

# PNC Leadership Standards



## INCLUDES *Intentionally*

Cultivates diverse teams and inclusive workplaces to expand thinking.

- Champions diversity
- Seeks perspective
- Builds diverse teams
- Adapts to differences
- Mitigates barriers

## LIVES *the Values*

Role models our values with transparency and courage.

- Leads by example
- Acts with courage
- Demonstrates openness
- Focuses on customer
- Manages risk

## ENABLES *Change*

Takes action to drive change and innovation that will transform our business.

- Applies business insights
- Uses sound judgment
- Encourages new ideas
- Responds to change
- Communicates clearly

## ACHIEVES *Results*

Takes personal ownership to deliver results. Empowers and trusts others in decision making.

- Sets objectives
- Drives outcomes
- Demonstrates resilience
- Instills trust
- Ensures accountability

## DEVELOPS *the Best*

Raises the bar with every talent decision and guides the achievement of all employees and customers.

- Creates winning teams
- Inspires engagement
- Coaches others
- Advocates for people
- Knows self

[pnc.com/leadershipstandards](http://pnc.com/leadershipstandards)

Accessible only on the PNC network





## INCLUDES Intentionally: Key Behaviors

Use this guide to identify the expected behaviors specific to your career level

### ☐ Review Key Behaviors

☐ Complete the "My Leadership Self Check"

☐ Engage others in a discussion on this standard

### Representative I – Analyst II\*

#### **Champions Diversity:**

Understands and demonstrates the importance of and takes action to improve diversity and inclusion at PNC

#### **Seeks Perspective:**

Seeks out a diverse set of ideas and perspectives and remains open to the viewpoints of others

#### **Builds Diverse Teams:**

Shares individual talents, experiences and perspectives that contribute to a winning team

#### **Adapts to Difference:**

Asks questions of customers and coworkers to better understand their individual needs

#### **Mitigates Barriers:**

Seeks to understand personal biases, is open to feedback and takes steps to mitigate the effects of bias in the workplace

### Staff Manager I – Unit Manager I & Associate I – Associate III\*

#### **Champions Diversity:**

Communicates the value of diversity and inclusion; shares personal experiences and models expectations for appreciating differences in others

#### **Seeks Perspective:**

Asks for and weighs the perspectives of all team members in team discussions and decision making

#### **Builds Diverse Teams:**

Manages composition of the team, building a diverse group with an appropriate mix of styles, perspectives, backgrounds and experiences

#### **Adapts to Difference:**

Identifies the existing and emerging differences in employee and customer needs and adjusts behaviors to meet these expectations

#### **Mitigates Barriers:**

Addressees observed biases that have an adverse impact to the team's success

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### Unit Manager II – Group Manager I & Specialist I\* – Expert I

#### **Champions Diversity:**

Encourages and enables active participation in the PNC Diversity and Inclusion strategy; holds managers accountable for achieving Diversity and Inclusion objectives

#### **Seeks Perspective:**

Challenges conventional thinking and creates a workplace that fosters collaboration across teams and businesses

#### **Builds Diverse Teams:**

Makes equitable, transparent and informed talent decisions that increase diversity at multiple levels of the organization

#### **Adapts to Difference:**

Adapts business practices to better support individual differences in the workplace and in the marketplace

#### **Mitigates Barriers:**

Challenges entrenched behaviors, norms and business practices that inhibit inclusion in the workforce, workplace or marketplace

### Group Manager II and above & Expert II

#### **Champions Diversity:**

Provides direction, resources and visible leadership enforcing accountability to workplace diversity

#### **Seeks Perspective:**

Ensures diverse perspectives are reflected throughout the business strategy and in key business decisions

#### **Builds Diverse Teams:**

Creates and measures strategies that attract and retain diverse, high performing talent and holds leaders accountable for results

#### **Adapts to Difference:**

Sets and monitors business strategy to reflect changes in employee and customer needs

#### **Mitigates Barriers:**

Removes organizational barriers that do not support inclusion

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## LIVES the Values: Key Behaviors

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### Representative I – Analyst II\*

#### Leads by Example:

Demonstrates PNC core values, Code of Business Conduct and Ethics, and professional standards through words and actions

#### Acts with Courage:

Voices opinions and perspectives that honor "doing the right thing" for our customers and organization

#### Demonstrates Openness:

Treats others with respect, displaying honesty and transparency in all situations

#### Focuses on Customer:

Holds self accountable to delivering a great customer experience and escalates customer impacting issues appropriately

#### Manages Risk:

Manages risk by following policies, procedures, the Code of Business Conduct and Ethics, and alerts management if an issue arises.

