



**GROW.  
INNOVATE.  
INSPIRE.**



# OUTLINE

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SECTION

**01**

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LEADERSHIP COMPETENCY  
MODEL

SECTION

**02**

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GROW YOUR  
BUSINESS

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**03**

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ACTIVATE  
INNOVATION

SECTION

**04**

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INSPIRE OUR  
PEOPLE



GROW . INNOVATE . INSPIRE

# WHO IS THE LEADERSHIP COMPETENCY MODEL FOR?

Those holding a managerial or leadership position.

It is a pragmatic **roadmap** providing transparency and guidance on the expected behaviors of our managers and leaders across the full employee life cycle.





The co-creation of the model encompassed leadership representation across all our departments across our divisions.

GROW . INNOVATE . INSPIRE

## **WHAT'S IN THE LEADERSHIP COMPETENCY MODEL AND WHERE DID IT COME FROM?**

Designed based on a thorough, comprehensive, and calibrated analysis of best-in-class leadership attributes within the current business context.



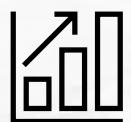
Focuses on building the Al-Futtaim Leadership Competency Framework.



# HOW WILL WE LEVERAGE THE LEADERSHIP COMPETENCY MODEL ?



At Recruitment



Performance Management

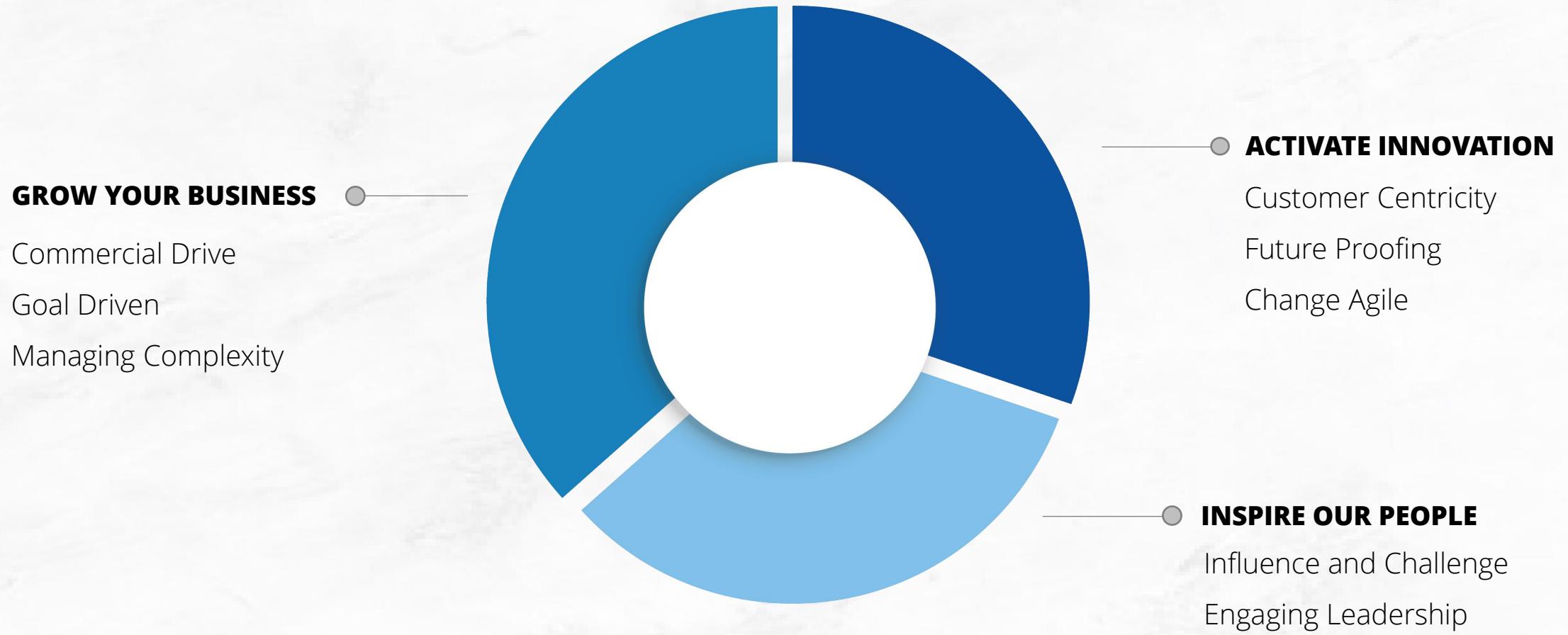


Development Planning  
Leadership 360



Professional Development  
& Growth Opportunities

# OUR LEADERSHIP MODEL



# 8 LEADERSHIP COMPETENCIES FOR SUCCESS

- Commercial Drive**  
An entrepreneurial mindset; recognize and seize opportunities; take measured risk into account.  
Focus on initiatives that drive business advancement.
- Goal Driven**  
Results focused, delivering stretching outcomes both as an individual and through teams, with no fear of failure, showing enthusiasm and self-motivation to perform.
- Managing Complexity**  
Confident managing the various challenges that our increasingly complex workplace and roles demand: global, digital, competitor, consumer, employees.
- Influence & Challenge**  
Create positive momentum by persuading the organization, demonstrating personal courage, and an ability to durably align different opinions.



- Customer Centricity**  
Works to delight internal and external customers with exceptional service and products, acting as a trusted advisor.
- Future Proofing**  
Demonstrate an unquestionable willingness to learn everyday, un-learn old approaches, and partner with others to assist them in doing the same.
- Change Agile**  
Anticipate and lead change: adapt actions, accordingly, demonstrate tolerance for ambiguity; have a comfort with uncertainty. Shows flexibility in adjusting own views and objectives in order to achieve a shared goal.
- Engaging Leadership**  
Inspire people through a compelling vision fueled by a culture of support, enablement and empathy. Building a safe environment for employees to be at their best, feel included and valued.

