



Core Competencies

Core Competency: Evoke and disseminate positive energy

Definition: the ability to evoke and disseminate positive energy in work relationships through demonstrating confidence in self and in others, motivating and empowering others, taking initiative, instilling values of respect and cooperation, and the ability to overcome challenges.

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Demonstrates confidence in their ability to perform their job tasks successfully; shows desire to take up larger and more challenging duties and responsibilities. ▪ Largely depends on their own abilities; often accomplishes tasks within or earlier than deadlines; contributes new ideas that add value to the department's activities. ▪ Demonstrates cooperation with colleagues and clients in resolving work problems; demonstrates a significant amount of flexibility to adapt to change in work tasks and responsibilities; encourages colleagues and helps them with tasks that may not fall within the scope of their duty. ▪ Shares knowledge and experiences with colleagues; acts as mentor or coach for colleagues newly joining their team; makes valuable contribution to preparing their successor or replacement. ▪ Shows willingness to accept challenges, criticism and differences; able to work efficiently within a diversified or less homogenous team. ▪ Respects diversity and differences in opinion; is capable of working efficiently within diverse or less homogeneous teams 	<ul style="list-style-type: none"> ▪ Promotes the morale of their team; ensures that the tasks assigned and the objectives put for their team members are commensurate with their abilities and can be accomplished at the desired level. ▪ Plans to solve anticipated problems proactively; seizes opportunities to develop the inputs and outputs of their team's work. ▪ Shows good understanding of the personal and needs of their team members and subordinates; promotes positive work relationships in the work environment; always seeks to highlight the contributions of colleagues and subordinates through the division of work tasks in a way that suits and reinforces their abilities and helps them to succeed; encourages and facilitates knowledge-sharing and devises mechanisms for knowledge transfer and sharing. ▪ Celebrates not only the achievements of their team, but also the team members' individual and professional successes; intervenes to support and back subordinates and team members when obstacles arise; always has alternative plan in case of deadlocks; shows interest in lessons learned from previous projects. ▪ Displays a good degree of composure when facing problems and work pressures and cooperates with colleagues to overcome these; stays focused in times of crises. ▪ Ensures they manage diversity and differences among team members and uses these in the interest of work and its outcomes. 	<ul style="list-style-type: none"> ▪ Begins to plan for the future from the present time and deals with future objectives as inevitable results. ▪ Predicts future needs and what is required for excellence in work tasks and outcomes. ▪ Encourages and works for creating the opportunity for all staff members to participate in planning and decision-making; sets and adopts policies that support the staff's empowerment and participation in shaping the future of the department; adopts and follows up the implementation of policies and regulations that support professional development and knowledge transfer and sharing in their department. ▪ Sets achievable objectives; ensures that appreciation and rewards are linked to results, sets and follows up policies and regulations that support staff's participation and motivation and enhances their institutional loyalty to the department. ▪ Takes action to address and alleviate work pressures in their department by focusing on realistic objectives and putting alternatives and choices for performance. ▪ Sets and adopts policies and regulations that guarantee equality and non-discrimination; respects diversity and differences and utilizes diversity and differences in the interest of achieving excellent results.

Negative Indicators

- Frustration and surrender
- Lack of self-confidence
- Affected by work pressures and gets confused in times of crises
- Negativity and non-cooperation

Core Competency: Creativity & Innovation

Definition: Capacity to identify and develop new effective ideas, approaches and initiatives designed to meet customer expectations and maintain ongoing success of Dubai Government, and uses them to develop new or improved processes, methods, systems, products and services.

