

BE THE CHANGE

BVK
GROUP

Circle of Values

FOREWORD

What binds a family together?

Love, respect, honesty, inter-dependability, appreciation, sharing, helping and so many more traits and behaviours which are non-vocally practiced and 'valued' by members of the family. These '**Value Systems**' build the family culture that binds the family together.

BVK Group continuously endeavors to establish a culture that builds trust, mutual respect and self-motivation in members, new and old, **to become their best and outperform their best potential**. So that all members understand and knit their behaviours to work and grow together, a '**4 pillar value system**' has been put in place to be followed and practiced by all.

To be a Value Driven organization while upholding our Vision - to '**Sustainably Grow**' on a perennial basis, will be a continuous challenge. BVK Group's **Circle of Values** will be the beam of light helping us cross our challenging goals.

Reflecting on the 4 Value Pillars and where do they lead us to, by practicing our behavioral competencies :

Engaging > **Learning to Be** : through astute Customer Focus and the Willingness to Take Responsibility.

Enabling > **Learning to Live** : through Strategic Thinking and being intrinsically System Driven.

Executing > **Learning to Do** : with Target Orientation and embracing change through Review & Re-alignment.

Embracing > **Learning to Know** : through Fact based Decision Making and Valuing Every Opinion.

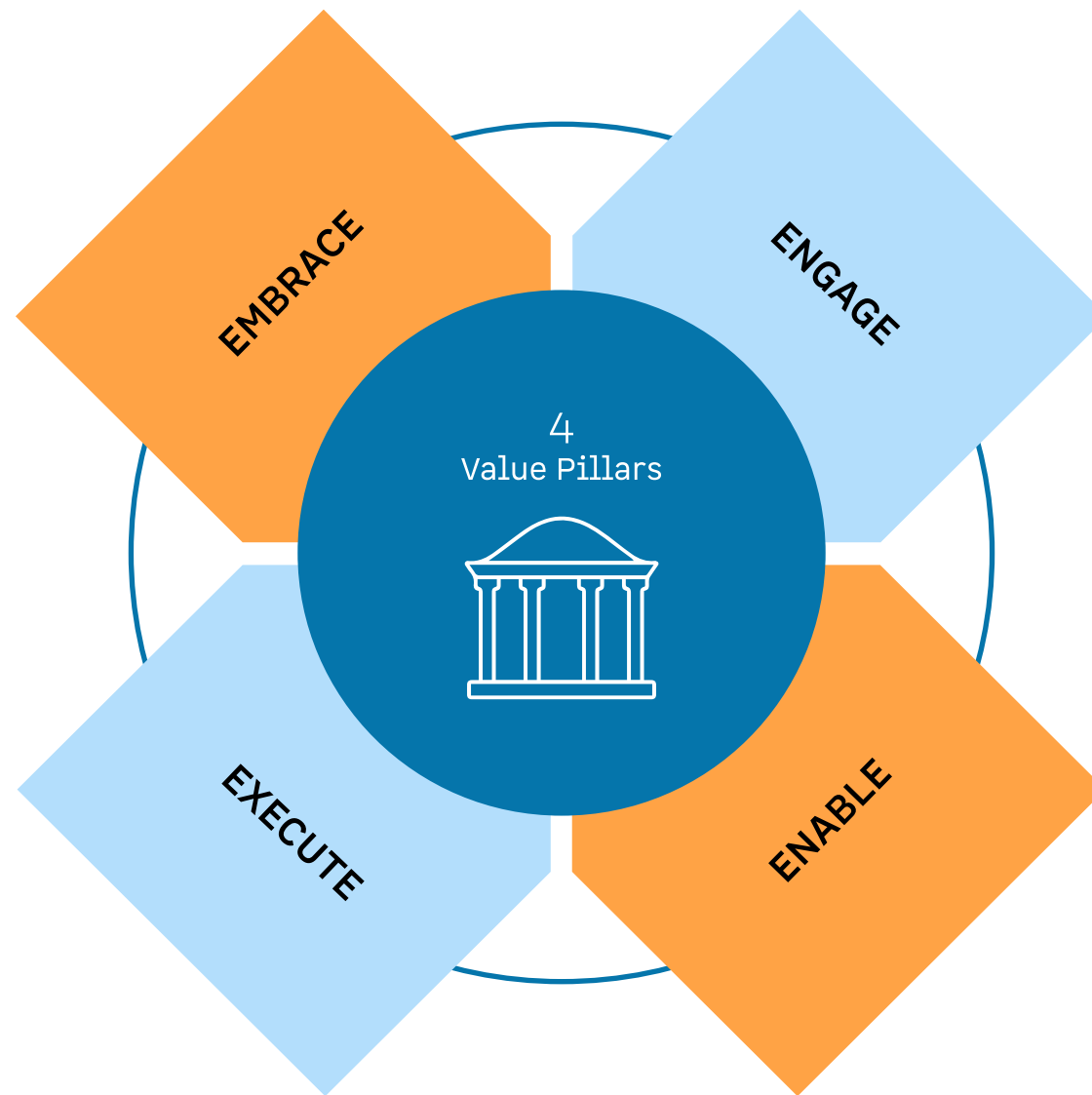
Consider every moment as a Learning Moment – whether dealing with customers, vendors, service providers, colleagues or employers. Respect them the way you would like to be respected.