# LEADERSHIP BEHAVIORS

Each of the 8 competencies have been expanded into specific Leadership Behaviors across 3 proficiency levels:

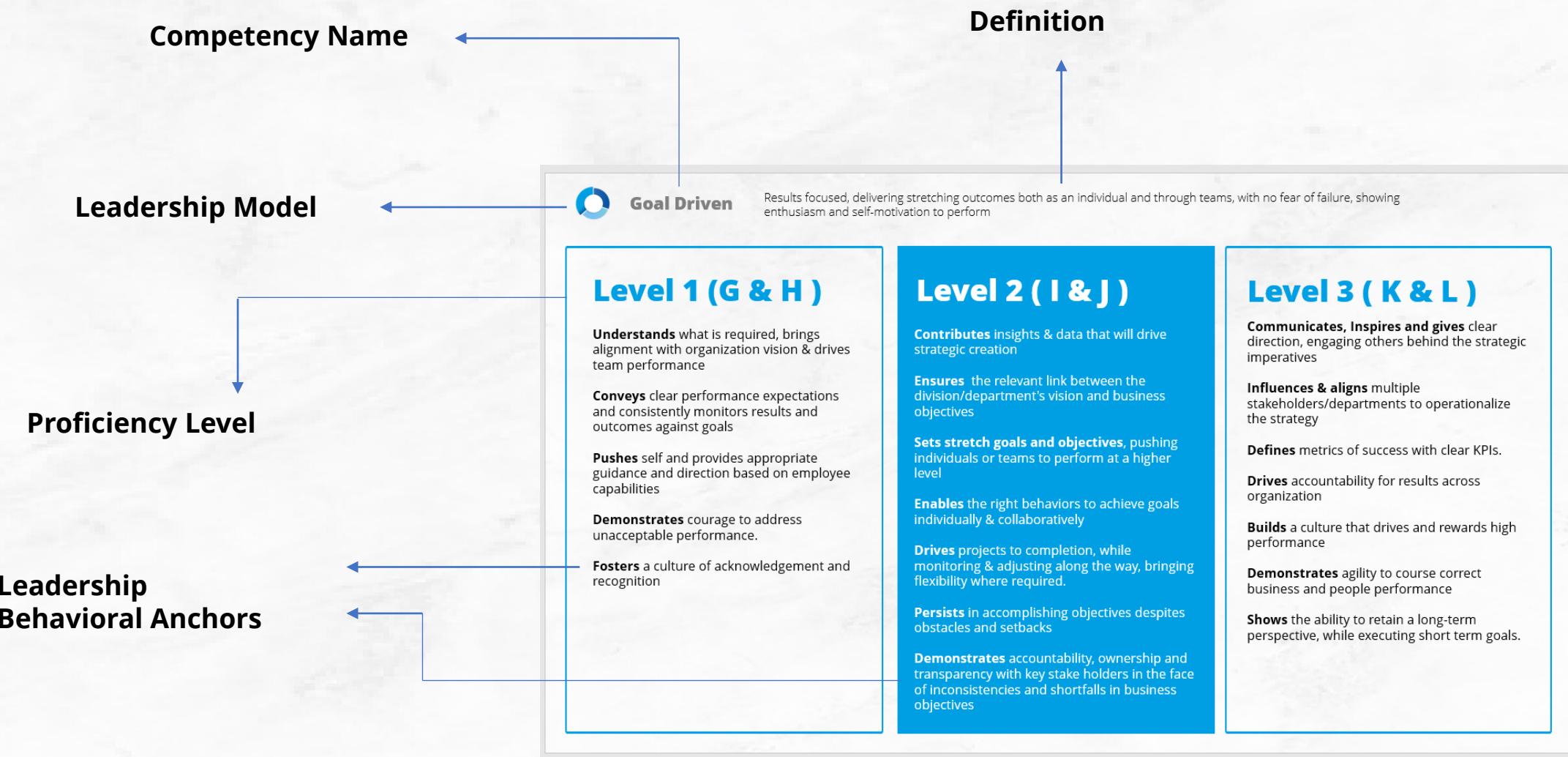
Level 1 (Bands G & H)

Level 2 (Bands I & J)

Level 3 (Bands K & L)

This provides transparency of behavioral and capability expectation as employees grow into more senior leadership roles.





# **Grow. Innovate. Inspire**

## **Toolkit**

### **01.** **Leadership Competencies**

- The 8 Leadership Competencies
- Leadership Behavioral Anchors for Level 1, 2 & 3

### **02.** **Resources**

- Additional Resources for Context
- Application Suggestions

# GROW YOUR BUSINESS



Commercial Drive



Goal Driven



Managing Complexity



# Commercial Drive

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Focus on initiatives that drive business advancement.



## Level 1 (G & H)

**Demonstrates** a working knowledge of business and commercial acumen.

**Operationalizes and commercializes** business processes.

**Takes** responsibility to implement, execute and align to business requirements.

**Looks** for efficiencies while working on initiatives and opportunities.

**Identifies** opportunities for improvement, takes measured risks.

# Commercial Drive

An entrepreneurial mindset; recognize and seize opportunities; take measured risk into account.  
Focus on initiatives that drive business advancement.



## Level 2 (I & J)

**Demonstrates** a working knowledge of managing a P&L and can provide guidance to others undertaking commercial activities.

**Demonstrates** the ability to operationalize the business strategy optimizing the outcomes.

**Balances** calculated risk with commercial outcome.

**Considers** interdependencies of customer profile, market dynamics (consumer insights, market intelligence, socio economic factors) to drive decisions around business opportunities.

**Collaborates** with different functions to ensure commercial viability of product/service.

# Commercial Drive

An entrepreneurial mindset; recognize and seize opportunities; take measured risk into account.  
Focus on initiatives that drive business advancement.



## Level 3 (K & L)

**Communicates, designs, and develops** a strategy and business model that is commercially viable.

**Effectively balances** risks and opportunities; and looks for ways to mitigate risks.

**Effectively builds and manages** relationships with strategic partners.

**Demonstrates** a strong understanding of the business, market, people and environment to capture and leverage business opportunities.