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Makes creative and successful use of existing techniques to create more efficient ways of doing things ▪ Actively contributes new ideas and suggestions for improving existing work processes ▪ Continuously seeks to learn and develop skills to practice creative thinking methods ▪ Adopts a creative approach to work where appropriate ▪ Is open-minded, always on the lookout for inspiration ▪ Uses methods of research and comparisons to meet the desirable standards of service delivery ▪ Recognizes points of improvements and uses imagination to implement effective improvements ▪ Helps redesign existing process(es)/system(s) that need to be updated ▪ Tries conventional solutions but searches for new when challenged ▪ Develops and weighs more than one alternative before settling down to a final solution 	<ul style="list-style-type: none"> ▪ Sees possibilities which others have not noticed ▪ Strong ability to commercialise ideas or new approaches ▪ Continually learns and develops skills to apply innovative thinking to stay ahead of customer expectations ▪ Takes calculated risk after carefully weighing up potential hazards and benefits to the entity ▪ Encourages brainstorming sessions to get team inputs ▪ Helps others in leading to creative solutions through questioning, experimenting and augmenting their input ▪ Finds out about employees' education, interests and skills that go beyond their stated job responsibilities, and tries to leverage this knowledge creatively within their present job roles ▪ Consistently generates and employs original ideas for him/herself and others ▪ Adapts own thinking to meet changing circumstances, unexpected constraints and challenges 	<ul style="list-style-type: none"> ▪ Breaks new ground to give entity and Dubai Government a competitive advantage ▪ Identifies and encourages new ways of doing work in a responsible manner ▪ Encourages innovative thinking in others; rewards healthy risk-taking ▪ Allocates resources and time to develop creativity and new ideas ▪ Develops creative solutions that meet challenging business objectives ▪ Creates a culture where ideas and suggestions are actively encouraged and nurtured ▪ Recognizes and rewards people who offer creative solutions ▪ Leads others in discovering new solutions through the establishment of new connections ▪ Shows an unorthodox approach and is receptive to 'out of the box' thinking ▪ Establishes opportunities for employees to exchange ideas and share best practices within their organization through cross-departmental teams ▪ Takes action to build support for effective solutions/technology whose benefits are not known/apparent to others

Negative Indicators

- Is quick to revert back to traditional/familiar ways
- Consistently thinks only in terms of known options and solutions
- Resists change
- Fails to effectively balance innovation with risk management
- Wastes time in marginally-productive ideas
- Does not follow-through after initial proposal and acceptance of his/her ideas

Core Competency: Excellence in Execution

Definition: Is committed to deliver work with high standards of quality and excellence in order to achieve high quality value at work. Commits to continuous improvement through effective planning, organization and delivery.

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Sets highest standards for the quality of their own work ▪ Is conscientious about the accuracy of data; documents for errors and ensures they are corrected ▪ Looks for ways to improve service delivery and deal with setbacks ▪ Regularly checks progress against established quality criteria ▪ Is receptive to feedback from others on existing projects, procedures, and policies, so as to improve performance ▪ Follows a planned approach at work, focusing on setting priorities ▪ Uses time and resources wisely, and monitors progress of their own work ▪ Accepts responsibility to perform up to expected performance standards 	<ul style="list-style-type: none"> ▪ Anticipates problems that may interfere with the quality of services offered ▪ Supports others in their quest for excellence ▪ Systematically applies learning about quality issues from previous experiences ▪ Works on finding radical solutions and resists pressure for a short-term “fix” that will not improve quality on the long-term ▪ Organises team’s work and allocates tasks/responsibilities so that objectives can be accomplished ▪ Clarifies and prioritizes objectives, and gives constructive feedback to keep team focused ▪ Encourages others to use planning tools and utilities to facilitate success 	<ul style="list-style-type: none"> ▪ Holds self and other team members accountable to achieve high results ▪ Adopts or develops techniques for high-quality standards (e.g. high-performance teams, investment in quality) ▪ Sets clear goals (for self and team) to achieve high performance, and measures results according to highest standards ▪ Rewards individual and team excellence ▪ Holds team responsibility for measuring the accuracy and quality of their own and others’ work ▪ Supervises the effective acquisition and allocation of resources ▪ Ensures that appropriate planning and resource allocation takes place prior to the commencement of important projects ▪ Can construct and lead cross-functional teams, arranging major tasks while monitoring overall progress

Negative Indicators

- Happy with status quo
- Fails to deliver as expected
- Shows a casual approach to the planning of projects; wastes time of self and others in duplicating efforts
- Does not learn from previous mistakes
- Expects more from others than from self
- Shows little concern for deadlines, quality and agreed-upon standards of performance

