

NCIA Request for Information (RFI)



LEADERSHIP DEVELOPMENT PROGRAMMES

RFI-07509-LDP

NCIA Request for Information (RFI)

To: **Industry Partners**

1. The NATO Communications and Information Agency (NCIA) is conducting market research to identify qualified leadership development partners and gather input on innovative and practical solutions that strengthen leadership capability across all leadership levels and enable organisational transformation and culture change. To support this effort, we are issuing the attached Request for Information (RFI) 07509 to solicit feedback from capable and interested industry partners.
2. This RFI is issued for planning and market research purposes only and does not constitute a request for bids or proposals. It forms part of NCIA's efforts to better understand the marketplace, available leadership development capabilities, and potential acquisition approaches to inform any future procurement.
3. We value your insight and invite you to:
 - a. Share relevant corporate capabilities and experience;
 - b. Review and comment on our draft requirements (Annexes A, B, C, and Enclosure 2 'NCI Agency The Competency Framework') with a view in providing recommendations for improving performance outcomes, competition, and efficiency; and identifying any risks or concerns that should be considered during planning.
4. Submission instructions and additional details can be found in the enclosure to this RFI.
5. Only companies from a NATO member country can participate in or respond to this RFI (https://www.nato.int/cps/en/natohq/nato_countries.htm).
6. Should you have any questions, please submit them no later than **20 August 2026**. Answers will be provided no later than **27 August 2026**.
7. We thank you in advance for your time and input, and we look forward to engaging with you as we shape this potential acquisition.

For the Chief of Acquisition:

Irma Franulovic
Principal Contracting Assistant

Enclosures:

Enclosure 1: Request for Information with Annexes A, B, C

Enclosure 2: NCI Agency The Competency Framework

Distribution List

1. NATO Delegation (Attn: Infrastructure Adviser)

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REQUEST FOR INFORMATION

A. Introduction

The NCIA is conducting market research to identify potential strategic partners for leadership development. NCIA is interested in providers with the capability to review, enhance, deliver and evaluate leadership development solutions that support organisational transformation, culture change and improved leadership effectiveness across all levels of the NCIA.

This RFI is for information and planning purposes only. It does not constitute a solicitation or create any obligation on the part of NCIA.

B. Purpose

The purpose of this RFI is to obtain industry input to help NCIA:

1. Understand available market capabilities and innovative approaches;
2. Refine its leadership development requirements;
3. Identify feasible delivery, evaluation and pricing models;
4. Assess risks, dependencies and opportunities;
5. Inform the strategy for any future solicitation.

C. Background

1. NCIA Background

The NCIA leads NATO's Digital Endeavour. We are NATO's technology and cyber hub. We help NATO Nations communicate and work together in smarter ways. Our solutions help leaders and troops collaborate and make the right decisions at the right time on land, in the air and at sea.

We cooperate with industry and academia to provide resilient Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) technology that saves lives and safeguards peace for nearly 1 billion citizens. We acquire, deploy and defend communications systems for NATO's political decision-makers and Commands; we are on the frontlines against cyber-attacks, working closely with governments and industry to prevent future debilitating attacks.

The NCIA comprises approximately 3250 civilian and military staff members, located in five campuses and 29 direct support locations throughout Europe and North America. NCIA's central elements are split between Brussels, Mons, Brunssum, Oeiras and The Hague.

The Chief People Office supports the workforce conditions needed for NCIA to become a more agile, digitally enabled, customer-focused and outcome-driven NCIA.

2. Context – Organisational Transformation

NCIA is undertaking a significant organisational transformation to improve service delivery, operational effectiveness and responsiveness in a complex and changing environment. This transformation is focused on creating a simpler, more agile, customer-focused and outcome-driven operating model.

Leadership capability is a critical enabler of this transformation. NCIA seeks to strengthen leadership behaviours that promote accountability, collaboration, customer focus, innovation, speed of delivery and sustainable culture change.

3. Leadership Capability Priorities

NCIA is seeking leadership development solutions that help leaders:

- Build a common leadership culture across all levels;
- Strengthen accountability, ownership and performance management;
- Lead effectively in a matrix environment;
- Improve collaboration across organisational boundaries;
- Create clarity, trust and momentum in temporary and cross-functional teams;
- Challenge ineffective ways of working and drive change;
- Make better decisions aligned to mission, customer and stakeholder needs;
- Increase agility, responsiveness and delivery speed;
- Embed behaviours that support long-term organisational effectiveness.

4. Current Leadership Development Portfolio

Over the past several years, the NCIA has invested in building leadership capability through a blended leadership development portfolio delivered in partnership with an external provider.

The current portfolio supports staff at different stages of their leadership journey and includes practical behavioural tools intended to improve leadership effectiveness, collaboration, decision-making and team performance.

Programmes typically run between 3 and 6 months, with cohorts ranging from 30-150 participants, depending on the programme.

The current leadership development portfolio comprises:

- The Art of Catalytic Leadership
A residential, immersive learning journey designed for senior leaders.
- Catalytic Ways of Working
A virtual program designed for mid-level leaders, focused on leading change and unlocking team performance.
- Meeting Craft
A blended programme for leaders and staff who lead projects, teams or meetings
- Catalytic Micro Skills
A digital learning programme for all staff introducing practical behavioural micro-skills.

To date, more than 1,500 staff have participated in the NCIA's leadership development programmes.

NCIA now seeks industry input on how best to review, modernise, scale and improve this portfolio to ensure it remains aligned with the NCIA's transformation agenda, leadership expectations and future operating model

D. Submission Instructions

1. Interested parties are invited to respond in accordance with the instructions below:
 - a. Submit responses via the email address in section H no later than **12:00 hours Central European Time (CET) on 15 September 2026**.
 - b. Responses should be submitted in PDF or Word format and must not exceed **15 pages**, including:
 - i. Responses to [Annex A](#), and comments on [Annex B](#) and Enclosure 2 'NCI Agency The Competency Framework'
 - ii. excluding:
 - i. Cover page
 - ii. Company brochures or product literature (if included)
 - iii. Attachments such as past performance references
 - c. Use the following subject line for submission
 - i. **"Response to RFI 07509 – [Company Name]"**
 - d. All responses should address the items listed in [Annex A](#) – Requested Information.
 - e. Respondents are also encouraged to review and comment on the draft requirements in [Annex B](#) – Draft Statement of Work (SOW)/Performance Work Statement (PWS) and Enclosure 2 'NCI Agency The Competency Framework'.

E. Industry Engagement

1. N/A

F. Disclaimer

1. This RFI is for planning and informational purposes only and shall not be construed as a solicitation or obligation on the part of the NCIA. The NCIA does not intend to award a contract based on responses to this RFI. Respondents are solely responsible for all costs incurred in responding to this RFI. The NCIA will consider and analyse all information received from this RFI and may use these findings to develop a future solicitation. The NCIA will consider all responses as confidential commercial information and will protect it as such.

2. NCIA reserves the right, at any time, to cancel this informal market survey, partially or in its entirety. No legal liability on the part of NCIA for payment of any sort shall arise and in no event will a cause of action lie with any prospective participant for the recovery of any costs incurred in connection with the preparation of documentation or participation in response hereto. All effort initiated or undertaken by prospective informal market survey participants shall be done considering and accepting this fact.

G. Use of Information Provided through Responses

1. Confidentiality of Responses

The NCIA may incorporate industry comments and responses, in part or in whole, into a future release of a solicitation. Should respondents include proprietary data in their responses that they do not wish to be disclosed to the public for any purpose, or used by NCIA (except for internal evaluation purposes), they must:

a. Mark the title page with the following legend:

This document includes data that shall not be disclosed outside NATO and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than for NCIA internal evaluation purposes, unless otherwise expressly authorised by [insert company name]. This restriction does not limit the NCIA's right to use information contained in this data without restriction if it is obtained from another source. The data subject to this restriction are contained in sheets [insert numbers or other identification of sheets]

b. Mark each sheet of data it wishes to restrict with the following legend:

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this document.

H. RFI Point of Contact

1. Irma Franulovic, Irma.Franulovic@ncia.nato.int
2. Fabrice Massart, Fabrice.Massart@ncia.nato.int

Annex A – Requested Information

1. Respondents are encouraged to provide the following information in their response:

a. Company Information

- i. Legal Business Name
- ii. Address
- iii. Website
- iv. Primary Point of Contact
- v. Email address
- vi. Confirmation that the company is from a NATO member country

b. Relevant Experience

- i. Please describe your experience in designing, delivering and evaluating leadership development solutions for complex organisations.
- ii. Where possible, include examples involving:
 - Technical or digital organisations;
 - Defence, government, intergovernmental or highly regulated environments;
 - Multinational or geographically dispersed workforces;
 - Organisational transformation or culture change;
 - Matrix structures and cross-functional teams.

c. Feedback and Recommendations

- i. Comments on the draft Statement of Work (SOW)/ Performance Work Statement (PWS)
- ii. Responses to the following RFI Questions
 1. Based on the information provided in this RFI, what recommendations would you make to help NCIA achieve its desired leadership culture and transformation?
 2. What would be your top three recommendations for building leadership capability and supporting long-term culture transformation for NCIA?
 3. What blend of learning methodologies would you recommend (e.g. workshops, virtual learning, coaching, peer learning, digital etc.)
 4. What differentiates your approach from traditional leadership training approaches?
 5. How do you ensure learning is embedded and sustained beyond the programme?
 6. How do you measure the effectiveness and impact of your leadership development initiatives?
 7. How do you demonstrate return on investment and organisational outcomes?
- iii. Innovations or alternatives
- iv. Provide a Rough Order Magnitude (ROM) estimate, together with the assumptions upon which they are based.

d. Questions or Concerns

- i. Risks, concerns, or barriers
- ii. Suggestions for risk mitigation or enhancing competition

Annex B – Draft Statement of Work

Note: This is a DRAFT and subject to change. The NCIA is seeking industry feedback.

