

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.

- Tackle difficult issues with optimism and confidence.
- Let people know where they stand, honestly and sensitively.
- Gain the confidence and trust of others easily and inspire honesty and integrity.
- Express self in a credible and transparent manner.
- Assume responsibility for the outcomes of others while enforcing individual accountability within the team.
- Make high-quality decisions intuitively and quickly, even in the face of uncertainty.
- Deliver messages in a compelling manner and adjust communication content and style to meet the needs of diverse stakeholders.

Navigate Complexity

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

- Prioritize effectively; readily and quickly distinguish between what's relevant and what is less relevant, to make sense of complex situations before deciding on a solution.
- Navigate the political and bureaucratic complexities of the organization.
- Apply knowledge of ADB culture to achieve business priorities.
- Make significant progress, take action, and remain calm, even when things are uncertain.
- Manage the risk that comes with moving forward when the outcome is not certain.
- Adapt quickly to rapidly changing conditions.

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.

- Take consistent action to develop knowledge, skills and competencies.
- Seek assignments that are beyond the comfort zone and impart the benefit of stretch assignments to others.
- Actively seek and act on upward or downward feedback to improve personal performance.
- Address performance or behavior concerns timely and effectively.
- Consistently develop others through multiple methods, including actionable feedback, delivering regular coaching, mentoring, and facilitating stretch assignments.
- Empower team members by delegating responsibilities and decision-making authority.
- Handle and manage crises effectively.

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.

- Facilitate an open dialogue with a wide variety of contributors and stakeholders across the organization.
- Acknowledge shared accomplishments of different teams to the Department's and ADB's goals.
- Work through formal and informal channels to build broad-based relationships and support.
- Regularly engage input from diverse groups and listen with care and empathy.
- Ensure that different experiences, styles, backgrounds, and perspectives are leveraged appropriately.
- Anticipate conflicts before they happen based on knowledge of interpersonal and group dynamics, and diffuse high-tension situations effectively.

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.

- Experiment and question the status quo.
- Apply learnings from setbacks and failures.
- Find and champion the best creative ideas and actively drive them into implementation.
- Anticipate client needs and provide solutions that are beyond client expectations.
- Serve as a strategic partner to build, grow, and maintain long-lasting relationships with clients.
- Prepare for possible future policies, practices, and trends in the organization, and in the global network.
- Create innovative strategies that show a clear connection between vision and action.
- Share ideas in a compelling manner that gain commitment from others.