

Appendix E: Behavioural indicators and definitions

	Competencies	Categories	BI	Code		Types
1	Accountability: Taking responsibility for the organisation, community, self, or people that the leader serves.	LS	<p>1. Willingly accepts the responsibilities inherent in the leadership position to serve the well-being of the organisation</p> <p>2. Clearly states performance expectations, provides opportunity for improvement and enforces performance consequences</p> <p>3. Ensures the organisation is operationally compliant with industry and organisational standards.</p> <p>4. Holds ultimate responsibility for organisational performance and its overall effectiveness.</p>	AC	<p>AC1</p> <p>AC2</p> <p>AC3</p> <p>AC4</p>	<p>Attitude</p> <p>Skill</p> <p>Skill</p> <p>Attitude</p>
2	Adaptability: Adjusting behaviors to work efficiently and effectively in changing situations and /or different environments.	LS	<p>1. Maintains effectiveness when experiencing major changes in work requirements or cultures.</p> <p>2. Assesses external and internal changing demands/ expectations and takes appropriate action to adapt his styles and behaviours.</p> <p>3. Adapts his style to significant changes in organisational, environmental, business requirements as necessary.</p>	AD	<p>AD1</p> <p>AD2</p> <p>AD3</p>	<p>Skill</p> <p>Skill</p> <p>Skill</p>
3	Analytical Thinking: Interpreting, linking, and analysing information to logically evaluate situations by utilising inductive and deductive logic to make inferences.	SF	<p>1. Sees most of the forces, events, entities, and people that are affecting (or are being affected) by the situation at hand.</p> <p>2. Makes a systematic comparison of two or more alternatives.</p> <p>3. Identifies sets of features, parameters, or considerations to take into account, in analysing a situation or making decisions.</p> <p>4. Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail</p>	AT	<p>AT1</p> <p>AT2</p> <p>AT3</p> <p>AT4</p>	<p>Skill</p> <p>Skill</p> <p>Skill</p> <p>Skill</p>
4	Change Leadership: Facilitating effective	SF		CL		

	organisation, group and individual change, developing a sustainable change strategy, creating a positive and optimistic climate for change and resolving blockages to firm's success.		<p>1. Demonstrates the ability to remain flexible to meet constantly changing and sometimes opposing demands</p> <p>2. Clearly defines change management strategies.</p> <p>3. Shows the ability to plan and implement change initiatives.</p> <p>4. Defines and instills new values, attitudes, norms, and behaviours within an organisation that support change initiatives.</p> <p>5. Employs multiple strategies to overcome resistance to change.</p>		<p>CL1</p> <p>CL2</p> <p>CL3</p> <p>CL4</p> <p>CL5</p>	<p>Skill</p> <p>Skill</p> <p>Skill</p> <p>Skill</p> <p>Skill</p>
5	Conflict Management: Identifying sources of conflict between oneself and others, or among other people and taking steps to overcome disharmony by focusing on solving the problems without offending egos.	LO	<p>1. Remains calm when faced with an escalating conflict.</p> <p>2. Demonstrates knowledge and ethics of collaborative conflict resolution including: neutrality, confidentiality, objectivity, respect for differences, and honesty.</p> <p>3. Understands others' perspectives and wants to reduce tension and resolve conflict using appropriate interpersonal skills and methods.</p> <p>4. Achieves "win-win" outcomes by identifying common interests, clarifying differences, and achieving consensus or compromise.</p>	CM	<p>CM1</p> <p>CM2</p> <p>CM3</p> <p>CM4</p>	<p>Attitude</p> <p>Knowledge</p> <p>Skill</p> <p>Skill</p>
6	Creative Thinking: Questioning conventional approaches, exploring alternatives, and responding to challenges with innovative solutions or services, using intuition, experimentation and fresh perspectives.	SF	<p>1. Generates new ideas, fresh perspective and creative solutions that add value.</p> <p>2. Actively seeks and takes advantages of ideas, best practices and solutions developed elsewhere.</p> <p>3. Fosters an environment that supports innovation and breakthrough ideas.</p> <p>4. Finds a better way to approach problems as a leader.</p>	CT	<p>CT1</p> <p>CT2</p> <p>CT3</p> <p>CT4</p>	<p>Skill</p> <p>Skill</p> <p>Attitude</p> <p>Skill</p>
7	Cultural & Cross Cultural Awareness: Understanding of the country and its society's norms, beliefs, rites, rituals, behaviours and motivations and appreciating and leveraging the cultural diversities.	GM	<p>1. Values diversity as exhibited in hiring choices, assignments made, teams formed, and interaction with others.</p> <p>2. Shows respect for people regardless of race, gender, disability, lifestyle, or viewpoint.</p> <p>3. Fosters an environment in which people who are culturally</p>	C&C CA	<p>C&CCA1</p> <p>C&CCA2</p> <p>C&CCA3</p>	<p>Attitude</p> <p>Attitude</p> <p>Attitude</p>