1. Background

The NCIA has invested in leadership development over the past five years through a portfolio of blended catalytic leadership programmes developed in partnership with an external provider. The NCIA is seeking a strategic leadership development partner to review the existing leadership development approach, build on its strengths, tailor where appropriate, and ensure alignment with the NCIA's evolving organisational transformation, leadership culture and future operating model.

The NCIA's leadership population currently comprises approximately:

- 10 Executives
- 427 Senior Leaders
- 745 Mid-level Leaders
- 995 First-line Leaders
- 1031 Individual Contributors

2. Scope

Respondents are invited to comment on the proposed scope:

- a. Review the NCIA's existing leadership development programmes, its behavioural competency framework, learning architecture and associated initiatives, and recommend enhancements to review, modernise and optimise them with the NCIA's organisational transformation, desired culture and future operating model.
- b. Strengthen leaders' behavioural capability by developing practical leadership behaviours and habits that promote collaboration, accountability, coaching, customer focus, innovation, inclusive leadership and high-performance cultures.
- c. Support the transition from technical expertise to effective people leadership through practical leadership development experiences.
- d. Design, deliver, and continuously enhance leadership development solutions for all leadership levels (incl. individual contributors), adjusting programme content and delivery based on feedback during implementation
- e. Design and deliver dedicated development solutions for newly appointed leaders to support their successful transition into leadership roles.
- f. Deliver scalable, blended leadership development programmes across multiple locations, backgrounds, and organisational contexts
- g. Strengthen leaders' capability in performance management, coaching, feedback, and people leadership
- h. Design solutions that strengthen leaders' ability to lead within a matrix organization, including leading temporary and cross-functional teams.
- i. Support the embedding of our culture principles and behavioural framework
- j. Provide tools, resources, coaching, communities of practice and frameworks to sustain behavioural change
- k. Measure programme effectiveness, behavioural change, organisational impact and return on investment, and provide recommendations for continuous improvement

Delivery Format

The NCIA anticipates that the proposed solution will include an appropriate blend of learning methodologies. Respondents are encouraged to recommend the delivery approach they believe will best achieve the desired outcomes, drawing on evidence and leading practice. Examples may include:

- instructor-led classroom delivery
- Virtual instructor-led sessions
- Self-paced digital learning
- Action learning projects
- Peer learning / communities
- Coaching and mentoring
- Toolkits and practical resources
- Self-assessment / 360° assessment
- Group assignments & discussions

The proposed approach should enable participation across multiple locations and support a diverse, multinational workforce.

3. Objectives

The objective of these requirements is to establish a contract with an experienced leadership development provider to review, enhance, and deliver leadership development solutions that strengthen leadership capability across all levels and support the evolution of the NCIA's culture, and align with the NCIA's values, behavioural competency framework, performance expectations, and future operating model.

Beyond programme delivery, the NCIA seeks to establish a long-term strategic partnership with a recognised leadership development specialist. The Contractor will be expected to provide thought leadership, challenge existing approaches where appropriate, recommend evidence-based improvements, and continuously evolve the leadership development portfolio in line with emerging best practices, organisational priorities, and the NCIA's transformation agenda.

The successful Contractor should demonstrate strong experience in designing, reviewing and implementing state of the art leadership development training programmes, blended with the latest trends and best practices.

The NCIA is seeking a provider capable of delivering a scalable leadership development offer that reaches participants across all levels of the organization, from individual contributors and first-line managers to mid-level managers, senior leaders, and executives. The aim is to provide accessible and impactful development opportunities at scale, enabling a common leadership culture across the organization.

The proposed solution should support the NCIA's ambition to:

- Review current programmes, align and deliver enhanced leadership development programmes with the latest best practice and blended delivery methods;
- Build leadership capability and a common leadership culture across all levels
- Deliver leadership development solutions for the NCIA tailored for all staff categories;

- Increase organisational agility and speed of delivery
- Strengthen collaboration and leadership effectiveness within matrix and cross-functional teams
- Improve leadership effectiveness and management capability
- Develop leaders who can rapidly mobilise, lead, and integrate temporary cross-functional teams, establishing effective ways of working and delivering outcomes in dynamic environments
- strengthen strategic thinking, prioritization, decision-making and organisational effectiveness
- Measure leadership capability, behavioural change, organisational impact, and return on investment

Based on the details above, it is requested that the Contractor presents a high-level overview of their proposed leadership development approach, including programme architecture, learning methodologies, evaluation approach, and how the proposed solution would support the NCIA's leadership capability and organisational transformation agenda.

4. Performance Requirements

The vendor shall demonstrate the capability to:

- Act as a strategic leadership development partner by providing expert advice, introducing leading practices and innovations, and continuously improving the NCIA's leadership development portfolio throughout the contract period.
- Demonstrate experience supporting leadership and culture transformation within technical, multinational, defence, government or other highly regulated organisations
- Deliver scalable leadership development solutions across all leadership levels, from individual contributors and new leaders to first-line managers, mid-level leaders
- Design and deliver leadership development solutions that support organisational transformation and culture change
- Provide expertise in leadership development, leadership effectiveness, behavioural and cultural change
- Incorporate participant feedback, evaluation findings, and organisational priorities to continuously enhance programme design and delivery
- Design learning experiences that align with the NCIA's values, behavioural competency framework, performance expectations, and desired culture
- Deliver programmes across multiple locations, and organisational contexts using blended learning methodologies
- Strengthen leadership capability in people leadership, performance management, coaching, collaboration, accountability and change leadership
- Demonstrate the ability to measure behavioural change, leadership effectiveness, organisational impact, and return on investment using recognized evaluation methodologies
- Build sustainable leadership capability through knowledge transfer, learning reinforcement, and approaches that enable long-term organisational impact.

5. Deliverables

Programme Management and Administration

The Contractor shall provide appropriate programme management and administrative support including, where agreed:

- participant communications
- registration management
- scheduling
- learning logistics
- attendance tracking
- evaluation administration
- reporting
- coordination with NCIA core stakeholders

Deliverable	Description	Frequency	Format
Leadership development framework	Review and enhance the NCIA's leadership development approach and programme architecture aligned with NCIA's priorities	Initial design and reviewed annually	Digital documents, presentations
Leadership Development Portfolio	The NCIA expects the successful supplier to undertake a review of the current leadership portfolio and recommend which elements should be retained, enhanced, simplified or redesigned based on evidence, organisational priorities and emerging good practice.	As agreed in the annual delivery plan	Blended (face-to-face, virtual, and digital)
Learning materials	Participant workbooks, facilitator guides, digital learning resources, toolkits and supporting materials	Prior to each programme and updated as required	Digital and printable
Programme delivery	Delivery of workshops, virtual sessions, coaching and other agreed learning interventions	As agreed in the annual delivery plan	Face-to-face Virtual Digital Blended
Evaluation & impact reporting	Participant feedback, behavioural and organisational impact, Return on Investment (ROI) and recommendations for improvement	After each cohort, quarterly and annually	Survey, reports and executive summaries

Programme review	Review programme effectiveness and recommend enhancements based on feedback and organisational priorities	Quarterly and annually	Reports and presentations
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6. Purchaser Furnished Equipment (PFE) / Information (PFI)

- a. The NCIA's intent, strategic priorities, and transformation objectives.
- b. Leadership Competency Framework, Values, and Culture principles.
- c. Existing leadership development programmes, materials, frameworks and supporting documentation.
- d. Business context incl. operating model, organisational structure, governance.
- e. NCIA Leadership strategy, performance management approach, and relevant people policies.
- f. NCIA's architecture, including leadership levels, role profiles, grading structure and target audiences.
- g. Information on our NCIA's learning management system and other digital platforms and tools where required.

7. Period of Performance

- a. NCIA intends to award an initial contract with a period of performance of five years, comprising a one-year base period and up to four (4) one-year option periods. The extension of each option period will be subject to satisfactory contractor performance and in accordance with the terms and conditions of the resulting agreement. The NCIA also reserves the right to terminate the contract in accordance with the terms and conditions of the resulting contract.

8. Place of Performance

- a. NCIA will provide access to dedicated training venues at its locations for in-person delivery, where required. The supplier shall also be capable of delivering virtual learning solutions to support participants across multiple locations. The specific delivery locations, schedules, and delivery format (in-person, virtual or blended) will be agreed with the NCIA as part of the annual planning process.

Annex C – Agency Culture Principles



Three Culture Principles

Grounded in the GM's own language, aligned to the NATO Values and the NCIA Leadership Framework, and simple enough to use every day. These are not aspirations, they are mindset anchors and behavioral expectations.

