

Senior Manager talent standard

Global Risk Advisory Strategic Risk – Sustainability

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 level for our Sustainability 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
Living Our Purpose	Acts as a role model and inspires others to embrace and live our purpose and values	<ul style="list-style-type: none"> Leads by example; is a role model in living our values Inspires others to raise the bar and deliver outstanding value to our clients, colleagues and communities Seeks out opportunities to recognize individuals and teams for the impact they make; connects their contributions with our broader purpose
Talent Development	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"> Identifies skills needed for the future, spots and develops high potential talent to meet emerging needs Coaches and mentors managers and other team members to develop and capitalize on their strengths and prepare them for transition to the next level Creates an experience within the teams they lead that attracts and retains top talent
Performance Drive	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"> Aligns team roles with individual strengths to build and inspire high-performing teams 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 Provides timely recognition and feedback, while holding people and teams accountable for results
Influence	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"> Builds broad and deep relationships, that span organizational boundaries, and include a diverse network of internal and external stakeholders Effectively uses a wide range of influencing tactics, can respond effectively to complex organizational or political climates Anticipates potential conflict based on knowledge of interpersonal and group dynamics; proactively takes steps to prevent or resolve it
Strategic Direction	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"> Clearly communicates direction to team(s) in line with overall Global, Business and Member Firm strategies 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
Competitive Edge	Applies deep knowledge of disruptive trends and competitor activity to drive continuous improvement	<ul style="list-style-type: none"> Actively monitors competitor activity to identify opportunities to improve Deloitte's competitive advantage Drives continuous improvement by identifying and implementing leading practices Leads and contributes to development of innovative methods and tools that increase the impact of our service offerings
Inspirational Leadership	Establishes a strong leadership brand and inspires followership through passion, integrity, and appreciation of others	<ul style="list-style-type: none"> Known for building energy and momentum within and across diverse teams Demonstrates confidence and belief in self and others; inspires followership Serves as a role model for integrity, respect and appreciation of others, including their unique strengths and differences

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Sustainability Senior Managers:

Capability	Description	Behavioral anchors
Business Process Assessment and Design	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"> Leads development of methods and tools that increase effectiveness of business process assessment and design solutions and uncovers new opportunities Coaches practitioners to focus on value-generating ideas and think beyond conventional approaches to conduct business process assessment and design
Delivery Excellence	Ability to lead projects and provide strategic direction across the account to deliver a superior client experience	<ul style="list-style-type: none"> Accepts overall responsibility and establishes appropriate controls for optimizing engagement profitability and managing risk in accordance with the contract, project plan, and Deloitte quality standards Defines how the engagement should impact broader business objectives and creates a team environment that builds accountability for and commitment to meeting engagement objectives Ensures clients are aware of their responsibilities for the engagement and appropriately manages clients against these expectations Promotes a unified go-to-market strategy by maintaining an account-wide view, surfacing relevant impacts and inputs, and communicating a clear direction across teams Resolves escalated scope, timeline, or resourcing issues and shapes team's priorities to address most urgent and relevant tasks Maintains a diverse network of resources to execute engagements on time and on budget, leveraging Deloitte subject matter experts (SMEs) when needed Sets the tone of continuous review and refinements with engagement teams to ensure quality delivery Challenges scope of engagement and recommends new solutions to better address client's business needs when required
Reporting and Presentations	Ability to ensure reports and presentation are strategically aligned with the client's goals and drive business success	<ul style="list-style-type: none"> Simplifies complex business problems to help engagement team conduct root cause analysis Recommends new and innovative approaches to develop robust, compelling and targeted reports and presentations Leverages reports and presentations to build a convincing business case to influence client's adoption of recommendations
Knows the Business and the Industry	Ability to advise the client to make decisions that positively impact return on investment; provides subject matter expertise on industry trends, innovation efforts, and leading practices	<ul style="list-style-type: none"> Builds deep sector expertise and manages engagements across accounts within chosen industry sector Speaks to relevant Deloitte services within given sector outside of primary area of expertise Anticipates changes and potential disruptions to the client's business given macro- and microeconomic influences Leads initiatives to develop and market intellectual capital in chosen industry
Global Mindset	Ability to adopt a global approach to networking, building eminence, and assembling teams to best serve clients and maximize engagement economics	<ul style="list-style-type: none"> Forms teams that bring a diverse perspective to problem solving to elevate client service delivery, considering global staffing where appropriate Collaborates globally to enhance the value Deloitte offers to clients; seeks and recognizes collective insights Builds and sustains relationships across global services and / or sector network to sell and deliver engagements Understands Deloitte's unique value proposition and serves as a brand ambassador both within and outside the Firm Understands the socioeconomic / political ramifications of global events and anticipates how they may affect client's or Firm's business
Executive Presence	Ability to project confidence, establish credibility with, and influence clients at all levels	<ul style="list-style-type: none"> Manages and advances relationships with clients beyond immediate engagement needs and serves as a trusted advisor Takes control of challenging situations and diffuses escalated situations calmly by controlling own emotions and recognizing emotions in others Adapts speaking style based on the audience's response and maintains a direct, candid approach to build rapport at the executive level Conducts interviews with executive-level stakeholders and probes on critical areas confidently and in a professional manner

Sales and Business Development	Ability to sell potential and current clients on Deloitte’s services and negotiate profitable transactions for the Firm	<ul style="list-style-type: none"> • 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 • Exhibits a talent for sales within domain and recognizes when to involve other Deloitte colleagues in the pursuit process • Uses Deloitte sales tools, such as pricing and revenue management systems, with proficiency • Uses negotiation skills to close opportunities and capture value for Deloitte • Participates and leads aspects of the proposal development process; assembles a pursuit team with the necessary skillset and knowledge needed to prepare sales materials
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Specialized Technical capabilities

Below are the Specialized Technical capabilities for Sustainability Senior Managers:

Capability	Description	Behavioral anchors
Provides Strategic Sustainability Advisory	Ability to provide insights that enable client leadership to make strategic sustainability decisions and define an impactful sustainability vision	<ul style="list-style-type: none"> • Helps client’s leadership identify sustainability pressures and regulations, and articulate their implications for the business • Advises clients on defining a holistic sustainability vision that is effectively integrated with the corporate strategic planning and involves key internal (e.g., communication, human resources, finance) and external (e.g., customers, regulating authorities, local governments, suppliers) stakeholders • Counsels sustainability leaders on how to advance the sustainability agenda in the board room • Helps clients prioritize sustainability investments to maximize ROI
Masters an Externally-Recognized Domain Expertise	Ability to leverage deep sector-based sustainability domain expertise to establish and maintain an external brand	<ul style="list-style-type: none"> • Establishes market credibility within a chosen sustainability domain (e.g., Resource Excellence, Social Impact, Environment Health and Safety) through building eminence and attending relevant conferences; is regarded internally and externally as a subject matter expert • Stays current on market trends and regulations and anticipates risk / opportunities; advises clients accordingly