



Federal Government Behavioral Competency Framework

compatible with the UAE Model for Government Leadership

www.fahr.gov.ae



Federal Government Behavioral Competency Framework

compatible with the UAE Model for Government Leadership



Introduction

The Federal behavioral competency framework is an inventory of anticipated skills, knowledge and behaviors that lead to job excellence. The framework describes competencies in behavioral terms, Government using indicators to help recognize the competencies when individually demonstrated. The development and implementation of an integrated legislative system for human capital management, as well as modernization of human resources is considered part of the strategic objectives of the Federal Authority of Government Human Resources (FAHR).

This Behavioral competency Framework has been developed based on the UAE Model for Government Leadership, approved by the Council of Ministers in late 2018, based on 3 pillars:

1. Leadership Spirit
2. Future Outlooks
3. Accomplishments & Influence

In light of the government orientation and to enhance the efficiency of government employees so that they can perform their functions with distinction and professionalism, and based on the initiatives adopted by the UAE Government, which accord great importance to reviewing HR policies and systems and with a focus on developing future skills, in alignment with the UAE Centennial 2071, the Authority has taken steps to develop the Behavioral Competency Framework

The competency framework is considered by the UAE Federal Government as a cornerstone in managing its human resources and an integral component to successful implementation of Employee Performance Management, Learning and Development, Career Development, Recruitment and HR planning.

The purpose of the framework is to define a set of standard competencies for staff at all levels across the UAE Federal Government, to assist government entities in achieving their strategic objectives and to support their organizational effectiveness and culture.

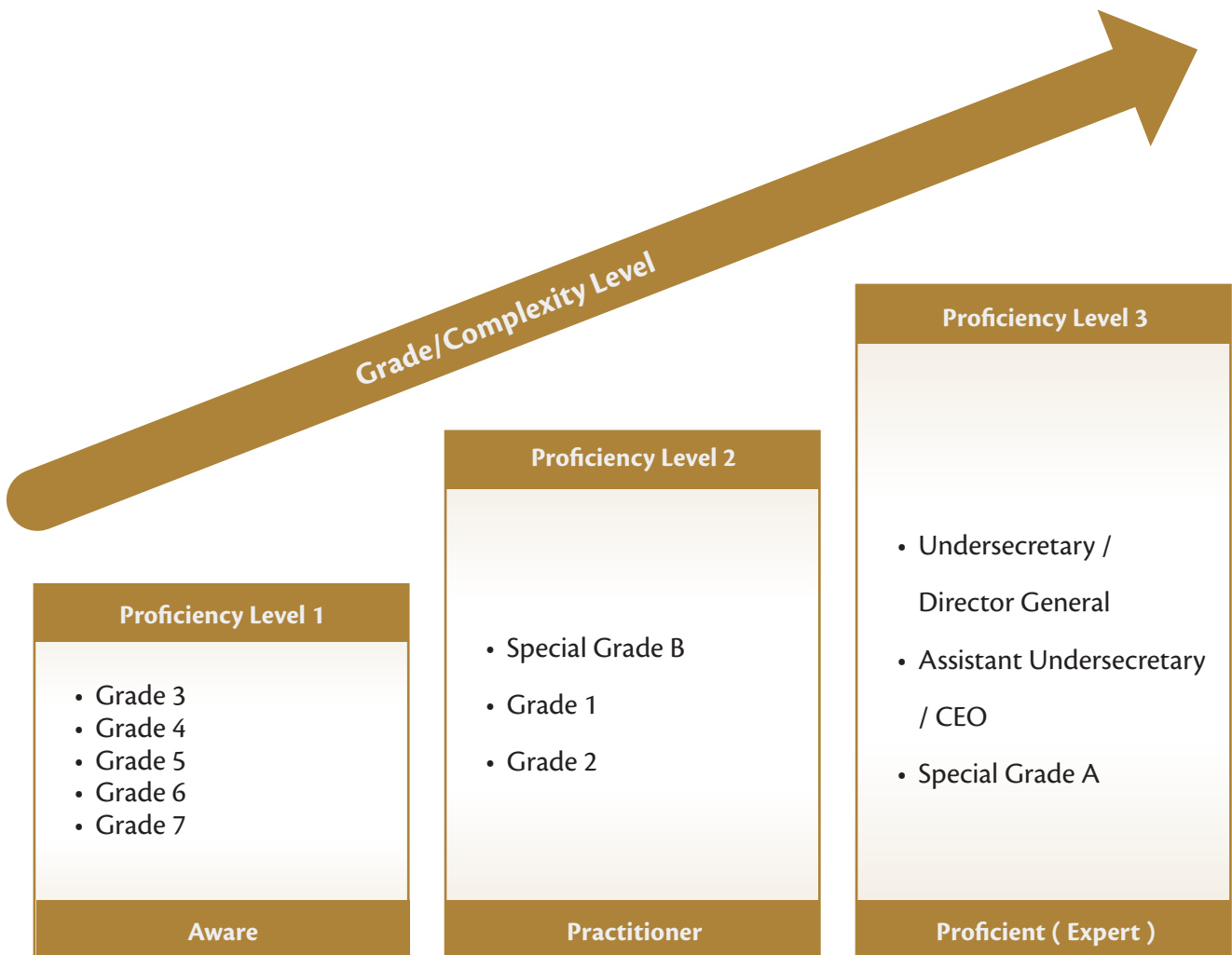
Identifies the different desired behaviors at each level and provides detailed descriptions of what each level of behavior looks like.

