

2014

# VVF Leadership Framework

VVF Group

This document defines the Leadership framework that is central to all the businesses of the VVF Group, its associate and subsidiary companies. Managers across the group are expected to demonstrate the behaviours mentioned against the framework identified in this document.









## Introduction



VVF has set ambitious plans for rapid change and growth. To propel us into the next level of growth we need to benchmark ourselves to certain knowledge, skills, attitudes, and orientation that will lead to superior performance. This document defines the core leadership framework across the VVF group. This framework has a central objective: to bring out the best in all our employees. Implementing this framework will enable us to build a set of competencies that cuts across businesses, geographies and cultures and truly enables VVF to empower its stakeholders and communities to reach greater heights.







**VVF Group Leadership Framework**



<i>Competency</i>	<i>Definition</i>
<b>1. Teamwork</b>	<b><i>Shows the ability to work effectively along with a group of individuals, keeping aside his/her personal motives.</i></b>
<p><b><i>Things we should do</i></b></p>  	<ul style="list-style-type: none"> <li>• Defuses high-tension situations comfortably</li> <li>• Easily gains trust and support of peers</li> <li>• Represents his/her own interests while being fair to others</li> <li>• Fosters open dialogue for resolution of conflict</li> <li>• Creates strong morale and spirit in the team</li> <li>• Does not try to succeed individually at the cost of the team's success but achieves success for both self and team</li> <li>• Actively participates in teamwork and learns from others</li> <li>• Promotes fair treatment and equal opportunity to all</li> </ul>
<p><b><i>Things we should not do</i></b></p>  	<ul style="list-style-type: none"> <li>• Is impatient, judgemental or arrogant towards others</li> <li>• Does not share resources and information with the team</li> <li>• Does not cooperate during conflict</li> <li>• Shares sensitive information inappropriately just to solidify a relationship</li> <li>• Avoids team meetings and discussions with team members</li> <li>• Rewards and compliments only select individuals, not the team</li> <li>• Stereotypes or pre-judges the team and its members</li> </ul>

Competency	Definition
<b>2. Customer Orientation</b>	<b><i>Predicts and understands customer needs, whether internal or external, and puts in the necessary efforts to meet their expectations.</i></b>
<p><b><i>Things we should do</i></b></p> 	<ul style="list-style-type: none"> <li>• Is dedicated to meeting the expectations and requirements of internal and external customers</li> <li>• Gets first hand customer information and uses it for improvements in products and services</li> <li>• Establishes and maintains effective relationships with customers and gains their trust and respect</li> <li>• Takes personal responsibility to correct customer service problems promptly</li> <li>• Works with a long-term perspective in addressing client's problem.</li> <li>• Follows through on client inquiries, requests, complaints. Keeps clients up-to-date about progress of projects.</li> <li>• Maintains clear communication with client regarding mutual expectations</li> <li>• Pushes both the management and client to confront difficult issues and resolve problems</li> </ul>
<p><b><i>Things we should not do</i></b></p> 	<ul style="list-style-type: none"> <li>• Is unwilling to handle criticism, complaints and special requests</li> <li>• Does not make time for customer contact</li> <li>• Expresses negative approach towards client's expectations, needs</li> <li>• Blames client for negative outcomes.</li> <li>• Does not probe to understand and anticipate client needs</li> <li>• Focusses on internal operations and is blindsided by customer problems</li> </ul>

<i>Competency</i>	<i>Definition</i>
<b>3. Results Orientation</b>	<b><i>Delivers the required business results by proper planning, providing appropriate solutions to problems, consistently meeting deadlines and complying with quality standards.</i></b>
<p><b><i>Things we should do</i></b></p> 	<ul style="list-style-type: none"> <li>• Meets standards/results set by management</li> <li>• Pushes self and others to achieve results beyond the standards set by management</li> <li>• Plans, executes and evaluates goals and priorities after analysing cost-benefit, potential profit, return on investment</li> <li>• Breaks complex problems into simple lists of tasks or activities</li> <li>• Analyses relationships among several parts of a problem situation. Makes simple causal links (A causes B) or pro-and-con decisions</li> <li>• Executes tasks and projects from start to finish</li> <li>• Utilizes time to get maximum output and returns</li> <li>• Plans well and organizes using to-do lists, action plans and follow ups</li> </ul>
<p><b><i>Things we should not do</i></b></p> 	<ul style="list-style-type: none"> <li>• Doesn't deliver results consistently</li> <li>• Delays and puts off work without sufficient reason and fails to plan priorities</li> <li>• Does not celebrate and share successes</li> <li>• Focusses only on results without appropriate concern for people, policies, and ethics</li> <li>• Does each thing as it comes up and is not prepared to solve problems</li> <li>• Gets impatient and jumps to conclusions too soon</li> <li>• Shows no special concern for work, does only the bare minimum required</li> <li>• Does not focus on delivering results (end goal/target/results) but merely on completing a series of tasks i.e. is activity based and not impact/results based</li> </ul>

