LEADERSHIP BEHAVIOR GUIDEBOOK

PASSION

"Will – Do" attitude. Wanting to make a difference and significantly improve the current situation.

Officer, Executive and Sr. Executive	Assistant Manager, Manager, Senior Manager	DGM, GM, AVP	VP and above
Makes specific changes in own work methods to improve results & performance Delivers and keeps a track of all tasks at hand	Solves problems through new and innovative models. Measures outcomes & results Sets out to achieve a unique standard Encourages a "will do" attitude to enhance the team's efficiency	Links strategic thought to execution Takes timely decisions Guides team members to get things done. Helps teams think through the execution priorities to achieve the same.	Communicates a compelling & inspiring vision of the Company's plan. Inspires and Challenges team to get things done

ACTION

A sense of urgency for timely closures & work on opportunities proactively.

Officer, Executive and Sr. Executive	Assistant Manager, Manager, Senior Manager	DGM, GM, AVP	VP and above
Demonstrates proactive behavior to deliver on tasks/assignments Thinks through multiple options & workarounds to take action on the situation.	Communicates clear priorities and objectives among team members Enables action by ensuring involvement, motivation and engagement of the team.	Focus on strategic action with a clear understanding of risk & success factors Displays flexibility towards decisions in ambiguous environment Balances execution risks and implications across multiple projects/units, proactively suggesting systematic changes/improvements	Inspires action for alignment and execution. Reviews multiple strategies when developing problem solution alternatives and provides approval accordingly

ACCOUNTABLE

Holding self and team accountable by being clear about what has to be achieved, to what standard, by when and within limited**.** Owning up success and failures of self and team.

Officer, Executive and Sr. Executive	Assistant Manager, Manager, Senior Manager	DGM, GM, AVP	VP and above
Accepts responsibility for own behavior and assigned tasks, takes ownership of the consequences of own performance Takes on new roles and responsibilities & owns successes or failures	Displays a performance driven approach in meeting expectations Outlines clear tasks & ownership for the team in line with assignment/task expectations Takes accountability of the entire function/department results	Communicates strategic goals and ensures excellent standards, fosters a culture where team members are accountable for achieving standards of excellence Pushes for an achievement & performance driven culture Ability to manage team dynamics & Cross Functional navigation of responsibilities	Identifies, builds accountabilities and overcomes obstacles caused by conflicting priorities Creates a culture of being internally competitive & externally collaborating Role models behavior of taking ownership of decisions, results and business outcomes

ACUMEN

Understanding of function & commercial imperatives along with industry knowledge

Officer, Executive and Sr. Executive	Assistant Manager, Manager, Senior Manager	DGM, GM, AVP	VP and above
Has the relevant knowledge to complete tasks and assignments on time and in line with expectation.	Strong understanding of one's role, high level of functional or domain knowledge and expertise. Able to understand linkages within the function and with other functions to appreciate his / her overall role.	Ability to use functional knowledge to build and sustain a mature, responsive function. Ensures that the function progressively improves its level of operating maturity. Questions status quo and works to improve/enhance organizational systems/process to deliver customers/stakeholder satisfaction	Anticipates emerging industry/business/commercial trends & scenarios. Fosters a culture of change management with respect to changing business needs

CUSTOMER ORIENTATION

The ability to build a culture of customer excellence by designing and delivering high quality products/services which surpasses customer & consumer needs

Officer, Executive and Sr. Executive	Assistant Manager, Manager, Senior Manager	DGM, GM, AVP	VP and above
Understands the customers/consumers explicit needs and offers solutions that cater to the stated requirements Meets customer/consumers expectations by understanding and responding to their viewpoint and issues relevant to them	Identifies implicit, explicit and anticipated needs of existing/potential customers/consumer and customizes solutions to meet their needs Advocates the customers/consumer point of view and consistently strives to delivers superior customer service	Creates an environment of addressing needs of existing / potential customers/consumer. Creates mechanisms to design customer centric solutions Champions customer/consumer advocacy and transforms systems/processes to ensure superior customer experience	Fosters a culture of delighting external & internal customers.

ENABLER

Inspires, Leads, encourages and engages self & others. Makes self & people development as a priority

Officer, Executive and Sr. Executive	Assistant Manager, Manager, Senior Manager	DGM, GM, AVP	VP and above
Keeps self-updated constantly Takes up work in projects outside of the immediate area of expertise and responsibility Demonstrates commitment towards individual development	Inspires opportunities to develop team members potential. Identifies learning opportunities for self & team development	Creates opportunities for inter / intra department movement so that employees get a variety of learnings and an opportunity to take on new responsibilities. Create more avenues and environment for learning and people's development	Works proactively with Business Managers on development of internal talent and supports HR team in rewarding and retaining top talent