

## Senior 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 Senior 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 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 Strategic Risk service Senior Managers:

Capability	Description	Behavioral anchors
<b>Risk Strategy</b>	Ability to leverage a keen understanding of the client's strategy to influence and advise client's senior leadership on key risk decisions	<ul style="list-style-type: none"> <li>• Anticipates internal and external implications of the client's strategy</li> <li>• Applies a strong understanding of client's strategy and advises client's senior leadership accordingly</li> <li>• Helps clients develop sustainable compliance and risk management programs to address and prepare for an array of enterprise-wide risks</li> <li>• Uses insight-based approaches to help clients clarify priorities and develop risk strategy that adapts to change in the business environment</li> </ul>
<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>Reporting and Presentations</b>	Ability to ensure reports and presentation are strategically aligned with the client's goals and drive business success	<ul style="list-style-type: none"> <li>• Simplifies complex business problems to help engagement team conduct root cause analysis</li> <li>• Recommends new and innovative approaches to develop robust, compelling and targeted reports and presentations</li> <li>• Leverages reports and presentations to build a convincing business case to influence client's adoption of recommendations</li> </ul>
<b>Executive Presence</b>	Ability to project confidence, establish credibility with, and influence clients at all levels	<ul style="list-style-type: none"> <li>• Manages and advances relationships with clients beyond immediate engagement needs and serves as a trusted advisor</li> <li>• Takes control of challenging situations and diffuses escalated situations calmly by controlling own emotions and recognizing emotions in others</li> <li>• Adapts speaking style based on the audience's response and maintains a direct, candid approach to build rapport at the executive level</li> <li>• Conducts interviews with executive-level stakeholders and probes on critical areas confidently and in a professional manner</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>

## Specialized Technical capabilities

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

Capability	Description	Behavioral anchors
<b>Leads the Design, Development, and Implementation of Strategic Risk Projects</b>	Ability to set the stage for forward-looking, comprehensive, and sustainable risk management strategies by providing subject matter expertise, strategic advisory, and facilitating key decision making	<ul style="list-style-type: none"><li>• Advises top leaders and board of directors (e.g., CEO, CRO, Board, Risk Committees, and Business and Functional Heads) on risk management issues, and is able to articulate to executives why risk is a strategic issue</li><li>• Anticipates future risks and their implication on the client's business by critically understanding / analyzing how key trends and uncertainties are impacting their market; helps clients proactively anticipate and adapt</li><li>• Helps client leadership gain a clear understanding of the value drivers that influence risk appetite</li><li>• Guides risk leaders on defining strategies and tactics to ensure risk appetite is an integrating component of the enterprise's strategic objectives and plans</li></ul>