

The Behavioral Competencies

1. People Accountability
2. Conceptual Thinking
3. Communication & Coordination
4. Judgment & Decision making
5. Accomplishment
6. Team working
7. Leadership
8. Managing Execution
9. Resilience
10. Problem Solving
11. Flexibility
12. Client service orientation

Behavioral Competency Dictionary				
Competencies	Level D	Level C	Level B	Level A
1- People Accountability	Addresses longer term performance problems, removing poor performers from positions when necessary; provides guidance and support as well as challenge and positive criticism.	Challenges individuals openly and constructively about performance problems, adapting a firm but fair stance; holds people accountable for their actions and performance.	Monitors performance against clear standards or deadlines, providing appropriate feedback when required; helps staff to start again when setbacks occur.	Accepts accountability for own actions and performance Sets limits for others' behavior; gives clear instructions and lets people know what is expected of them.
2- Conceptual Thinking	Develops new and practical concepts or workable models to explain situations, resolve issues or increase productivity; analyses contributing factors to underlying reasons and conceptualizes to see the bigger picture.	Identifies similarities and differences between current and past situations; modifies or applies appropriate concepts and methodologies in looking at different situations; assembles and present complex ideas, issues and situations in a clear and simple manner.	Uses basic knowledge and rules and common sense in one's work; able to organize information into patterns, trends and identifies missing pieces and discrepancies.	Thinks in a simple and straight forward manner; shows preference towards highly predictable or consistent issues / situation with little ambiguity.
3- Communication & Coordination	Serves as a role model for effective communication; cascades information down / across functions with facts, rationale and interpretation; communicates issues which are unpopular; presents arguments logically using facts and breadth of knowledge; creates and communicates a compelling and inspired vision.	Uses persuasion, negotiation and counseling to influence others; explains and shares sensitive and critical information effectively; gives and receives feedback honestly and diplomatically; stands firm when faced with opposition, perseveres and continues to pursue a valid point.	Encourages others to share point of view and probes for more details; takes the necessary time to seek out others' concerns and comments; present complex ideas and concepts with confidence; explains, justifies and delivers facts, ideas and opinion in a clear manner.	Uses appropriate format and adapts content and style of presentation to suit the audience; listens and views people's suggestions positively; uses tact and diplomacy in communicating conflicting ideas; ask clear questions;

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4- Judgment & Decision making	Judges when to empower other to take decisions in uncertain circumstances; looks beyond the existing policies to understand the underlying principles and applies to the situation; consider wider policy issues before taking a decision.	Takes timely information, where necessary, based on limited information, focuses clearly on real issues, is not unduly swayed by personal feelings and is not pressurized into hasty decisions; aims for consensus but can take unpopular decisions when required to do so; is not constrained by past experiences and readily considers new approaches.	Uses professional knowledge and understanding to evaluate options; supports all decisions with relevant information and arguments; takes account of feedback and revises decisions; opens to possibility of changing a decision when new information becomes available.	Draws on past experience in making informed decisions; considers the risks and consequences before taking a decision; keeps an open mind and is objective in accessing information; is aware of own limitations and refers difficult decisions to those better placed to make them; consults fully with concerned staff.
5- Accomplishment	Achieves significant progress in the long term; has own measures of excellence and works to these; Acts entrepreneurially to make performance gains.	Tackles difficult problems and takes personal responsibility for reaching solutions; pursues ways to improve overall performance levels to give higher levels of satisfaction to target groups.	Understands and works towards goals set by others; measures progress against targets. Acknowledges the work and contribution of others.	Clarifies what is expected; is positive and enthusiastic about the job; does not give up at the first hurdle.
6- Team working	Makes people feel good about being part of the group; able to bring out the best in people; promote a friendly climate; promotes / protects group reputation with outsiders; brings conflicts within team into open and facilitates a beneficial resolution.	Looks for opportunities to contribute towards the effective and timely completion of on-going tasks led by others; publicly credit others who have performed well; encourages and empowers others.	Participates willingly in making decisions and accomplishing tasks as a group; value input and expertise of others; supports and acts in accordance to group decisions even when such decisions may not reflect one's position; promotes intra/inter team cooperation.	Participates willingly and supports team decisions; be a good team player by doing his share of work; keeps other team member informed and up to date about the group's progress; shares all relevant and useful information; speaks positively of team members;

