and execution of risk assessments and mitigation plans to enhance the client's ability to identify, evaluate, prioritize and mitigate risks	<ul style="list-style-type: none"> Plans and executes risk assessments by leveraging Deloitte's risk frameworks, tools and processes (Risk Intelligence Program Methodology, Risk Intelligence Map, Risk Intelligence Diagnostic) Identifies the appropriate Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs) to accurately assess risk events Applies an in-depth knowledge of various qualitative and quantitative techniques (e.g., statistics, thresholds, Multi-criteria Decision Analysis, Failure Mode Effects Analysis, root cause analysis) to increase reliability and validity of assessments Critically analyzes risk assessment results to devise targeted mitigation plans and supporting frameworks and tools Designs and implements risk governance structures and processes to support risk oversight
Business Process Assessment and Design	Ability to perform complex business process assessments and design solutions to improve client's operational efficiency and compliance	<ul style="list-style-type: none"> Defines process ownership, boundaries and interfaces to clarify process scope and responsibilities Applies a combination of information gathering techniques (e.g., interviews, analytical observations, artifacts analysis) to collect reliable and comprehensive data Documents complex business processes by applying a variety of techniques, tools and technologies to identify operational inefficiencies and non-compliant situations Interacts with business and functional stakeholders to validate current-state assessment Conducts WHAT-IF analysis to identify optimal TO-BE scenarios Applies a data-driven approach to develop and implement simplified and sustainable business processes that enhance operational efficiency and compliance
Reporting and Presentations	Ability to develop impactful reports and presentations that support the achievement of engagement goals and objectives	<ul style="list-style-type: none"> Ensures reports and presentations are flawless and effectively addresses the client's needs and supports the achievement of engagement goals Develops persuasive storyboards by effectively using written communication, graphics and visual aids to convey clear, actionable, and consistent messages that support recommendations Anticipates and responds to readers' questions by incorporating key messages into a presentation
Executive Presence	Ability to deliver key messages with clarity, confidence, and poise to instill confidence in clients	<ul style="list-style-type: none"> Manages change and ambiguity with poise Helps influence others through direct, logical, and succinct communication Maintains composure through conflict and sensitive situations, escalating issues to engagement / account leadership when appropriate Exercises professional maturity in all situations, serving as a role model for junior staff Builds rapport and sustained relationships with clients by fostering trust and collaboration Engages executive-level clients confidently and professionally

Specialized Technical capabilities

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

Capability	Description	Behavioral anchors
Develops and Delivers Strategic Risk Projects	Ability to implement targeted and insightful risk management solutions by delivering advanced research-based, analytically-driven methodologies	<ul style="list-style-type: none"> Is knowledgeable about value drivers shaping / changing a client's business and industry and where future risks may come from Uses a multidisciplinary research approach to define inclusive views of the strategic risks undermining the client's strategy and threatening its competitive position Assesses and develops frameworks and processes to ensure effective aggregation of key strategic and enterprise risks and enable timely decision making Enables data-driven enhancements of the client's Enterprise Risk Management (ERM) infrastructure through assessing ERM capabilities, processes, and structures in comparison with leading frameworks Leverages a keen knowledge of risk management enabling technologies to help clients identify, select, and implement technology solutions