Typical elements of a competency framework include the competency title with the definition and the rationale of the competency as well as behavioral statements (indicators) describing how the competency is exhibited. The framework covers all the future aspects of emerging competency clusters

It captures the general values, guiding principles, leadership priorities of the organization and serves as a guide for managers and staff to help them understand what behaviors are expected of them and what they should strive to achieve.

Alignment of Behavioral Competency Framework

It includes 3 proficiency levels with clear behavioral indicators for each attribute, where the level of sophistication and competency complexity increases gradually from one level to another.



Behavioral Competency Structure

COMPETENCY TITLE					
COMPETENCY DESCRIPTION					PROFICIENCY LEVEL
					BEHAVIORAL INDICATORS
Leadership Spirit					
A Government Leader leads by example. They will enable others by ensuring they have the skills required to drive the organizational objectives. A Government Leader is also an effective communicator with the skills and ability to instill and drive the desired values, passion and enable happiness in the workplace.					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Enabler of People	Inspires, encourages, and motivates others; reinforces human capabilities and talents through empowerment, effectively leverages others' capabilities and demonstrates emotional intelligence	Develops Talent	<ul style="list-style-type: none"> Encourages team members to contribute their best to the team's efforts Encourages individuals to work based on their unique strengths 	<ul style="list-style-type: none"> Identifies the talent and skills of the Team and Develops capabilities Develops others readiness for Leadership Recognizes the need for a diverse set of skills in team and utilizes these 	<ul style="list-style-type: none"> Creates a culture of learning by providing development opportunities for the team Engages the skills and talents of others to drive the strategic objectives of the Organisation Utilizes the skills of leaders across the organisation based on their skills