			diverse can work together cooperatively and effectively in achieving organisational goals. 4. Demonstrates good understanding of various cultures		C&CCA4	Knowledge
8	Decision Making: Obtaining information and identifying key issues and relationships relevant to achieving a long-range goal or vision; committing to a course of action to accomplish goal or vision after developing alternatives based on logical assumptions, facts, and available resources.	LB	1. Compares data from different sources and modifies decisions based on new information when appropriate. 2. Uses effective approaches for choosing a course of action or developing appropriate solutions. 3. Takes action that is consistent with available facts, constraints, and probable consequences. 4. Understands the impact and implications of decisions and provides feedback on outcomes.	DM	DM1 DM2 DM3 DM4	Skill Skill Skill Knowledge
9	Empowering Others: Fostering the development of others by providing a supportive environment to increase capabilities, maximise their potential for enhanced performance and professional growth.	LO	1. Uses appropriate methods and interpersonal styles to help others develop their capabilities. 2. Is willing to give people latitude to make decisions based on their level and area of responsibility and level of knowledge and skills. 3. Encourages individuals and groups to set their own goals consistent with organisational goals. 4. Encourages groups to resolve problems on their own; avoids prescribing a solution.	EO	EO1 EO2 EO3 EO4	Skill Attitude Skill Skill
10	Functional Awareness: A deep understanding of the organisational functions in the firm, their interdependences, and contribution to the overall outcomes.	LB	1. Demonstrates knowledge of principles and practices related to managing the internal and external operations of a business. 2. Shows good understanding of various key functions in organisation. 3. Possesses expertise in business practices pertaining to intellectual property, patents, licenses and partnerships as well as general business knowledge.	FA	FA1 FA2 FA3	Knowledge Knowledge Skill
11	Global Business Awareness: A deep understanding of the global business and industrial, cultural, economical, political, technological and legal conditions related to firm's business.	GM	1. Demonstrates a passion for mastering the details of the global business and market places. 2. Understands worldwide business environment from a global perspective.	GBA	GBA1 GBA2	Attitude Knowledge