### Staff Manager I – Unit Manager I & Associate I – Associate III\*

#### Leads by Example:

Guides and coaches others in "doing the right thing" and models PNC values and Code of Business Conduct and Ethics in decision making

#### Acts with Courage:

Demonstrates personal conviction in questioning the status quo and confronting difficult issues head-on

#### Demonstrates Openness:

Listens and strives to understand the requests and perspectives of others and through open discussion and looks for opportunities to assist

#### Focuses on Customer:

Rewards customer-focused behaviors and holds others accountable to delivering a great customer experience

#### Manages Risk:

Manages risk by identifying, assessing, and escalating risks and issues in support of team strategies and decisions in alignment with PNC's Enterprise Risk Management Framework

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### Unit Manager II – Group Manager I & Specialist I\* – Expert I

#### **Leads by Example:**

Ensures accountability and takes decisive action to escalate and resolve issues

#### **Acts with Courage:**

Creates a safe environment that encourages dialogue and candor and takes a stand on important issues

#### **Demonstrates Openness:**

Clearly explains "why" decisions have been made and remains open and accessible

#### **Focuses on Customer:**

Aligns and prioritizes business processes and improvements that support customer experience objectives of the organization, business or department

#### **Manages Risk:**

Ensures the accountability for managing risks, including identifying, assessing, escalating, and remediating risks and issues in support of business level strategies and decisions in alignment with PNC's Enterprise Risk Management Framework.

### Group Manager II and above & Expert II

#### **Leads by Example:**

Fosters an organizational culture consistent with our values and Code of Business Conduct and Ethics

#### **Acts with Courage:**

Recognizes acts of courageous leadership and fosters intelligent risk taking that is consistent with our values and goals

#### **Demonstrates Openness:**

Removes barriers that inhibit information sharing and collaboration

#### **Focuses on Customer:**

Incorporates customer insights into business strategy, products, services and policies; solves escalated customer experience breakdowns

#### **Manages Risk:**

Promotes risk culture by providing leadership in developing and implementing risk strategies, managing risk appetite and adhering to the standards established in PNC's Enterprise Risk Management framework in support of enterprise strategies and decisions.

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## Enables Change: Key Behaviors

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### Representative I – Analyst II\*

#### **Applies Business Insights:**

Acquires, maintains and applies job-related expertise and demonstrates understanding of PNC business priorities

#### **Uses Sound Judgment:**

Identifies issues root cause and potential solutions and makes fact-based recommendations based on data, experience, and judgment

#### **Encourages New Ideas:**

Identifies opportunities for improvement in products, services and processes that deliver better business results

#### **Responds to Change:**

Embraces the need and benefits of change and continuous improvement; navigates ambiguity; raises concerns and risks as appropriate

#### **Communicates Clearly:**

Conveys information accurately and concisely to varying audiences using appropriate communication tools

### Staff Manager I – Unit Manager I & Associate I – Associate III\*

#### **Applies Business Insights:**

Seeks out and shares industry knowledge (trends, customers, competition, etc.) and uses insights to improve business results

#### **Uses Sound Judgment:**

Considers multiple perspectives making decisions balancing the need for data with the need to make timely decisions

#### **Encourages New Ideas:**

Encourages others to seek and implement innovation in products, services, or processes

#### **Responds to Change:**

Evaluates the effectiveness, impact and adoption of change; Helps others to overcome resistance and recognizes change agents and early adopters

#### **Communicates Clearly:**

Drives thought, action and commitment through compelling, direct, multi-faceted communication techniques

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### Unit Manager II – Group Manager I & Specialist I\* – Expert I

#### **Applies Business Insights:**

Demonstrates credibility by applying subject matter breadth when leading teams and making decisions

#### **Uses Sound Judgment:**

Requires others to make informed recommendations and guides them in making better business decisions

#### **Encourages New Ideas:**

Sets the expectation that the organization must seek out and implement better approaches. Provides resources to the pursuit of new ideas as part of doing work

#### **Responds to Change:**

Builds change acceptance and buy in through personal commitment and engaging stakeholders in change efforts. Coaches and empowers others to develop change management skills

#### **Communicates Clearly:**

Communicates authentically and manages personal presence to increase communication impact; holds others accountable for communicating effectively

### Group Manager II and above & Expert II

#### **Applies Business Insights:**

Uses economic, financial, market, industry and people data and trends to enhance organizational strategy

#### **Uses Sound Judgment:**

Takes responsibility for making and evaluating critical organization decisions, determines when to stay or change the course

#### **Encourages New Ideas:**

Removes organizational barriers that inhibit continuous improvement

#### **Responds to Change:**

Sponsors innovation programs and change efforts across the organization; demonstrates effectiveness in operating and influencing across organizational matrix

#### **Communicates Clearly:**

Clearly communicates organizational strategy to a variety of audiences in such a way that motivates and inspires action and acceptance

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## ACHIEVES Results: Key Behaviors

Use this guide to identify the expected behaviors specific to your career level

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### **Representative I – Analyst II\***

#### **Sets objectives:**

Pursues challenging and measurable performance goals connected to business outcomes