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7- Leadership	Serves as a role model of desired behaviour; provides direct, positive and corrective feedback; thinks positively and does not hold back what needs to be said; motivates others to improve the quality of their work; communicates a compelling vision to generate commitment to group mission and objectives.	Protects the group and its reputation by anticipating potential problems; obtains resources / information for the group; establishes and maintain good rapport with key players of other groups / departments; faces up to team members' problems and is not afraid to take unpopular decisions.	Adopts an openness that encourages team members to express ideas and views; makes team members feel that they can contribute to the team; looks for opportunities to promote team morale and productivity.	Lead group meetings with clear agenda and objectives; agrees timeframe and assigns role to solve problems; provides all necessary information on timely basis; communicates information / decisions to the people affected in an appropriate manner; explains the reasons for a decision where appropriate.
8- Managing Execution	Using situational leadership to delegate task to accommodate the varying skills and experience level of staff; Looks for assignment for which others can take complete authority and allocate assignment confidently; Gets involvement from the beginning, discusses assignment and allows staff to illustrate understanding; Set up information Presents broad issues and let staff to plan, create and 'own' the solution.	Prepare to look across organization for the right skills and experience and negotiate to obtain commitments; Assigns and co-ordinates resources and empowers them with appropriate level of authority; Shows care and concern regularly and offers help to make things run more smoothly; Generally anticipates the requirements to liaise with relevant parties and ensure appropriate actions are taken; Empower staff to set down deadlines, monitor and review progress while making self easily available.	Evaluates past experience and level of interest in determining task allocations; Assign and co-ordinate resources and makes optimal use of resources; Spend more time face-to-face to check understanding and provide appropriate assistance and support; Sets aside time weekly to meet with relevant parties to review progress and success; Guides staff on key activities of assignment and allows staff to be independent in its implementation.	Identifies task and responsibilities to be assign based on past experience; Assign and coordinates resources to get work done; Checks understanding on instruction and requirement of tasks; Follow up with relevant parties based on agreed timelines to ensure completion of assignment; Explain patiently the expected end products and involves staff in identifying key activities and setting deadlines.

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9- Resilience	Wins others to work together and manages reluctance by being assertive and firm; Keep work commitment by focusing on end results; Does not give or abandon own position or ideas even when others appear to hold opposite opinion on an issue/decision; Stay calm in the face of other's anger of lack of control and defends all decision with ease when challenge; Consistently works effectively despite being under immense pressure.	Maintains consistent work style when under tight deadlines, tired or opposed by other parties; Stick with difficult task with over long period of time to complete it, or until it becomes obvious that the task is not reasonably attainable; Willingly accepts additional responsibilities when required to takes risk to try new approaches in new responsibility.	Sees obstacles as "challenges" and enjoys overcoming them; Does not quit after meeting with rejection and keeps trying until found the solutions; Keep control of the situation when responding to opposing views or raising important issues; Takes upon own self to proceed work by others; Prepares to accept additional work when required.	Keep poised and professional in an emotionally charged situation; Takes persistent, repeated action to overcome obstacles; Keeps on emotions from interfering with work; Copes and adapts well with changing conditions and situations; Recover quickly after an unsatisfactory interaction with others, rejection or disappointment; Refrains self from impulsive behavior.
10- Problem Solving	Recognizes and synthesizes complex, unique relationships even among apparently unrelated issues, seeks new information / concepts on an industry-wide basis to facilitate analysis and interpretation of complex issues and problems and studies their implications on the organization and the industry, puts together ideas, issues and observations and helps others to develop analytical skills in deriving at problems solving process, generates several solutions / options and their value	Systematically breaks down a complex problem or process into component parts, making them more manageable, Makes multiple causal links between components of the problems; Looks outside own area of expertise for ideas and probes for information from all possible sources (either internal or external) to get at root of a problem / situation, Uses rigorous logic and methods to solve difficult problems with effective solutions, Draws accurate and where appropriate, innovative,	Able to see relationships among several parts of a problem / situation, Encourages input from others, probes and seeks information from several sources to get at root of a problem / situation, Uses acquired technical know-how and effective methods to solve difficult problems, Understands and draws accurate conclusions / solutions using precedents as well as new ideas	Generally, able to see basic relationship, needs advice and input to identify complex points / issues, Refers to available materials and past practices of the organizations, Uses fairly appropriate methods / techniques to solve a problem, Suggests appropriate solutions using various standard references as the basis to resolve problems when they occur

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	impact on the organization and its processes, applies appropriate problem solving techniques, diagnostic studies, evaluation and feedback to enhance recommendations, uses new technology, creative thoughts and ideas to create alternative solutions and their implications	conclusions / solutions to problems, Anticipates and evaluates problems and initiates preventive actions to ensure non occurrence		
11- Flexibility	Models flexibility in all aspects for others to emulate; understand repercussions of group conflicts and prevents from recurring; manages conflicts with win-win solutions with outside work groups.	Responds to new and changing responsibilities and tasks maturely; identify areas of agreement when conflict arises and resolve conflict effectively; deals effectively with ambiguity.	Adjust approaches to match varied task requirements; changes priorities and maintain composure to meet changing demands; maintains effectiveness when dealing with people of diverse cultures.	Maintains effectiveness in new tasks and changing environment; receptive to changing assignments and policies; handles disruptions while still meeting deadlines.
12- Client service orientation	Establishes ways / methods to keep clients informed of the current developments; serve as a role model through exemplary personal behavior; seeks synergistic service opportunities with other related parties; thinks cross functionally and illicit cooperation to support client service objectives.	Sensitive to clients' needs; be client advocate; assumes ownership to problems despite adverse circumstances; uses good judgment about what to give away; takes an active role in building service excellence into the organization.	Takes personal responsibility to serve clients dependably and responsively; handles difficult client requests with positive and helpful attitude; follows through until problem is resolved or question answered.	Listens attentively to clients' requests and concerns and promptly provides appropriate information to resolve problem; shows resourcefulness in resolving challenging client needs; maintains composure and objectivity when confronted with difficult clients.