Behavioral Competencies Framework aligned with UAE Government Leadership Model

Leadership Spirit					
A Government Leader leads by example. They will enable others by ensuring they have the skills required to drive the organizational objectives. A Government Leader is also an effective communicator with the skills and ability to instill and drive the desired values, passion and enable happiness in the workplace.					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Enabler of People	Inspires, encourages, and motivates others; reinforces human capabilities and talents through empowerment, effectively leverages others' capabilities and demonstrates emotional intelligence	Develops Talent	<ul style="list-style-type: none"> Encourages team members to contribute their best to the team's efforts Encourages individuals to work based on their unique strengths Supports others in the team to develop their skills Is aware of their own thoughts and feelings Has the ability to identify situations that are likely to have a negative impact on self 	<ul style="list-style-type: none"> Identifies the talent and skills of the Team and Develops capabilities Develops others readiness for Leadership Recognizes the need for a diverse set of skills in team and utilizes these Assigns tasks in line with the skills of others Utilizes the diverse talents and opinions of team members Does not allow personal feelings impact on how they view the skills of others Is aware of the emotional needs of others Identifies the competencies and expertise that the organization needs in the future, and proposes appropriate training plans 	<ul style="list-style-type: none"> Creates a culture of learning by providing development opportunities for the team Engages the skills and talents of others to drive the strategic objectives of the Organisation Utilizes the skills of leaders across the organisation based on their skills Provides platform for leaders to learn across the organization Develops successors for critical leadership positions from the next generation Able to balance their own feelings and needs with the needs of others in an appropriately for the situation
		Accountability and Responsibility	<ul style="list-style-type: none"> Take ownership for assigned tasks and actions Encourages others to take responsibility/accountable for their actions Proficient in prioritizing tasks in line with team objectives 	<ul style="list-style-type: none"> Is Accountable for own actions Acknowledges others for taking ownership Holds others accountable for achieving results Applies a realistic and pragmatic approach to prioritizing resources, within the limits of the team 	<ul style="list-style-type: none"> Drives a culture of accountability and a Responsibility Rewards staff for taking responsibility periodically and regularly Ensure accountability across organization or achieving the desired standards of excellence and results Leads and implements organizational initiatives to overcome ambiguity and industry trends

Leadership Spirit					
A Government Leader leads by example. They will enable others by ensuring they have the skills required to drive the organizational objectives. A Government Leader is also an effective communicator with the skills and ability to instill and drive the desired values, passion and enable happiness in the workplace.					
Competency	Competency Definition	Themes	Awareness	Practitioner	Mastery
Enabler of People	Inspires, encourages, and motivates others; reinforces human capabilities and talents through empowerment, effectively leverages others' capabilities and demonstrates emotional intelligence	Strategic and Organizational Communication	<ul style="list-style-type: none"> Is able to articulate the overall strategic objectives Is mindful of the impact of how they communicate key messages to others Listens to others and summaries to demonstrate understanding Communicates in a clear and concise Manner Engages in constructive discussions 	<ul style="list-style-type: none"> Explains vision and values in attractive terms Translates strategic plans into operational goals Communicates strategic and operational objectives effectively and in an inspirational manner Focuses on two-way communication in order to ensure participation and integration Actively Listens to others, ask questions to clarify understanding Effectively Communicates views to enable understanding Actively updates relevant stakeholders about issues the organization is likely to face 	<ul style="list-style-type: none"> Articulates vision and strategy in the light of broader institutional priorities and national vision Articulates the vision and values in to ensure understanding and to strengthen acceptance/commitment among staff and stakeholders Enables platforms for two way communication Involves others and actively considers their views in organizational initiative Adapts communication style to meet the needs of others Demonstrates emotional intelligence in managing different circumstances Having the ability to see the world with the eyes of others takes into account the needs, hopes and dreams of others encourages individuals to show empathy to each other whenever necessary Listen to the meaning and interpret what they hear correctly
		Enables Collaboration	<ul style="list-style-type: none"> Demonstrates a team orientation in day to day tasks Acknowledges the contribution of others Overcomes differences with others to work in a collaborative manner Identifies individuals to align with on driving forward work practices 	<ul style="list-style-type: none"> Leads his immediate team in a collaborative manner Enables team spirit Promotes consensus between teams based on a shared goals Breaks down barriers and silos between functions to enable collaboration Addresses differences between team members to ensure collaboration Builds common ground by combining diverse teams in order to achieve a greater goal 	<ul style="list-style-type: none"> Drives Collaboration across functions Cultivates a team spirit and sense of belonging Instills an consensus approach among functions based on shared organisational goals Demonstrates a realistic and pragmatic approach to prioritizing and aligning resources Minimises structural hierarchy to allow open communication across different levels within the institution

