

# Introduction - Leadership Competencies

The leadership framework is closely linked to the Centrica values - trust, pride, challenge, support and passion for customers. The behavioural indicators for each competency provide examples of how the core competencies are actually displayed in the things we do and say. They help us to focus on how we do things, as well as what we do. The leadership competencies empower employees to manage their own careers and provides a tool for proactive development and planning.

The competency levels A,B,C and D describe at what level the individual should be operating within that competency - A is the highest and D is the lowest. An individual should consider his/her actual level of competency against the competency profile for their role in order to identify their development needs.

There are five leadership competencies:

- Creates a compelling future
- Inspires others to achieve
- Learns and shares knowledge
- Demonstrates a passion for customers
- Delivers great performance

# Creates a Compelling Future

## Key Attributes

- Positively influences the external environment
- Understands Centrica markets and customers
- Knows Centrica capabilities, competitors and how to compete
- Challenges constructively assumptions to move Centrica forward
- Develops positive approaches to emerging issues
- Conveys with clarity goals and objectives
- Uses values to guide decisions
- Helps others understand their role and value in the organisation's future
- Focuses resources on critical activities and priorities
- Creates vision and clarity of purpose for all
- Understands the use of technology in creating future value

# Creates a Compelling Future

Under Performing	D	C	B	A
<ul style="list-style-type: none"> <li>● Does not understand the company's markets</li> <li>● Fails to contribute to strategic discussions</li> <li>● Insufficient commercial awareness</li> <li>● Fails to identify emerging issues</li> <li>● Fails to set objectives</li> <li>● Uses inappropriate performance metrics</li> <li>● Fails to prioritise resource allocation</li> <li>● Does not apply values to decision making, or makes decision that run counter to values</li> <li>● Does not help others understand future direction</li> <li>● Views technologies primarily as a cost to be managed</li> </ul>	<ul style="list-style-type: none"> <li>● Generates enthusiasm about the vision</li> <li>● Understands the future direction</li> <li>● Sets well defined and appropriate objectives</li> <li>● Keeps the business context in mind when dealing with day to day issues</li> <li>● Understands the business performance indicators and how they are impacted</li> <li>● Collects market data from commercial contacts</li> <li>● Uses consistent &amp; aligned performance metrics</li> <li>● Appreciates the contribution of business technology</li> </ul>	<ul style="list-style-type: none"> <li>● Understands Centrica customers and markets</li> <li>● Is clear on future direction, and helps others understand their role</li> <li>● Responds positively to changing business issues</li> <li>● Absorbs changes without being blown off course</li> <li>● Understands how to 'Manage for Value'</li> <li>● Demonstrates keen commercial awareness</li> <li>● Sets clear objectives using consistent performance metrics</li> <li>● Allocates resources and priorities appropriately</li> <li>● Places values at the heart of decision making</li> <li>● Understands the enabling role of business technology</li> </ul>	<ul style="list-style-type: none"> <li>● Determines in which markets to compete</li> <li>● Defines what the business unit must do</li> <li>● Creates robust business cases for investment</li> <li>● Plans resource requirements</li> <li>● Can predict likely changes in business issues/drivers</li> <li>● Develops balanced and aligned performance metrics</li> <li>● Uses Managing for Value to assess business plans</li> <li>● Conveys with passion the future direction of Centrica</li> <li>● Creates a role for others in future direction</li> <li>● Strives for the innovative application of business technology</li> </ul>	<ul style="list-style-type: none"> <li>● Determines which businesses should be part of the portfolio</li> <li>● Understands how to influence the external and regulatory environment</li> <li>● Sets the strategic agenda</li> <li>● Initiates discussion of changing business priorities</li> <li>● Creates business cases for acquisition and investment</li> <li>● Leads major negotiations</li> <li>● Paints compelling pictures for others of Centrica's future shape</li> <li>● Understands ambiguity and shows the way through complex and changing situations</li> </ul>

# Inspires Others to Achieve

## Key Attributes

- Engages hearts and minds and is passionate about people
- Trusts others to deliver results
- Demonstrates honesty, integrity. Keeps promises
- Supports others to maximise their potential
- Demonstrates clear commitment to a decision and Centrica
- Respects the human needs of others
- Knows how to 'Live the Values'
- Avoids actions that bring personal benefit at the expense of others
- Admits mistakes freely to learn and move on
- Builds great leaders and winning teams
- Composed under pressure
- Embraces giving and receiving feedback