1. CUSTOMER 1st

Everything starts with the customer & the user.

We are relentlessly focused on the customers, users and people we serve. We understand their needs before they articulate them. We deliver outcomes, not just outputs. Ownership is the logical consequence: **if you truly care about the result, you own it and bring the best expertise.**

In the GM's words:

- "Customer obsessed: understand needs early, shape demand, deliver reliably"
- "Customer centricity"
- "User obsessed"
- "Ownership is a superpower"
- "Clear ownership, direct engagement, strong accountability"
- "Names next to actions"

2. TOGETHER

Shared Goals. Collaboration. Collective success.

We win as one Agency. Shared goals, shared accountability, shared credit. Psychological safety enables us to challenge each other, learn from each other, and do innovative work without fear. **Together is how we scale and guarantee success for us and the Enterprise as a whole.**

In the GM's words:

- "Shared goals: 70% shared, 30% individual"
- "Success is collective"
- "End-to-end thinking: from customer need to delivered outcome"
- "Drive team performance"
- "Cross-functional collaboration"
- "Psychological safety to do breakthrough work"
- "The right shift in mindset, structure and behavior"

3. IMPACT

Move fast. Decide. Get on with it.

We have no time for inertia, risk aversion, or waiting to be told. We act with the information we have, make decisions in the room and challenge the status quo. We fail, and learn faster. **Impact is not recklessness, it is the courage to move at the speed and agility that the mission demands.**

In the GM's words:

- "Visibility, accountability, velocity"
- "Can-do culture: put your game face on, get on with it, say yes"
- "A culture of escalation: take decisions in the room with the right people"
- "Cut-through speed and decisiveness"
- "Continuous improvement fed by insight from delivery and operations"

Customer 1st is about orientation/focus, Together is about collaboration/shared success and Impact is about pace/agility
Three Principles, One Culture, All Our Behaviors Reflecting Them



NCI Agency The Competency Framework

A Guide for Managers & Staff

Overview

This is a time of significant change within the Agency. The need to optimise leadership potential across the Agency and the critical importance of this to deliver excellence and improve customer outcomes is now increasingly echoed by all staff within the Agency.

Our Competency Framework has been revised to make it easier to use and demonstrate more clearly how each and everyone's behaviour will help us achieve our key ambitions.

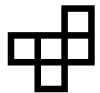
This comprehensive guide enables you to:



Understand the purpose of the Leadership Framework: 3



Understand why Competencies are important: 4



Learn more about the structure of our Leadership Framework: 8



Find out about the detailed behaviours that can drive your success: 12



Find out which Competencies are most relevant for your Level: 24



3 Introduction

Why does the NCIA need a Leadership Framework?

Organisations around the world are facing major changes in the way that they do business, particularly in the world of digital transformation. Our Agency is not immune to these changes. Therefore, we must ensure our employees are prepared to navigate this changing environment, in order to continue to provide best in class service to our customers and, ultimately, support the Alliance.

The Leadership Framework helps us with this in two ways:

Firstly it provides a benchmark to our leaders on the behaviours, which all leaders within the Agency are expected to demonstrate. With this it sets the foundation for what it means to be a leader at the Agency, which helps us to achieve our ambitions, overcome challenges and build a resilient, agile culture.

Secondly, we believe each role at the Agency contributes to our overall success. Therefore, as part of our professionalization, we have detailed out the Leadership Framework for all roles and levels at the Agency. This helps each employee understand the expectations of the role from a behavioural standpoint and how they can contribute to our overall ambitions. Overall this provides greater transparency and opportunities when it comes to individual and team learning, growth and development.

How will the Leadership Framework help me personally?

Being successful in what you do is a result of the skills you bring in (the 'WHAT' - Technical and Functional Competencies) and the way you approach your tasks (HOW you do your work – Behavioural Competencies). The Leadership Framework defines HOW we believe everyone should work in order to achieve the Agency's goals and ambitions and get us ready for the future.

This practical guide allows you to check if you are on the right track and provides guidance on how you can grow and develop into an even better version of yourself.

Competencies

? What are Competencies?

A competency is generally defined as a combination of skills, knowledge, attributes and behaviours that enables an individual to perform a task or an activity successfully within a given job.

Why Use Competencies:

Competencies are observable behaviours that can be measured and evaluated, and thus are essential in terms of defining job requirements and recruiting, retaining and developing staff. The Leadership Competencies help us to translate our ambitions into actual expected behaviour and they help you to identify if your actions and behaviour is aligned with what the Agency needs to be successful. As you can see, a well structured and well defined Leadership Framework based on clearly defined competencies plays a key role in accomplishing our goals.

More specifically, competencies ensure that:

1

Clear expectations are set and employees are guided as to how they can assume and reinforce behaviours in line with the Agency's mission, culture and goals.

2

A shared language is created to describe what is needed and expected in the work environment, thereby providing for reliable and high quality performance delivery.

3

The various facets of talent processes can be integrated, enhancing consistency in, recruitment, onboarding, learning and development, and performance management, and thereby contributing a streamlined process.

4

Skills gaps are addressed, strengths are further developed and requirements for job development are clarified.

5 How Competencies are applied

How are the competencies being used and supported?

Competencies are widely used across the Agency and are embedded in all human resources functions, such as planning, recruitment, performance management and staff development. They are determined by the occupational roles and responsibilities, and the complexity of duties outlined in job descriptions.

Planning

Competencies are applied in job design, which involves the determination of the job content, the requirements to carry out the job and the relationships between the job holder and other staff. In this context, competencies ensure that the attributes, skills and behaviours necessary to achieve the highest performance standards for a given job are specified.

Recruitment

Competencies form an integral part of the selection process, facilitating the assessment of candidates to determine their suitability for a given job.

Onboarding

Competencies allow new hires to become familiar with the nuances of the job, which will make them successful. They identify what is important to the culture and what specific behaviours they should exhibit in various situations to increase their proficiency and become high performers.

Performance Management & Staff Development

Competencies help to establish the expectations and standards for performance against which staff will be assessed. In addition, they can also be used to identify individual and Agency-wide staff development and learning priorities and training needs.

Our Leadership Framework

Below you will see an overview of our Leadership Framework. It consists of 3 different elements that will be explained in more detail on the following pages:

The 4 Leadership Ambitions

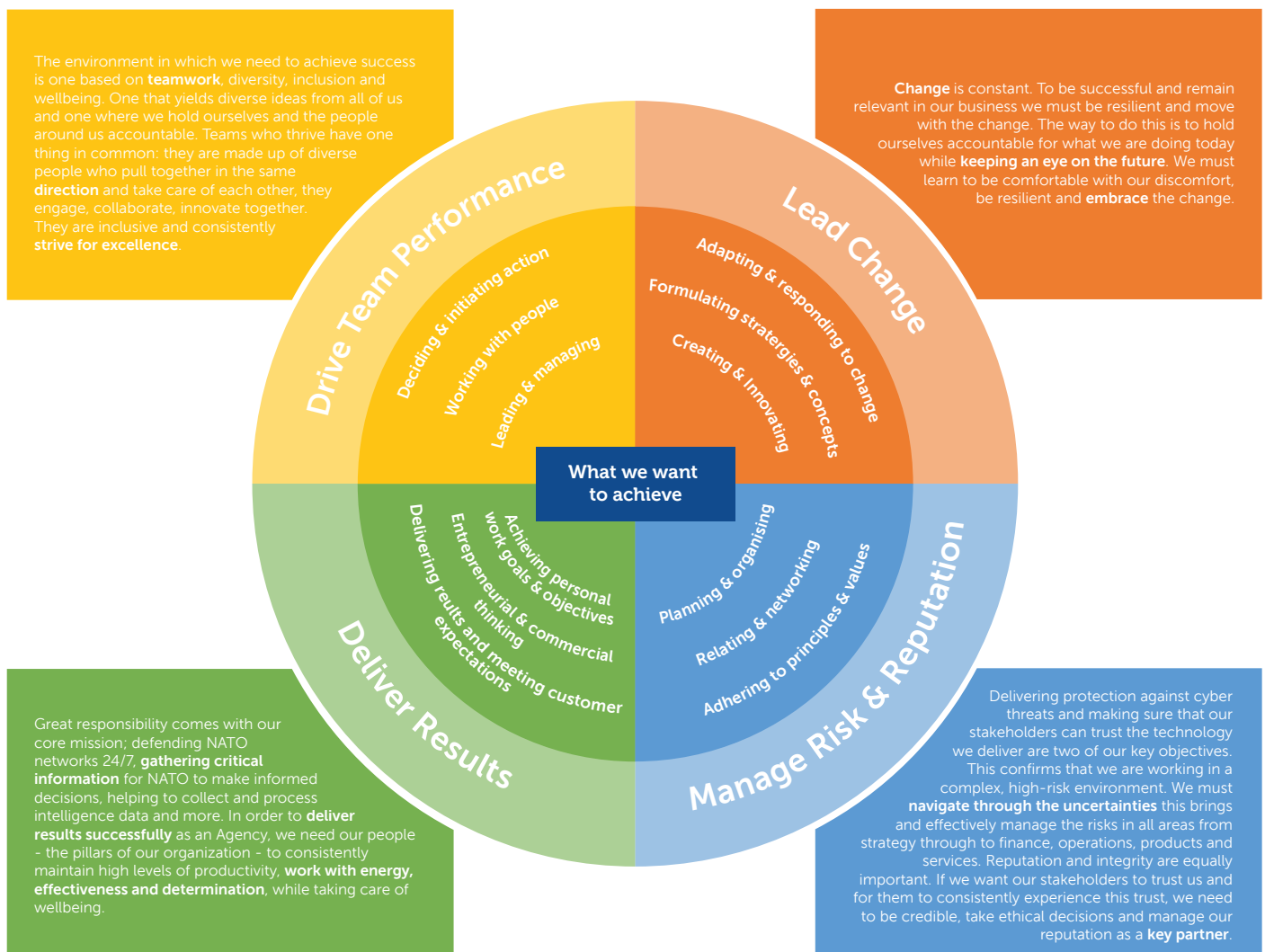
Defining the focus areas for us to master current and future challenges.