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# Commercial Drive Resources

## Additional Resources - Articles

*Click on each article to learn more.*

[McKinsey-Commercial Excellence: Your Path to Growth](#)

[CIPD-Commercial Drive](#)

<https://www.exed.hbs.edu/driving-profitable-growth/>

<https://psychologyatwork.blog/2020/08/24/developing-a-commercial-mindset/>



What are the current business challenges that require prioritization?



What actions and behaviors should I be leveraging/developing to be more commercially focused?



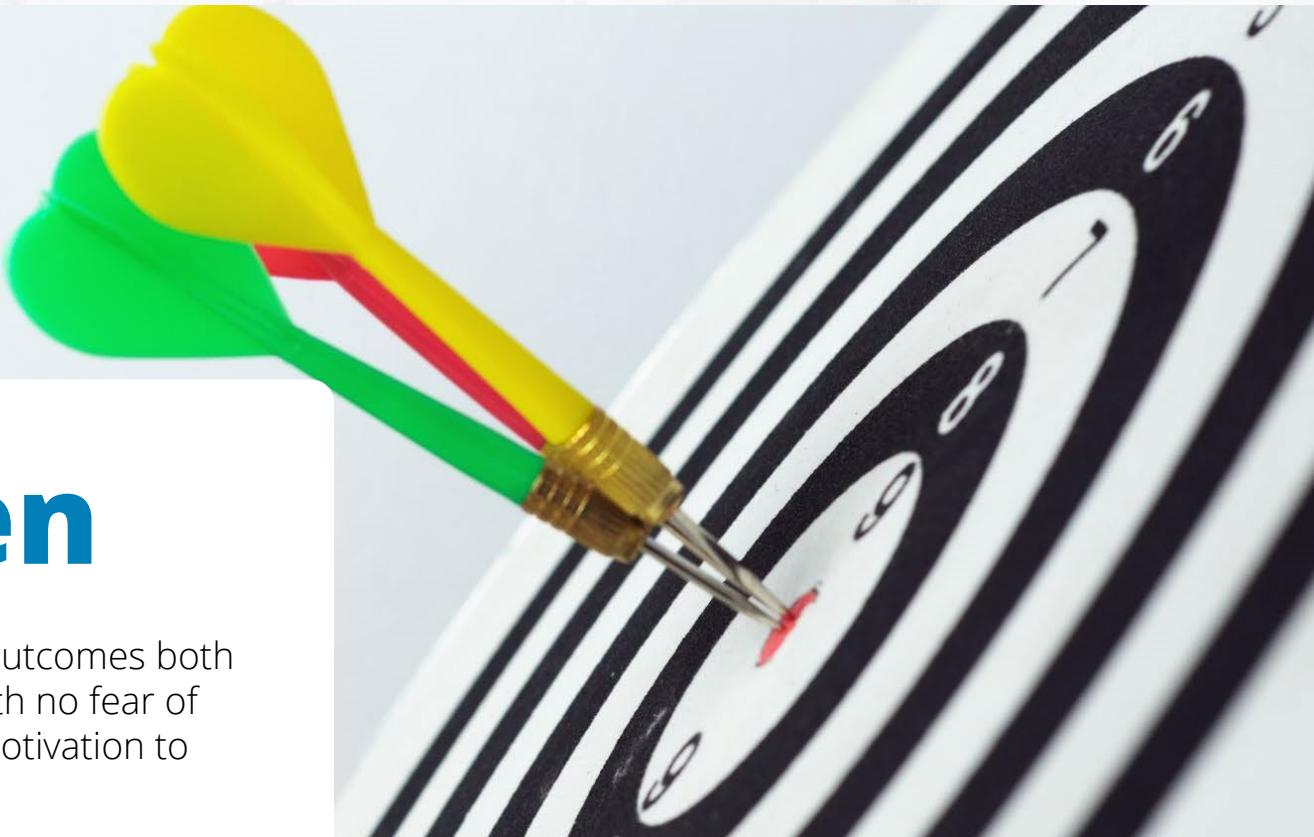
What are the business outcomes that I can positively impact, if I align my actions with the commercial drive behaviors?



How can I build this understanding into my team members?

# Goal Driven

Results focused, delivering stretching outcomes both as an individual and through teams, with no fear of failure, showing enthusiasm and self-motivation to perform.



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## Level 1 (G & H)

**Brings** alignment with organization vision & drives team performance.

**Conveys** clear performance expectations and consistently monitors results and outcomes against goals.

**Pushes** self and provides appropriate feedback & coaching as required.

**Demonstrates** courage to address unacceptable performance.

**Fosters** a culture of acknowledgement and recognition.

## Goal Driven

Results focused, delivering stretching outcomes both as an individual and through teams, with no fear of failure, showing enthusiasm and self-motivation to perform.



## Level 2 (I & J)

**Contributes** insights & data that will drive strategic agenda.

**Ensures** the relevant link between the division/department's vision and business objectives.

**Sets stretch goals and objectives**, pushing individuals or teams to perform at a higher level.

**Enables** the right behaviors to achieve goals individually and collaboratively.

**Drives** projects to completion, while monitoring and adjusting along the way, bringing flexibility where required.

**Persists** in accomplishing objectives despite obstacles and setbacks.

**Demonstrates** accountability, ownership, and transparency with key stakeholders in the face of inconsistencies and shortfalls in business objectives.

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## Level 3 (K & L)

**Communicates, inspires, and gives** clear direction, engaging others behind the strategic imperatives.

**Influences and aligns** multiple stakeholders/departments to operationalize the strategy.

**Defines** metrics of success with clear KPIs.

**Drives** accountability for results across organization.

**Builds** a culture that drives and rewards high performance.

**Demonstrates** agility to course correct business and people performance.

**Shows** the ability to retain a long-term perspective, while executing short term goals.



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# Goal Driven Resources

## Additional Resources - Articles

*Click on each article to learn more.*

[Indeed-10 Tips for Being More Goal-Oriented at Work](#)

[KornFerry-Long-Term Purpose, Short-Term Goals](#)

[PositivePsychology-What is Goal Setting and How to Do it Well](#)

[A Proven Formula For Successfully Reaching Your 2021 Goals  
\(forbes.com\)](#)



How can the Goal Driven behaviors help me, and my team re-prioritize, to accelerate business outcomes?



