Ninja

Competency Framework &Dictionary

Organizational Development

2026

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Competency Framework
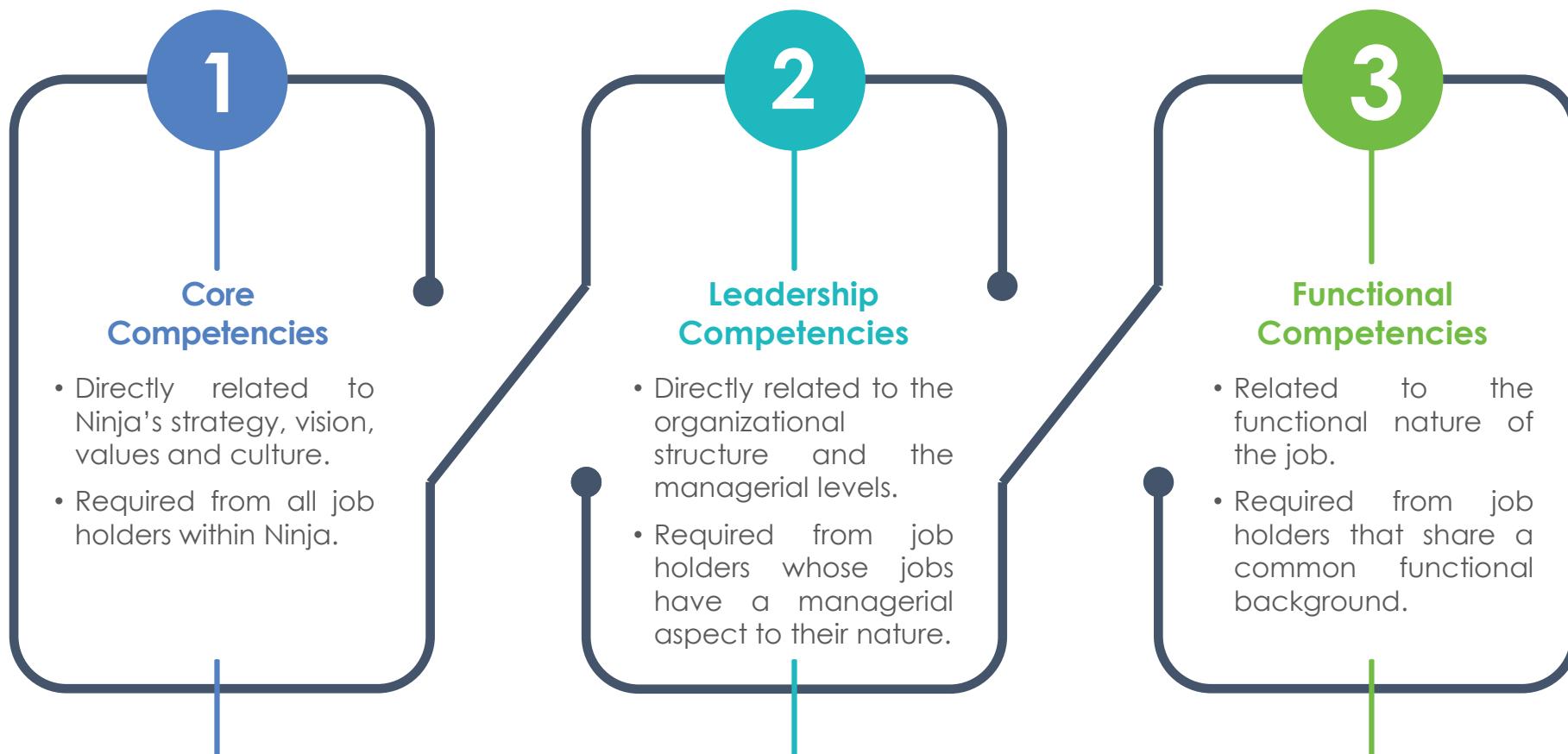
Competencies Structure

- The Competency Structure for Ninja includes the Competency types, proficiency levels and degree of detail for each competency. The figure below illustrates the different types of Competencies identified for Ninja:

1

Core Competencies

- Directly related to Ninja's strategy, vision, values and culture.
- Required from all job holders within Ninja.

2

Leadership Competencies

- Directly related to the organizational structure and the managerial levels.
- Required from job holders whose jobs have a managerial aspect to their nature.

3

Functional Competencies

- Related to the functional nature of the job.
- Required from job holders that share a common functional background.

