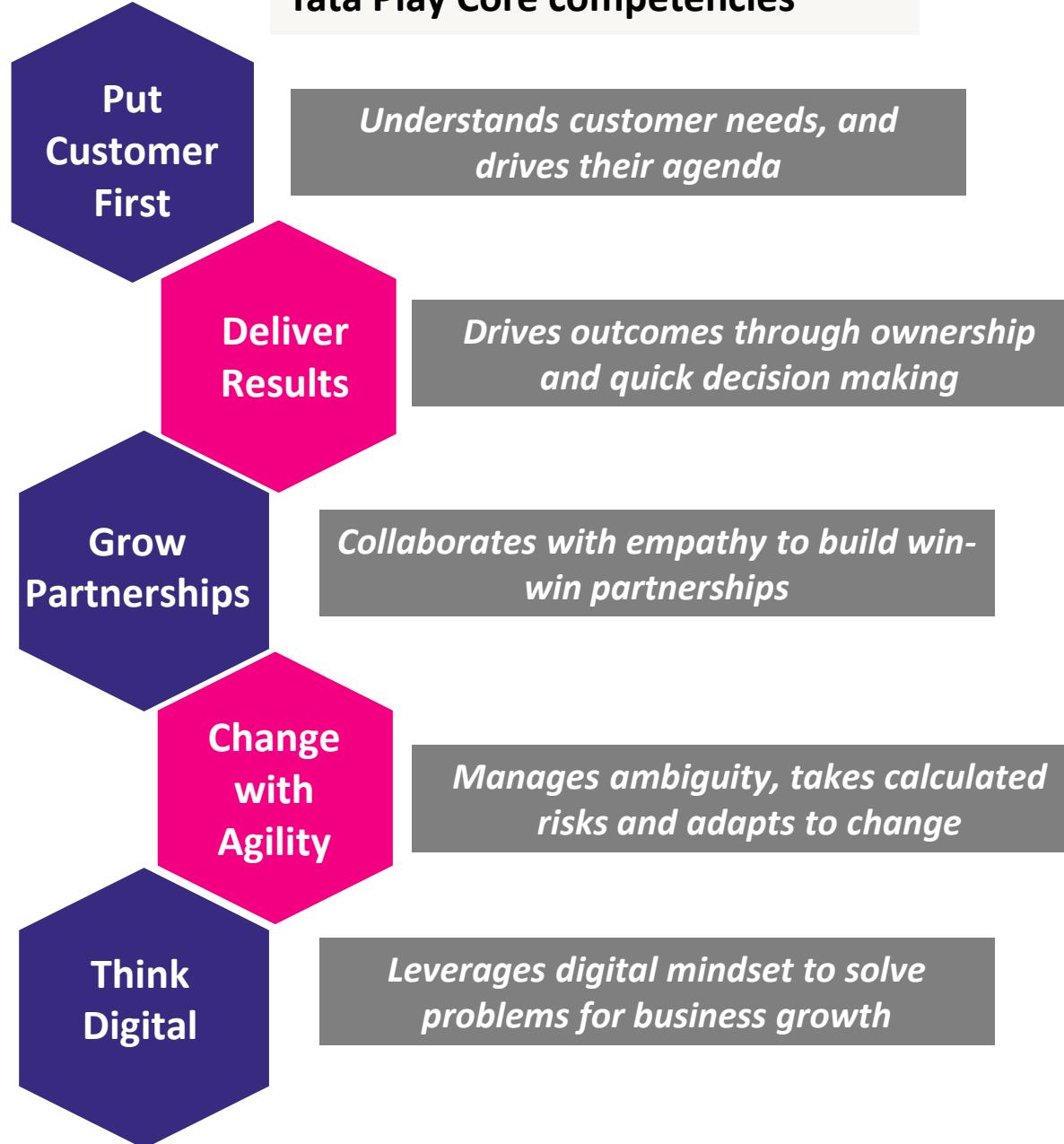




# TATA PLAY

Tata Play Competency Framework

**Tata Play Leadership competencies**

*Nurtures talent through feedback and opportunities for capability development*

## 1. Put Customer First – Core Competency



*Understands customer needs, and drives their agenda*

Level 1 – Executing M5	Level 2 – Applying M4	Level 3 – Guiding M3	Level 4 – Shaping M2, M1 and M0
Serves customers' stated needs	Serves customers' stated and implicit needs	Anticipates changes in customer needs and reviews services	Realigns strategy to serve evolving customers needs
Tracks customer satisfaction levels and escalates issues	Seeks and acts on customer feedback	Builds mechanisms to work on customer feedback	Drives a culture of customer responsiveness and empathy