What new actions and behaviors should I integrate in my self-management and team management approaches?



How can I leverage the behavioral anchors to achieve my goals?



How do I plan to cascade this mindset to my team members?

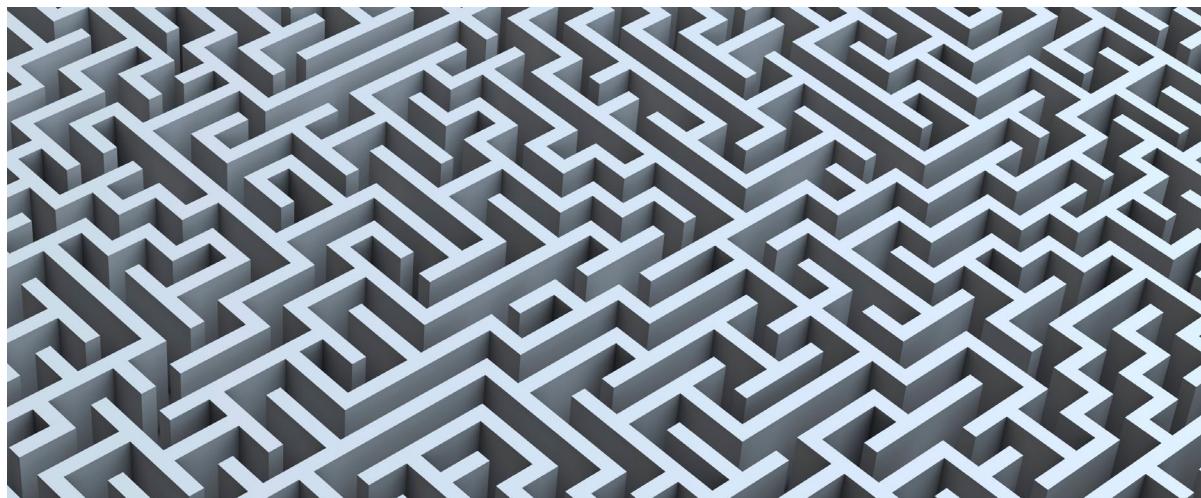


# Managing Complexity

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## Level 1 (G & H)

**Ability to follow and guide** others through processes and SOPs.

**Uncovers** root causes to difficult problems by asking the right questions.

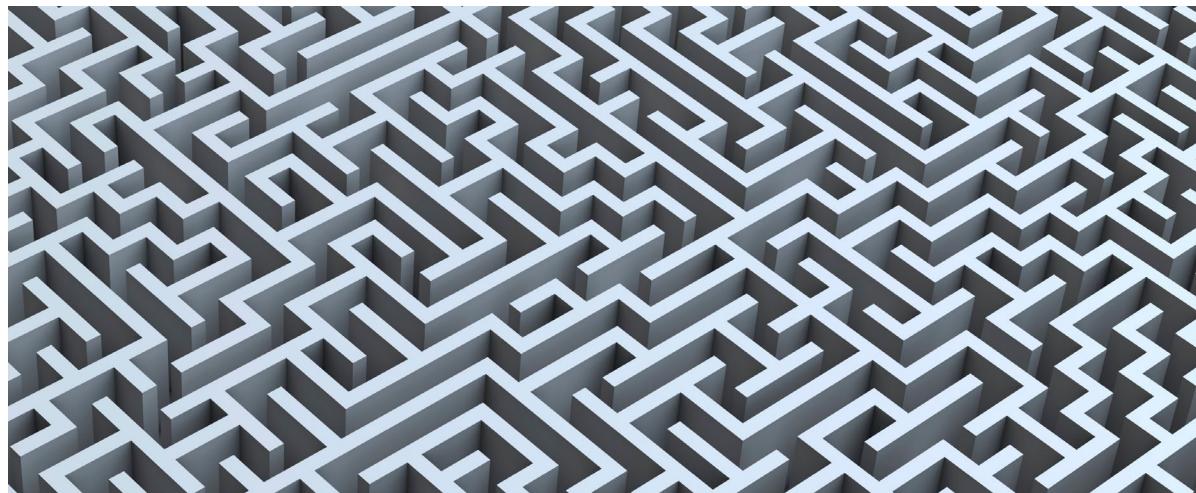
**Shows** the ability to seek support and input from the right stakeholders to make sense of the situation and move forward.

**Demonstrates** self-management and flexibility, while working with ambiguity.

**Finds** ways to simplify issues and helps others navigate.

# Managing Complexity

Confident managing the various challenges that our increasingly complex workplace and roles demand: global, digital, competitor, consumer, employees.



## Level 2 (I & J)

**Acquires** data and perspectives from multiple and diverse sources (including historical experiences) when solving problems, evaluating the Pros and Cons.