The underlying 12 Competencies

Translating the ambitions into behaviours.

The Leadership Proficiency Levels

Specifying the behaviours for different Leadership Levels.



7 The 4 Leadership Ambitions

Our Leadership Framework is built around our 4 core ambitions that, if we would master them, help guide us through the current and future challenges.

Drive Team Performance

The environment in which we need to achieve success is one based on teamwork, diversity, inclusion and wellbeing. One that yields diverse ideas from all of us and one where we hold ourselves and the people around us accountable. Teams who thrive have one thing in common: they are made up of diverse people who pull together in the same direction and take care of each other, they engage, collaborate, innovate together. They are inclusive and consistently strive for excellence.

Lead Change

Change is constant. To be successful and remain relevant in our business we must be resilient and move with the change. The way to do this is to hold ourselves accountable for what we are doing today while keeping an eye on the future. We must learn to be comfortable with our discomfort, be resilient and embrace the change.

Deliver Results

Great responsibility comes with our core mission; defending NATO networks 24/7, gathering critical information for NATO to make informed decisions, helping to collect and process intelligence data and more. In order to deliver results successfully as an Agency, we need our people - the pillars of our organization - to consistently maintain high levels of productivity, work with energy, effectiveness and determination, while taking care of wellbeing.

Manage Risk & Reputation

Delivering protection against cyber threats and making sure that our stakeholders can trust the technology we deliver are two of our key objectives. This confirms that we are working in a complex, high-risk environment. We must navigate through the uncertainties this brings and effectively manage the risks in all areas from strategy through to finance, operations, products and services. Reputation and integrity are equally important. If we want our stakeholders to trust us and for them to consistently experience this trust, we need to be credible, take ethical decisions and manage our reputation as a key partner.

Example Competency

As mentioned in the intro of this brochure competencies translate a vision or ambition into specific, measurable (and developable) behaviours.

In our framework each of the leadership ambitions is broken broken down into 3 competencies. The behaviours associates with those competencies will help us achieve the goals of our Ambitions.

In pages 12 to 23 in this brochure you will find the details for all 12 competencies in the Framework. Please see below how each page will be structured.



Leading & Managing

Provides others with a clear direction ; motivates and empowers others; attracts and develops staff of a high calibre ; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.

Competency Name

Competency Definition

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
- Communicates clearly and helps immediate colleagues to understand what they should be doing. - Role-models appropriate behaviors to immediate colleagues. - Suggests colleagues who would be good at tasks. - Encourages colleagues to achieve individual goals. - Coaches and trains less experienced staff where appropriate. - Where appropriate, assists in recruiting people. - Has an awareness and sensitivity for the wellbeing of others and in particular those they work with. Raises alert to management when they see critical cases.	- Communicates expected standards of behavior clearly to the team, monitors them on an ongoing basis and addresses inappropriate behaviors. - Coordinates group activities, ensuring that roles within the team are clear and that individuals know what is expected of them. - Delegates work within own team appropriately, taking into account others' abilities, workload and preferences, and balancing routine and interesting tasks. - Emphasizes the impact and importance of people's work to achieving team targets and objectives. - Identifies development needs in others and ensures they are aware of the resources available for their learning and development. - Takes responsibility for recruiting suitable people to teams and departments. - Puts a high priority on the wellbeing of those who report to them and fosters it by listening to their concerns, demonstrating sympathy, being available for advice, and providing support if needed.	- Communicates in a clear and engaging way and provides teams and departments with clear directions that are translated from organizational strategy. - Ensures that roles within the department are clear and that individuals know what is expected of them. - Decides which team is best placed to deliver which tasks or activities, taking into account teams' resources and overall strategy. - Advocates autonomy and empowerment downwards through the Agency. - Significantly invests in people development activities and ensures resources and genuine learning opportunities are available and taken. - Ensures the Agency recruits high caliber talents by being at the end of the recruitment process and signing off new hires through final interviews. - Identifies and initiates activities that help build a culture of wellbeing at work. Monitors overall workload and role models behaviors that balance work needs and personal needs.	- Articulates vision and strategy within the Agency in an easy to understand and meaningful way that helps everyone see why it is relevant to them. - Inspires enthusiasm and a positive attitude in people about their work and their contribution to the Agency's success. - Identifies trends of unacceptable behavior and puts actions in place to address those behaviors and their root causes, across the Agency. - Decides which department is best placed to deliver which tasks, taking into account departments' resources and the overall strategy. - Pushes autonomy and empowerment downwards through the Agency. - Drives the implementation of the Learning Agency concept that is centered around people development. - Is aware of the Agency's Recruitment Strategy and helps refine it by providing relevant information about the departments needs and direction. - Sees the welfare of others as a key organizational priority and creates systems and processes to ensure that working practices are changed or optimized to assist others.

The actual behaviours

- broken down into the 4 Leadership Levels.

The actual behaviours
- broken down into the 4 Leadership Levels.

9 The Leadership Proficiency Levels

An overview of the Leadership Proficiency Levels used in our Leadership Framework is provided below



Individual Contributors

- All employees
- Leading self
- Employees with no direct reports



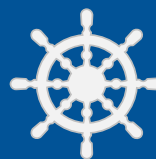
First/Mid Level Leaders

- Leading others
- Middle Management
- Managers of teams within organizational areas
- Individual contributors as direct reports
- CIV B5-A3/G12-G17 - MIL OR8-OF3



Senior Leaders

- Leading organizational areas
- Leading teams of teams
- CIV A4/G20 and above - MIL OF4 and above



Executive Leaders

- Leading organizations
- GM, COS, Heads of BAs & FAs
- A5/OF5 and above

Our leaders exist at all levels



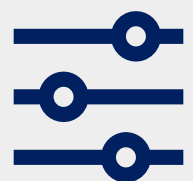
In order for us to be successful, everyone in the Agency is expected to contribute to all four of our Leadership ambitions. In addition to that every individual (not only Managers) must think and act as a leader because as an Agency, we want to unlock greater levels of impact, innovation and performance.

However, we know that employees face different challenges based on their leadership level and hence we have outlined the expected behaviours for each competency on 4 different levels. These are the behaviours that employees should use at their level to demonstrate their capability.



How should I use the different Leadership Proficiency levels?

To help you identify the behaviours relevant to your specific role each Competency is divided into four different Leadership Proficiency Levels (See competency details on pages 12-23 of this brochure). This will help you identify the behaviours expected in your current role, but the levels can also be used to look into the future and identify those behaviours you want to develop in order to move to the next level.





The 12 Competencies

12 The 12 Competencies - Leading & Managing



Leading & Managing

Provides others with a clear direction ; motivates and empowers others; attracts and develops staff of a high calibre ; provides staff with development opportunities and coaching; sets appropriate standards of behaviour.

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Communicates clearly and helps immediate colleagues to understand what they should be doing. • Role-models appropriate behaviors to immediate colleagues. • Suggests colleagues who would be good at tasks. • Encourages colleagues to achieve individual goals. • Coaches and trains less experienced staff where appropriate. • Where appropriate, assists in recruiting people. • Has an awareness and sensitivity for the wellbeing of others and in particular those they work with. Raises alert to management when they see critical cases.	• Communicates expected standards of behavior clearly to the team, monitors them on an ongoing basis and addresses inappropriate behaviors. • Coordinates group activities, ensuring that roles within the team are clear and that individuals know what is expected of them. • Delegates work within own team appropriately, taking into account others' abilities, workload and preferences, and balancing routine and interesting tasks. • Emphasizes the impact and importance of people's work to achieving team targets and objectives. • Identifies development needs in others and ensures they are aware of the resources available for their learning and development. • Takes responsibility for recruiting suitable people to teams and departments. • Puts a high priority on the wellbeing of those who report to them and fosters it by listening to their concerns, demonstrating sympathy, being available for advice, and providing support if needed.	• Communicates in a clear and engaging way and provides teams and departments with clear directions that are translated from organizational strategy. • Ensures that roles within the department are clear and that individuals know what is expected of them. • Decides which team is best placed to deliver which tasks or activities, taking into account teams' resources and overall strategy. • Advocates autonomy and empowerment downwards through the Agency. • Significantly invests in people development activities and ensures resources and genuine learning opportunities are available and taken. • Ensures the Agency recruits high caliber talents by being at the end of the recruitment process and signing off new hires through final interviews. • Identifies and initiates activities that help build a culture of wellbeing at work. Monitors overall workload and role models behaviors that balance work needs and personal needs.	• Articulates vision and strategy within the Agency in an easy to understand and meaningful way that helps everyone see why it is relevant to them. • Inspires enthusiasm and a positive attitude in people about their work and their contribution to the Agency's success. • Identifies trends of unacceptable behavior and puts actions in place to address those behaviors and their root causes, across the Agency. • Decides which department is best placed to deliver which tasks, taking into account departments' resources and the overall strategy. • Pushes autonomy and empowerment downwards through the Agency. • Drives the implementation of the Learning Agency concept that is centered around people development. • Is aware of the Agency's Recruitment Strategy and helps refine it by providing relevant information about the departments needs and direction. • Sees the welfare of others as a key organizational priority and creates systems and processes to ensure that working practices are changed or optimized to assist others.



