

LEADERSHIP COMPETENCIES

1. Entrepreneurial Behavior
<ol style="list-style-type: none">1. Has energy and can energize.2. Demonstrates a very high degree of Initiative & Self leadership and takes calculated risks .3. Demonstrates execution excellence4. Can solve problems by using common sense and basic principles.5. Has the courage to voice unpopular ideas6. Influences others without using direct authority.7. Can handle ambiguity / uncertainty and thrive in chaos .
2. Team Building & Team Working
<ol style="list-style-type: none">1. Uses facts and data in team discussions2. Resolves complex problems thru' many actions3. Sets high standards .4. Is proactive and resolves conflict through collaboration .5. Will hire leaders more competent than himself/herself .6. Can balance 'delegation' and 'review' .7. Can give and receive constructive criticism.8. Empowers others and mentors team members.9. Maintains a positive outlook and shows flexibility to new approaches and ideas.10. Encourages and empowers others, making them feel valued and important.11. Will help peers succeed.
3. Customer Centricity (client can mean external or internal as the case may be)
<ol style="list-style-type: none">1. Takes personal responsibility for correcting client service problems.2. Actively supports the interests of the client by making choices and setting priorities to meet their needs.3. Gives service beyond clients' expectations by seeking information about the real, underlying needs of the client, providing insights, and recommending actions to address these needs.4. Will trade off short-term benefits for the long-term relationship & acts as a trusted advisor while looking for long term benefits to the client.5. Consults with clients and ensures their needs are represented in the organization's decision-making.6. Provides helpful information to clients.7. Follows through on client inquiries, requests, and complaints8. Identifies trends, anticipates and develops plans to meet future needs of clients.
4. Communication & Influencing
<ol style="list-style-type: none">1. Is an active listener2. Communicates with energy and passion3. Has the ability to articulate complex concepts in a way that is simple and accurate4. Shares information in an open and honest way.5. Probes to understand better by asking questions6. Responds to people's concerns with an intent of providing long-term solutions7. Addresses root causes8. Uses different ways of conveying a message to add clarity and meaning to communications.

5. Clarity of Thought
<ol style="list-style-type: none"> 1. Seeks insights and asks insightful questions 2. Can often find simple solutions to complex problems 3. Has a good understanding of interdependencies 4. Can cut through the noise and smoke to quickly reach the underlying truth or root cause 5. Consistently takes a long-term view of challenges and opportunities. 6. Understands the big picture, beyond one's function, and the needs of stakeholders. 7. Fosters strategic thinking in the organization.
6. Self Awareness
<ol style="list-style-type: none"> 1. Knows own weaknesses and proactively addresses these...can articulate weaknesses as effectively as strengths 2. Welcomes feedback from others. 3. Minimal Gap between self-evaluation and evaluation by others 4. Good alignment between career aspirations and own capabilities 5. Re-energizes after encountering a significant hurdles 6. Demonstrates ownership even when all elements of a situation are not within direct control 7. Has the courage to share and discuss personal successes and failures in the team

PIRL VALUES

Pursuit of Excellence
Expand the contours of our customer experience through innovation and acceleration of business outcomes.
Integrity
Be forthright and honest in all interactions
Respect
Treat our stakeholders, environment and our diversity with respect.
Leadership
Lead by serving those being led and be accountable when things go awry.