

Manager talent standard

Global Tax and Legal Legal

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 Legal 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 Legal Managers:

Capability	Description	Behavioral anchors
Laws and Rules	Applies knowledge of current and 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 laws and regulations to determine their implications on clients • Stays abreast of proposed legislation and evaluates proposed legislation • Streamlines existing client processes based on current and proposed legislation and their implications to promote greater efficiency • Reviews proposed and existing client policies to confirm their alignment with current and proposed legislation • Designs and implements 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 and Legal function	<ul style="list-style-type: none"> • Develops a network of internal and external contacts within the organization to facilitate sharing/retrieving of information; encourages others to make organizational knowledge more productive • Guides team in applying service line-specific, Global Tax and 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 • Understands that competitive advantage is continuous innovation
Analytical Thinking and Problem Solving	Enables fact-based decision making by using appropriate research techniques and analytical skills	<ul style="list-style-type: none"> • Defines the scope of research activities; ensuring data and documents from client/competent authority/regulators is comprehensive and supports the research focus • Selects and recommends the appropriate resources to address research questions and enable targeted research; guides staff on finding appropriate resources • Analyzes and reviews data and uses team’s analysis to spot inconsistencies, discrepancies, and omissions in data • Drafts complex, well-structured communications in accordance with standard policies and procedures • Effectively organizes and presents complex issues, results, and recommendations to project team and clients
Technology Tools and Solutions	Improves work efficiency, effectiveness, and client service by using common technology tools	<ul style="list-style-type: none"> • Uses a wide array of technology solutions 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 to do 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 Legal Managers:

Capability	Description	Behavioral anchors
Legal Technical Knowledge	Applies a broad depth of expertise to a variety of legal engagements	<ul style="list-style-type: none"> • Leads technical discussions with clients, authorities, and internal teams to provide advice on legal issues • Reviews and optimizes complex technical analyses • Leverages other Member Firm’s knowledge and international legislations to handle international cases or transactions • Adopts a strategic and diplomatic approach when interacting with clients, counterparties, and regulators • Demonstrates detailed knowledge of the entire legal authority structure locally and internationally • Effectively and promptly addresses issues with clients, counterparties, and regulators by leveraging strong knowledge of key roles/personnel, decision rights, and other internal dynamics
Legal Analysis	Increases quality, accuracy, and impact of legal research and analysis by leveraging critical thinking, experience, and judgment	<ul style="list-style-type: none"> • Combines critical thinking and technical expertise to probe quality of legal research process and validate research results • Performs thorough review of due diligence findings and reports, confirms priorities, and identifies all known issues and risks • Provides clients with creative, research-based solutions to effectively address business and legal issues

Drafting of Legal Documents	Plans and oversees development of complex legal documents	<ul style="list-style-type: none"> • Leverages strong technical knowledge to enhance effectiveness of legal document development strategies • Plans the development of legal documents while keeping the client’s position in mind • Oversees development of complex legal documents (e.g., legal memoranda, compliance documentation, contract drafting, legal briefs) to ensure these are consistent, accurate, and tailored to client’s needs • Coaches and mentors team members to effectively prepare legal documents
Advocacy and Litigation	Adopts a solution-oriented and confident mind-set to successfully conduct complex negotiations and court litigations	<ul style="list-style-type: none"> • Conceives creative solutions to accommodate the other party’s negotiation objectives while minimizing compromise to client/firm position • Instils confidence and respect in regulators by demonstrating subject matter expertise, transparency, and fairness during meetings and discussions • Performs legal proceedings in a clear, concise, and convincing manner, leveraging a strong knowledge of court and arbitration cases • Effectively and independently manages multiple cases simultaneously

The Global Deloitte Legal Competency Model provides additional detail of the specialized technical competencies and can be used to support learning and development activities for Deloitte Legal professionals. The online model can be accessed [here](#) under the competency tab.