

## Senior Staff 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 Staff 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 Senior Staff across the organization, regardless of service line. Behavioral anchors for each capability are described below.

| Capability                 | Description   | Behavioral anchors   |
|----------------------------|---|--|
| <b>Living Our Purpose</b>  | Identifies and embraces our purpose and values and puts these into practice in their professional life  | <ul style="list-style-type: none"> <li>Lives our values and challenges others to do the same</li> <li>Demonstrates personal commitment to raising the bar and making an impact that matters</li> <li>Encourages others to find opportunities for impact; sets the pace for junior staff and peers</li> </ul>   |
| <b>Talent Development</b>  | Develops self by actively seeking opportunities for growth, shares knowledge and experiences with others, and acts as a strong brand ambassador     | <ul style="list-style-type: none"> <li>Shares knowledge and experiences to support the development of peers and junior practitioners</li> <li>Actively seeks challenges and opportunities to build on existing strengths, develop new capabilities and learn from others</li> <li>Acts as a strong brand ambassador, participating in formal and informal activities focused on bringing top talent to Deloitte</li> </ul> |
| <b>Performance Drive</b>   | Seeks opportunities to challenge self; teams with others across businesses and borders to deliver and takes accountability for own and team results | <ul style="list-style-type: none"> <li>Draws on own and others' strengths to meet personal and team objectives</li> <li>Collaborates within and across businesses and borders</li> <li>Monitors own results against objectives and seeks feedback to identify ways to improve personal and team performance</li> </ul>   |
| <b>Influence</b>           | Builds relationships and communicates effectively in order to positively influence peers and other stakeholders                                     | <ul style="list-style-type: none"> <li>Relates effectively to people across all levels, including leaders, peers, and clients</li> <li>Asks insightful and provocative questions to understand the diverse views, interests and expectations of key stakeholders</li> <li>Adjusts communication style based on the audience in order to have maximum impact</li> </ul>   |
| <b>Strategic Direction</b> | Understands objectives for clients and Deloitte, aligns own work to objectives and sets personal priorities   | <ul style="list-style-type: none"> <li>Understands client and Deloitte objectives and takes personal accountability for aligning own work</li> <li>Communicates broader business objectives and desired outcomes to guide the work of others</li> </ul>  |

#### Core Professional and Technical capabilities

Below are the Core Professional and Technical capabilities for Legal Senior Staff:

| Capability            | Description   | Behavioral anchors  |
|-----------------------|---|---|
| <b>Laws and Rules</b> | Provides initial recommendations based on current legislation across the Global Tax and Legal function to engagement leadership | <ul style="list-style-type: none"> <li>Applies knowledge and skills of relevant practices and processes (or relevant rules and regulations) in area of specialization to client problems</li> <li>Presents findings and recommends and implements advice independently relevant to laws and rules, and consults others as needed</li> <li>Reviews written technical advice, reports, memoranda and/or other deliverables relevant to laws and rules for adequacy of research conducted and appropriateness and accuracy of conclusions</li> <li>Assesses the business impact of recent developments and changes relating to specialization areas for clients</li> </ul> |

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| <b>Delivery Excellence</b>                     | Demonstrates advanced knowledge of the key capabilities required to deliver a high quality service experience to the client   | <ul style="list-style-type: none"> <li>• Proactively manages client issues and expectations</li> <li>• Gains the confidence of the client by demonstrating in client interactions an understanding of their business</li> <li>• Monitors execution of own work to ensure adherence with quality standards, serving as an example to Junior Staff (where applicable)</li> <li>• Identifies potential areas of risk and discusses those issues with project management</li> <li>• Recognizes when a client need can be addressed by one of our Tax and Legal services or products after considering applicable Deloitte policies and professional rules (e.g. independence requirements)</li> <li>• Plans and organizes business development efforts under the direction of others</li> </ul> |
| <b>Analytical Thinking and Problem Solving</b> | Selects appropriate methods for collecting and analyzing data, and develops informed recommendations  | <ul style="list-style-type: none"> <li>• Conducts hypothesis testing to clarify the problem and its root causes</li> <li>• Interprets and synthesizes data, exercises professional skepticism to challenge data, and identifies meaningful insights to develop recommendations that most effectively support a client's business objectives</li> <li>• Teaches others how to use available knowledge networks and develops network of internal and external contacts within the organization to facilitate sharing/retrieving of information</li> <li>• Understands that competitive advantage is continuous innovation and uses experience and proven methodologies to assist in the development of solutions</li> </ul>   |
| <b>Technology Tools and Solutions</b>          | Articulates how technology enables the business and communicates this effectively to clients while ensuring appropriate technologies and methodologies are used on projects | <ul style="list-style-type: none"> <li>• Ensures team has sufficient knowledge of technology/ methodologies to complete client projects effectively by sharing best practices and tools with junior practitioners</li> <li>• Articulates how technology enables business processes and is able to communicate its value clearly to clients</li> <li>• Can speak comfortably about technology tools with clients</li> <li>• Articulates how technology enables business processes and is able to communicate its value clearly to clients</li> <li>• Translates client needs into detailed technology requirements</li> </ul>  |

### Service Line Technical capabilities

Below are the Service Line Technical capabilities for Legal Senior Staff:

| Capability                         | Description   | Behavioral anchors  |
|------------------------------------|---|---|
| <b>Legal Technical Knowledge</b>   | Establishes an advanced legal technical working knowledge to enhance quality and efficiency of work performed         | <ul style="list-style-type: none"> <li>• Prepares complex technical analyses based on client's facts and circumstances</li> <li>• Builds a working knowledge of legal authorities, their organizational structures, roles, and key responsibilities</li> <li>• Attends meetings with counterparties, local legal authorities, and regulators, and actively contributes to discussions</li> <li>• Proactively builds more specialized knowledge of the legal services in which the professional is involved</li> <li>• Develops a keen understanding of legislations and court implications and advises clients accordingly</li> </ul> |
| <b>Legal Analysis</b>              | Conducts complex legal research and analysis, forming valid, actionable, and data-driven insights and recommendations | <ul style="list-style-type: none"> <li>• Identifies and applies legal research and analysis techniques based on key client's issues and data sets</li> <li>• Drives effective legal research and analysis to increase validity and efficiency by keeping in mind the client's legal and business context</li> <li>• Ensures legal research processes are performed in accordance to relevant standards, frameworks, and leading practices</li> <li>• Effectively identifies and collects due diligence data by applying a keen understanding of engagement objectives</li> </ul>  |
| <b>Drafting of Legal Documents</b> | Independently drives the development of robust legal documents  | <ul style="list-style-type: none"> <li>• Proactively identifies the position of the client to ensure legal documents are effectively targeted for client's needs</li> <li>• Leverages experience and research to help define key aspects of the legal document development strategy</li> <li>• Leverages draft legal documents developed by junior staff to produce a more complex, detailed, and tailored document</li> <li>• Drafts documents in both native and English language</li> </ul>  |

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| <b>Advocacy and Litigation</b> | Owns the end-to-end negotiation process by applying sound communication skills and a keen domain knowledge | <ul style="list-style-type: none"><li>• Conducts strategic negotiations between clients/parties by keeping both parties' positions in mind</li><li>• Develops professional working relationship with middle level and senior level regulators, where applicable</li><li>• Forms extensive theoretical and practical knowledge of procedural rules, main court cases development, and legal proceeding leading practices</li><li>• Develops clear, structured, and comprehensive arguments for clients' cases and presents them in a strategic, coherent, persuasive manner, adapting the oration to shifting situations</li></ul> |
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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.