Competency Framework

Competencies Structure

- The following are the identified Core, Leadership and Functional Competencies for Ninja jobs:

Core Competencies

01	Problem Solving
02	Communication Skills
03	Customer Focus
04	Ownership
05	Teamwork

Leadership Competencies

01	Decision Making
02	Empowering Others
03	Planning & Organizing
04	Social Intelligence
05	Strategic Thinking

Core Competencies

Core Competencies

Problem Solving

Definition

The ability to identify problems, analyze root causes, generate effective solutions, and make sound decisions in a timely and systematic manner to achieve optimal outcomes.

Proficiency Level

1	2	3	4
The ability to identify simple problems and seek guidance to resolve them.	The ability to analyze problems and propose appropriate solutions independently.	The ability to handle complex problems and guide others in problem-solving.	The ability to solve strategic and high-impact problems and drive organizational improvement.
▪ Recognizes problems and reports them promptly. ▪ Collects basic information related to the issue. ▪ Follows established procedures to address problems. ▪ Seeks support when facing unfamiliar situations.	▪ Analyzes problems by breaking them into manageable components. ▪ Identifies root causes using logical thinking. ▪ Suggests practical and effective solutions. ▪ Evaluates potential risks before implementing solutions.	▪ Anticipates potential problems and takes preventive actions. ▪ Applies structured problem-solving techniques and best practices. ▪ Supports and guides colleagues in resolving challenges. ▪ Balances multiple factors (cost, quality, time) when deciding on solutions..	▪ Addresses complex, cross-functional, and strategic problems. ▪ Develops innovative and long-term solutions aligned with organizational goals. ▪ Ensures decisions are data-driven and consider broader organizational impact. ▪ Builds a problem-solving culture by empowering teams and setting clear decision-making frameworks.

Core Competencies

Communication

Definition

The ability and skill of effectively interacting and exchanging information with others through expressing oneself clearly and concisely, and to provide information in an accurate and timely manner, as well as acquiring and understanding information from others adequately.

Proficiency Level

1	2	3	4
The ability to listen carefully and objectively, and exchange information adequately.	The ability to convey and receive information effectively with different levels within Ninja, verbally and in writing, as well as the ability to detect underlying meanings.	The ability to choose and utilize adequate communication techniques according to different audiences, subjects, and situations, disputing any potential resolutions and leaving no room for ambiguity; verbally and in writing.	The ability to speak naturally, eloquently and tactfully, and to make complex ideas and situations clear and understandable to others.
- Promptly provides factual and concise information to the concerned personnel. - Possesses the ability to deliver verbal and written messages effectively, professionally, while using appropriate language and correct grammar. - Possesses the ability to understand comments and feedback from others correctly and takes notes of important points.	- Ensures effective communication with others by taking into consideration different factors such as audience, subject, etc. - Possesses the ability to detect underlying meanings. - Communicates effectively with different levels within Ninja verbally, in writing or through slides. - Realizes and understands verbal and non-verbal cues in order to draw deeper understanding. - Delivers understandable written and oral messages through communicating respectfully and coherently using correct grammar and appropriate language.	- Possesses flawless language and elocution skills and leaves no room for errors or ambiguity when communicating verbally, in writing or through slides. - Tailors communication techniques in accordance with different audiences, subjects, and situations. - Possesses the confidence to speak in public and grasps the audience's attention. - Responsive to subtle cues and elicits information from others beyond what is disclosed; interpreting body language, tones, reactions, etc.	- Speaks with high confidence and handles difficult questions and situations quickly and intuitively. - Drives effective communication across Ninja by indicating the best communication techniques and cultivates opportunities to foster effective communication, verbally, in writing or through slides. - Possesses the ability to explain and deliver complex ideas and issues in a way that is understandable to others. - Easy to talk to and gets people to open up, establishes rapport with speaker and elicits the complete story. - Possesses the ability to dispute resolutions by establishing means of clear and open communication with all concerned parties.

Core Competencies

Customer Focus

Definition

The willingness and capacity to understand internal and external customers' needs, taking initiatives and providing service excellence to go beyond what is required and exceed customer expectations.