Basantt

Basantt Khaitan

Chairman



VISION

“Sustainably Grow”



Its not hard to
make decision when
you know what
your values are.



Learning to BE

“Culture is simply a shared way of doing something with a passion.”

Engage : to remain involved and interested to enhance organizational journey.



Learning to LIVE

“Enablement is the key to closing the gap between intention and action”

Enable : to make it possible for you to achieve by providing you a productive environment and support for growth.



Learning to KNOW

“You cant direct the wind, but you can adjust your sails.”

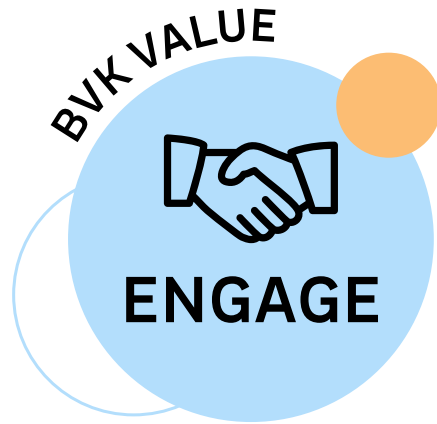
Embrace : Being open to change with open arms and willfully accept constant change



Learning to DO

Setting goals is the first step in turning the invisible into the visible.” Always begin with the end in mind.

Execute : helping you to put a plan into action by providing you a platform and necessary tools



“Culture is simply a shared way of doing something with a passion.”

ENGAGE to remain involved and interested to enhance organizational journey.

1. Customer Focus

Ensuring that external or internal, the duty to understand the customer's needs and exceed their expectations, is the sole purpose of existence.

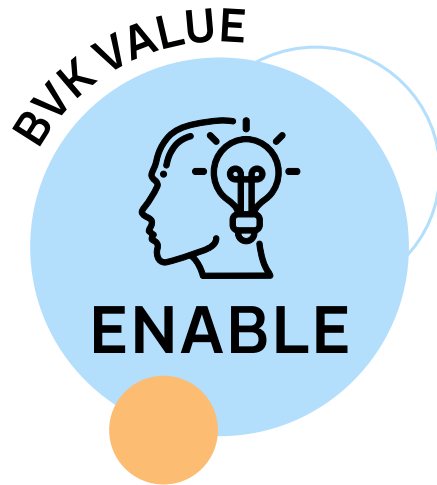
2. Willing to Take Responsibility

The sense of urgency and belief in moving on, should be visible in taking initiative. Driving, rather than being driven.

LEARNING TO BE



GROUP CULTURE COMPETENCY	SPECIALIST	INDIVIDUAL CONTRIBUTOR	PEOPLE MANAGER	MANAGER'S MANAGER	BUSINESS LEADER
CUSTOMER FOCUS	May have multiple customers, usually internal. Internal customers need more careful attention and as a specialist he may be required to handle conflicting customers, amicably.	Exhibits understanding of customer needs, validates them with the customer before striving to fulfil them.	Sets more stringent internal controls than what the customer specifies and drives his team to 100% OTIF delivery. Monitors customer's needs closely to work on the trends. Also engages with the customer for managing his expectations without compromising on OTIF delivery.	Monitors customer's needs closely to work on the trends. Also engages with the customer for managing his expectations without compromising on OTIF delivery.	Is able to interface with the customer's world to be able to predict unforeseen demands and also mitigate risks of any customer dissatisfaction leading to loss of market share.
WILLINGNESS TO TAKE RESPONSIBILITY	By the nature of his role he would have to take the responsibility and not buckle under the pressure.	Urge to take initiative. Willingness to own his activities. Willingness to accept mistakes/failures.	Visible traits of sharing the successes with his team and accepting the team failures, as his own.	Exhibiting as a role model that authority brings in an equal share of responsibility. Practicing the above, visibly, while delegating.	Since the stakes would be much higher, some of them uncontrollable too, the balance between authority and responsibility would have to be carefully evaluated.