# Inspires Others to Achieve

Under Performing	D	C	B	A
<ul style="list-style-type: none"> <li>● Personal impact often causes disengagement and demotivation of others</li> <li>● Words and actions have unproductive impact</li> <li>● Does not take a stand in supporting a decision</li> <li>● Avoids feedback discussions</li> <li>● Covers up mistakes</li> <li>● Compromises the Centrica values for personal benefit</li> <li>● Fails to seek or identify development opportunities for others</li> <li>● Develops plans in isolation from others</li> <li>● Fails to understand personal role in change</li> </ul>	<ul style="list-style-type: none"> <li>● Helps colleagues to perform to their best</li> <li>● Expresses suggestions in a clear and enthusiastic manner</li> <li>● Identifies and resolves problems, gaining agreement to achieve common goals</li> <li>● Knows how to access information and knowledge within the business</li> <li>● Engages and motivates others</li> <li>● Sets clear and effective performance expectations</li> <li>● Encourages others to take ownership of their own development</li> <li>● Is consistent in words and actions</li> <li>● Conveys personal commitment to decisions</li> <li>● Defines relevant actions whilst acknowledges own role in change</li> <li>● Builds coherent plans</li> <li>● Lives the values</li> </ul>	<ul style="list-style-type: none"> <li>● Seeks ideas and opinions and involves others in problem solving</li> <li>● Finds ways to motivate others to a course of action</li> <li>● Involves others in decisions that affect them</li> <li>● Encourages discussion and debate</li> <li>● Builds a high performance climate by effectively developing and coaching others</li> <li>● Seeks opportunities for others to learn and develop</li> <li>● Gives and seeks honest feedback</li> <li>● Understands the implications of decisions</li> <li>● Builds teams ensuring required skills are in place</li> <li>● Seeks opportunities to recognise the contribution of others</li> </ul>	<ul style="list-style-type: none"> <li>● Demonstrates high standards in personal performance</li> <li>● Seeks opportunities to reinforce Centrica values</li> <li>● Provides high levels of personal energy in overcoming problems</li> <li>● Is trusted by others to be acting in the interest of the team/business</li> <li>● Takes responsibility for developing relationships across Centrica</li> <li>● Seeks opportunities to create new teams</li> <li>● Develops feedback processes within workgroups/teams</li> <li>● A great coach who creates a supportive and challenging environment</li> <li>● Creates plans to move skills /capability forward</li> <li>● Understands how to drive change and create personal connection for those involved</li> </ul>	<ul style="list-style-type: none"> <li>● By words and actions is able to create, manage and inspire change across the organisation</li> <li>● Builds networks of support across the organisation to achieve change</li> <li>● Is passionate and enthusiastic in conveying a sense of what is possible</li> <li>● Creates momentum for new ways of working</li> <li>● Is viewed as a role model for Centrica values</li> <li>● Coaching is a natural way of working to maximise the potential of others</li> <li>● Constantly strives to balance business needs with needs of people</li> <li>● Provides clarity of purpose for business unit so others can follow</li> </ul>

# Learns and Shares Knowledge

## Key Attributes

- Makes time to reflect on and improve performance
- Views failure as something to learn from
- Reinforces the need to apply lessons from elsewhere in the organisation
- Creates and supports networks
- Asks for help and responds to requests from others
- Champions the use of collaboration and information-sharing tools
- Links benchmarking with learning and continuous improvement
- Learns before, during and after key activities

