

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.

- Address challenging situations and support others who do the same.
- Champion an idea or position despite dissent or risk.
- Follow through on all commitments and is seen as trustworthy.
- Establish processes for monitoring work and measuring results.
- Consider all relevant factors, and use appropriate decision-making criteria and principles.
- Communicate effectively, listen attentively, and adjust to the audience.

Navigate Complexity

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

- Uncover root causes to difficult problems, and evaluate pros and cons, risks and benefits of different solutions.
- Make decisions and act despite incomplete information, where appropriate.
- Take an agile approach and adapt quickly based on new information and feedback.
- Anticipate critical issues and problems, and plan approach accordingly.
- Deal comfortably with organizational structure and dynamics to get things done.
- Effectively handle risk and the uncertainty of change.
- Deal constructively with problems that do not have clear solutions or outcomes.

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.

- Learn from new on-the-job experiences, from others, and from structured learning.
- Make the most of available development resources to continuously improve.
- Proactively seek feedback, and is open to constructive feedback about opportunities for improvement.
- Provide feedback to colleagues where applicable.
- Take on the challenge of unfamiliar tasks.
- Bounce back from setbacks, and grow from experiences.

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.

- Partner with others across the organization, and work with clients to achieve shared goals.
- Gain trust and support of others, and give credit to others for their contributions & accomplishments.
- Share and exchange ideas, resources, and know-how across networks.
- Build constructive relationships and contribute to interpersonal and group dynamics.
- Contribute to a work climate where differences are respected, valued, and supported.
- Seek to understand other's perspectives and settle differences in productive ways.

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.

- Come up with useful ideas that are new, better, or unique, and put them into practice.
- Consistently achieve results, accomplish objectives, or exceed goals despite setbacks.
- Identify opportunities that benefit the client and deliver solutions that meet client needs.
- Keep up with current and possible future policies, practices, and trends in ADB, in developing member countries (DMCs), and within the region.
- Readily learn and adopt the latest technologies and new ways of working.
- Position views and ideas appropriately with the aim of getting support or influencing others.