**Ability to work** with complex structures and workplace models.

**Readily distinguishes** between what's relevant and what's unimportant, to make sense of complex situations.

**Demonstrates** self-resilience and seeks to enable resilience in others.

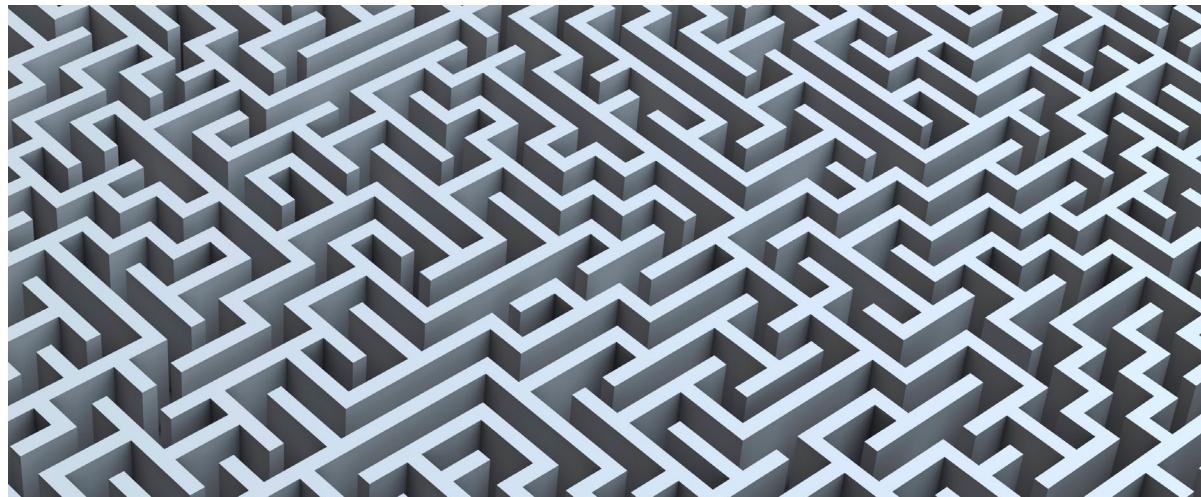
**Ability to break** complex challenges into workable chunks.

**Demonstrates** political savviness.

**Understands** the impact of complexity on others and actively takes steps to provide support.

# Managing Complexity

Confident managing the various challenges that our increasingly complex workplace and roles demand: global, digital, competitor, consumer, employees.



## Level 3 (K & L)

**Enables** the organization to make sense of complex challenges, analyze perspectives & facilitate the creation of the roadmap/action plans.

**Secures** alignment of direction, focus and effort whilst navigating complexity.

**Demonstrates** courage and ability to take calculated risks especially while dealing with ambiguous situations.

**Demonstrates** political savviness, understands how decisions are made and who influences them, and brings the right stakeholders to the table.



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# Managing Complexity Resources

## Additional Resources - Articles

*Click on each article to learn more.*

<a href="#"><u>HBR-Taming Complexity</u></a>
<a href="#"><u>How to Manage Complexity in Strategy</u></a>
<a href="#"><u>McKinsey-How do I Manage Complexity in My Organization</u></a>
<a href="#"><u>Managing complexity with simplicity</u></a>



How can I leverage these behaviours, to address business complexities more effectively?



What behaviours do I need to strengthen, to get more effective at managing complexity?



Are there areas in my business I can proactively work on to minimize complexity?



How do I plan to support my team members around complexity?

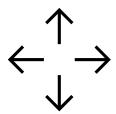
# ACTIVATE INNOVATION



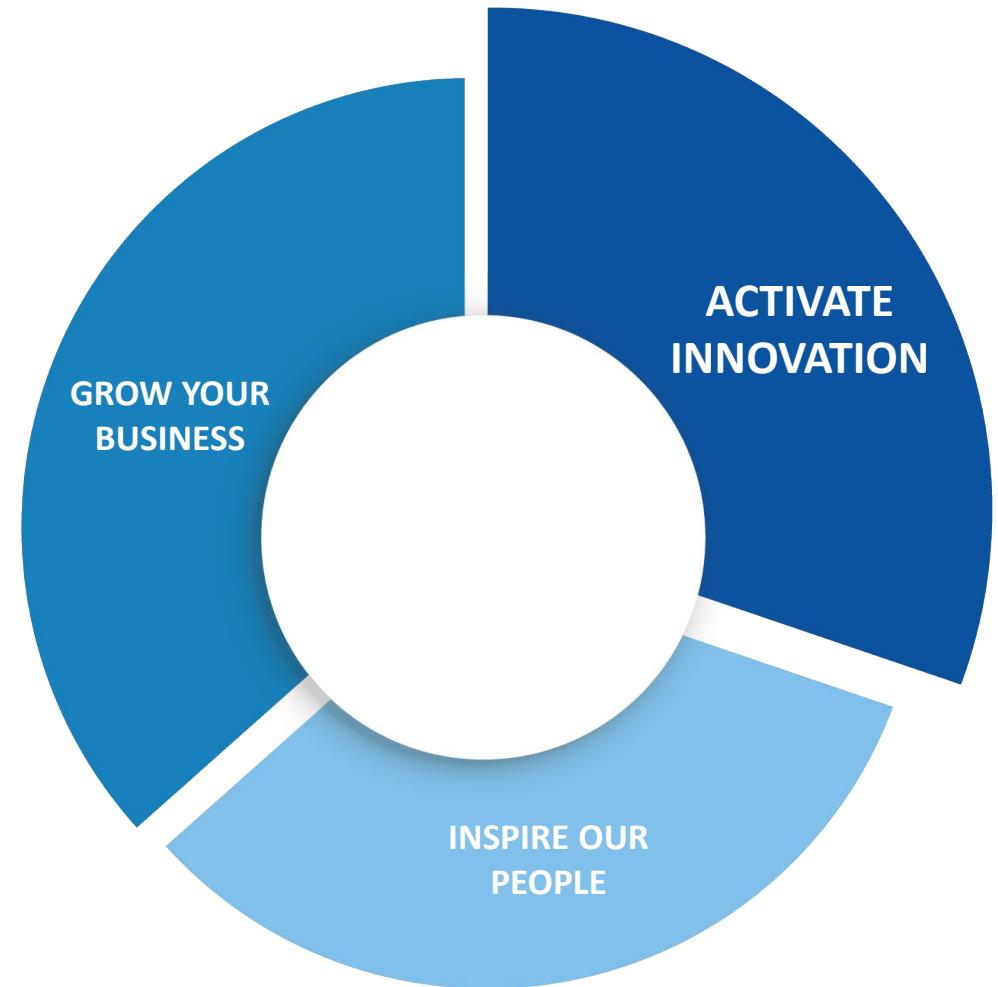
— **Customer Centricity**



— **Future Proofing**



— **Change Agile**





# Customer Centricity

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## Level 1 (G & H)

**Collates** customer insights and feedback and articulates customer expectations clearly to anticipate customer needs.

**Provides** direction, monitors and provides feedback to ensure team members are providing optimal customer experience.

**Establishes and maintains** effective customer relationships.

**Leverages and engages** with key stakeholders that can help drive customer requirements.

# Customer Centricity

Works to delight internal and external customers with exceptional service and products, acting as a trusted advisor.