Competency	Definition
<b>4. Developing Self and Team</b>	<b><i>Shows a genuine intent to foster the learning and development of self and team and makes an effort towards understanding the team's developmental needs and supports accordingly.</i></b>
<b><i>Things we should do</i></b> 	<ul style="list-style-type: none"> <li>• Actively gives and seeks constructive feedback for improvement</li> <li>• Works on weakness and limits</li> <li>• Experiments and will try anything to find solutions</li> <li>• Supports each team members individual development plans and training needs</li> <li>• Sets up a process for formal exchange of knowledge and information</li> <li>• Provides challenging projects and stretched tasks for team members</li> <li>• Prepares meaningful development plans for self and team.</li> <li>• Executes development plans as per agreed timelines</li> <li>• Develops team keeping in mind both immediate and long term results</li> <li>• Acts as coach and mentor to team as the situation demands</li> </ul>
<b><i>Things we should not do</i></b> 	<ul style="list-style-type: none"> <li>• Learns new things slowly</li> <li>• Uncomfortable with ambiguous situations and looks to dodge responsibility rather than trying to learn</li> <li>• Doesn't seek or listen to personal feedback</li> <li>• Doesn't change or adapt to his/her surroundings or the situation</li> <li>• Doesn't put in the effort to grow and change</li> <li>• Doesn't take part in coaching and development discussions</li> <li>• Does not provide subordinates with opportunities for learning through stretch assignments, increased responsibility, action learning projects</li> <li>• Doesn't see long term development of self and team as his/her job</li> </ul>

Competency	Definition
<b>5. Strategic Thinking</b>	<b>Ability to base decisions leveraging changing external environment and existing internal strengths and weaknesses.</b>
<p><i>Things we should do</i></p> 	<ul style="list-style-type: none"> <li>• Takes decisions based on knowledge about the external environment – industry practices, competition, trends, policies and technology</li> <li>• Plans strategies and tactics that will work in the marketplace while keeping internal strengths and constraints in mind</li> <li>• Generates alternatives and options for a given situation</li> <li>• Proactively thinks about ways to save company costs, improve efficiency, increase revenue and profits</li> <li>• Understands departmental and organizational priorities; short-term as well as long-term</li> <li>• Anticipates future consequences and trends accurately</li> <li>• Is calm in the face of volatility, uncertainty, complexity and ambiguity</li> <li>• Displays a mind-set of creativity and innovation at work and encourages others to do so too</li> </ul>
<p><i>Things we should not do</i></p> 	<ul style="list-style-type: none"> <li>• Impulsive and responds to situations without due thought process</li> <li>• Focuses on day to day tasks without a clear linkage to strategic objectives of team</li> <li>• Does not pull together various elements into a unified strategic view</li> <li>• Unaware of organization's vision and goals</li> <li>• Is only tactical in nature and cannot see the big picture</li> </ul>

Competency	Definition
<b>6. Ownership and Accountability</b>	<b><i>Demonstrates readiness to take responsibility to make decisions that benefit the business, either as an individual contributor or on shared team goals.</i></b>
<p><b><i>Things we should do</i></b></p> 	<ul style="list-style-type: none"> <li>• Takes up complete responsibility of the task or project assigned</li> <li>• Influences and follows up with all stakeholders' to ensure deliverables are met</li> <li>• Says 'yes' more than 'no' without making false promises.</li> <li>• Seeks ways implement ideas than reject them</li> <li>• Accepts responsibility for failure to meet self/team goals</li> <li>• Demonstrates a strong commitment to departmental goals and inspires team members to commit to goals (where applicable)</li> <li>• Focus is on resolving difficult situations rather than finding other individuals/departments to blame</li> <li>• Anticipates potential problems with a project and approaches the reporting manager with a plan</li> <li>• Implements decisions with adequate speed and urgency</li> </ul>
<p><b><i>Things we should not do</i></b></p> 	<ul style="list-style-type: none"> <li>• Focuses on escaping responsibility by claiming 'It is not my job' or 'I have no direct control over it'</li> <li>• Constantly on the lookout for believable excuses to avoid responsibilities</li> <li>• Acts only when expressly told, and waits for detailed instructions.</li> <li>• Does not take decisions that are required and in line with current role and responsibility</li> <li>• Avoids confronting conflict and doesn't address burning issues</li> <li>• Does not act quickly on receiving mails and other forms of communication</li> <li>• Pushes his/her work to subordinates and colleagues</li> </ul>