Federal Government Behavioral Competency Framework

Leadership Spirit					
A Government Leader leads by example. They will enable others by ensuring they have the skills required to drive the organizational objectives. A Government Leader is also an effective communicator with the skills and ability to instill and drive the desired values, passion and enable happiness in the workplace.					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
A Role Model	Shows values of integrity, humility and respect, embraces and promotes the concepts of happiness and positivity; makes substantial contributions in representing the country in a positive way	Passion Enthusiasm Values and Ethics	<ul style="list-style-type: none"> Is seen as passionate towards their work Recognizes the national values of the United Arab Emirates Believes in the principles and organisational ideals that have been set Adheres to organisational policies and procedures Operates in honest and ethical manner 	<ul style="list-style-type: none"> Seeks ways to create a passionate and enthusiastic work environment Embodies the national values of the UAE Reflects the values and ethics of the organisation Ensures that standards are in place to protect the integrity of the organisation Drives organizational principles and ideals Operates within the standards and guidelines set by the organisation Works in the overall interest of the organization 	<ul style="list-style-type: none"> Creates a culture of enthusiasm and passion in the workplace Represents the national values of the United Arab Emirates Represents the values and ethics of the institution Defines the values and morals of the institution and embeds these in the organisation Acts as a Role Model by promoting organisational ideals and principles Creates a culture that instills the adherence to standards, policies and procedures Embodies the national values of the United Arab Emirates
		Inspires, motivates and empowers others	<ul style="list-style-type: none"> Empathizes with others when necessary Understands the motivation of others Is viewed as inspirational Acknowledges others views Is able to see things from others perspective 	<ul style="list-style-type: none"> Encourages individuals to show empathy towards each other Helps the team to discover and integrate personal motivators Inspires and encourages others through actions Takes on board the perspectives of others and acknowledges their needs Empowers others through Delegation 	<ul style="list-style-type: none"> Is viewed as an empathetic Leader Cultivates a motivated workplace Inspires and motivates others Demonstrates inspirational Leadership Utilises a range of techniques to empower leaders such as delegation of tasks Seeks the views and perspectives of others and incorporates these views into action

Leadership Spirit					
A Government Leader leads by example. They will enable others by ensuring they have the skills required to drive the organizational objectives. A Government Leader is also an effective communicator with the skills and ability to instill and drive the desired values, passion and enable happiness in the workplace.					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
A Role Model	Shows values of integrity, humility and respect, embraces and promotes the concepts of happiness and positivity; makes substantial contributions in representing the country in a positive way	Happiness and Positive Outlook	<ul style="list-style-type: none"> Is optimistic and positive in outlook Maintains focus and perseveres to complete tasks given Keeps a positive outlook when under pressure Overcomes challenges with a positive outlook 	<ul style="list-style-type: none"> Works in a positive, and optimistic manner in all circumstances Creates a positive work environment for their team Keeps focused and ensure the focus of the team when under pressure Remains focused on addressing and identifying challenges that may increase pressure in the team 	<ul style="list-style-type: none"> Cultivates a culture of happiness and positivity within the institution Is resilient when faced with challenges – remains optimistic whilst ensuring a clear understanding if reality Overcomes resistance and perseveres in the face of adversity and uncertainty Is focused amidst waves of constant change and lack of clarity and uncertainty Creates a platform across the organization to enable a positive and optimistic outlook

| Federal Government Behavioral Competency Framework |

Leadership Spirit					
A Government Leader leads by example. They will enable others by ensuring they have the skills required to drive the organizational objectives. A Government Leader is also an effective communicator with the skills and ability to instill and drive the desired values, passion and enable happiness in the workplace.					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Open to the world	Open-minded to different experiences; embraces the values of peace, tolerance and coexistence; enjoys an extensive network of relations and is well-versed in global culture	Convincing Others and Impact	<ul style="list-style-type: none"> Uses rational and non rational arguments when convincing others Understands the emotional impact of decisions on others Gains buy in from others to support on tasks Appreciates the common ground between different groups Recognizes the needs of others when trying to convince 	<ul style="list-style-type: none"> Present arguments that address both organizational and individual needs Considers less tangible aspects to gain buy in from others Recognizes and seeks to minimize negative impact of actions on others Seeks a win win situation when negotiating differences Able to adapt approach to the needs of audience when seeking buy in 	<ul style="list-style-type: none"> Takes a holistic approach when convincing others – considering rationale and non rationale arguments Utilizes his power and position appropriately to influence Drives an understanding of less tangible factors such as emotions and values when influencing others Continuously adapts own approach and style to the needs of others gain buy in. Is Proactive in finding common ground between different stakeholders Enters negotiations that meet the interests of all parties whilst maintaining the organizational strategy