Proficiency Level

1	2	3	4
The ability to understand customers' needs and concerns and to maintain clear communication with them, in addition to handling situations appropriately and resolve simple issues quickly and effectively.	The ability to take ownership of customers' requests, and to handle and resolve such requests quickly and effectively.	The ability to continuously meet customers' expectations, and to understand and fulfill underlying customers needs and requirements.	The ability to demonstrate thorough understanding of customers' needs and expectations, and continuously looking for long-term benefits for the customer.
- Identifies and understands customers' needs and concerns. - Maintains clear communication with customers to manage expectations. - Follows up on customers' requests and complaints within own scope of work. - Ensures that all related issues are addressed in an effective manner.	- Sustains relations with internal and external customers, ensuring their continuous satisfaction. - Strives to satisfy customers' needs and address their concerns promptly. - Takes personal responsibility for correcting customer issues within own scope of work. - Follows up on customers complaints' resolutions and takes the required actions to prevent such issues from recurring.	- Seeks and analyzes information about the actual underlying needs and expectations of customers beyond those initially expressed. - Builds deep and far-reaching relationships with customers. - Identifies improvement areas within own scope of work to enhance customer experience. - Emphasizes and promotes customer centricity culture.	- Develops a full and thorough understanding of specific customers' needs by soliciting and recording relevant information. - Seeks long-term benefits to the customer and adjusts approaches accordingly. - Anticipates customer's future requirements and needs, and coordinates with relevant functions in order to take the required actions/measures.

Core Competencies

Ownership

Definition

The ability to take full accountability of own tasks and responsibilities, and exhibiting commitment at work towards partners, community, the company and concerned parties.

Proficiency Level

1	2	3	4
The ability to take responsibility of own performance and actions.	The ability to assume responsibility for accomplishing tasks at high standards and to show commitment towards the team and the company.	The ability to assume responsibility and encourage colleagues to assume responsibility for themselves as well and accomplishing their tasks with the highest quality, efficiency and lowest cost to achieve the company's interests with commitment towards the surrounding community.	The ability to assume responsibility for all aspects of own job regardless of their scale or impact and ensures having rules and systems that control taking responsibility within the company to affirm the commitment towards community, partners, and stakeholders.
▪ Takes on responsibility, and recognizes consequences of mistakes or failure, and outcomes of success and accomplishments. ▪ Admits mistakes and corrects them without giving excuses. ▪ Avoids blaming others for not meeting expectations and confronts problems promptly and directly.	▪ Shows high interest in responsibilities related to own work and commits to continuously learn and improve oneself to accomplish those responsibilities. ▪ Takes all proper procedures to ensure achieving own obligations and commitments. ▪ Adheres to standards that ensure quality of work and avoid scrutiny and contributes to achieving commitment towards the company's interest.	▪ Sets accountability standards that ensures the company's quality of work and its commitments towards the community. ▪ Ensures properly dealing with all mistakes regardless of their nature. ▪ Motivates the team to assume responsibility when faced with difficult challenges and complications. ▪ Puts the company's interest ahead of personal interests when performing own job.	▪ Ensures having accountability control standards within the company to serve its interest. ▪ Addresses all mistakes effectively regardless of their scale, impact, or the time of detecting them. ▪ Ensures assigning roles and responsibilities for employees to ensure achieving the company's strategic goals.

Core Competencies

Teamwork

Definition

The willingness to collaborate with colleagues and work collectively as part of a team in order to effectively achieve the set objectives, in addition to promoting and disseminating the work culture while being committed to participating and accepting diversity and differences and creating a positive work environment within Ninja.

Proficiency Level

1	2	3	4
The ability to cooperate and seek advice from others when needed.	The ability to support and reinforce team's performance through the proper recognition of team members' skills.	The ability to create synergy among different teams and to reinforce collaborative behavior among team members to achieve the best results and accomplish set objectives.	The ability to promote a "one team" culture across Ninja that supports fairness, equality, and synergy. Leveraging the strengths of all team members to accomplish goals, regardless of their culture or background.
- Recognizes own role and the added-value that helps the team achieve its goals. - Values diversity among team members and highlights their positive traits. - Keeps team members informed on progress and any developments within own scope of work and shares relevant knowledge positively. - Recognizes work and team goals.	- Praises team members' accomplishments and efforts and provides feedback to improve performance. - Always seeks to accomplish team's goals and objectives. - Motivates team members and constantly reminds them of the importance of teamwork and putting team's interest ahead of self interest. - Monitors own team's performance and follows up on progress on achieving team's objectives.	- Promotes team spirit, effectively carries out team coaching and emphasizes individual and shared roles. - Values ideas and inputs from all team members, praises cultural differences, and encourages brainstorming for resolving different cases. - Anticipates teams' needs and requirements and ensures fulfilling them adequately.	- Possesses the ability to create an environment that supports cooperation and collaboration and promotes teamwork practices across Ninja. - Ensures integration of different teams' efforts and objectives and aligns them to meet Ninja's strategic objectives. - Sets realistic and achievable objectives for multiple teams and follows up on their progress.

