

## Senior Manager talent standard

### Global Tax and Legal

### Business Process Solutions

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 Business Process Solutions (BPS) service line.

#### 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 line. 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 BPS Senior Managers:

Capability	Description	Behavioral anchors
<b>Laws and Rules</b>	Provides subject matter expertise in current legislation, proposed/pending legislation, their implications, and understands interaction across the Global Tax and Legal function, specifically with their area of expertise	<ul style="list-style-type: none"> <li>• Demonstrates deep knowledge in area of specialization and is recognized as a subject matter expert</li> <li>• Leads client projects and solves complex technical/business issues through innovative approaches while providing direction to others</li> <li>• Takes responsibility for accuracy and content of written technical advice, reports, memoranda and other deliverables relevant to laws and rules</li> <li>• Applies recent developments and changes relating to relevant practices, rules and regulations to the client's business</li> <li>• Anticipates changes in laws and provides advice on the implications for clients</li> </ul>
<b>Delivery Excellence</b>	Acts as advanced Subject Matter Expert (SME) of the key capabilities required to deliver a high quality service experience to the client	<ul style="list-style-type: none"> <li>• Provides quality service delivery by leveraging the right firm resources assigned to the engagement/project</li> <li>• Acts as a trusted independent advisor by providing objective, practical and relevant ideas, insights, and advice</li> <li>• Takes ultimate responsibility to meet project objectives within established budget and timeline, optimizing project profitability</li> <li>• Assesses risks and identifies market opportunities in client projects based on knowledge of global and local quality control processes and risk procedures</li> <li>• Proactively identifies client needs which can be resolved by other business services provided by Deloitte, partnering with business areas outside of Tax and Legal to deliver solutions</li> <li>• Leads proposals and business development efforts</li> </ul>
<b>Analytical Thinking and Problem Solving</b>	Makes decisions with confidence based on analysis of available information to drive business success	<ul style="list-style-type: none"> <li>• Converts analytical results into cutting edge and specific business insights and solutions</li> <li>• Recommends new and innovative approaches to analyze data and solves problems to help draw meaningful conclusions</li> <li>• Makes effective decisions with incomplete information</li> <li>• Encourages team to apply analytical rigor to solution development</li> <li>• Creates culture where knowledge sharing and learning from experience/best practices is the norm</li> <li>• Establishes alliances with thought leaders</li> <li>• Facilitates innovative solutions to client problems and drives changes to processes or ways of working based on new trends/recent developments</li> </ul>
<b>Technology Tools and Solutions</b>	Demonstrates advanced knowledge of service line or market specific technology solutions	<ul style="list-style-type: none"> <li>• Stays current on emerging technologies, standards, and applications in order to address current/potential business opportunities and client issues</li> <li>• Contributes to Deloitte's perspective and offerings related to emerging technologies within domain area</li> <li>• Assesses and implements new technologies and changes to current technologies if relevant</li> <li>• Assists in developing new and/ or enhancing existing methodologies and approaches</li> <li>• Engages meaningfully with SMEs and clients in informed discussions on relevant, emerging technologies to support choices in investments</li> </ul>

## Service Line Technical capabilities

Below are the Service Line Technical capabilities for BPS Senior Managers:

Capability	Description	Behavioral anchors
<b>Finance &amp; Accounting</b>	Guides clients through strategic finance and accounting solutions to maximize business value	<ul style="list-style-type: none"> <li>• Advises senior client stakeholders on strategic decisions based on financial and accounting analyses to manage risk, increase productivity, and reduce inefficiencies, while enabling the organization to achieve its overall objectives</li> <li>• Anticipates future changes in local and international accounting rules and principles and advises clients accordingly and is regarded internally and externally as expert</li> <li>• Identifies key issues/risks, and proposes appropriate mitigating solutions. Assesses the need for involving tax specialized resources</li> <li>• Has a thorough knowledge of the BPS methodologies, processes and tools</li> <li>• Ensures use of the technology platforms</li> <li>• Ensures application of IT tools including processes automation. Proposes improvements and software upgrades</li> <li>• Responds promptly to compliance requests by deadlines</li> <li>• Has a thorough knowledge of the accounting standards, relevant laws and regulations (including specific local laws and regulations)</li> <li>• Commits to professional competence by participating in delivering technical and operational approaches to the finance and accounting solutions, providing accurate and relevant recommendations to colleagues and clients</li> <li>• Act as a coach for Client's senior management in the Finance and Accounting area</li> </ul>
<b>Payroll</b>	Helps client realize competitive advantage through strategic payroll transformations	<ul style="list-style-type: none"> <li>• Partners with client's senior stakeholders to define a payroll vision and strategy that maximizes compliance, operational efficiency, and alignment with strategic objectives</li> <li>• Enables sustained operational efficiency and compliance by anticipating changes in payroll-related rules and regulations, articulating their possible implications, and providing clients with strategic advise</li> </ul>
<b>Technology</b>	Defines and drives the client's desired technology strategy and leads the client through end-to-end implementation	<ul style="list-style-type: none"> <li>• Leads the design of the client's technology strategy and ensures proper alignment with the business strategy throughout the development</li> <li>• Maintains a macro-level, end-to-end view of the solution, and continuously evaluates recommended solutions based on their suitability to the client's situation</li> <li>• Gains leadership alignment and understanding on key design decision by anticipating broader implications and engaging stakeholders in a timely fashion</li> <li>• Defines the scope, goals and mission of the project</li> <li>• Identifies the participants, proposes workflows, and makes decisions about conflict issues</li> <li>• Attends and leads, from a BPS perspective, periodical Steering Committees</li> <li>• Ensures that expectations are met and that project goals are achieved.</li> <li>• Monitors the progress of the project, identifying critical issues, controlling deviations and escalating points of conflict and decision making to the Steering Committee</li> </ul>