Leadership Spirit					
A Government Leader leads by example. They will enable others by ensuring they have the skills required to drive the organizational objectives. A Government Leader is also an effective communicator with the skills and ability to instill and drive the desired values, passion and enable happiness in the workplace.					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Open to the world	Open-minded to different experiences; embraces the values of peace, tolerance and coexistence; enjoys an extensive network of relations and is well-versed in global culture.	<p>Encourages diversity</p> <p>Dealing with Uncertainty</p>	<ul style="list-style-type: none"> Recognizes that individuals have different views and opinions Adopts the views of others as appropriate Able to understand and see the perspective of others Works within set social, political and cultural norms Treats others with respect Learn the cultures of different countries 	<ul style="list-style-type: none"> Actively brings people together with diverse views Promotes intellectual diversity within the institution in order to put forward new ideas Works successfully within different social, political and cultural environments Instils loyalty by treating others with respect Accepting of and able to work with different cultures and organizational systems 	<ul style="list-style-type: none"> Builds common ground by combining diverse teams in order to achieve a greater goal and to create added value Increases organizational effectiveness by utilising the diverse teams of different functions Promotes intellectual diversity within the institution in order to put forward new ideas Breaks down Hierarchical barriers to utilize different skills and views Effectively navigates social, political and cultural environments Operates effectively and remains respectful when working internationally, within different cultures Actively develops a global network to promote and drive the organizational agenda Role Models treating others respectfully
			<ul style="list-style-type: none"> Is aware of the different aspects that may impact on set objectives Engages in constructive discussions to overcome challenges Presents considered solutions when faced with challenges Keeps up to date with new governmental initiatives 	<ul style="list-style-type: none"> Proactively explores different aspects to drive operational objectives Works with team to overcome challenges and barriers Is vigilant when faced with uncertainty Keep abreast of government and national initiatives and embeds this in day to day work 	<ul style="list-style-type: none"> Adapts / changes organizational objectives in alignment with global changes Proactively utilizes industry, global and government data to drive organizational initiatives Effectively navigates global uncertainty to drive overall strategic objectives Cultivates a culture of being proactive to overcome ambiguity and uncertainty Keeps up to date with knowledge cultural and economic trends Demonstrates confidence in all situations

Federal Government Behavioral Competency Framework

Future Outlook					
A Government Leader is future oriented and recognizes the impacts of global and national trends on the organization. They will constantly strive to implement new, innovative practices, technology and unconventional methods to drive organizational success; whilst ensuring risks are mitigated. A government Leader to this effect will keep abreast of new development and enhance their skills to meet new global demands					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Futuristic	Well-informed about global trends; able to imagine the future; anticipate and analyze opportunities through developing future scenarios and proactive plans	Strategic Foresight	<ul style="list-style-type: none"> Acknowledges the needs for the organization need to respond to future challenges and opportunities Understands the vision of the organization Demonstrates foresight in identifying future challenges Identifies early through analysis opportunities and risks that may impact on long term plans. 	<ul style="list-style-type: none"> Contributes to the development of the vision and strategy of the organisation Aligns the objectives and team priorities with the broader objectives of the organization Identifies and analyzes new opportunities and strategic partnerships Focuses on the future to identify barriers to success Anticipates challenges and how to mitigate these to ensure organisational objectives are met Seizes opportunities whilst ensuring strategic and operational objectives are met 	<ul style="list-style-type: none"> Defines the vision and strategy of the organisation in the light of broader national and global priorities Develops effective strategies that take into account future variations and challenges Role Models leading in line with the Vision and Mission of the organization Forges strategic partnership globally and nationally to drive the organizations strategic agenda Integrates the needs of stakeholders in operational and strategic practices Identifies, analyzes and presents global and national trends Identifying organizational challenges and translates them into corporate priorities to overcome these Proactively focuses on the future, anticipates new trends and initiatives and drives the implementation through organizational strategies

