



International Staff (IS9 and IS10)

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	Communicates regularly and effectively with staff on the department's strategy and plan. Consistently applies and upholds ADB's rules and code of conduct. Delegates appropriate authority and deliverables to fully leverage and motivate the team's talents, diversity of views and backgrounds. Encourages team members to demonstrate leadership. Fosters a culture of learning, collaboration and personal development. Inspires, builds and leads effective teams at the department level to deliver on ADB's strategic objectives. Participates constructively in talent discussions to ensure talent is aligned with current and future business priorities. Promptly addresses behavior issues to ensure staff treat each other with respect.
Managing the Organization Strategically	Aligns Department/Office objectives with ADB's Strategy and client priorities. Avoids abuse of power or authority in any circumstance. Consistently promotes and communicates a positive image of ADB's mission, vision and strategy within and outside of ADB, even when challenged or in difficult situations. Incorporates current and emerging client needs in Departmental and organizational strategic planning. Leads and directs a strategic planning team to address and outline the future direction of ADB.
Managing Change	Identifies needed change and works with subordinates to guide and execute changes to meet ADB's common goals. Inspires others by championing changes to achieve ADB's strategic goals. Leads the formation and implementation of driving organizational initiatives and changes needed to implement ADB's Strategy. Rewards efforts to change.