13 The 12 Competencies - Working with People



Working with People

Shows respect for the views and contributions of other team members; shows empathy; listens, supports and cares for others; consults others and shares information and expertise with them; builds team spirit and reconciles conflict; adapts to the team and fits in well.

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Expresses an interest in the way people behave, recognizing the importance of attitudes and motives. • Contributes to a team spirit by encouraging others to think of themselves as part of a team. • Acknowledges the good work of others. • Pays close attention to others when they are speaking. • Makes people aware of information that may be useful to them. • Offers appropriate help and support to others. • Demonstrates an awareness of own strengths and limitations.	• Considers how others' perceptions of a situation may influence the way they behave. Demonstrates an ability to interpret non-verbal or emotional signs. • Creates a sense of team spirit by encouraging cooperation and communication. • Ensures that the contribution of their direct reports is recognized through both formal reward processes and informal gestures of recognition. Personally invests time to recognize and support those who contribute to the success of the team. • Communicates proactively and encourages others to share their views. Consults others when decisions need to be made. • Develops and openly communicates self-insight, such as an awareness of own strengths and weaknesses and what may come naturally or less naturally to them.	• Helps others to change perspective and analyze the underlying motives of a given behavior and the non-verbal or emotional signs presented. • Creates and encourages a culture of teamwork and collaboration across their department, acting as a visible role model of these values and behaviors. • Ensures that the contribution of all in the department is recognized through formal reward processes as well as informal gestures of recognition. • Proactively consults with a broad cross-section of stakeholders during all aspects of decision making. • Develops and openly communicates self-insight, recognizing how own personality, ability and other factors impact on own approach to work, dealings with others and fit with the organizational values and culture.	• Promotes diversity of views in the organization and helps others change perspective and show respect for other viewpoints and motives. • Reduces structural barriers to teamwork and collaboration across the organization and actively promotes and initiates interaction between departments. • Ensures that the contribution of all in the organization is recognized through formal reward processes as well as informal gestures of recognition. Holds department and team leads accountable in this regard. • Develops and openly communicates self-insight, recognizing how own personality, ability and other factors impact on own approach to work and shaping the organization.



14 The 12 Competencies - Deciding & Initiating Action



Deciding & Initiating Action

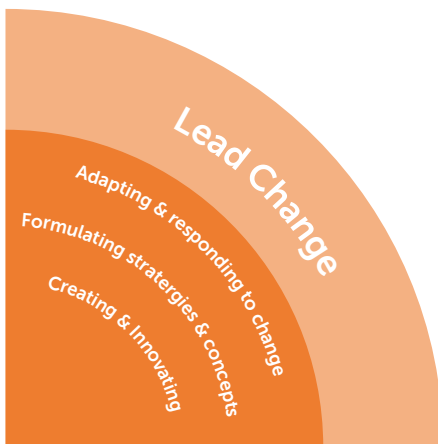
Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Makes straightforward decisions to progress own work. • Accepts responsibility for own work and mistakes. • Works well autonomously, handling problems within immediate area of responsibility with minimal guidance. • Initiates action before issues become inactive and stagnant	• Identifies urgent decisions which may involve minor risks within own work area or team, and acts on them without delay. • Takes responsibility for own projects or actions, accepting appropriate accountability when things do not go according to plan. • Actively promotes and encourages initiative across their team. • Strives for excellence and initiates action and improvement ideas within own team.	• Identifies urgent decisions which may involve difficult choices and risks for specific teams or the entire department. Acts on them promptly, even on the basis of incomplete information if necessary. • Stands by the actions of their department, publicly accepting responsibility and accountability. • Actively promotes and encourages initiative across the department. • Continuously strives for excellence in their department and its results, initiates relevant action and changes without needing others permission.	• Identifies urgent decisions which may involve tough choices and major risks for the whole Agency. Acts on them promptly, even on the basis of incomplete or contradictory information. • Stands by the decisions and actions of the entire Agency, accepting and promoting responsibility. • Installs and promotes a culture of initiative, proactivity and confident decision making across the Agency. • Continuously targets excellence for the Agency and is willing to take calculated risks in order to make improvements and seize opportunities. Initiates relevant action and changes based on anticipating future events and changes and the vision they have developed for the Agency.



15 The 12 Competencies - Adapting & Responding to Change

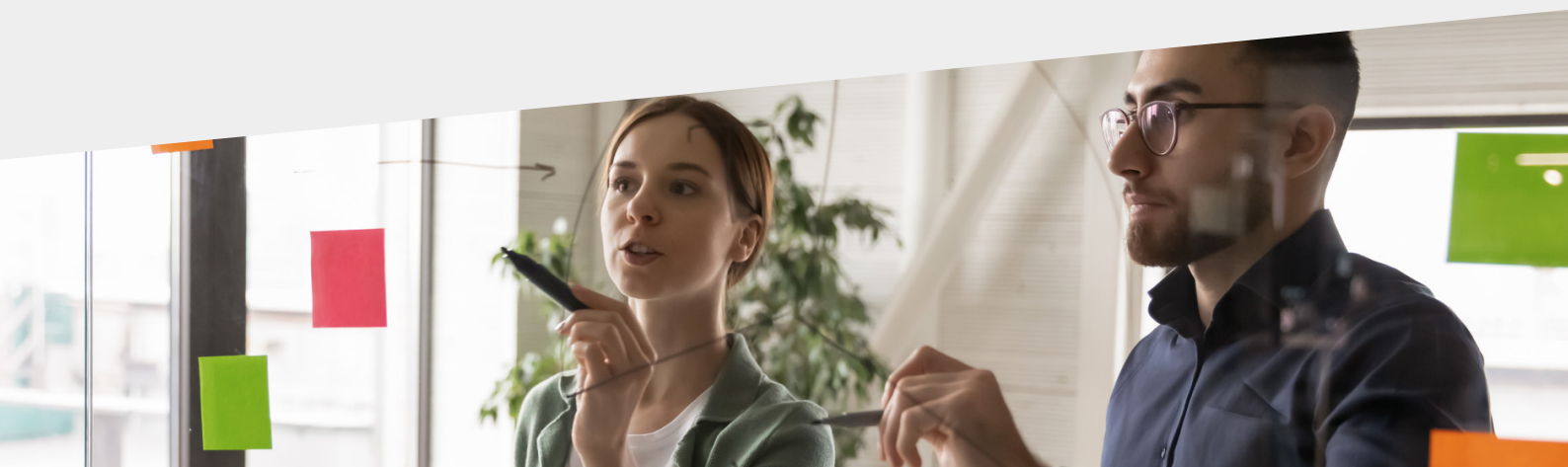


Adapting & Responding to Change

Adapts to changing circumstances; thrives in conditions of ambiguity; accepts new ideas and change initiatives; adapts interpersonal style to suit different people or situations; shows an interest in new experiences.

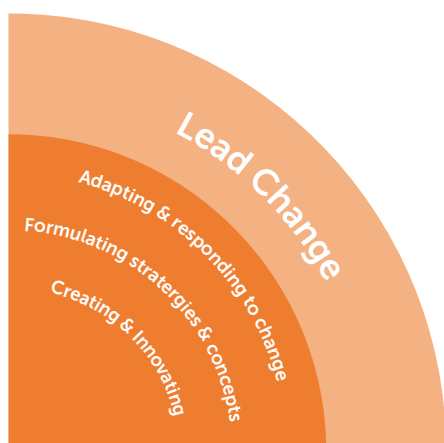
The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Responds positively to changes in circumstances when presented with them. • Responds positively to new ideas when presented with them. • Demonstrates an awareness of how own interpersonal style impacts on different people and different situations. • Readily accepts conditions of uncertainty and remains productive when there is lack of clarity about aspects of own role. • Knows how not to become too concerned about pressures of work and relax to ensure personal wellbeing.	• Adjusts approach of own team to embrace changing circumstances. • Welcomes new ideas in their team and demonstrates personal commitment to wider change initiatives. • Uses many different approaches to interact successfully with others, adapting own interpersonal style to fit in with the situation and the characteristics of the team and its individuals. • Stays positive and upbeat in situations where definite information or direction is not available and seeks to take advantage of such settings. • Is skilled at taking care of personal wellbeing and helps others in their team to relax and ensure theirs.	• Adjusts approach of own department to embrace changing circumstances. • Develops and oversees change initiatives affecting their entire department and the way it interacts with internal and external stakeholders, creating a managed sense of urgency to bring the changes about. • Uses many different approaches to interact successfully with individuals in their department, adapting own interpersonal style to fit in with the situation and the characteristics of their department. • Stays positive and upbeat in situations where, for their department, definitive information or direction is unavailable and seeks to take advantage of such situations in order to provide a direction for others. • Is skilled at taking care of personal wellbeing and ensures individuals' wellbeing in the department is protected and maintained.	• Remains constantly alert for changing economic or organizational conditions and alters the Agency's overall approach to incorporate them. • Develops and oversees organization wide change initiatives, installs a managed sense of urgency in the entire Agency to bring the changes about. • Uses many different approaches to interact successfully with others, adapting own interpersonal style to fit in with the situation they encounter within the Agency, and the characteristics of groups and individuals they encounter within it. • Sees ambiguity or uncertainty in the external environment as an opportunity for the Agency to strengthen its overall position and demonstrate its added value. Searches for growth opportunities wherever there is doubt or lack of clarity. • Is skilled at taking care of personal wellbeing; ensures others take care of their wellbeing too and makes this an integral part of the Agency's organizational culture.