Future Outlook					
A Government Leader is future oriented and recognizes the impacts of global and national trends on the organization. They will constantly strive to implement new, innovative practices, technology and unconventional methods to drive organizational success; whilst ensuring risks are mitigated. A government Leader to this effect will keep abreast of new development and enhance their skills to meet new global demands					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Innovation and Disruptive	Catalyst for change at the individual and institutional level; entrepreneurial, Risk Taker and adventurous for whom nothing is impossible	<div style="text-align: center; margin-bottom: 10px;">Innovation and Creative Thinking</div> <div style="text-align: center;">Risk Taking</div>	<ul style="list-style-type: none"> Identifies factors for success and failure Enhances efficiency and results through new ways of working Utilizes new and unconventional methodologies Presents creative solutions to problems <ul style="list-style-type: none"> Identifies risks involved when presented with ambiguous situations Is aware of the risks when implementing new ideas Uses the expertise of the others in the team to manage and minimize risk Suggests ways to overcome perceived risks 	<ul style="list-style-type: none"> Analyses past successes and failures and applies the learning to new initiatives Adopts new ideas and unconventional methodologies Identifies opportunities to experiment with new approaches Encourages others to come forward with creative ideas and solutions to problems Thinks beyond the facts to find innovative solutions when solving problems <ul style="list-style-type: none"> Assesses ambiguous situations as opportunities and not risks Takes calculated risks when faced with obstacles or uncertainty Capable of dealing with the uncertainties and risks associated with the implementation of new ideas Uses the team's expertise to manage the risk more proficiently 	<ul style="list-style-type: none"> Uses lessons from the past to ensure success in the future Promotes creative and innovative thinking throughout the organization Enables staff with the platform to experiment, learn and present new ideas Creates a culture of innovative thinking and initiatives Allocates resources to drive new age thinking and initiatives Tracks global trends and enables the use of the newest methodologies throughout the organization <ul style="list-style-type: none"> Promotes institutional risk in order to achieve potential major successes Takes risks in ambiguous situations that will bring long term organizational success Proactively mitigates uncertainties and risks associated with the implementation of new ideas Creates a platform to enable taking calculated risks to enable success Supports Leaders and encourages taking calculated risks to drive organizational objectives

Federal Government Behavioral Competency Framework

Future Outlook					
A Government Leader is future oriented and recognizes the impacts of global and national trends on the organization. They will constantly strive to implement new, innovative practices, technology and unconventional methods to drive organizational success; whilst ensuring risks are mitigated. A government Leader to this effect will keep abreast of new development and enhance their skills to meet new global demands					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Innovation and Disruptive	Catalyst for change at the individual and institutional level; entrepreneurial, Risk Taker and adventurous for whom nothing is impossible	Realigns and Redesigns Work Practices	<ul style="list-style-type: none"> Aware of the organizational limitations and in the way that it operates Understands processes and practices at work and works effectively in line with these Makes suggestions for the enhancement and realignment of existing work practices 	<ul style="list-style-type: none"> Thinks beyond the organization constraints to drive work practices and processes Determines the course action needed for team and aligns work processes accordingly Demonstrates an understanding of the impact of work practices on their team and key stakeholders Realigns the team and work practices to ensure organizational objectives are met 	<ul style="list-style-type: none"> Identifies national and global issues that may impact organizational operations Responds in a timely and effective manner to unforeseen challenges by realigning operational practices

