

## ADB Core Competency Framework

### Lead with Courage

Foster trust, make bold decisions, assume accountability, and step up in challenging situations. Act with integrity and inspire others to demonstrate leadership at any level.

- Demonstrate willingness to tackle difficult issues.
- Consider implications and consequences of actions.
- Demonstrate honesty and integrity in interactions.
- Fulfil assigned commitments and responsibilities.
- Acknowledge errors and take action to rectify them.
- Confident to consult and seek guidance from supervisor when required in decision making.
- Speak up and voice opinion on work-related matters.

### Navigate Complexity

Persevere in complex and ambiguous situations and take calculated risks to enable results. Adapt to a rapid-changing and diverse work environment.

- Ask the relevant questions to accurately analyze situations.
- Understand and analyze complex information that is relevant to decision making.
- Adapt to changes in the work environment.
- Take concrete steps to gather information when faced with ambiguous situations.
- Demonstrate willingness to take risks by proposing new ideas or approaches to address challenges.
- Possess the drive to meet targets even when facing difficult situations.

### Grow Oneself and Others

Embrace challenges, take on new opportunities, and learn from experiences. Give and seek feedback, provide guidance and coaching, and acquire and share knowledge to develop self and others.

- Recognize weaknesses as well as potential for growth.
- Explore available training and development opportunities.
- Open to feedback concerning capabilities and work performance.
- Accept assignments that broaden capabilities.
- Maintain composure when under stress.

### Collaborate beyond Boundaries

Build and foster relationships across teams to achieve seamless ways of working and reinforce One ADB. Share ideas openly, and promote respect, diversity, and inclusion.

- Work cooperatively with others within and outside immediate team.
- Build and maintain a network of contacts for general information sharing.
- Establish positive relationships with colleagues, clients, stakeholders, and counterparts.
- Relate comfortably with people across levels, Departments, culture, and geography.
- Acknowledge that disagreements may arise when collaborating with others.
- Seek to understand other people's perspectives.

## Drive Innovative Solutions

Be curious, explore new ideas, and promote continuous improvement to achieve excellence and create impactful solutions for clients. Act strategically to advance ADB's mission.

- Demonstrate curiosity and openness to new ideas and new ways of working.
- Contribute ideas or innovative approaches to enhance work processes or procedures.
- Offer solutions and is responsive to client requests.
- Understand business processes and how various departments and groups operate, work with each other, and cater to clients.
- Seek opportunities to learn about emerging trends or new technologies.