“Enablement is the key to closing the gap between intention and action”

ENABLE to make it possible for you to achieve by providing you a productive environment and support for growth.

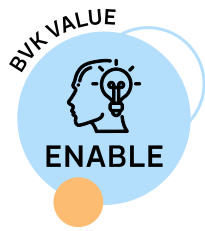
3. Strategic Thinking

Ability to prioritize and have the larger picture in mind. Be able to think long term rather than just the now and here, fire fighting, approach.

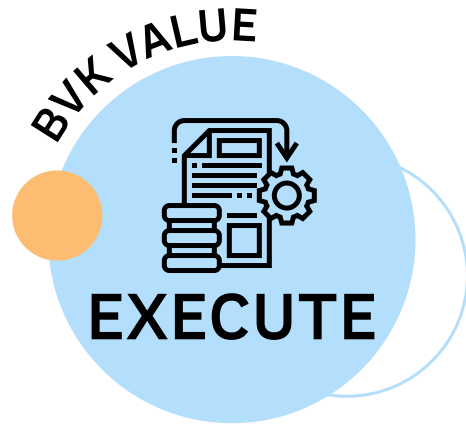
4. System Driven

While targets are paramount, they have to be achieved by following the processes, not through short cuts.

LEARNING TO LIVE



GROUP CULTURE COMPETENCY	SPECIALIST	INDIVIDUAL CONTRIBUTOR	PEOPLE MANAGER	MANAGER'S MANAGER	BUSINESS LEADER
STRATEGIC THINKING	Ability to tweak his niche processes to automate them. Ability to update himself to avoid obsolescence.	Would be applicable in prioritizing activities, sometimes.	Sharing inputs with his team on need to know basis. Using ones' experience in sensing the pulse of the warfield, and being aware of any undercurrents.	Ability to look beyond the daily and weekly trackers. Creating win-win situations. Ability to read between the lines. Ability to give in a bit to extract a lot more.	Keeping an accurate tab on the business environment, watching the trends in governance. Ability to foresee the volcanoes while they are dormant. Ability to foresee and act upon the opportunities before anyone else
SYSTEM DRIVEN	As a champion of niche processes, avoid killing innovation and out of box thinking by distinguishing controllable and uncontrollable parameters, while being system driven.	Must follow the SOPs not because he is supposed to conform, but because he understands the risks of deviation.	Should monitor total adherence to systems and be a role model for compliance. Strive for and demonstrate auto-pilot mode of working.	Orchestrate his multiple reportees into a touch and go mode of operations by defining and guiding them on their degrees of freedom without any audit NCRs.	Avoid temptations to hasten to piece-meal deviation approvals. Practice and propagate root cause analysis and systemic correction rather than quick fixes.



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EXECUTE helping you to put a plan into action by providing you a platform and necessary tools.

5. Digital Discipline

Genuine affinity to recording and churning data for knowledge management. Thrive and embrace the group-wide culture of information automation.

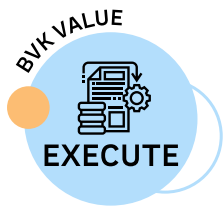
6. Target Orientation

Hard work must be aligned towards daily, weekly, monthly targets derived from organisational GOALS and reviewed frequently.

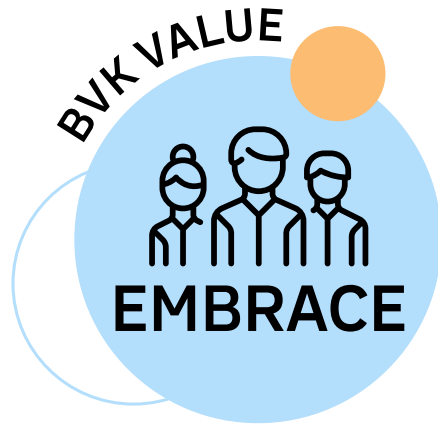
7. Review and Re-align

Least resistant to change, monitoring and stock-taking should be seen as enablers to ensure target achievement.