Core Competency: Organizational Understanding

Definition: Has a broad understanding of the Government Entity's vision, mission and services offerings; responds to customer needs and contributes to achieving the Entity's goals

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Understands own role and how it supports the Government Entity's mission and strategy ▪ Demonstrates good understanding of the functional area's operations/services provided and their objectives ▪ Understands own functional area's goals and business processes ▪ Stays current on new information, policies and procedures applicable to own job ▪ Understands formal structure/hierarchy, chain of command, rules and regulations and standard operating procedures 	<ul style="list-style-type: none"> ▪ Demonstrates good understanding of the section/department's operations/services provided and their objectives ▪ Understands the products and services provided by the section/department and the reasons behind them ▪ Demonstrates a thorough understanding of the work processes and procedures applied in functional unit ▪ Demonstrates good knowledge of the functions within the Government Entity and the relationship between them ▪ Demonstrates an in-depth understanding of key organisational challenges and their implications to own role ▪ Takes required action to fulfil organisational strategy and corporate goals. 	<ul style="list-style-type: none"> ▪ Collaborates in drafting work-related processes and procedures within own specialization ▪ Is able to communicate to team the underlying purpose behind products/services offered to the community ▪ Fully comprehends the relationship between own section/department with other sections/departments within the Government Entity in particular and relationship with external partners in general ▪ Seeks to apply latest tools/methods within Government entity ▪ Contributes to identifying Government Entity's strategic direction while demonstrating an understanding of external trends and organisational capabilities

Negative Indicators

- Is not aware of products and services provided by own entity
- Does not understand the reasons behind services provided by own entity
- Does not apply agreed upon business principles
- Works with a silo mentality

Core Competency: Effective Communication

Definition: The ability to listen, interpret and convey information in a clear and accurate manner, and select the most appropriate method of communication for their audience (internally and externally).

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Displays clear, concise oral and written communication ▪ Uses active listening skills to encourage two-way communication ▪ Both oral and written communication is well-presented (e.g. accurate spelling, clear structure, etc.). ▪ Is able to communicate with people at various corporate levels clearly and precisely ▪ Encourages improving communication at various levels (internally and externally) ▪ Able to persuade others through logical rationale ▪ Selects and uses appropriate communication tools ▪ Locates, understands, and interprets written information effectively 	<ul style="list-style-type: none"> ▪ Correctly interprets responses, and adapts style and method accordingly ▪ Actively contributes ideas, suggestions and constructive comments in meetings and discussions ▪ Confidently presents to groups; consults with others and effectively manages meetings ▪ Initiates communication with others, particularly in difficult situations ▪ Effectively uses body language, and understands its effect on others ▪ Able to effectively use a full range of communication tools and techniques ▪ Is self-aware and responsive to own communication's impact on others ▪ Inspires audience to positive action ▪ Presents complex information in an understandable manner ▪ Ensures adequate flow of information, i.e. the right information to the right people ▪ Shows concern for accuracy, aptness, style and plausibility of complex information in both oral and written formats ▪ Anticipates and prepares for others' response(s), especially when conveying a sensitive message ▪ Uses tone, inflection and body language to adequately address underlying concerns, interests or emotions, so as to develop effective responses to objections ▪ Looks for win-win solutions when faced with tough negotiations 	<ul style="list-style-type: none"> ▪ Is able to communicate complex issues, ideas, concepts, goals and policies to a broad and mixed audience with clarity ▪ Conveys complex or technical information in a straightforward manner; avoids jargon ▪ Displays effective negotiating skills to internal and external customers ▪ Is credible at all levels, including Dubai Government's top executives, and external bodies ▪ Recognises the need for consultation and marketing of ideas and concepts both internally and externally ▪ Communicates vision and mission passionately, ensures clear understanding of the same at all levels ▪ Can identify and balance the needs of multiple stakeholders in meeting the diverse needs of concerned parties ▪ Fosters an environment of open communication and information-sharing ▪ Negotiates strategically through clearly defined outcomes, and searches for common ground to resolve conflicts

Negative Indicators

- Rude, arrogant and insensitive to others
- Poor listener, interrupts and always has to have the last word
- Communication is unclear, confusing or lacks relevance
- Selects inappropriate medium of communication
- Has a tendency to indulge in gossip- and rumour-mongering

Core Competency: Financial Awareness

Definition: Demonstrates general financial awareness and knowledge of methods and opportunities for cost containment, and regularly takes action to reduce and contain costs.