# Learns and Shares knowledge

Under Performing	D	C	B	A
<ul style="list-style-type: none"> <li>Covers up mistakes and does not reflect upon them</li> <li>Fails to identify and apply the lessons from relevant past projects</li> <li>Is inward-looking and limits the interactions of the team</li> <li>Views benchmarking as a threat</li> <li>Uses technology only as a personal productivity tool</li> <li>Reacts and responds to events without learning</li> <li>Fails to review and learn from project activity</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledges mistakes without attributing blame</li> <li>Identifies and applies lessons from relevant past projects</li> <li>Understands the potential contribution of networks and participates actively</li> <li>Applies benchmarking approaches to identify improvement opportunities</li> <li>Understands how to apply the range of collaboration tools available to store and share key documents</li> <li>Draws personal insight from own performance</li> <li>Participates in post project reviews</li> </ul>	<ul style="list-style-type: none"> <li>Creates a climate where mistakes are openly acknowledged by others</li> <li>Requests early input and advice from people with experience from relevant past projects</li> <li>Participates openly in benchmarking activity</li> <li>Opens up personal networks to others, creating new connections and relationships</li> <li>Regularly applies Essential and other collaboration tools to team processes</li> <li>Makes time to reflect and improve personally</li> <li>Ensures that post-project analysis and learning reviews are carried out rigorously</li> </ul>	<ul style="list-style-type: none"> <li>Draws lessons from any mistakes and builds the learning into future plans</li> <li>Always challenges projects and investment cases to demonstrate the application of learning from past experience</li> <li>Actively encourages team members to contribute to, and extract value from internal and external networks</li> <li>Challenges team to seek out best-in-group performance and learn from it</li> <li>Proactively builds partnerships across Centrica, connecting individuals around business challenges and key projects</li> <li>Exploits technology to collaborate beyond team boundaries</li> <li>Builds learning reviews into team meetings and activities as a matter of course</li> </ul>	<ul style="list-style-type: none"> <li>Captures opportunities for improvement and actively seeks out others with whom to share lessons learned</li> <li>Creates an environment where learning from others is an expected behaviour and a high priority</li> <li>Drives for common language and common benchmarking measures across key processes</li> <li>Actively breaks down "not invented here" culture</li> <li>Initiates, sponsors and sustains new networks where high-value gaps exist in the organisation</li> <li>Champions collaboration tools to pioneer more effective and innovative ways of working and communicating</li> <li>Acts as a role model and challenges others to take time to reflect, think and learn</li> </ul>

# Demonstrates a Passion for Customers

## Key Attributes

- Puts the customer at the heart of analysis and decision making
- Understands their role in creating customer value
- Uses customer value segments
- Develops/Enhances products and services that differentiate Centrica
- Seeks opportunities to go beyond the 'norm'
- Gathers and uses customer insight
- Ensures their teams know how their work affects the customer
- Regularly interacts with customers
- Challenges unnecessary barriers to delivering the customer experience
- Aligns brand values and behaviours to deliver exceptional customer experiences



# Demonstrates a Passion for Customers

Under Performing	D	C	B	A
<ul style="list-style-type: none"> <li>Does not seek to understand the needs and motivations of customers</li> <li>Makes decisions based solely on internal criteria</li> <li>Is not aware of Centrica value proposition, products and services</li> <li>Fails to seek and use customer feedback</li> <li>Cannot describe how the outputs of their team impact the customer</li> <li>Fails to take responsibility for customer complaints</li> <li>Cannot describe customer value segments</li> </ul>	<ul style="list-style-type: none"> <li>Makes decisions using customer insight</li> <li>Looks for ways of improving customer service</li> <li>Takes ownership of complaint resolution</li> <li>Understands customer segmentation</li> <li>Gathers appropriate customer data</li> <li>Understands the Centrica values proposition</li> <li>Understands team role in delivering customer value</li> <li>Articulates the role of products and services in the Centrica values proposition</li> <li>Identifies solutions from his/her understanding of customer needs</li> </ul>	<ul style="list-style-type: none"> <li>Understands what must be delivered to achieve customer commitment &amp; loyalty</li> <li>Knows and uses customer segmentation in planning and decision making</li> <li>Helps their team understand their role in customer value creation</li> <li>Gathers and uses customer data to inform decision making and planning</li> <li>Motivates others to achieve positive customer experiences</li> <li>Ensures solutions match customer needs</li> <li>Takes personal responsibility for customer needs</li> </ul>	<ul style="list-style-type: none"> <li>Seeks opportunities to enhance the customer experience</li> <li>Uses data to create customer insight and enhance the service proposition</li> <li>Establishes industry leading levels of customer service</li> <li>Has the commercial awareness to know the costs of service delivery and how to manage for value</li> <li>Innovates the service/ product proposition</li> <li>Seeks and encourages others to delight the customer and deliver loyalty</li> </ul>	<ul style="list-style-type: none"> <li>Provides insight into the short and long term implications to the customer of strategic decisions</li> <li>Develops benchmarks for delivery of the customer experience that become benchmarks for other industries</li> <li>Leads teams across the organisation to enhance customer and Centrica value creation</li> <li>Develops new product/service propositions to lead the industry</li> <li>Acts as the customers advocate at all levels within Centrica</li> </ul>