Creating & Innovating

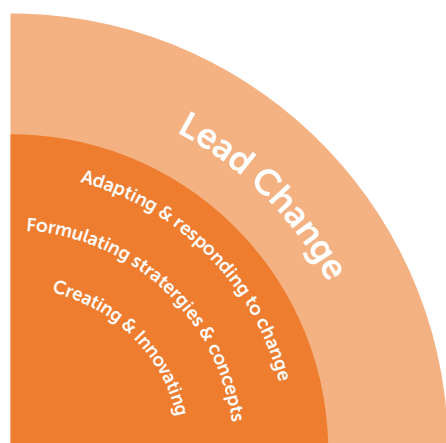
Produces new ideas, approaches, or insights; creates innovative products or designs; produces a range of solutions to problems.



The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Generates new ideas within own work area. • Makes suggestions for and contributions towards new products or designs in own work area. • Suggests and tries out improvements within own work area. • Comes up with effective changes in own work area.	• Identifies unconventional ideas that others may have missed. Contributes innovative approaches and insights. • Creates new services or designs in own work area. • Instigates a range of alternative approaches to create improvements in a number of areas for their team. • Devises, initiates and drives effective change initiatives in own team.	• Contributes radical ideas, approaches and insights that open up whole new avenues of exploration for their department. • Creates innovative products or designs that challenge traditional assumptions in their department; approaches ongoing developments from a new perspective. • Instigates a range of alternative approaches to create improvements in a number of areas of their department. • Devises, initiates and drives effective change initiatives in own department.	• Contributes radical ideas, approaches and insights that open up whole new avenues of exploration for the Agency. • Creates extremely innovative breakthrough products or designs that might previously have been considered "unthinkable" and which lead to a fundamental change in thinking at the Agency. • Constantly seeks opportunities for improvements across the whole Agency that lead to major changes in its way of operating and overall efficiency. • Is regarded as a change champion who initiates and drives large-scale organizational change, creating an environment where others become change drivers.





Formulating Strategies & Concepts

Works strategically to realise organizational goals; sets and develops strategies; identifies, develops positive and compelling visions of the organization's future; takes account of a wide range of issues across, and related to, the organization.

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Demonstrates an awareness of changes in organizational strategy that impact on own work area. • Bears organizational strategy in mind when planning own work. • Is excited by future possibilities within own work area. • Demonstrates an awareness of a broad range of issues that impact own work.	• Revises objectives of own team or department to reflect changes in organizational goals. • Bears organizational strategy in mind when planning own work and that of their team. • Identifies future possibilities for own team and shares these ideas with key stakeholders. • Demonstrates an understanding of a broad range of factors that link own team to other parts of the Agency.	• Always works with an orientation towards the future, encourages team leaders to consider the Agency's long-term strategy when they set objectives for their teams. • Translates strategic direction into medium- and long-term plans and objectives for own department. • Explores a range of future possibilities with appropriate stakeholders that the department or entire Agency could aspire to achieve. • Takes account of a wide range of issues across, and related to, the entire Agency.	• Is strongly future oriented, encourages department leads to consider the Agency's long-term strategy when they set departmental objectives. • Sets, develops and revises organizational strategy in line with their organizational vision, ensuring it is coherent and meaningful. • Constantly explores future possibilities for the whole organizational sector and identifies where own department fits within these possibilities. Inspires others to achieve this vision of the Agency's future potential. • Gains insight into, and fully considers, global developments and trends that may impact the Agency.



18 The 12 Competencies - Relating & Networking



Relating & Networking

Easily establishes good relationships with customers and staff; relates well to people at all levels; builds wide and effective networks of contacts; uses humour appropriately to bring warmth to relationships with others.

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Makes people feel at ease and builds good working relationships with them. • Uses people contacts to the advantage of own work and that of immediate colleagues. • Relates well to others, including work colleagues and the general public. • Recognizes disagreements and tensions between individuals and attempts to resolve or defuse them. • Uses humor to positive effect, ensuring that it is appropriate and not offensive.	• Relates well to people at all levels, quickly builds rapport and establishes good working relationships. Facilitates others to do the same. • Builds networks of contacts and uses it to the advantage of own team and own area of responsibility. • Sensitively resolves conflict between others and takes action to reduce any anger or frustrations they might feel. • Uses humor to positive effect, ensuring that it is appropriate and not offensive. Adapts humor to the audience, occasion and situation.	• Actively builds and nurtures good relationships with people across all organizational levels and boundaries. Helps others to do the same. • Builds connections between individuals and teams that may be of mutual benefit to each other. Freely shares their connections with others and encourages their team to support others in order to maximize the overall benefit to the organization. • Maintains and extends an effective network of links with individuals across the Agency's departments. • Identifies and tackles disagreements that compromise departmental objectives. Diplomatically facilitates the resolution of conflict between team managers and ensures that their anger or frustration is dealt with sensitively. • Uses humor and emotions to create buy-in for required activities within the department.	• Builds quickly effective relationships with people at all levels, internally as well as with external partners and points of contact, facilitates others to do the same. • Actively nurtures good relationships with people across all organizational levels and boundaries, as well as with external contacts and clients. • Grows and builds their personal networks and those of others. Fosters a climate that encourages cross-organizational collaboration. • Maintains and extends an effective network of links with individuals beyond the Agency, building strategic partnerships with a range of key stakeholders. • Identifies and tackles disagreements that compromise organizational objectives. Diplomatically facilitates the resolution of conflict between leaders of different department and deals sensitively with their anger or frustration. • Uses humor and emotions to inspire others and create emotional buy-in for the Agency's vision and strategy.



19 The 12 Competencies - Adhering to Principles & Values



Adhering to Principles & Values

Upholds ethics and values; demonstrates integrity; promotes and defends equal opportunities, builds diverse teams; encourages organizational and individual responsibility towards the community and the environment.

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Acts with clear moral principles. • Declares own intentions clearly in dealings with others and keeps to agreements made. • Shows sensitivity, welcomes, respects, and accepts people from different backgrounds, e.g. differences in culture or religion. • Demonstrates an awareness of how own actions impact the community and environment.	• Maintains high ethical standards, not compromising them to advance personal or team agenda. • Demonstrates openness and honesty about own agenda and interests. Keeps to agreements made and maintains confidentiality at all times. • Promotes respect and sensitivity towards cultural and religious differences. • Draws on the diverse backgrounds of others and ensures all can contribute by enforcing equal opportunity practices. • When reaching decisions, takes account of community issues, values and demographics, and of environmental impact.	• Maintains high ethical standards, not compromising them to advance personal agenda or that of their department. • Actively promotes and celebrates cultural and religious differences in their department. Sees and champions the benefits of cultural and religious diversity, emphasizing the advantages to the department. • Strives to build culturally diverse teams. • Challenges intolerance or lack of understanding from others. • Evaluates community and environmental issues and promotes the organization's policies in these areas.	• Champions the organizational values by living them through all aspects of own actions and behaviors. • Sees and champions the benefits of diversity and inclusiveness, and goes beyond equal opportunity requirements to emphasize the benefits of both to the Agency. • Creates an organizational culture that actively espouses diversity and inclusiveness. • Works towards making the entire organization socially, ethically and environmentally responsible. Shapes the organization's corporate responsibilities towards the wider community.





Planning & Organizing

Sets clearly defined objectives; plans activities and projects well in advance and takes account of possible changing circumstances; identifies and organises resources needed to accomplish tasks; manages time effectively; monitors performance against deadlines and milestones.