Leadership Competencies

Leadership Competencies

Decision Making

Definition

The ability to utilize all available information related to a specific situation to produce sound and prompt decisions in that regard to determine the best solution and/or trade-offs between alternatives which contributes to achieving the desired goals.

Proficiency Level

1	2	3	4
The ability to take day-to-day decisions involving routine tasks while being under continuous supervision.	The ability to take day-to-day decisions that entail minimum uncertainty and risk without being supervised.	The ability to bear the responsibility of taking decisions to move things forward and act promptly to address urgent needs.	The ability to make strategic decisions that have significant consequences and bear high risks using sound values and business sense.
- Follows explicit guidelines and procedures in making routine decisions. - Seeks approval continuously before making any impactful decisions.	- Seeks the information required for making routine decisions. - Refers to others only when necessary.	- Interprets guidelines and procedures with regards to exceptions. - Possesses the ability to reason and make complex decisions for which there is no set procedure. - Assesses available information and underlying contradictions to reach a clear view of key options and prioritize needs. - Seeks guidance as needed when the situation is unclear.	- Assesses and weighs different factors affecting available choices. - Conceptualizes possible scenarios and outcomes which may result from decisions in a volatile environment where factors change rapidly. - Uses sound values and business sense to make prompt decisions even with the presence of gaps in the available information. - Reaches decisions assuredly in an environment of public scrutiny.

Leadership Competencies

Empowering Others

Definition

The ability to support others by developing their skills, competencies, and capabilities and transferring knowledge that is influential in directing their future; to convey confidence in employees' abilities in order to help them optimize their potential and encourage them to succeed; facilitating employees' freedom to decide how they will accomplish their goals and resolve issues.

Proficiency Level

1	2	3	4
The ability to establish expectations and set clear tasks and goals for employees, follow up on individual's progress on assigned tasks and provide adequate assistance when needed.	The ability to communicate business goals and objectives with others, delegate responsibilities effectively while providing adequate support, through sharing feedback and own knowledge, as well as motivating others and facilitating self-development.	The ability to empower people, monitor and improve their performance; intervenes and directs them when needed to ensure that they exceed the expectations.	The ability to recognize and address gaps in performance and skills on the organizational level, and adjust leadership styles, ensuring that team members in the company are engaged and involved in the realization of the overall strategy and growth.
- Observes and recognizes gaps in individual's skills, capabilities and attributes. - Possesses the ability to implement basic approaches and processes to support others in improving their competencies or gaining new skills. - Evaluates work done and provides constructive feedback.	- Shares knowledge and expertise with subordinates actively. - Treats team members fairly, providing them with equal opportunities to succeed. - Encourages self-reliance and self-development among subordinates; equips them with the required tools and knowledge to carry out their tasks with minimum assistance. - Balances between tasks, goals, objectives and individuals' skills and capabilities. - Communicates with individuals effectively to help them understand the company's objectives and their contribution and role in attaining these objectives.	- Observes individuals and continuously dedicates time and effort to mentor and improve their competencies, skills, knowledge and abilities. - Identifies the gaps in individuals' performance, providing the needed training and coaching accordingly, and enhances abilities and self-confidence. - Sets and assigns realistic goals and tasks, as well as provides comprehensive instructions that allow people to perform effectively.	- Actively facilitates and contributes to knowledge sharing of technical expertise across the company. - Facilitates leadership training for individuals as needed, and constantly evaluates training programs and outcomes. - Directs and ensures effective communication between various functions and teams in order to attain common objectives. - Remains informed with the latest developments and best practices in the field, and seeks to instill them into the company.

Leadership Competencies

Planning & Organizing

Definition

The ability to plan all activities and tasks assigned to the employee or to others in advance and to identify priorities and resources, to ensure the success of implementation and in line with the objectives related to activities and tasks.

Proficiency Level

1	2	3	4
The ability to organize routine tasks assigned to the employee and prioritize their implementation according to importance, and to organize the available resources to complete the tasks on time.	The ability to divide tasks in order to facilitate the process of managing and completing them to the fullest.	The ability to set realistic and logical goals, and determine the resources necessary to achieve these goals, including employees, capital, technology and facilities, in order to serve the priorities set.	The ability to identify the company's priorities to keep pace with the long-term requirements, taking into account the balance between them and the available capabilities.
- Keeps the concerned persons informed and aware of the amount of achievement in the tasks assigned. - Uses available resources responsibly and efficiently.	- Develops supporting objectives that are aligned with major department/section objectives. - Thinks ahead and plans the next stages of work in the short term. - Possesses the ability to adapt to work pressure by planning and organizing work effectively. - Possesses the ability to determine the timetable and resources needed to achieve the goals required.	- Continuously evaluates and checks the progress of work as per the established plan. - Anticipates potential obstacles and takes preventive and corrective actions in proportion to the current situation. - Keeps others informed of plans, changes and modifications, and decisions about them. - Maintains calm when faced with unplanned or conflicting situations and demands.	- Predicts the company's future needs ahead of time. - Collaborates and ensures coordination among all concerned parties to avoid falling into competition between demands and duplication of work and ensures that all plans are aligned with set strategic objectives. - Ensures consistency between different departmental plans to reduce unexpected or conflicting situations and demands. - Tracks the general course of plans and considers major upheavals and setbacks.