			3. Understands key business drivers in international markets (customers, consumers, competitors....). 4. Demonstrate an understanding of the organisation's global market position, capabilities and competitiveness		GBA3 GBA4	Knowledge Knowledge
12	Influencing Others: Ability to persuade, convince and motivate others to take action in a desirable manner to bring the firm's mission to reality.	LO	1. Presents facts, analysis, and conclusions or solutions in a way that demonstrates command of content; factors in perspectives and interests of the audience; and shows what is in it for them or what meets the common good. 2. Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximise the chances of a favourable outcome. 3. Identifies and targets efforts to influence the real decision makers and those who can influence them. 4. Uses experts or other third parties testimony to influence others' decisions.	IO	IO1 IO2 IO3 IO4	Skill Skill Skill Skill
13	Leading Team: Working collaboratively in teams and creating an environment in which people can work together to meet organisational goals.	LO	1. Enhances the performance of the group and the satisfaction of its member by promoting cooperation, trust and confidence in the group. 2. Provides feedback and mentoring to team members. 3. Fosters collaboration with others to get the best result for the organisation rather than individual. 4. Proactively shares information, best practices and ideas with others.	LT	LT1 LT2 LT3 LT4	Skill Skill Attitude Skill
14	Managing uncertainties: Acceptance of complexity and its contradictions in order to manage the complex, ambiguous and unpredictable situations.	SF	1. Pushes forward with important initiatives in the face of uncertainty. 2. Steps forward with confidence even when there is ambiguity regarding the facts. 3. Is willing to make decisions in difficult or ambiguous situations, when time is critical	MU	MU1 MU2 MU3	Skill Attitude Attitude
15	Managing Yourself: Manage one's emotions, personal life, and work.	LS	1. Is able to maintain balance, keeps himself/ herself motivated, optimistic, and hopeful.	MY	MY1	Attitude

			<p>2. Shows the ability to empathise with others and to manage interpersonal relationships.</p> <p>3. Is aware of others' feelings, needs, and concerns.</p> <p>4. Demonstrate the skill of effectively planning his workload and times.</p> <p>5. Has the skill of balancing his work and personal life.</p>		<p>MY2</p> <p>MY3</p> <p>MY4</p> <p>MY5</p>	<p>Skill</p> <p>Attitude</p> <p>Skill</p> <p>Skill</p>
16	<p>Networking: Creating, developing and maintaining internal and external contacts, relationships and links to facilitate the accomplishment of business goals.</p>	LB	<p>1. Builds partnership and alliances, relationship and links capabilities and activities globally.</p> <p>2. Participates in cross-functional activities to achieve organisational objectives.</p> <p>3. Collaborates across internal and external boundaries to meet common objectives.</p> <p>4. Develops, maintains and strengthens partnership with others inside or outside the organisation who can provide information, assistance and support.</p> <p>5. Builds on personal and professional networks for implementing new and existing strategic goals.</p>	NW	<p>NW1</p> <p>NW2</p> <p>NW3</p> <p>NW4</p> <p>NW5</p>	<p>Skill</p> <p>Skill</p> <p>Attitude</p> <p>Skill</p> <p>Skill</p>
17	<p>Organisational Awareness: Understanding the practices, structure and culture of the organisation as well as the political, social and economic issues, to achieve results.</p>	LB	<p>1. Is well aware of background of the organisation including the major developments in its statutory position, customers, products / services, and its failures /successes.</p> <p>2. Identifies appropriate resources based on organisational strengths and weaknesses, and positions them to address specific, diagnosed problems.</p> <p>3. Keeps current with issues, which may have a future impact on mission.</p> <p>4. Ensures the organisation and resources are aligned with the broader organisational strategy.</p>	OA	<p>OA1</p> <p>OA2</p> <p>OA3</p> <p>OA4</p>	<p>Knowledge</p> <p>Skill</p> <p>Knowledge</p> <p>Skill</p>
18	<p>Relationship Development: Establishing and maintaining healthy and effective working relationship with all staff and stakeholders through building trust, empathy, and good listening.</p>	LO	<p>1. Places high value on developing work relationship for organisational success.</p> <p>2. Identifies areas to build strategic relationships.</p> <p>3. Establishes and maintains healthy and effective working relationship with all</p>	RD	<p>RD1</p> <p>RD2</p> <p>RD3</p>	<p>Attitude</p> <p>Skill</p> <p>Skill</p>

