



# International Staff (IS7 and IS8)

CORE COMPETENCY	BEHAVIORS REQUIRED
Focusing on Client Needs	Communicates and behaves with respect towards clients. Creates a work environment where client concerns are a priority. Delivers on commitments and obligations. Establishes effective relationships with high level decision makers. Leads to ensure that ADB resolves issues most important to its clients. Translates operational feedback from clients into strategic improvements.
Achieving Results	Abides by ADB's code of conduct and behaves ethically in all circumstances. Conducts complex and state-of-the-art analyses, investigations and reviews to address emerging complex problems and achieve planned results. Enables others to achieve quality results by providing strong technical leadership and practical solutions. Encourages self and others to achieve critical results despite problems and challenges. Focuses on long term progress of strategic area (e.g. sector, country, regional or corporate) as the measure of results. Makes important but tough decisions in support of the Department/ADB.
Working Together	Builds and manages diverse teams to leverage the benefits of different views and inputs for ADB. Creates opportunities for staff to work together and removes barriers to effective team work. Expresses views and behaviors that enforces ADB's values and inspires others to follow. Makes decisions that are conducive to creating an inclusive team environment that is open to feedback. Models respectful communication and behavior. Provides coaching and mentoring to team members to create an inclusive team environment.
Learning and Sharing Knowledge	Contributes advanced knowledge encompassing geographic locations and areas of expertise. Convinces staff and clients to embrace knowledge sharing in all operations. Establishes an environment that encourages open communication and responsible information sharing. Pursues appropriate learning activities that fulfill development and learning needs of staff. Represents ADB in complex and sensitive knowledge forums and negotiations as an expert.
Innovating and Embracing Change	Develops innovative ideas that set ADB apart from comparator organizations. Drives and champions change required in ADB. Drives the implementation of new organizational approaches to improve the quality of client services and products. Turns change into opportunities.

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(Continued)

CORE COMPETENCY	BEHAVIORS REQUIRED
Managing Staff and Teams	Builds and manages effective teams, at unit/division level, to deliver on ADB's strategic objectives. Consistently applies and upholds ADB's rules and code of conduct. Delegates appropriate authority to staff. Demonstrates the ability to harness divergent views, engages everyone to produce a collective result. Effectively acts as a mentor. Considers individual and team strengths, development priorities, and divisional accountabilities when distributing tasks and accountabilities. Motivates staff to collaboratively achieve results and collectively share achievements. Proactively manages the performance of all staff in their unit/division by delivering feedback about strengths as well as development areas. Promptly addresses behavior issues to ensure staff treat each other with respect.
Managing the Organization Strategically	Aligns Division/Field Office objectives with ADB's Strategy and client priorities. Avoids abuse of power or authority in any circumstance. Guides those who are not aligned with the priorities of ADB's Strategy, towards corporate goals. Identifies risks that may impede the delivery of ADB's strategic objectives and addresses concerns in a timely manner. Involves clients and all stakeholders in relevant strategic planning.
Managing Change	Anticipates concerns of clients and colleagues when implementing change. Consistently involves current and potential stakeholders in designing and managing business changes needed to achieve ADB's strategic objectives. Guides subordinates to execute changes to meet ADB's common goals. Identifies barriers to change and seeks ways to overcome them. Overcomes staff resistance to change and leads them through change. Persuasively communicates to others the reasons for organizational change. Supports the formation of initiatives and changes needed to implement ADB's Strategy. Uses change as an opportunity to advance ADB's business objectives.