

**Performance Management System (PMS)**  
**REVISED COMPETENCIES**  
**SMC**  
**(Senior Management Cadre)**

## Definition

**Strategic Thinking:** Extend to the individual Understands the functional/Organizational growth trends and formulate strategies/road map to meet the current and future business needs within the scope of responsibilities or beyond. **Critical Thinking:** Extend to which individual analysis facts to understand a problem or topic thoroughly and identify a problem and develops a solution.

## Meaning /Description

**Strategic thinking:** means preparing for future challenges by having a plan to overcome them if they arise. This can help anticipate problems and manage them smoothly and efficiently, helping you reach success through adversity. **Critical Thinking:** Identifying a problem, analyzing it, and discussing possible solutions, the final step is to execute the solution. **Problem-Solving** often needs critical thinking to implement the best solution and understand whether or not the solution is working as it relates to the goal.

## RATING SCALE

### **POOR (1) -**

Observed Occasionally/Rarely

### **GOOD (2)-**

Observed on 1-2 instances in a year.

### **VERY GOOD (3)-**

Observed on 3-4 instances in a year.

### **EXCELLENT (4)-**

Observed on 4-5 instances in a year.

### **ROLE MODEL (5)-**

Observed on more than 5 instances in a year.

*\*\*While Rating the employee and Manager should mention specific instances of the events.*

## Definition

Change Management: Extends to which facilitates the orderly implementation and timely acceptance of workplace innovations and improvements by planning and overseeing the execution of structured transition processes and clearly communicating transition goals and strategies. Create a system and environment for flawless change implementation. Understand the need to Change. Planning Change communicating and implementing and assessing the effectiveness of the change.

Initiative: Extend to which displays self-starting nature, its proactive approach, and being persistent in overcoming difficulties that arise in pursuit of a goal.

## Meaning /Description

Change Management: is necessary to successfully implement changes within an organization including; Implementing new technologies, Change in Leadership, and Change in Org. Culture and Times of crises(Pandemic or recession etc.)

Initiative: Understands when opportunities to take initiative arise in the workplace, for the things that can be improved or new projects. Identifying opportunities to take initiative which improves your performance and confidence.

The “it’s not my job” attitude is more than just an employee career killer; it’s a symptom of a much larger organizational problem. Workers who simply do their jobs and nothing more do not contribute to company growth.”

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## Definition

Extend to which one shows integrity has strong ethical and moral principles and adheres to these even when not under public scrutiny and while collaborating with colleagues or attending to the requirements of the clients and customers.

Model and lead, train, and motivates at all levels of personnel to have a high level of trustworthiness and take responsibility for self-actions.

Ensure high integrity and ethical practices within the scope and takes corrective action in line with COC or escalate the same to higher authority in case of breaching of any ethical and integral practices.

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## Meaning /Description

Be mindful of one's behavior and tries to lead by example.

Take responsibility for one's actions.

Exercise self-control and patience. Be polite and respectful to everyone.

Be easygoing and available for open communication.

Speak out/take action or escalate to the top, if encounters unethical or inappropriate behavior/action.

## Definition

Develops and coaches subordinates and constructively assigns and reviews the work in order to improve and advance the skills, knowledge, and performance levels of those who report to them. So as to guide them to take on additional/new responsibilities to qualify them for advanced roles in the process of creating a resource pipeline within their respective functional domain.

## Meaning /Description

Design and Plan the development of subordinates.  
Providing constructive feedback to subordinates to improve and guide them.  
Ensuring equal access to development opportunities for all the team members.  
Using delegation as an opportunity to develop others.  
Appreciate a good job.

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## Definition

Extend to which uses function-specific software application features to the optimum utilization. Initiates and suggests new technology(as per market availability) to make significant changes in a business by strategic alignment with the internal IT partner. Extend to which one dedicates the time to seek innovation and encourages a culture of change and ideas also monitors and reviews progress.

## Meaning /Description

Look for Opportunities for automation to eliminate repetitive/manual tasks wherever possible and feasible. Design and develop and Deploy processes/systems for efficiency, data consistency, and long terms sustenance.

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### Definition

Extend to which one leads others, able to communicate effectively, values the diversity and difference that can be brought to the table by others, build and maintain interpersonal relationships and effectively manage groups and teams. Demonstrates ethics and integrity while performing one's job, know how to manage themselves, is able to increase self-awareness, develop adaptability, exhibit and maintain a leadership stature, and display drive and purpose.

### Meaning /Description

Walk the Talk, Gets hands-on when required (soil the hands)  
Has the Agility to mold the situation and circumstances and navigate the team successfully.

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### Definition

Extend to which one understands who is external and internal customers and what they value. Meeting and exceeding customer needs said and unsaid while cultivating relationships that secure commitment and trust.

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### Meaning /Description

Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met. Listens to and fully understands the customers' needs. Maintains communication with customers. Communicates regularly with customers to get feedback and performance information.



## Definition

Extend to which an individual displays sound business judgment, having a general management mindset, which focuses on mostly internal factors such as product price, manpower count, and processes, and Being able to predict contingent outcomes from both customer and competitive perspectives.

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## Meaning /Description

Constantly looks for opportunities to benchmark one's function/ department and map the competitors' organization. Looks out for the opportunity to gauge the strength and weakness of the competitors and keep track of evolving market/technology trends in respective functions.

**Thank you**