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Understands cost factors that may have a financial impact on the relevant functional unit or Government Entity ▪ Seeks to reduce cost when utilizing office supplies, equipment and resources under influence or responsibility ▪ Willingness to find cost-effective methods to perform work ▪ Deals with Dubai Government assets with care ▪ Performs job efficiently to ensure own time is fully utilized 	<ul style="list-style-type: none"> ▪ Demonstrates a broad understanding of relevant functional unit's budget ▪ Recommends new cost-saving ideas that can be shared with other functional units ▪ Manages Government Entity's resources efficiently and effectively ▪ Works seamlessly within approved budget and provides periodical updates to illustrate cost variances ▪ Reviews financial proposals and comprehend cost implications; analyses and detects factual details, inconsistencies and missing information ▪ Stays current with latest laws and regulations in order to maintain adequate financial practices for audit reviews ▪ Applies financial methods and models to predict financial risk ▪ Understands and Interprets financial standards, financial reports and common financial metrics 	<ul style="list-style-type: none"> ▪ Applies cost/benefit analyses in day-to-day decisions and long-term initiatives ▪ Demonstrates advanced knowledge of financial statements and their implications on the relevant functional unit and, ultimately, the general impact on Dubai Government ▪ Fosters a culture of cost-saving within own team and at Government Entity, while maintaining expected levels of quality ▪ Projects future costs, and takes necessary action to minimize them ▪ Possesses high proficiency in managing available resources effectively ▪ Is aware of advanced financial concepts, able to calculate measures such as sunk cost, opportunity cost and return on investment (ROI) for a given project ▪ Consistently develops and implements cost-saving measures, and endorses ideas to promote significant cost savings ▪ Applies solid financial acumen when balancing short-term cash flow with long-term profitability ▪ Implements periodic reviews of financial information to compare actual versus forecasted returns ▪ Ensures systems are in place to identify, manage and mitigate financial risks

Negative Indicators

- Does not care about the financial status of Government Entity
- Does not factor in costs in daily work
- Does not seek cost reduction opportunities
- Lacks a sense of responsibility towards provided resources

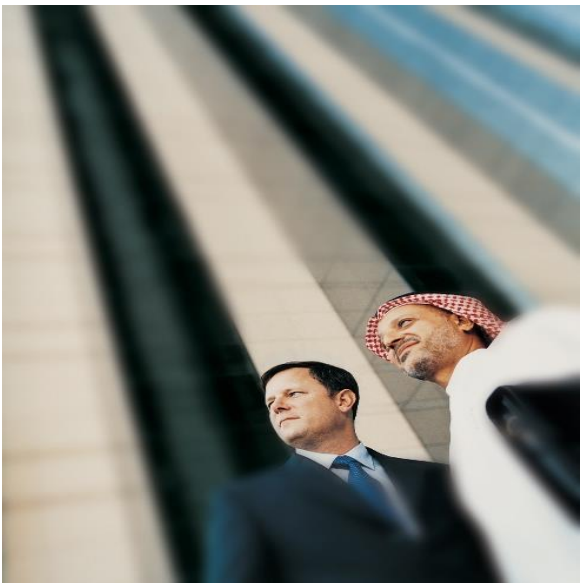
Core Competency: Community Focus and responsiveness to its needs

Definition: Focuses on meeting expectations and needs of customers and establishes effective relationships with them.