# Delivers Great Performance

## Key Attributes

- Gives appropriate priority to customer, employee, operational and financial metrics
- Focuses on critical success factors in delivering strategy and business results
- Takes Pride in achieving results and celebrating success
- Manages for value
- Challenges others to get things right
- Maintains a constant focus on all aspects of performance
- Applies Change Management techniques for sustained business and behavioural change
- Deals with performance issues quickly and openly
- Applies the same performance standards to all direct reports

# Delivers Great Performance

Under Performing	D	C	B	A
<ul style="list-style-type: none"> <li>● Fails to achieve expected results</li> <li>● Does not anticipate problems or build contingency</li> <li>● Judges poorly cost, time and resource requirements</li> <li>● Fails to gather relevant data on business performance to inform decision making</li> <li>● Does not appreciate cause-effect relationships</li> <li>● Does not address performance issues within teams</li> <li>● Fails to set performance standards</li> <li>● Fails to acknowledge the people implications of change</li> </ul>	<ul style="list-style-type: none"> <li>● Delivers required performance consistently</li> <li>● Focuses on priority tasks</li> <li>● Keeps sight of long-term objectives in daily work</li> <li>● Sets appropriate and consistent performance standards</li> <li>● Is consistent in addressing performance issues within teams</li> <li>● Monitors progress against agreed plans</li> <li>● Develops contingencies once potential problems have been identified</li> <li>● Balances cost, time and resource requirements</li> <li>● Gathers complete data on performance and then formulates decisions/ actions</li> <li>● Identifies full cause-effect relationships</li> <li>● Seeks others' ideas in tackling problems</li> <li>● Takes action to solve problems in a timely manner</li> <li>● Manages the people implications of change</li> </ul>	<ul style="list-style-type: none"> <li>● Achieves expected levels of business performance, or predicts early any potential failure and develops contingencies to address</li> <li>● Understands key business metrics and balances appropriately</li> <li>● Prioritises activity based upon performance requirements</li> <li>● Uses the principles of Managing for Value</li> <li>● Sets and agrees stretch performance objectives with appropriate review mechanisms</li> <li>● Addresses performance issues with others openly and constructively</li> <li>● Demonstrates high levels of commercial acumen</li> <li>● Shows resilience in dealing with setbacks</li> <li>● Engages relevant stakeholders in change and manages key change risk</li> </ul>	<ul style="list-style-type: none"> <li>● Delivers consistently high levels of performance that are industry leading</li> <li>● Identifies trends in performance data, and develops strategies to enhance business results</li> <li>● Finds acceptable balance in performance metrics</li> <li>● Uses strong analytical skills to solve multi dimensional problems</li> <li>● Continuously finds new ways of improving efficiency – reducing cost/enhancing outcome</li> <li>● Regularly reviews performance achieved against objectives and takes appropriate actions on any shortfalls</li> <li>● Creates new tactics for driving value</li> <li>● Ensures sponsorship, resources and communication for change</li> </ul>	<ul style="list-style-type: none"> <li>● Sets standards for industry performance</li> <li>● Tolerates high levels of complexity and ambiguity in analysis and decision making</li> <li>● Maintains constant focus on current performance and future goals regardless of circumstances</li> <li>● Creates innovative business strategy and models to achieve results</li> <li>● Demonstrates strong commitment to critique of own performance</li> <li>● Reviews and adapts individual/team/unit objectives/ targets according to changing needs, achieves full agreement and actions to meet them</li> <li>● Defines new performance metrics for Centrica</li> <li>● Intelligently applies change management techniques to drive sustainable change</li> </ul>