Leadership Competencies

Social Intelligence

Definition

The capacity to understand different social situations and dynamics. In addition to the ability to operate effectively in various social situations. It is the capacity to recognize own feelings and those of others, and to manage emotions effectively.

Proficiency Level

1	2	3	4
The ability to focus on oneself and how one's actions, thoughts, or emotions do or do not align with the company's standards.	The ability to regulate one's emotions, thoughts, and behaviors effectively in different situation; Self Management.	The ability to be socially aware, take the perspective of and empathize with others from diverse backgrounds and cultures, to understand social and ethical norms for behavior.	The ability to manage relationships within the organization and be socially intelligent and act wisely in different relations across all managerial levels; as well as the ability to understand other people's moods, behaviors and motives so that one can improve the quality and connection of their relationships.
▪ Understands own emotions and their effects on own performance. ▪ Evaluates themselves objectively and continuously. ▪ Manages own emotions. ▪ Aligns their behavior with the company's values. ▪ Understands correctly how others perceive them.	▪ Exercises self control by remaining composed and sustains effective performance under stress. ▪ Identifies own/team's strengths and weaknesses and utilizes them to achieve objectives related to the scope of work. ▪ Embraces constructive criticism as an opportunity for growth and self-development.	▪ Is empathetic and gauges others' feelings by showing an active interest in the issues they face while picking up cues about what others feel and think. ▪ senses others' emotions, understanding their unique perspectives and learning to take an active interest in things they are concerned about. ▪ Reads groups' emotional currents in order to identify influencers as well as the organizational dynamics.	▪ Helps others through difficult situations, by cultivating open discussion and finding resolutions when required. ▪ Recognizes and understands drives for the different people at the company and uses them to motivate employees to work towards a common objective. ▪ Validates employees' feelings and addresses them in a wide range of situations. ▪ Reinforces a culture of understanding and mutual respect between people to elevate the employee satisfaction at Ninja.

Leadership Competencies

Strategic Thinking

Definition

The ability to foresee scenarios surrounding the business with future implications by focusing on the "bigger picture" and formulate effective long-term strategies and action plans, accordingly, taking into consideration Ninja's past and present experiences.

Proficiency Level

1	2	3	4
The ability to demonstrate knowledge of the company's strategy and objectives, and the ability to set priorities for work activities accordingly.	The ability to think ahead and recognize the consequences of own decisions on the company's strategy achievement, and broadly understands the company's strengths and weaknesses.	The ability to foresee future results and consequences that may affect the achievement of the company's vision, through understanding the industry and market trends affecting the company and identifying potential threats and opportunities taking into consideration the company's capabilities and potentials.	The ability to continuously plan inline with the overall direction and vision of the company, manages the threats and opportunities, forecasts the future of the industry and changes in market trends, as well as conceptualizes their implications on the company and strategy.
▪ Possesses the knowledge of the key elements of Ninja's strategy. ▪ Possesses the ability to distinguish essential and non-essential activities in alignment with the Ninja's objectives. ▪ Recognizes the impact of work plans on various activities within own scope of work.	▪ Understands Ninja's strategy and translates it into operational activities and technical requirements related directly to own scope of work. ▪ Possesses the ability to develop work plans and objectives related to own task, and to implement them in alignment with Ninja's strategy.	▪ Assesses and links short-term objectives with Ninja's strategic objectives. ▪ Possesses the ability to plan effectively for the medium and long-term goals. ▪ Shows commitment to the strategic objectives even when it affects own work and/ or when it is not accepted by others.	▪ Maintains a broad strategic perspective when dealing with crucial and influential details that impact Ninja. ▪ Possesses the ability to predict Ninja's future and changes in the nature and trends of the fitness industry and conceptualizes their potential impact on the strategy and resources of Ninja's. ▪ Possesses the ability to propose changes to Ninja's strategy according to the surrounding factors and inputs.