## Level 2 (I & J)

**Collates** customer insights and market trends to drive decisions around new business initiatives and offerings.

**Puts** the customer in the heart of design in building and delivering solutions (including services and products).

**Takes** short-, medium- and long-term perspectives when building relationships with key customers and stakeholders.

**Maintains** a balance between business and customer needs.

# Customer Centricity

Works to delight internal and external customers with exceptional service and products, acting as a trusted advisor.



## Level 3 (K & L)

**Creates and drives** a culture of customer centricity.

**Defines** customer success metrics, benchmarking current performance with external market and Global Customer Trends.

**Drives** strategic initiatives, that are rooted in customer data analytics, socioeconomic understanding and current market trends.

**Cultivates** enriching diplomatic relationships.



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# Customer Centricity Resources

## Additional Resources - Articles

*Click on each article to learn more.*

<a href="#">Hays-improve-customer-centricity-leadership-team</a>
<a href="#">KPMG-Customer First</a>
<a href="#">Break the NPS Plateau: Create a Culture of Customer Experience (gallup.com)</a>
<a href="#">Prediction: The future of customer experience   McKinsey</a>



How am I planning to leverage the **Leadership Behaviors** to be more customer centric?



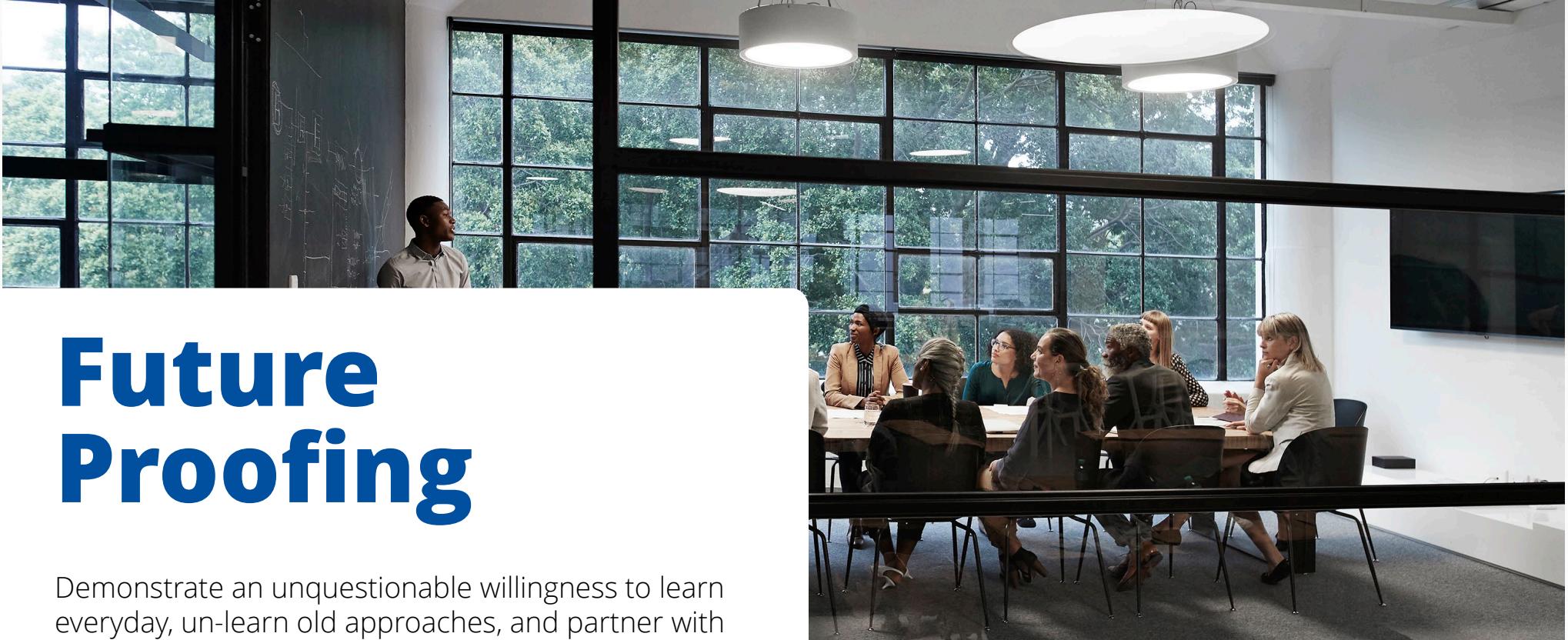
How can I reset my actions using the Leadership Behaviors to amplify customer centricity?



How am I planning to create a better **customer impact** using the Leadership Behaviors?



How would I plan to enhance this mindset with my team members?

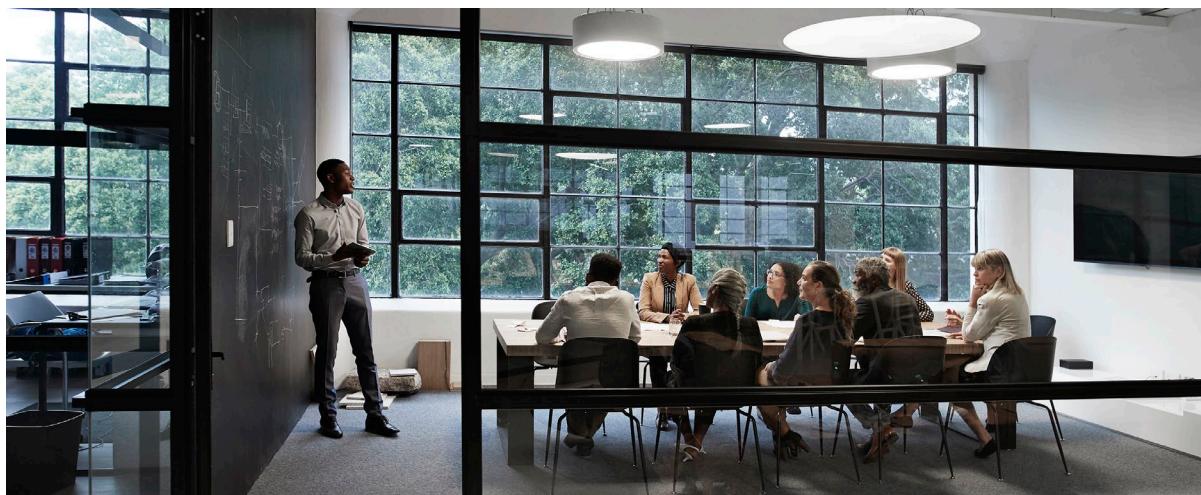


# Future Proofing

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## Level 1 (G & H)