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Sets self clearly-defined tasks in line with brief or objectives set by line manager. • Plans own work activities, raising possible changing circumstances with line manager. • Completes individual tasks on time. • Knows what resources are needed to accomplish own tasks. • Keeps track of own progress against task deadlines.	• Sets clearly-defined objectives for their team. • Plans activities and projects for team and considers potential difficulties. • Organizes own and direct reports' time effectively, allocating achievable target dates for project stages. • Effectively manages the deployment of people and equipment in own team. • Uses existing timelines to monitor the team's progress against deadlines and milestones, maintaining an ongoing awareness of any issues helping or hindering progress.	• Sets clearly-defined objectives for their department. • Plans activities and projects for own department and considers potential difficulties. • Organizes own and team leaders' time effectively, allocating achievable target dates for project stages. • Effectively manages the deployment of people and equipment in own department. Breaks down objectives into clearly defined tasks. • Analyzes the department functions and, if necessary, takes measures to ensure fair and effective utilization of resources and flag critical ones	• Sets clearly-defined objectives for the Agency as a whole. • Produces comprehensive project plans that anticipate foreseeable changes and can be adapted in the face of unforeseen or disruptive events. • Sets realistic timescales for the overall completion of major projects, ensuring that any deadlines set by others in connection with a project fit into the overall timescales. • Identifies the cross-organizational resources needed for large scale projects and ensures the availability of these critical resources. • Creates measures and criteria to monitor progress of overall projects against key organizational objectives, maintaining constant vigilance on all issues that may impact project completion.



21 The 12 Competencies - Achieving Personal Work Goals & Objectives



Achieving Personal Work Goals & Objectives

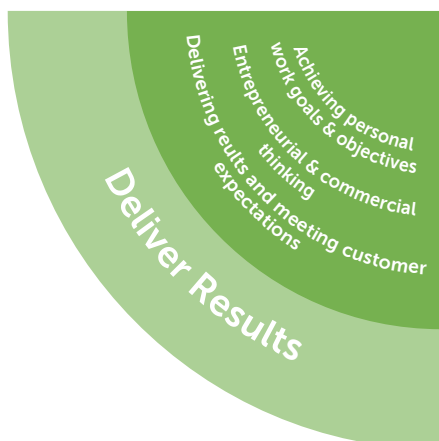
Accepts and tackles demanding goals with enthusiasm; works hard and puts in longer hours when it is necessary; seeks progression to roles of increasing responsibility and influence; identifies own development needs and makes use of developmental or training opportunities.

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Accepts and tackles demanding goals enthusiastically. • Maintains high levels of effort throughout working hours. • Takes advantage of development opportunities offered. • Seeks feedback on own performance and then aims to improve on it. • Demonstrates a desire to take on increased responsibilities and progress within the Agency.	• Welcomes demanding goals, working through tough challenges to achieve success. • Demonstrates sustained energy, drive and determination, working extended hours when necessary. • Identifies own development needs and proactively seeks opportunities to develop self. • Identifies and pursues opportunities for career development, seeking progression to roles of increased influence and responsibility.	• Sets self increasingly demanding goals and targets, and challenges self to exceed these goals and persevere through obstacles and difficulties. • Invests high levels of commitment, energy, drive and determination at all times, and is very willing to work considerably extended hours. Inspires individuals in their department to invest their own time and energy in a similar way. • Has clear career path in mind and identifies personal development strategies to maximize own strengths and address development needs. • Regularly reviews the progress along own career paths and any wider career options. • Establishes and pursues a long-term career progression strategy, fully developing own potential by continually extending responsibility and influence within the Agency.	• Sets stretching goals and targets for the Agency and helps others to stay motivated to exceed these goals and persevere through obstacles and difficulties. • Invests high levels of commitment, energy, drive and determination at all times, and is very willing to work considerably extended hours. Inspires others across the Agency to invest their own time and energy in a similar way. • Maintains critical self-reflection, questions themselves, corrects own course, develops new competencies that are outside previous experience, anticipating future needs • Encourages an organizational culture of continuous development at all levels. Creates formal and informal processes to learn from all stakeholders' feedback to improve overall organizational effectiveness • Promotes the development and use of organization-wide knowledge sharing and development systems that capture all relevant information from sources inside and outside of the organization • Establishes and pursues a long-term career progression strategy, fully developing own potential by continually extending responsibility and influence within the Agency and in the external environment.



22 The 12 Competencies - Entrepreneurial & Commercial Thinking



Entrepreneurial & Commercial Thinking

Keeps up to date with best practice and industry trends; identifies business opportunities for the organization; maintains awareness of developments both internally and externally; demonstrates financial awareness; controls costs and thinks in terms of gains, losses and added value.

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Understands how the Agency's services compare to those of other organizations. • Shows an awareness of new opportunities. • Shows an awareness of basic financial issues directly relating to own work. • Avoids unnecessary waste when completing own work. Identifies opportunities to reduce it in own work area.	• Proactively builds a broad understanding of the key factors driving local markets and beyond. • Seeks and proposes opportunities for new activities and improvements for their team and beyond. • Uses financial information to monitor the performance of their team. • Tracks expenditure of team and uses the most cost-effective methods to increase team performance.	• Anticipates and actively monitors long-term local developments, and the impact on their department. • Constantly seeks new opportunities for their department, seizing upon possibilities opened up by changes in areas such as technology. • Uses financial information to monitor the performance of their department. • Tracks expenditure of department and uses the most cost-effective methods to increase performance of department.	• Anticipates and actively monitors long-term local and global developments and their impact on the entire Agency. • Constantly seeks new opportunities for the entire Agency, seizing upon possibilities opened up by changes in areas such as technology, legislation and politics. • Understands and interprets key financial and economic data affecting the Agency, using this information effectively to monitor and plan organizational performance. • Fosters a cost-conscious, anti-waste culture across the Agency, recognizing and rewarding efforts to add maximum value to the Agency.



23 The 12 Competencies - Delivering Results & Meeting Customer Expectations



Delivering Results & Meeting Customer Expectations

Focuses on customer needs and satisfaction; sets high standards for quality and quantity; monitors and maintains quality and productivity; understands that, depending on the project, both agile and systematic approaches are required; consistently achieves project goals.

The 4 Leadership Proficiency Levels

Individual Contributors	First/Mid-Level Leaders	Senior Leaders	Executive Leaders
• Puts customers (internal or external) first, seeking to understand their needs and expectations. • Sets high standards of quality and output for self. Is not prepared to compromise on quality, even when under pressure to cut corners. • Tries to get work right every time, checking for errors and rejecting sub-standard work. Consistently meets agreed productivity levels. • Takes a methodical and systematic approach to own work. • Consistently achieves own work targets.	• Proactively engages with customers (internal or external) to seek their feedback. Acts to remove obstacles to good customer service. • Challenges self and own team area to achieve high levels of quality and output. • Introduces and uses formal quality management techniques to ensure quality procedures are followed. Emphasizes productivity and efficiency and monitors the volume of own and others' output. • Builds systematic and methodical processes into projects and own and team's work. • Drives projects forward by ensuring that team or department's goals relating to wider projects are consistently achieved.	• Anticipates customer (internal or external) needs and champions initiatives to increase customer satisfaction. • Constantly revises quality and performance targets to set demanding standards for their department. • Challenges quality assurance programs and performance management systems to ensure they add the greatest value to organizational outputs. • Creates processes to ensure work is completed in systematic and orderly way. Rigorously identifies blocks to methodical working and removes haphazard or ad hoc processes. • Consistently achieves strong results from inter-departmental project teams, managing and delivering projects on time and on budget to agreed quality standards.	• Drives an organizational culture of open, two-way customer (internal or external) communication to ensure complete understanding of customer needs. Facilitates partnerships with customers to deliver maximum, and lasting, satisfaction. • Constantly revises quality and performance targets to set demanding standards for the Agency. • Benchmarks the Agency's quality and performance standards against both internal and external targets. • Drives an organizational culture that focuses on results, inspiring others to achieve and exceed goals and expectations.