			stakeholders. 4. Properly uses oral, written and body language, and is a good listener.		RD4	Skill
19	Result Orientation: Focusing personal efforts on achieving results consistent with the organisation's objectives.	LB	1. Finds or creates ways to measure performance against goals. 2. Maintains commitment to goals, in the face of obstacles and frustrations. 3. Strives for excellence in performance by surpassing established standards. 4. Develops clear and challenging but achievable personal and organisational goals.	RO	RO1 RO2 RO3 RO4	Skill Attitude Skill Skill
20	Risk Management: Identifying, accessing and taking reasonable job-related risks by recognising alternative or different ways of meeting objectives, at the same time recognising the potential negative outcomes and monitoring the progress toward set objectives.	SF	1. Demonstrates willingness to take calculated risks to achieve business goals. 2. Showing skill for assessment of risk where the possible outcomes are uncertain. 3. Nurtures risk taking attitudes in others by encouraging them to take on projects of a nature different than what they might currently be accustomed to. 4. Tries new things to reach challenging goals while also taking action to minimise the risks involved.	RM	RM1 RM2 RM3 RM4	Attitude Skill Skill Skill
21	Self Awareness: Having a realistic awareness of personal values, interpersonal style, personal strengths and weaknesses, personal emotions, and understanding their impact on relationships with others.	LS	1. Has a strong sense of self-worth and capacities. 2. Knows his/her strengths and limits. 3. Recognises his/her emotions and their effects on other people. 4. Knows his/her internal states, preferences, resources and intuitions	SA	SA1 SA2 SA3 SA4	Attitude Attitude Attitude Attitude
22	Self Development: Being committed to continuous improvement in knowledge, skills and attitude, creating new knowledge, developing skills and approaches, and eagerness to engage in new experiences.	LS	1. Is able to learn from experiences and pursues self-development activities 2. Is motivated to improve his skills and knowledge continuously. 3. Demonstrates to be self-directed for his professional development and seeks opportunities to master new knowledge. 4. Believes that successfully self-developing leadership skills	SD	SD1 SD2 SD3 SD4	Skill Attitude Attitude Attitude

			will lead to becoming a more effective leader.			
23	Strategic Thinking: Ability to use the results of strategic analysis to formulate his vision and strategies and establish a course of action in order to accomplish long-range goals or the vision of the organisation.	SF	<ol style="list-style-type: none"> 1. Builds a shared vision with others. 2. Influences others to translate vision to action. 3. Formulates strategies that are achievable, cost-effective, and address organisational goals by themselves or in coordination with other strategies. 4. Formulates strategies that take organisation's strengths and weaknesses into account. 5. Researches, interprets, and reports on long-term customer/client trends for the 	ST	<p>ST1</p> <p>ST2</p> <p>ST3</p> <p>ST4</p> <p>ST5</p>	<p>Skill</p> <p>Skill</p> <p>Skill</p> <p>Skill</p> <p>Skill</p>
24	Stress Management: Maintaining effectiveness in the face of multiple types of work, life, health and career stresses and managing pressures.	LS	<ol style="list-style-type: none"> 1. Quickly identifies stress factors and employs skills necessary to reduce anxiety from stress provoking situations, feelings or thoughts. 2. Remains productive in times of crisis and critical events. 3. Anticipates stressful conflicts and plans ahead. 4. Remains focused under pressure. 	SM	<p>SM1</p> <p>SM2</p> <p>SM3</p> <p>SM4</p>	<p>Skill</p> <p>Attitude</p> <p>Skill</p> <p>Attitude</p>
25	Values & Ethics: Defining, developing, promoting and/or exemplifying an agreed set of values, codes, ethical principles and ensuring that high standards for ethical behaviour are practiced throughout the firm.	LS	<ol style="list-style-type: none"> 1. Understands his/her core values and is committed to them. 2. Posses and exhibits honesty and integrity. 3. Demonstrate respect to others. 4. Avoids behaviour that is unethical. 5. Makes decisions based on what is best for the company, rather than his personal gain. 6. Does not compromise personal principles or business ethics to win. 	V&E	<p>V&E1</p> <p>V&E2</p> <p>V&E3</p> <p>V&E4</p> <p>V&E5</p> <p>V&E6</p>	<p>Attitude</p> <p>Attitude</p> <p>Attitude</p> <p>Attitude</p> <p>Skill</p> <p>Attitude</p>