Future Outlook					
A Government Leader is future oriented and recognizes the impacts of global and national trends on the organization. They will constantly strive to implement new, innovative practices, technology and unconventional methods to drive organizational success; whilst ensuring risks are mitigated. A government Leader to this effect will keep abreast of new development and enhance their skills to meet new global demands					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Well-versed in Advanced Technology	Awareness of new technologies and trends such as the Fourth Industrial Revolution (4IR) and Artificial Intelligence (AI) and how to get the most benefits out of these technologies which will transform the way we live and work in the future to achieve people happiness	Staying up to Date with Technology	<ul style="list-style-type: none"> Has the ability to implement new technology Identifies new technology to enable efficient work practices Sees the value of using technology day to day to enable success Shares/presents views on how new technology can be utilized 	<ul style="list-style-type: none"> Contributes to the development of the Technology Foundation vision and strategy Reconciles technology objectives and priorities with broader operational objectives Promotes the use of technology throughout the team organizational functions Actively seeks to implement and utilize advancements in new technology to drive operational efficiencies 	<ul style="list-style-type: none"> Develops effective strategies that take into account future technology shifts/ variations and challenges Aligning the institution's technological strategy with future orientations of the state Cultivates the use and application of technology across the organization Stays abreast of technological advances globally Creates a culture of thinking across the organization in the use and creation of new technology initiatives

Federal Government Behavioral Competency Framework

Future Outlook					
A Government Leader is future oriented and recognizes the impacts of global and national trends on the organization. They will constantly strive to implement new, innovative practices, technology and unconventional methods to drive organizational success, whilst ensuring risks are mitigated. A government Leader to this effect will keep abreast of new development and enhance their skills to meet new global demands					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Lifelong Learner	Seeks self-development in order to acquire and enhance diverse skills to meet future needs; passionate for knowledge, research and exploration	Continuously Develops and Learns (Self Development)	<ul style="list-style-type: none"> Seeks to update own knowledge and skills associated with role Is open to different learning methodologies to enhance knowledge and understanding Identifies opportunities to acquire and develop capability through direct learning Seeks opportunities for growth and professional development Aware of own emotions and the mental and physical impact they may have Manages self in difficult and stressful situations effectively Actively seeks feedback and evaluates own performance 	<ul style="list-style-type: none"> Uses different learning methodologies to enhance knowledge and skills Actively develops advanced skills needed to drive organizational objectives Puts self in unfamiliar/less experienced situation to develop and grow own capability Uses self reflection techniques to evaluate and minimize the impact of their actions and instills the same in their teams Is self motivated/directed towards achieving own goals Is self aware and controls own emotions and behaviors when dealing with difficult /stressful situations Open to feedback on performance, takes it on board and actions accordingly 	<ul style="list-style-type: none"> Drives a culture of continuous learning across the organization Takes on new challenges to enable enhanced learning and growth Acts as a role model promoting self-reflection across leaders to encourage a greater awareness of their actions Actively managing own stress through self awareness and development Evaluates own performance and seeks feedback on approach and how to enhance their approach

Achievement and impact					
A Government Leader has the ability to drive and align organization strategic and operational objectives in line with wider government and national agendas. A Government Leader adopts a way of thinking that enables them to make practical, effective decisions with organizational impact. A Government Leader is flexible, responsive and adapts to global market changes and developments.					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Focuses on the governments ultimate goals and achievements	Strong advocate in achieving the government's objectives; adds value in all aspects of work performance relating to national goals	Aligns to and drives national/ government Objectives	<ul style="list-style-type: none"> Drive government and organization initiatives Identifies consequences of set objectives for the organisation Manage resources provided responsibly in order to achieve the set goals Ensures objectives are met through driving of plans and monitoring progresses throughout 	<ul style="list-style-type: none"> Develop clear plans to drive government and organizational directives Supports the feasibility of implementing organizational/government directives in line with available resources Examines short-term gains and long-term benefits of operational objectives Manages resources responsibly in order to achieve the set goals 	<ul style="list-style-type: none"> Is knowledgeable in national, government agendas and the impact on the organization Identifies principles from Government Agendas that are application to the organisation Promotes government agenda and directives across the organization Drives the achievement of shared national goals in a transparent manner across all functions Presents an image of appreciation and care for the national agenda and driving it