**Shows** curiosity to stay up-to-date with relevant knowledge and skills for the future.

**Encourages** curiosity within team members to reinforce learning within the team.

**Enables** team members with the right opportunities and resources to learn on their job.

**Is able to** grasp new and relevant technologies, processes and learnings.

# Future Proofing

Demonstrate an unquestionable willingness to learn everyday, un-learn old approaches, and partner with others to assist them in doing the same.



## Level 2 (I & J)

**Anticipates** future trends and implications accurately.

**Defines** key skills, tools and resources required for future success.

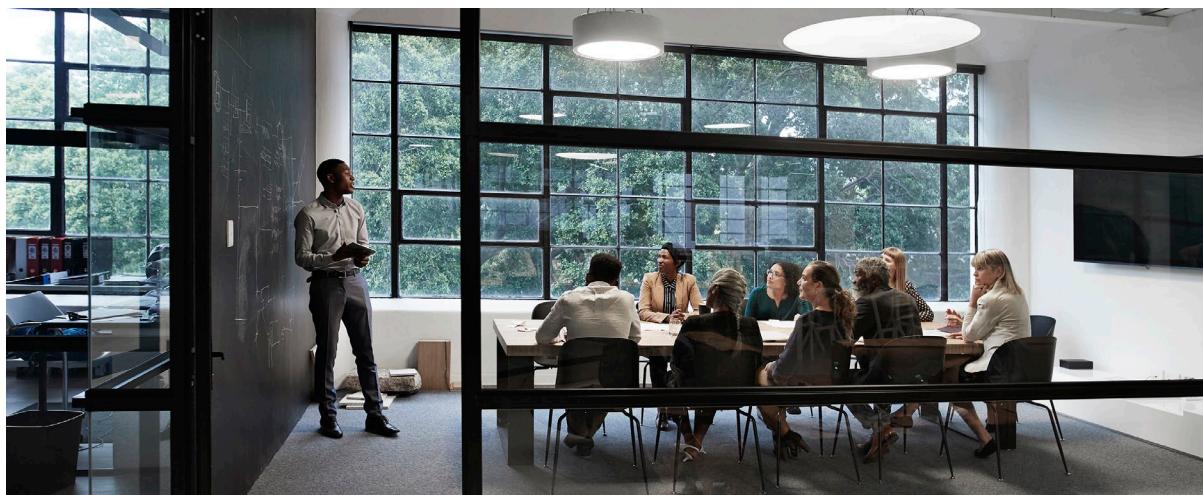
**Demonstrates** agility to learn new approaches.

**Develops** the mindset within the team, to continuously develop their skills and capabilities.

**Applies** technology and innovative approaches to achieve better results.

# Future Proofing

Demonstrate an unquestionable willingness to learn everyday, un-learn old approaches, and partner with others to assist them in doing the same.



## Level 3 (K & L)

**Sees** the bigger picture, constantly imagining future scenarios and creating strategies to sustain competitive advantage.

**Builds** a future focused talent and succession plan that optimizes the talent pipeline.

**Formulates** a road map, outlining the skills/roles that are required for future success, and how to optimize the current workforce to achieve the vision.

**Demonstrates** authenticity to admit shortfalls and allows the space to leverage team expertise.



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# Future Proofing Resources

## Additional Resources - Articles

*Click on each article to learn more.*

[Forbes-How To Future-Proof Your Organization](#)

[MichaelPage-Future of Leadership](#)

[McKinsey-Getting Ready for the Future of Work](#)

[The Future of Sales and Marketing is here](#)



Am I using the **Leadership Behaviors** to get my business future proofed?



How can I reset my actions using the **Leadership behaviors** to be future centric?



How can my **business outcomes** be impacted through my future proofing plans? Are my plans realistic and viable?



How would I plan to 'future proof' my team members?



# Change Agile

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## Level 1 (G & H)

**Demonstrates** emotional and social awareness, while managing self and enabling the team during change.

**Demonstrates** adaptability and resilience to evolving changing situations.

**Executes** required changes due to evolving business requirements.

# Change Agile

Anticipate and lead change: adapt actions, accordingly, demonstrate tolerance for ambiguity; has comfort with uncertainty. Shows flexibility in adjusting own views and objectives in order to achieve a shared goal.



## Level 2 (I & J)

**Understands** the need for change and enables plans to ensure execution.

**Acts** as an advocate and role model for change.

**Leverages** social and emotional intelligence to support teammates and colleagues through change.

**Identifies and communicates** wins, milestones, and achievements.

**Effectively integrates** change into the processes and systems to sustain the change.

**Demonstrates** an open mind and flexibility to course adjust and the business needs change.

# Change Agile

Anticipate and lead change: adapt actions, accordingly, demonstrate tolerance for ambiguity; has comfort with uncertainty. Shows flexibility in adjusting own views and objectives in order to achieve a shared goal.



## Level 3 (K & L)

**Calibrates and applies** emerging trends to proactively anticipate change, while seeking to address future desired state.

