

Senior Manager talent standard

Global Tax and Legal Indirect Tax

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 Indirect Tax 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
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 Indirect Tax Senior Managers:

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

Service Line Technical capabilities

Below are the Service Line Technical capabilities for Indirect Tax Senior Managers:

Capability	Description	Behavioral anchors
Consultancy and Compliance	Advises clients on relevant tax processes and opportunities to help clients mitigate risk, meet compliance obligations and statutory deadlines, and realize business goals	<ul style="list-style-type: none"> Establishes project governance and client relationships including marketing, selling, and executing VAT/GST Review Smart projects Identifies restructuring opportunities or opportunities to recover VAT/GST Effectively markets and sells VAT/GST refund service offering to clients Undertakes risk assessment of proposals and displays awareness of broader tax issues Makes recommendation for changes to client's business model to maximize opportunities
Tax Authority Relationship Management	Serves as subject matter expert on local and international tax authorities related to local tax structure, responsibilities, rights and obligations of taxpayers, tax authorities, and Deloitte	<ul style="list-style-type: none"> Determines strategy and provides guidance on approaching the authorities Arranges and directs meetings to discuss strategy on new legislation and practice; represents clients in meetings and disputes Discusses strategic approach and positions with tax authorities and makes recommendations as to possible courses of action (both client and Deloitte) Handles negotiation of disputes and audits and reviews complex issues; suggests meetings to discuss strategy, displays awareness of national and international issues Supervises (Tax Quality, Risk, and Regulatory) QRR; undertakes negotiation discussion with the authorities and represents interests
Tax Transaction Rules	Demonstrates VAT/GST and VAT/GST subject matter expertise, and applies professional and industry guidance to advise clients	<ul style="list-style-type: none"> Applies detailed knowledge of legislations, court cases, tax authority positions and trends for internal and client discussions Ensures uniform application of comprehensive transaction tax legislation to clients Delivers fully formed opinions on Business Model Optimization strategies
Customs and Trade Rules	Acts as subject matter expert to lead and advise on technical and legal procedural discussions with clients and authorities	<ul style="list-style-type: none"> Has first-hand experience with numerous, multi-disciplinary, global projects and continually applies in-depth knowledge of synergies, differences and areas of contention between disciplines Identifies and resolves typical technical issues arising from global projects and commonly followed practices Has first-hand experience with numerous complex global supply chain restructuring and global process development projects and applies in-depth knowledge of trade flows and processes on all client projects in all areas Applies industry expertise to CGT client projects by identifying and resolving technical issues arising from global client projects and commonly followed practices
Compliance Planning	Applies in-depth knowledge of complex international and domestic laws to provide strategic solutions to clients' customs and global trade planning efforts	<ul style="list-style-type: none"> Challenges, tests and verifies proposed actions and procedures based on in-depth knowledge of industry, client, and international and domestic laws Reviews and finalizes client deliverables detailing business and technical findings and solutions Suggests ideas to technology creators, based on a business case, to create new automated solutions to ensure Deloitte is viewed as the market leader Leads the implementation of automated customs and global trade processes and procedures with relevant trading regions Promotes and sells customs and global trade automated solutions to clients and targets Reviews identified areas where problems/short-comings exist in client's systems and liaises with technology developers to modify or improve automated solutions Provides management and guidance on technical aspects and updates including checks and ensures to be exercised in delivering compliance work
Products to Market	Serves as trusted business advisor by displaying knowledge of client's needs, underlying business and industry issues as well as knowledge of all global CGT services, products and industries	<ul style="list-style-type: none"> Incorporates in-depth knowledge of VAT/GST/CGT laws and jurisprudence into client sales opportunities Identifies and converts sales opportunities both in local country and other VAT/GST/CGT Member Firms Demonstrates ability to develop standard VAT/GST/CGT products/services by following leading practices from local and other Deloitte Member Firms Contributes to discussions at the highest level regarding processes and products/service offerings which can be standardized for the global VAT/GST/CGT service line

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