## 2. Deliver Results - Core Competency



*Drives outcomes through ownership and quick decision making*

Level 1 – Executing M5	Level 2 – Applying M4	Level 3 – Guiding M3	Level 4 – Shaping M2, M1 and M0
Exhibits drive to achieve individual goals	Sets challenging goals and monitors progress	Creates own performance standards, to go above and beyond the ask	Builds high standards of performance and drives a culture of exceeding expectations
Follows through to ensure completion of tasks	Takes steps to overcome obstacles	Creates risk assessment and contingency plans to minimize obstacles	Transforms processes to improve efficiency and team's ability to achieve results
Takes timely and fact-based decisions	Organises information to enable fact-based decisions	Draws insights from data for decision making	Integrates insights from business environment for long term planning

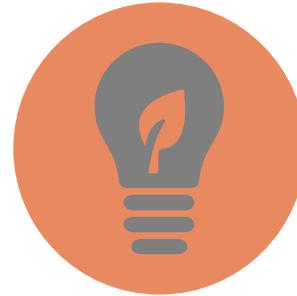
### 3. Grow Partnerships – Core Competency



*Collaborates with empathy to build win-win partnerships*

Level 1 – Executing M5	Level 2 – Applying M4	Level 3 – Guiding M3	Level 4 – Shaping M2, M1 and M0
Collaborates with partners to complete tasks	Leverages relationships to achieve outcomes	Cultivates long term relationships to realize mutual gains	Identifies opportunities for creating synergistic relationships
Can identify conflicts	Achieves common ground to drive acceptable outcomes	Addresses conflict with tact to create win-win solutions	Defines principles for resolving conflicts and drives stakeholder accountability

## 4. Change with Agility - Core Competency



*Manages ambiguity, takes calculated risks and adapts to change*

Level 1 – Executing M5	Level 2 – Applying M4	Level 3 – Guiding M3	Level 4 – Shaping M2, M1 and M0
Understands risks in own area of work	Takes calculated risks in own area of work	Executes ideas based on risk vs. return analysis	Drives a culture of risk taking and learning from failure
Is aware of business landscape and market trends	Understands how business and market trends impact work	Makes change plans based on analysis of business and market trends	Drives organization strategy to evolve with changing business and market trends
Adapts and works in ambiguous conditions	Executes and monitors change initiatives	Translates vision for change into implementation plan	Defines change strategy and critical factors for success

## 5. Think Digital – Core Competency



*Leverages digital mindset to solve problems for business growth*

Level 1 – Executing M5	Level 2 – Applying M4	Level 3 – Guiding M3	Level 4 – Shaping M2, M1 and M0
Understands the role of digital solutions	Leverages digital solutions to cater to current customer needs	Leverages digital solutions to cater to anticipated customer needs	Leverages digital solutions to add value to customers by catering to evolving needs
Displays comfort with accepting new digital solutions	Identifies scope for implementing new digital solutions	Implements new digital solutions	Drives a culture of identifying digital solutions that can provide organizational advantage

## 6. Build Talent – Leadership Competency



*Nurtures talent through feedback and opportunities for capability development*

Level 1 – Executing M5	Level 2 – Applying M4	Level 3 – Guiding M3	Level 4 – Shaping M2, M1 and M0
Provides development feedback for task-based requirements	Provides basic development feedback	Coaches team based on individual's strengths and development areas	Drives a culture of continuous reviews, feedback and coaching in the function/organization
Advises team members on capability development plans	Supports capability development through work opportunities	Encourages team members to seek stretch opportunities for development	Builds career paths and succession pipelines

