

Manager talent standard

Global Tax and Legal Deloitte Private

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 level for our Deloitte Private 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 five Leadership capabilities that we require from all Managers across the organization, regardless of service line. Behavioral anchors for each capability are described below.

Capability	Description	Behavioral anchors
Living Our Purpose	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"> • Holds self and others accountable for living our values • Challenges self and others to make an impact that matters for our clients, our colleagues and our communities • Recognizes colleagues and teams for the impact they make, and helps connect their contributions with our broader purpose
Talent Development	Develops high-performing people and teams through challenging and meaningful opportunities	<ul style="list-style-type: none"> • Looks for challenges and opportunities to grow team members' expertise and talents – encourages people to stretch their capabilities • Supports team members' development needs through formal and informal coaching and knowledge sharing • Actively supports the attraction and development of top talent
Performance Drive	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"> • Sets expectations for the team, aligns their strengths to tasks, and challenges them to raise the bar while providing support • Encourages teams to collaborate within and across businesses and borders, proactively helps make connections • Provides timely feedback to team members to drive high performance
Influence	Influences clients, teams, and individuals positively, leading by example and establishing confident relationships with increasingly senior people	<ul style="list-style-type: none"> • Builds productive, long-term relationships with clients and colleagues, across a broad network, based on mutual respect • Demonstrates an understanding of others' needs and interests, and sensitivity to the organizational and political climate • Adapts influencing approach to take account of individual and organizational sensitivities
Strategic Direction	Understands key objectives for clients and Deloitte, aligns people to objectives and sets priorities and direction	<ul style="list-style-type: none"> • Demonstrates an understanding of Global, Business and Member Firm strategies • Communicates the big picture – drives engagement by connecting the contributions of junior practitioners to broader Deloitte/client objectives

Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Deloitte Private Managers:

Capability	Description	Behavioral anchors
Tax Laws and Rules	Applies knowledge of current tax 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"> • Understands local/country-specific tax laws and regulations and their implications on clients • Stays abreast of proposed legislation and evaluates proposed legislation • Streamlines existing client processes based on current and proposed tax legislation and their implications • Reviews proposed and existing client policies to confirm their alignment with current and proposed tax legislation • Designs and implements tax strategies that complement client business and operational objectives

Delivery Excellence	Demonstrates subject matter specialty and ability to share knowledge in one or more service lines within the Global Tax & Legal function	<ul style="list-style-type: none"> • Shares lessons learned, best practices, deliverables through relevant knowledge networks • Develops a network of internal and external contacts within Deloitte to facilitate sharing/retrieving of information; encourages others to make organizational knowledge more productive • Guides/facilitates team understanding of Global Tax and Legal function to enable effective knowledge sharing and application among staff • Guides team in applying service line-specific, Global Tax & Legal, and firm-wide agreed standard methodologies, policies, procedures, and tools • Recommends updates of methodologies and tools to enhance their efficiency and effectiveness • Develops relationships with others who have knowledge in areas outside of main area(s) of expertise in order to bring the full breadth of Deloitte services to the client
Analytical Thinking and Problem Solving	Uses appropriate research techniques and analytical skills to enable fact-based decision making	<ul style="list-style-type: none"> • Defines the scope of research activities, ensures data and documents from client/competent authority/regulators is comprehensive and supports the research questions/focus • Selects and recommends the appropriate resources to address research questions and enable targeted research; guides staff to find appropriate resources • Analyzes and reviews data as well as others' analysis to spot inconsistencies, discrepancies, and omissions in data • Drafts complex, well-structured formal and informal communications in accordance with standard policies and procedures • Shares feedback with project team to help them enhance their communication skills • Effectively organizes and presents complex issues, results, and recommendations to project team and clients
Technology Tools and Solutions	Uses common technology tools to improve work efficiency, effectiveness, and client service	<ul style="list-style-type: none"> • Uses a wide array of technology tools and recommends the best tools and features to decrease time spent locating and capturing information (e.g. use of standard work papers for efficient data entry) • Uses and recommends appropriate tools to communicate and collaborate with others and actively participates in/leads virtual sessions • Uses advanced software application functions and tools to produce and review high quality deliverables in a timely manner and guides others in doing so • Leverages technology products and services to drive efficiency and resolve client issues quickly • Drives adoption of client focused technology tools across service line/practice • Spots emerging industry specific technology trends and recommends how clients can prepare for these changes