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Responds to community requests, issues and concerns quickly and efficiently ▪ Invests sufficient time to understand customers' circumstances and needs ▪ Ensures customer needs are met promptly; takes ownership of customer problems ▪ Exhibits positive attitude while providing the community with a comprehensive service ▪ Regularly assists others beyond the call of duty in order to respond to community needs ▪ Is generally aware of the potential impact to the Government Entity of customer satisfaction/dissatisfaction ▪ Conveys realistic expectations to members of the community on services provided (e.g. transaction time) 	<ul style="list-style-type: none"> ▪ Establishes good relationships with key community stakeholders on a professional and personal level ▪ Works towards achieving the optimal interest of the community ▪ Considers optimal approaches to adapt products and services offered to be consistent with the community's current and future needs ▪ Adapts own performance on the job in response to the circumstances and needs of the community ▪ Explores the future implications of the current state of affairs and proactively strives to address them ▪ Finds ways to measure and track customer satisfaction and proactively seeks their feedback 	<ul style="list-style-type: none"> ▪ Maintains profound and broad relationships with key community stakeholders ▪ Sympathizes with community concerns, needs and objectives and is capable to address them in order to build trusting relationships ▪ Consistently exhibits good judgment to effectively balance the best interest of Dubai Government and the community ▪ Champions trend to provide a comprehensive service to community through own and others' performance ▪ Improves on relevant strategic partnerships in order to enhance service delivery within and outside of Dubai Government ▪ Incorporates community feedback in the development of strategic plans and new products/services ▪ Drives employee motivation and enthusiasm for a customer-focused work culture ▪ Encourages creation of tools, mechanisms and services to meet community needs ▪ Ensures that customer suggestions and complaints systems are implemented to capture community feedback on the Government Entity's products and/or services

Negative Indicators

- Blames community and Government Entity for negative outcomes
- Gives minimal service when responding to community requests
- Ignores community requests
- Fails to respect cultural diversity
- Lacks cultural awareness



Leadership Competencies

Leadership Competency: Strategic Thinking

Definition: Possesses a proactive and broad-based approach to management; develops and sets effective action plans matched with interpersonal skills to guide others toward the accomplishment of strategic objectives of Dubai Government and relevant Government Entity.

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Sets relevant priorities with a clear understanding of Government Entity's key priorities ▪ Encourages the participation of others in the future planning of their relevant functional units ▪ Seeks alternative solutions in achieving goals effectively and efficiently ▪ Interacts with counterparts across different Government Entities to become familiar with their roles and responsibilities ▪ Is aware and comprehends the strategic direction set by leadership, and aligns behavior and activities accordingly ▪ Analyses and cascades strategy to identify own areas of responsibility, and decides on appropriate short-term adjustments on relevant behaviors and activities so these are aligned with overall strategy ▪ Comprehends implications of own actions and their link with overall organizational strategy ▪ Balances long-term needs with short-term requirements ▪ Leverages knowledge of strengths and weaknesses of corporate performance to make appropriate strategic choices 	<ul style="list-style-type: none"> ▪ Considers long-term strategic implications before making short-term tactical decisions ▪ Implements human resources initiatives to foster an environment at the Government Entity that equips employees with adequate competencies and resources necessary to perform their role ▪ Creates work plans for own team, and implements and monitors key milestones to reach defined strategic outcomes ▪ Comprehends all organizational consequences of implementing a strategy; Aligns structure, processes, systems and talent based on a thorough analysis of future opportunities, risks, requirements and short-term trade-offs ▪ Adapts strategy to changing conditions, and exercises keen judgment when adapting changes to strategies ▪ Attentive to work characteristics and trends that may signify a phenomenon or pattern in performance 	<ul style="list-style-type: none"> ▪ Provides clear, long-term strategic direction supported by clear policies and procedures ▪ Analyses benchmark studies, including best practices, prior to adopting a new direction ▪ Enthusiastically promotes Dubai Government's vision, and objectives to achieve it, to own team by encouraging team commitment achieving their goals ▪ Fosters an environment to achieve the Government Entity's mission and goals through the provision of financial and moral support (e.g. equipment, resources, training) ▪ Contributes in formulating Government Entity's strategy leveraging knowledge of community needs and feedback from other Government Entities ▪ Recognizes the links between own work and Dubai Government strategic priorities ▪ Sets a clear and compelling vision for relevant functional area and inspires others by encouraging their participation