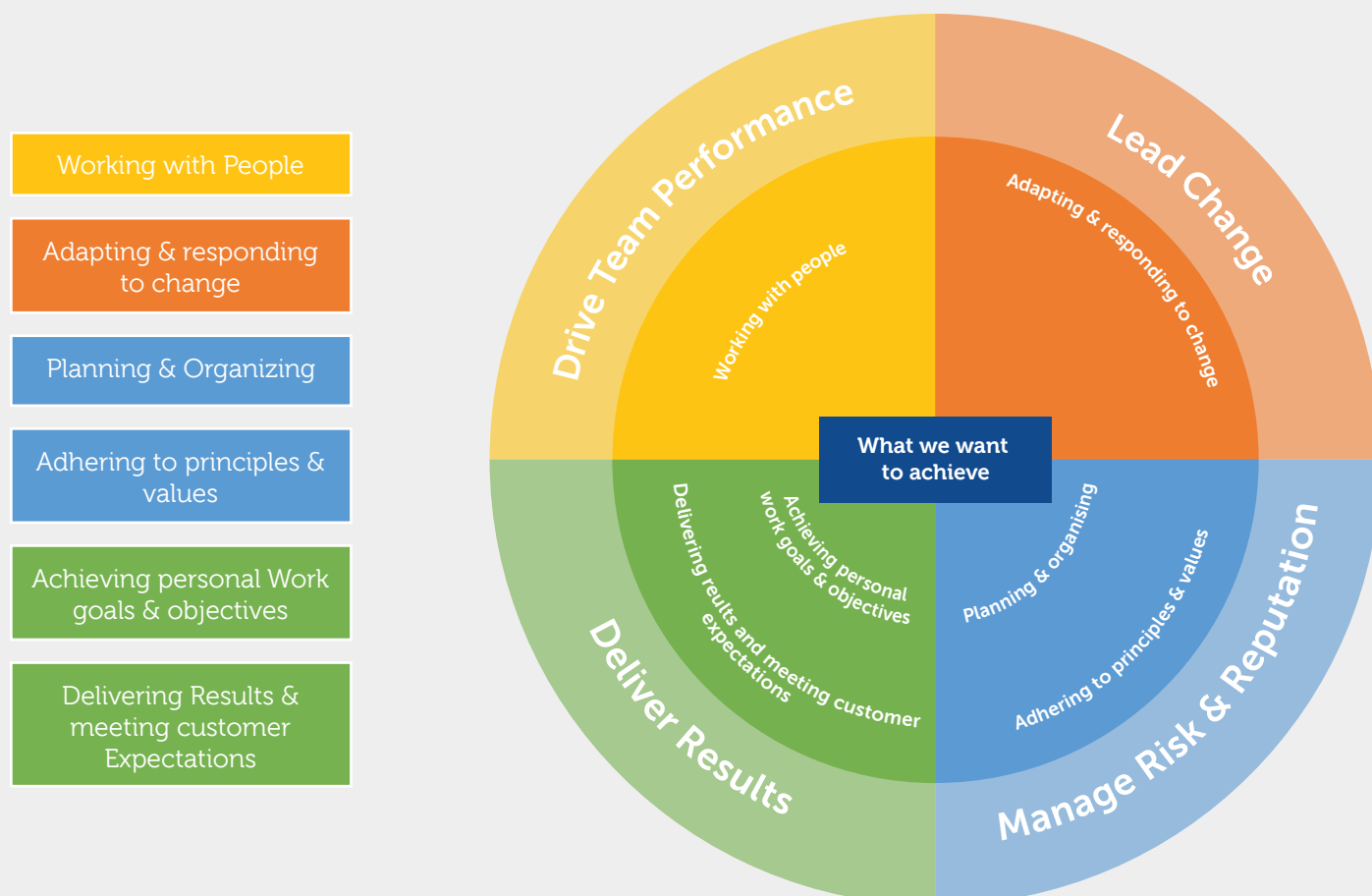


Core competencies per leadership level

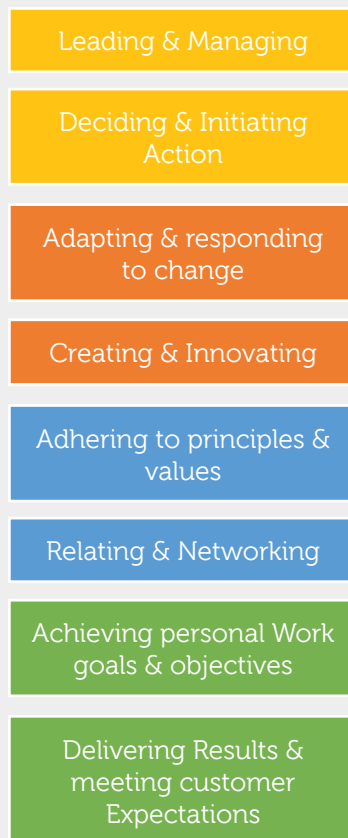
As mentioned before at the Agency all staff are expected to contribute to all of our 4 Leadership Ambitions. However, this can be done in different ways, depending on the role and Leadership Level each individual is at. Hence some of the underlying competencies may be more applicable to some leadership levels than to others.

Below you will find some guidance on how to prioritize the competencies based on your specific role or leadership level. For each Leadership Level we have predefined 6-8 Core Competencies that can be used to identify the core competencies for your individual role

Individual Contributors



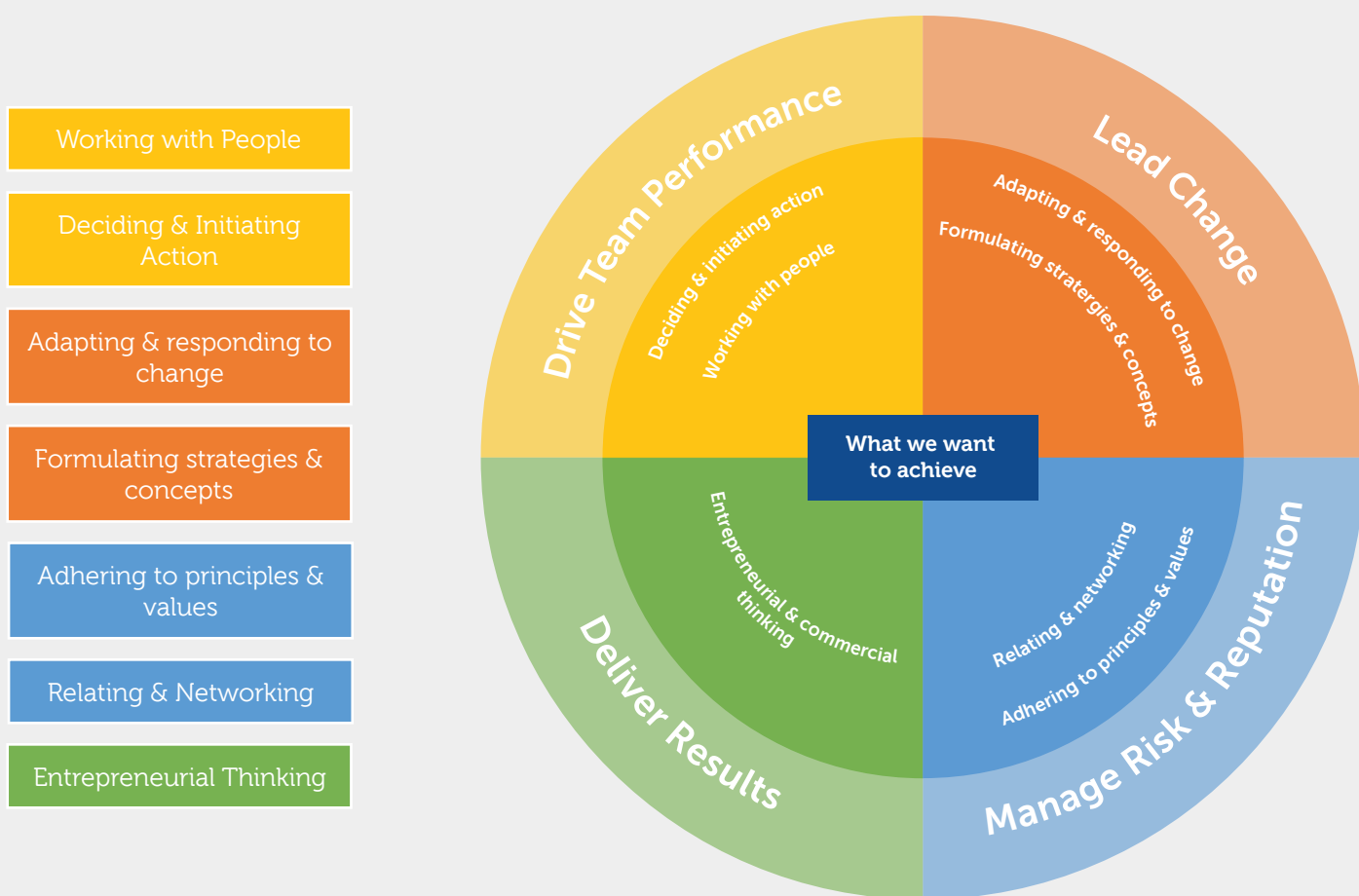
First & Mid-Level Leaders



Senior Leaders



Executive Leaders



Leadership Overview

Individual Contributors	First & Mid-Level Leaders	Senior Leaders	Executive Leaders
Working with People	Leading & Managing	Leading & Managing	Working with People
Adapting & responding to change	Deciding & Initiating Action	Deciding & Initiating Action	Deciding & Initiating Action
Planning & Organizing	Adapting & responding to change	Adapting & responding to change	Adapting & responding to change
Adhering to principles & values	Creating & Innovating	Creating & Innovating	Formulating strategies & concepts
Achieving personal Work goals & objectives	Adhering to principles & values	Formulating strategies & concepts	Adhering to principles & values
Delivering Results & meeting customer Expectations	Relating & Networking	Adhering to principles & values	Relating & Networking
	Achieving personal Work goals & objectives	Relating & Networking	Entrepreneurial Thinking
	Delivering Results & meeting customer Expectations	Entrepreneurial Thinking	





```
"MIRROR_X":  
ise_x = True  
ise_y = False  
ise_z = False  
= "MIRROR_Y":  
ise_x = False  
ise_y = True  
ise_z = False  
= "MIRROR_Z":  
ise_x = False  
ise_y = False  
ise_z = True  
at the end -add  
e. objects.action  
+ str(modifier)  
select = 0  
text_selected_obj  
cs[one.name].sel  
se select exactly  
1+x+y+2a  
OR CLASSES  
{x-12-y+n...}  
rator):  
to the selected  
or_mirror_x"  
1+x+y+2a)-(3a+3g+x)
```