LEARNING TO DO



GROUP CULTURE COMPETENCY	SPECIALIST	INDIVIDUAL CONTRIBUTOR	PEOPLE MANAGER	MANAGER'S MANAGER	BUSINESS LEADER
DIGITAL DISCIPLINE	Religiously record all processes and steps into the knowledge management pool. Ability and rigour to maintain complete trail of activities.	Religiously practice data recording. Consciously denounce cutting corners and follow the rigours of the digitalised work environment.	Religiously practice data mining, supported by the digitalised work environment. Propagate paperless working.	Ensure the usage and complete exploitation of Technology. Hand-hold his team into the global work environment and train them to enjoy the information era.	Walk the talk for everyone to emulate. Strive for all critical business partners to get connected. Strive to reduce travel by embracing virtual connections.
TARGET ORIENTATION	As a champion of niche processes, avoid killing innovation and out of box thinking by distinguishing controllable and un-controllable parameters, while being system driven.	Must follow the SOPs not because he is supposed to conform, but because he understands the risks of deviation.	Should monitor total adherence to systems and be a role model for compliance. Strive for and demonstrate auto-pilot mode of working.	Orchestrate his multiple reportees into a touch and go mode of operations by defining and guiding them on their degrees of freedom without any audit NCRs.	Avoid temptations to hasten to piece-meal deviation approvals. Practice and propagate root cause analysis and systemic correction rather than quick fixes.
REVIEW AND RE-ALIGN	Understanding the fact that the specialist would usually have to be taking charge of his own review and re-alignment. Networking with relevant SMEs.	Be open to change. Be positive and not defensive about being reviewed.	Be habitual to PDCA. Propagate the advantages of review as an opportunity to correct rather than feeling exposed.	Appreciate calculated risk-taking, condone genuine mistakes and reprimand casual errors. Ability to watch for trends in periodic reviews and initiate systemic changes.	Drive the nimble-footedness of their domains by embracing validated change initiatives. Initiate SMART review parameters that are cost and time saving



“You cant direct the wind, but
you can adjust your sails.”

EMBRACE Being open to change with open arms and willfully accept constant change.

8. Value Every Opinion

Team player, clearly respecting the professional merit of individuals rather than being affiliative on personal grounds.

9. Fact Based Decision Making

All thoughts, words and actions need to be data driven and not perceptive. Decisions need to be timely and unambiguous.

LEARNING TO KNOW



GROUP CULTURE COMPETENCY	SPECIALIST	INDIVIDUAL CONTRIBUTOR	PEOPLE MANAGER	MANAGER'S MANAGER	BUSINESS LEADER
VALUE EVERY OPINION	Ability to accept that even a generalist may have a valid opinion about his area of specialisation.	Be a good and active listener. Be receptive to all opinions from subordinates also.	Understanding the difference between listening to and accepting any view.	Creating an openness where people can express. Accepting the fact that the best innovations have happened by allowing fair expression of opinions.	Trying not to look at employees through hierarchical filters. Gathering pieces of coal to be worked upon and transformed into diamonds.
FACT BASED DECISION MAKING	As a specialist, the tolerances will always be limited. Ability to access accurate information, quickly, will be a winner competency.	As the hands-on doer, he must base all his actions on reliable data. At crossroads, he should follow the escalation matrix rather than taking intuitive decisions.	As the first escalation point he must not compromise on seeking facts, under duress. Must believe at the core that fact based decisions can be time consuming but lead to RFT and save wastages.	Should not allow procrastination to creep in. Fact based, calculated risk-taking must be demonstrated to ensure the speed and vibrancy of operations.	Usually responsible for managing ambiguity, critical thinking will be required. When dealing with the external world, facts may not be served on a platter. Hence the art of connecting the dots will be essential.

..... Your beliefs become our thoughts. Your
thoughts become your words. Your words
become your actions. Your actions become
your habit. Your habits become your
values. Your values become your destiny.

-Mahatama Gandhi

..... Our values are important because
they help us to grow and develop.
The decisions we make are a
reflection of our values and beliefs.

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