Negative Indicators

- Thinks only in the short-term
- Plays lip-service to overall Dubai Government strategy, without any practical contributions
- Jumps to decisions without analysis of long-term implications
- Focuses on day-to-day operational requirements, rather than future needs and goals

Leadership Competency: Business Judgement

Definition: Possesses knowledge of key business areas of the Government Entity to effectively make decisions and solve problems by providing solutions that are aligned with Dubai Government's and Entity's best interests

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Possesses thorough knowledge of Government Entity's organizational structure ▪ Understands how responsibilities are allocated within relevant functional unit ▪ Ensures that own team's goals and objectives are aligned with Government Entity's goals and objectives ▪ Distinguishes the suitable person to approach for specific work related support ▪ Possesses the ability to make the proper decisions that will optimally impact relevant functional unit ▪ Performs core analysis and able to trace performance implications ▪ Seeks to contribute to support others and requests guidance in cases of having insufficient information 	<ul style="list-style-type: none"> ▪ Demonstrates sound knowledge and understanding of policies and procedures within Government Entity, and ensures alignment with Dubai Government Strategy ▪ Ensures own team comprehend the impact of their decisions and actions ▪ Able to make significant decisions that positively affects Government Entity, and consequently Dubai Government ▪ Enhances opportunities that drive the Government Entity towards the achievements of its goals ▪ Recognizes different levels of authorities and decision making within Government Entity and Dubai Government ▪ Performs complex information analyses, examining multiple factors to establish cause-and-effect relationships ▪ Identifies and assesses a range of options, and decides on optimal solution based on the overall impact and link to goal attainment 	<ul style="list-style-type: none"> ▪ Understands and proactively supports Dubai Government's key strategic objectives and long-term opportunities ▪ Is well aware of internal and external forces affecting Dubai Government's regional position ▪ Demonstrates in-depth knowledge in administrative/organizational and operational practices in accordance with Excellence program between Government Entity and different Government Entities within Dubai Government ▪ Is decisive and able to quickly weigh up critical factors to make important decisions that positively affect Government Entity, Dubai Government and Dubai community in the short and long term ▪ Demonstrates ability to influence major decisions and initiatives within Dubai Government ▪ Applies a vast range of analytical tools and leverages own experience and insight, to understand the scope of data and information ▪ Recognizes the complexity of contentions, nature of situation, and other implicit factors ▪ Is able to identify inter-dependencies for a project/initiative and propose amicable solutions

Negative Indicators

- Silo mentality - does not take time to fully understand required work
- Makes rash decisions without in-depth analysis.
- Does not see the big picture
- Follows personal agenda or own team priorities
- Procrastinates, finds decision-making difficult

Leadership Competency: Enabling Change

Definition: Communicates and clarifies the plan for change to employees; Gains employees' support to implement change by Persuading, influencing and controlling employees' fears for their future roles during the period of change.

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Supports proposed initiatives and updated business practices ▪ Respects employees' feelings during periods of change ▪ Updates subordinates with appropriate and sufficient information about the change ▪ Consults and takes account of others' views during period of change ▪ Communicates plan for change positively, inspiring employees to support it ▪ Shows an open mind and objectively analyzes change proposals ▪ Is not afraid of taking actions/steps outside own area of expertise ▪ Communicates with others to help them adapt to positive changes and gain their support 	<ul style="list-style-type: none"> ▪ Responds positively and proactively to unexpected change ▪ Aware of the impact of change on Dubai Government and the community ▪ Acts as a change agent to support change through creating awareness and educating others about change across Dubai Government and Government Entity ▪ Sponsors change within own functional unit ▪ Clarifies expected outcomes and measures success during change ▪ Promotes and leads the change process and assist others through change and transition ▪ Develops practical and attainable work plans to implement change and achieve tangible results ▪ Keeps change project progress on-track through close monitoring of the transition process, and evaluation of actual versus expected results 	<ul style="list-style-type: none"> ▪ Has a track record of leading significant changes within Dubai Government ▪ Is able to gain the support of peers and subordinates in times of change ▪ Anticipates change implications, responds and ensures these implications do not negatively affect Dubai Government and community ▪ Performs cost/benefit analysis and analyses opportunities to promote change ▪ Has strong ability to drive and shape major changes within Government Entity and Dubai Government ▪ Communicates in a compelling manner the vision for change leading to gain support from others ▪ Demonstrates a proficient skill level in overcoming resistance to change and building widespread commitment for the proposed change agenda

