

GODREJ CAPABILITY FACTORS



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Each organizational level is associated with distinctly higher scale and complexity of responsibility. While leveraging the GCF framework for assessment and development the level specific expectations must be kept in mind for all the GCFs.

GODREJ CAPABILITY FACTORS

Pillar	Capability Factor	Level 1 Execute and Collaborate	Level 2 Improve and Lead	Level 3 Build and Enable Change	Level 4 Envision and Transform
 Leading Self	Initiative	Takes personal responsibility to make things happen. Does not let ambiguity and obstacles come in the way of achieving objectives			
	Hunger to Learn and Improve	Is driven to continuously improve own capabilities and impact			
	Emotional and Social Awareness	Displays a high degree of interpersonal and self awareness			
Pillar	Capability Factor	Level 1 Execute and Collaborate	Level 2 Improve and Lead	Level 3 Build and Enable Change	Level 4 Envision and Transform
 Leading Others	Leading Team	Is an effective team player	Sets high performance goals for the team and obtains the team's commitment towards them	Continuously raises the team's performance to best in class levels and creates a culture of high accountability	Operates as an organisational leader, inspires people about the vision of Godrej and creates a culture of shared purpose
	Developing Others	Obtains teams' commitment to stretch goals, provides timely feedback and support for performance improvement (This is applicable only for Godrejites who have supervisory responsibilities)	Supports team members in capability development (through design and execution of individual development plans)	Leads the capability development agenda for the work area (with specific emphasis on functional and people management capabilities) and is seen by many as a mentor	Leading strategic capability development agenda through: - Identifying and coaching the next generation of leaders - Building future ready functional capabilities - Creating a culture of continuous improvement through learning
	Influencing	Able to persuade and obtain buy-in from direct stakeholders by clearly articulating a point of view and using data and logic	Able to influence beyond own function and level and is able to adapt influencing approach to suit the context	Defines and leads large scale change initiatives for own work area	Defines and leads the transformation agenda of Godrej, strengthens the Godrej brand externally
	Fostering Collaboration	Collaborates, works non - politically across the organisation			
Pillar	Capability Factor	Level 1 Execute and Collaborate	Level 2 Improve and Lead	Level 3 Build and Enable Change	Level 4 Envision and Transform
 Leading Business	Customer Centricity	Consistently delights customers and finds innovative ways to improve delivery	Leverages customer insights and market understanding to find innovative ways of improving the team's delivery	Is able to understand emerging trends and build processes and capabilities to best serve the changing needs of customers	Defines the manner in which our 'value proposition' to customers needs to change, to stay ahead of the emerging trends. Builds an organisation capable of delivering this value proposition
	Acting Strategically	Takes decisions to optimise own budget and resources	Analyses information and evaluates options to optimise budget and resource utilisation of own work area	Frames issues and generates options to maximise impact of own work area, on top-line and bottom-line	Leverages understanding of internal & external environments to design & execute a differentiated value creation strategy
	Functional Capability	Prioritises own work effectively	Prepares effective plan for the work area (and the team) to contribute to strategic priorities	Defines the medium term (3 year) agenda for the work area to drive strategic priorities	Sets the strategic vision for the work area
	Delivering Results	Able to independently execute select set of functional processes	Able to independently manage majority of core functional processes and systematically improve them	Possesses deep functional expertise and ability to lead complex projects (Eg: major process redesign, M&A, technology implementation, new geography, greenfield projects or product launch etc.)	Displays the thought leadership and ability to develop a future ready organisation (elements of structure, roles, capabilities and processes)
	Institution Building	Always delivers on goals and projects on time, with high quality and cost efficiency			
		Lives the Godrej values and always protects the long term interests of the organisation			