Federal Government Behavioral Competency Framework

Achievement and impact					
A Government Leader has the ability to drive and align organization strategic and operational objectives in line with wider government and national agendas. A Government Leader adopts a way of thinking that enables them to make practical, effective decisions with organizational impact. A Government Leader is flexible, responsive and adapts to global market changes and developments.					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Smart Effective & Efficient Decision Maker	Adopts a critical, analytical style of thinking, is mindful and gutsy of all decision parameters in achieving the most desirable outcome	Effective Decisions	<ul style="list-style-type: none"> Examines information and data accurately Recognizes the implications and consequences of decisions Confident when making decisions Uses available information and resources to drive decision making Considers the pros and cons of each decision Is open to the views of others Balances own needs/ principles with that of the organization 	<ul style="list-style-type: none"> Takes into account tangible and non tangible factors when making decisions Reaches logical conclusions using data, models and scientific solutions Thinks beyond the available information to identify the best approach Draws on own experience and knowledge when presented with incomplete data to drive conclusions Is open to others views, and places focus on what is right for the organization rather than driving own agenda 	<ul style="list-style-type: none"> Promotes thinking beyond the decision to consider long-term impact in relation to the organizational objectives. Derives conclusions based on a variety of information Takes and implements timely decisions in line with the organizational vision and strategic objectives Creates the platform to drive effective decision making Encourages others to use the best mechanisms when making decisions Actively drives scientific solutions in line with future variables Enables others to be flexible in dealing with different circumstances and making effective decisions
		Intellectual Capital Encourage others to learn to make effective decisions	<ul style="list-style-type: none"> Contributes to the intellectual capital of the organisation by presenting and proposing new ideas Shares intelligence across work unit 	<ul style="list-style-type: none"> Enables the development and sharing of organizational intelligence across the work unit Develops and contributes to the institution's intellectual capital by developing and exchanging new ideas 	<ul style="list-style-type: none"> Utilizes intellectual capability to resolve difficult problems to provide integrated solutions Effectively employs the team's ideas Creates a shared platform for enabling the sharing of new intelligence across all functions

Achievement and impact					
A Government Leader has the ability to drive and align organization strategic and operational objectives in line with wider government and national agendas. A Government Leader adopts a way of thinking that enables them to make practical, effective decisions with organizational impact. A Government Leader is flexible, responsive and adapts to global market changes and developments.					
Competency	Definition	Themes	Awareness	Practitioner	Mastery
Agile and Fast	Creates an environment which promotes and empowers change, achieving goals in the quickest possible way and makes efficient use of available resources with self assurance in different situations	Understanding of Global Markets and Industry Developments	<ul style="list-style-type: none"> Aware of global markets and some macroeconomic and micro-economic risks affecting the business Capable of examining the environment in order to anticipate local, regional or international events that are likely to affect the department or work unit with Identifies possible future changes that may affect the team or organization 	<ul style="list-style-type: none"> Uses and Applies knowledge of global markets and most of the macro and micro risks that affect the business Keeps track of the surrounding environment anticipating local, regional and international events and trends that are likely to affect the departments or work unit Applies appropriate changes to department or work unit in line with global changes 	<ul style="list-style-type: none"> Articulates perception of global markets and the macro and micro risks that affect the business Redefines organisational success in the light of globalization, the influence of government and social transformations Actively monitors and utilizes industry and international global trend data to align operations Looks ahead/moves forward in order to readjust organisations direction in line with the changing environment
		Responds and adapts quickly	<ul style="list-style-type: none"> Is adaptive and responsive to organizational needs Understands the skills required to deal with change effectively Adapts to the environment and in line with changes Is flexible in approach to allow for changes beyond control 	<ul style="list-style-type: none"> Adopts a flexible Leadership Style Recognizes and aligns to the needs of different situations Demonstrates flexibility at work and dealing with change Responds in a timely manner when faced with a change in direction aligning the department and team accordingly 	<ul style="list-style-type: none"> Cultivates a culture of flexibility and responsiveness to change Drives systematic methodologies to enable flexibility and responsiveness to changing situations Proactively realigns organizational priorities and objectives to meet a change in organizational or national agenda Acts as a change agent when responding to and driving organizational strategies