Negative Indicators

- Resists change; content with status quo
- Weakness in communicating new initiatives
- Has tendency to be defensive when challenged

Leadership Competency: Leading and Inspiring Others

Definition: The ability to inspire and organize a work environment that is attuned with the Government Entity's values, and gain others' support and commitment to achieve the Government Entity's goals

<i>Basic</i>	<i>Intermediate</i>	<i>Advanced</i>
<ul style="list-style-type: none"> ▪ Helps build a collaborative team spirit ▪ Recognizes talent and is able to recognize employees' strengths and areas of improvement ▪ Helps unify team members' efforts by supporting and praising their efforts and contributions ▪ Keeps team informed about latest initiatives and developments ▪ Ensures clarity of roles and responsibilities by providing team with clear direction and setting SMART goals ▪ Monitors and updates the teams on work progress ▪ Leads by example through own behavior ▪ Provides team with constructive feedback whether results meets expectations or falls below expectations ▪ Monitors workload and allocates it among team appropriately ▪ Recognizes unique capabilities of individuals and acknowledges them openly 	<ul style="list-style-type: none"> ▪ Helps build a collaborative team spirit ▪ Recognizes talent and is able to recognize employees' strengths and areas of improvement ▪ Helps unify team members' efforts by supporting and praising their efforts and contributions ▪ Keeps team informed about latest initiatives and developments ▪ Ensures clarity of roles and responsibilities by providing team with clear direction and setting SMART goals ▪ Monitors and updates the teams on work progress ▪ Leads by example through own behavior ▪ Provides team with constructive feedback whether results meets expectations or falls below expectations ▪ Monitors workload and allocates it among team appropriately ▪ Recognizes unique capabilities of individuals and acknowledges them openly 	<ul style="list-style-type: none"> ▪ Creates an enabling environment of teamwork and cooperation to facilitate the achievement of Government Entity's goals; Is acknowledged as a role model for others ▪ Influences the leadership style by setting an example for others to follow ▪ Ensures peers and subordinates are well aware of key initiatives in Government Entity and other Entities within Dubai Government ▪ Overcomes major obstacles to team success, and ensures required resources are available ▪ Fosters a culture of appreciation of good work and learning from mistakes

Negative Indicators

- Looks for faults and is quick to criticize
- Does not pay attention to team suggestions
- Rarely communicates with team

Leadership Competency: Developing People

Definition: Sets direction for team by clearly communicating expectations and work requirements; takes in consideration employees' interests and provides opportunities for development.

Basic

- Gives adequate feedback on employees' performance, and provides individualized recommendations for immediate improvement
- Provides suggestions for improvement, self-education, and on-the-job professional development
- Clarifies rationale and motives when giving directions and instructions
- Sets an example for others to learn from
- Supports team members to focus on self-development
- Follows up on current team development initiatives

Intermediate

- Provides continuous feedback on performance that is forward-looking and constructive
- Educates employees on how to evaluate own performance by helping them identify their areas of strengths and development needs
- Encourages increasing delegation and provides feedback to encourage ongoing development
- Uses employee goals and performance to qualify and coach employees
- Is accessible and available for support and promotes open channels of communication with employees
- Acquires knowledge from a variety of developmental tools, and understands their aptness for each situation

Advanced

- Inspires a culture of learning where development is a priority
- Assesses current and future training needs of the Government Entity
- Fosters an environment that promotes self-investment in excellence (e.g. encourages and supports personal development)
- Identifies and develops talent pool for future leadership roles
- Always ready to train, coach and mentor others
- Fosters a culture of continuous improvements; encourages employees to review their strengths and areas of improvement on regular basis

Negative Indicators

- Considers Human Resources to be a cost
- Is unfair, inconsistent and biased in managing employees
- Feels threatened by developing others; blocks development
- Provides little motivation, encouragement and support to team members