Service Line Technical capabilities

Below are the Service Line Technical capabilities for Deloitte Private Managers:

Capability	Description	Behavioral anchors
Acquisition and Application of Deloitte Private Technical Knowledge	Advises privately-held enterprises and high net worth individuals on domestic and international tax systems to effectively mitigate risks and maximize financial return	<ul style="list-style-type: none"> • International Tax: Is able to analyze complex provisions from international double tax treaties, tax commentaries and related documentation • Estate planning: Understands various estate planning strategies, their advantages/disadvantages, and tax implications and has the ability to coordinate the process of legally structuring the future disposition of current and projected assets • Immigration regimes: Demonstrates familiarity with immigration laws and regulations of overseas countries that are of interest to wealthy clients and applies this knowledge to client questions/scenarios • Family wealth and succession planning: Demonstrates and applies advanced knowledge with respect to family wealth regulatory environment, successions, transmissions of assets and trusts and foundations • Industry and markets: Acquires significant industry specific business knowledge as well as an awareness of technical developments • Stays abreast of proposed legislation and evaluates proposed legislation to understand their implications

Compliance	Completes processes and identifies sustainable planning opportunities to help clients mitigate risk, meet compliance obligations and statutory deadlines, and realize business goals	<ul style="list-style-type: none"> • Assists clients in completion of timely and accurate tax and financial filings to meet obligations • Identifies risks and issues and proposes solutions • Communicates risks and issues in a timely manner to the client to avoid surprises
Application of Available Technology and Methodology	Demonstrates knowledge and appropriate application of Technologies and Methodologies (with a specific use for Deloitte Private)	<ul style="list-style-type: none"> • Knows how to use Deloitte Private specific technologies/or generic technologies with a specific Deloitte Private purpose/set-up • Skillfully and optimizes/promotes the use of these technologies to achieve efficiencies in products and services • Applies Deloitte Private specific working methodologies, including global and regional engagements frameworks
Relationship Management	Ability to connect with clients and potential clients, developing a trusted advisor relationship. Maintains a level of communication with clients and potential clients that allows the manager to identify potential sources of tax problems before they come to a head	<ul style="list-style-type: none"> • Gathers client data in a meaningful way with the aim of using this information as part of a long term relationship with a client and ensures non-disclosure of confidential information • Participates or lead the interviews with existing and potential clients by asking meaningful factual and functional questions • Builds long-term relationships with clients by thinking and acting in their best interest • Acquires, keeps, and consults with clients, providing insight from a long-term perspective
Effective Management of Deloitte Private Engagements	Offers tax planning advice to high net worth clients concerning protecting and growing their present assets, retirement planning, and legal/estate planning	<ul style="list-style-type: none"> • Understands client's financial/investment goals and current personal assets to devise tax strategies that will support client's goals and minimize (short and long term) tax burden • Collaborates with attorneys, insurance agents, and investment professionals to develop comprehensive tax recommendations that support client's financial/investment goals • Designs, proposes, and works with clients to implement planning strategies that are consistent with clients' strategic goals • Stays abreast of leading practices and researches private wealth management trends to proactively identify tax strategies that support client's short and long term goals • Demonstrates an in-depth understanding of the reasons driving the establishment of a family office by a client to manage their investments, reporting, philanthropic, and financial planning responsibilities • Manages audit or revision process, or provide advisory within this process • Initiates contracting between Member Firms to make sure all protocols are followed prior to commencing work with a Member Firm