

Senior Manager talent standard

Global Tax and Legal R&D Government Incentives

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 R&D Government Incentives 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 R&D Government Incentives 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"> • 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 R&D Government Incentives Senior Managers:

Capability	Description	Behavioral anchors
Technical Knowledge of R&D and Government Incentive Related Rules	Leads client and internal discussions on complex technical issues and provides R&D and GI strategic insight	<ul style="list-style-type: none"> Identifies experienced level business requirements for optimization of claims Provides formal application process strategic reviews, representing the highest level of experience on complex issues raised during formal application process Provides strategic reviews for cost/expenditure calculation methods Escalates a request for the benefit resulting from incentives programs Determines R&D and GI issues or opportunities and identifies cross-border/cross-selling opportunities Targets leading companies in industry during sales process to gain new clients Identifies, presents, and defends technical eligibility in complex client situations Identifies and resolves complex R&D and GI tax issues Manages complex audits from identification of large audit issues through to resolution
Application of Available Technology and Methodology	Leverages specific R&D and GI technologies to improve work processes	<ul style="list-style-type: none"> Assists in identifying appropriate technology after deciding on the appropriate methodology Assists in developing new and/or modifying existing methodologies and approaches; uses the Incentives Insight methodology as a starting point for developing new methodologies
Identification of Incentives Opportunities for R&D and Government Incentives Projects	Manages client relationship and provides recommendations on incentive opportunities and potential structuring	<ul style="list-style-type: none"> Considers R&D and GI incentive opportunities when following-up on leads and recognizes when further discussion is needed Ensures that information gathered is sufficient for preparing R&D and GI analyses Addresses consequences of business and corporate strategy on incentive scenario Maintains durable and longstanding network with incentive authorities increasing accuracy in risks and opportunities assessment along with other R&D and GI Deloitte Member Firm representatives Looks to grow the firm by researching the marketplace in and out of R&D and GI
Management of Incentives/Funding Engagements	Manages client relationship and addresses issues that arise with respect to cost/expenditure calculations, technical eligibility or formal application/claim for incentives	<ul style="list-style-type: none"> Carefully reviews materials to be sent to clients or relevant authorities and checks for uniformity, quality of the written application, and accuracy of calculations Negotiates purposefully based on the aims of incentive programs to gain long-term advantage for the client Liaises with authorities in favor of the mitigation strategy agreed with the client Addresses clients' questions regarding complex issues and manages expectations during implementation process Develops further business opportunities (not necessarily R&D and GI related) by identifying analyzing/applying client and firm objectives Leads team of technical and financial individuals to complete applications for R&D and GI