#### **Drives outcomes:**

Demonstrates high personal performance standards by meeting deadlines, prioritizing work and attending to issues with urgency

#### **Demonstrates resilience:**

Demonstrates persistence, shows perseverance in the face of disappointments and resistance

#### **Instills trust:**

Builds trusted and authentic relationships with colleagues and customers by setting expectations and then delivering consistently

#### **Ensures accountability:**

Takes personal responsibility for achieving results and accepts accountability for failure when necessary

### **Staff Manager I – Unit Manager I & Associate I – Associate III\***

#### **Sets objectives:**

Guides the collaborative creation of measurable goals that align team activity with organizational priorities

#### **Drives outcomes:**

Aligns resources and the work efforts of the team to the most important tasks, distinguishes between activity and results

#### **Demonstrates resilience:**

Pays attention to personal and team well-being, supports others through challenges and setbacks

#### **Instills trust:**

Extends trust by appropriately delegating to others, tracking progress and giving credit for results

#### **Ensures accountability:**

Sets expectations for the team, seeks commitment and holds others accountable for delivering results

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## ACHIEVES Results: Key Behaviors

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### Unit Manager II – Group Manager I & Specialist I\* – Expert I

#### **Sets objectives:**

Aligns business and organizational objectives, establishing both long and short-term measures to monitor progress and define success

#### **Drives outcomes:**

Drives organizational outcomes, both in and across business lines, involving and empowering key resources

#### **Demonstrates resilience:**

Creates a work environment that anticipates challenges, reacts quickly and reduces unnecessary stress that impacts performance

#### **Instills trust:**

Builds a culture of trust by taking personal accountability for listening to and representing the interests and needs of others

#### **Ensures accountability:**

Implements and monitors measurements to evaluate employees' contribution to success, addresses performance gaps

### Group Manager II and above & Expert II

#### **Sets objectives:**

Sets business or enterprise objectives that drive short and long term strategic priorities

#### **Drives outcomes:**

Delivers quality growth for PNC's strategic priorities, shifting priorities and resources to focus on most critical enterprise objectives

#### **Demonstrates resilience:**

Serves as a role model of professional resilience and adaptability in an ever-changing, competitive environment

#### **Instills trust:**

Fosters a sense of trust in the organization and its leadership

#### **Ensures accountability:**

Influences and shapes culture to reinforce ownership, role clarity, accountability, and responsibility for required actions and outputs

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## DEVELOPS the Best: Key Behaviors

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### Representative I – Analyst II\*

#### **Creates Winning Teams:**

Engages others to help deliver exceptional experiences for customers and internal partners.

#### **Inspires Engagement**

Demonstrates passion, optimism and pride for their work, for the team and for PNC.

#### **Coaches Others:**

Recognizes the success of others; Provides feedback to colleagues when requested and as appropriate.

#### **Advocates for People:**

Develops network across PNC to leverage as a business and personal development resource.

#### **Knows Self:**

Identifies personal strengths, weaknesses and limits -- seeks and is open to feedback for improvement from peers and manager.

### Staff Manager I – Unit Manager I & Associate I – Associate III\*

#### **Creates Winning Teams:**

Acquires and retains talent who will strengthen the team and deliver results.

#### **Inspires Engagement**

Motivates employees by celebrating successes and monitoring team and individual engagement.

#### **Coaches Others:**

Develops others through frequent coaching and timely feedback that addresses both strengths and performance/development needs.

#### **Advocates for People:**

Makes bold talent decisions that reflect individual aspirations as well as short and long term business needs.

#### **Knows Self:**

Learns from mistakes and pursues development opportunities, seeks feedback from direct reports.

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### Unit Manager II – Group Manager I & Specialist I\* – Expert I

#### **Creates Winning Teams:**

Prepares for future business needs by building and developing a talent pipeline from inside and outside their own business.

#### **Inspires Engagement**

Holds self and their organization accountable to measuring and improving employee engagement.

#### **Coaches Others:**

Through formal development plans, prioritizes people-development and holds managers accountable to developing their teams.

#### **Advocates for People:**

Actively sponsors talent mobility, and guides accelerated growth of high-performing talent.

#### **Knows Self:**

Shares personal experiences in order to grow and mentor talent across PNC.

### Group Manager II and above & Expert II

#### **Creates Winning Teams:**

Builds a talent strategy that grows and retains key roles to advance long term business priorities.

#### **Inspires Engagement**

Demonstrates personal engagement with people as a business leader and inspires a culture where employees recommend PNC as a place to work.

#### **Coaches Others:**

Sponsors and coaches key talent, advises others in coaching strategies, techniques and best practices.

#### **Advocates for People:**

Takes personal accountability for building a talent-focused culture and removes barriers to talent mobility.

#### **Knows Self:**

Demonstrates openness and vulnerability as a leader and encourages employee reflection for continuous growth.

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