### Managing Der

Demonstrates support for changes required by ADB to achieve its Strategy.

Develops a vision and implements in a continuously changing

Change

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Inspires commitment to ADB's mission and vision. Translates the big picture of ADB's strategy for development effectiveness into Department/Division priorities.

## Focusing on Client Needs

Demonstrates understan of client needs and expectations. Evaluates a revises approaches as required to meet client needs. Modifies communication style to better relate with

#### **Achieving Results**

Focuses on setting clearly defined objectives and high standards for quality of work. Drives and takes action, and manages risks required to meet desired results.

# ADB

Competencies

#### **Working Together**

Commits to workgroup goals and develops collaborative relationships and networks. Communicates and works effectively and respectfully with colleagues of different views, culture, nationality, gender, and age.

## Learning and Sharing Knowledge

Commits to acquiring new knowledge and continuous learning and development. Shares knowledge and ideas with colleagues, clients and stakeholders.

#### Managing Staff and Teams

Manages staff performance and development effectively through regular feedback, recognition, and providing a supportive environment. Builds diverse and effective teams.

# Innovating and Embracing Change

Proactively seeks ways to come up with new ideas, methods, and approaches. Demonstrates flexible thinking; and adaptability to uncertainty and change.

## International Staff (IS5)

CORE COMPETENCY	BEHAVIORS REQUIRED
Focusing on Client Needs	Builds proposed approaches based on good practice and around client's needs and suggestions. Collaborates with a diverse set of clients and country situations. Communicates and behaves with respect towards clients. Resolves client situations that may impact long-term ADB relationship.
Achieving Results	Abides by ADB's code of conduct and behaves ethically in all circumstances. Challenges self and team to achieve high levels of quality and productivity. Contributes insights and experiences to colleagues to help them achieve quality results. Identifies urgent decisions required and acts promptly. Solves complex problems independently including risk assessment based on detailed knowledge and best practice.
Working Together	Communicates and behaves with respect towards colleagues. Communicates openly and clearly with colleagues using various approaches as required. Extends support to members of different teams to overcome challenges. Provides feedback to colleagues and welcomes feedback from them.
Learning and Sharing Knowledge	Captures and utilizes diverse knowledge sources. Contributes advanced knowledge and experience. Looks for opportunities to share knowledge, work practices and experiences. Uses own knowledge and expertise to lead and develop others.
Innovating and Embracing Change	Includes change plans in all initiatives and gains support for new policies, systems and processes. Proposes new ways to improve the quality and relevance of ADB products and services, and convinces clients of the need for change. Tries new approaches appropriate for changed situations.

For staff with supervisory responsibilities at this level, the competency below also applies:

CORE COMPETENCY	BEHAVIORS REQUIRED
Managing Staff	Builds and manages effective teams inclusive of different views, culture,
and Teams	nationality, and gender. Considers individual strengths and development
	priorities when distributing tasks and accountabilities amongst team
	members. Consistently applies and upholds ADB's rules and code of
	conduct. Exercises transparency in decisions that affect staff. Makes self
	available for staff to seek guidance and advice. Coaches staff to enable
	individual performance and development. Proactively provides regular and
	specific feedback to staff on both performance achievements and
	development priorities. Seeks staff's feedback on own performance.
	Promptly addresses behavior issues to ensure staff treat each other with
	respect.