

Senior 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 Senior 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 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 Legal Senior Managers:

Capability	Description	Behavioral anchors
Laws and Rules	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"> • Demonstrates deep knowledge in area of specialization and is recognized as a 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 laws and rules • Applies recent developments and changes relating to relevant practices, rules and regulations to the client's business • Anticipates changes in 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 • 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 • 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 Legal Senior Managers:

Capability	Description	Behavioral anchors
Legal Technical Knowledge	Leverages a deep subject matter expertise to create customized solutions for clients	<ul style="list-style-type: none"> • Establishes credibility in technical areas by building eminence, contributing to seminars/client briefings, and attending relevant conferences; is regarded internally and externally as a subject matter expert • Determines strategy and provides guidance to project team to adopt the most effective approach to engage with legal authorities • Handles negotiation of disputes/audits and reviews complex issues

Legal Analysis	Ensures legal research and analyses are strategically aligned with the client's goals and enable informed decision making	<ul style="list-style-type: none"> • Guides and coaches project teams to effectively use the correct research approach and methodology • Enables executive-level stakeholders to prioritize changes and decisions based on insights and key data from legal research • Considers legal structure in conjunction with other business objectives and proposes creative solutions to very complex structuring questions • Understands issues from other jurisdictions and integrates these into actionable recommendations • Anticipates commercial implications of due diligence process and advises clients accordingly
Drafting of Legal Documents	Sets the stage for the development of legal documents that are strategically aligned with clients' key priorities	<ul style="list-style-type: none"> • Elaborates on the details of the legal document development strategy and defines the business case • Ensures legal documents (e.g., legal memoranda, compliance documentation, contract drafting, legal briefs) are aligned with client's needs and objectives
Advocacy and Litigation	Adopts a forward-looking and strategic mind-set to successfully conduct high-level negotiations and court litigations	<ul style="list-style-type: none"> • Anticipates needs to reconsider and develop client's/Firm position and recommends adjustments accordingly • Develops excellent professional working relationship with regulators' CEOs and top leadership; is regarded as subject matter expert • Combines experience and critical thinking to define a case strategy, while effectively pinpointing its strengths and weaknesses • Effectively represents clients in an examination or in a courtroom by assertively presenting case and underlying arguments to the court

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.