**Sets** the burning platform for change and drives from the front.

**Thinks** holistically about change.

**Creates** a space for experimenting, failing fast, to be able to recover and reset.



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# Change Agile Resources

## Additional Resources - Articles

*Click on each article to learn more.*

[McKinsey-Leading Agile Transformation-The new capabilities leaders need to build 21st-century organizations](#)

[BCG-Do You Have the Courage to Be an Agile Leader?](#)

[The Leadership Agility Factor](#)

[How to build Change capability with structure and intent?](#)



How can I use the 'Change Agile' Leadership Behaviors to drive the business agenda?



What are those workplace actions that I can reset with the help of the change agile behaviors?

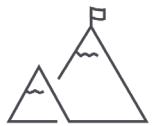


How can I accelerate some of my business outcomes by being more change agile?

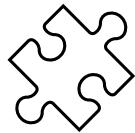


What could you be doing more to support your team be more change agile?

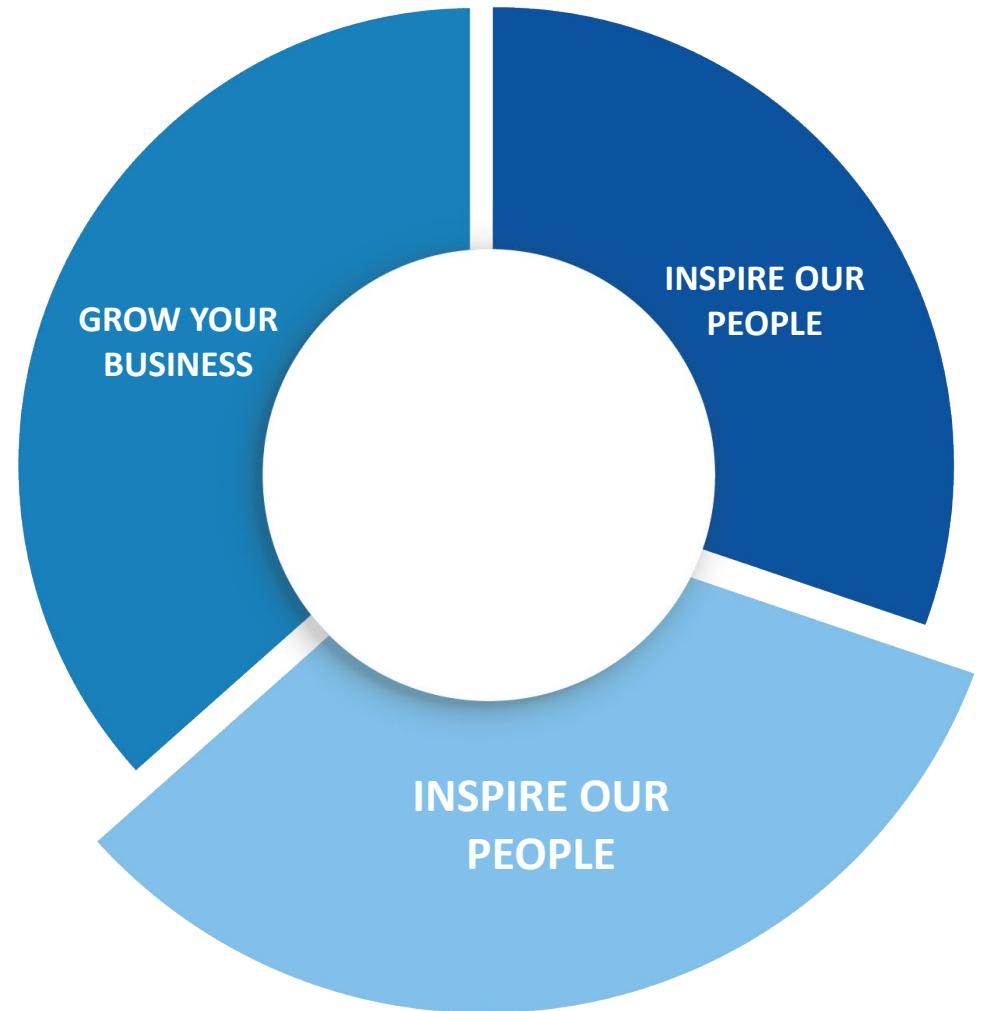
# **INSPIRE OUR PEOPLE**



— Engaging Leadership



— Influence and Challenge





# Engaging Leadership

Inspire people through a compelling vision fueled by a culture of support, enablement and empathy. Building a safe environment for employees to be at their best, feel included and valued.

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Inspire people through a compelling vision fueled by a culture of support, enablement and empathy. Building a safe environment for employees to be at their best, feel included and valued.



## Level 1 (G & H)

**Fosters** a sense of team spirit, alignment, and purpose.

**Treats** people fairly and considerately at work.

**Engages and enables**, team members to grow.

**Adapts** behavioral style to different personality styles.

**Listens and empathizes** before responding to situations.

**Demonstrates** understanding of their own impact on others.

# Engaging Leadership

Inspire people through a compelling vision fueled by a culture of support, enablement and empathy. Building a safe environment for employees to be at their best, feel included and valued.



## Level 2 (I & J)

**Leverages** emotional intelligence, while building trust and alignment with team members, stakeholders and customers.

**Empowers** others and shows a genuine interest in seeing the team members grow and flourish.

**Leads** with empathy and consideration during difficult situations, while advocating for healthy conflict.

**Promotes** a collaborative work environment.

**Facilitates** the connection between people's motivators and organizational goals.

**Recognizes and encourages** contributions of others.

**Is able to** bring learning out of all situations, including mistakes and failure.

# Engaging Leadership

Inspire people through a compelling vision fueled by a culture of support, enablement and empathy. Building a safe environment for employees to be at their best, feel included and valued.



## Level 3 (K & L)

Passionately **communicates** the vision and gains alignment and acceptance.

**Creates** a compelling environment that enables managers and leaders to support others to be their best at work.

**Inspires and role models** engagement inclusion and empathy.

**Drives** an open communication 'speak-up' culture.

**Champions** a learning culture, where reflection on wins and misses are capitalized on, in all that we do.

**Role models and demands** trustworthy behavior from others.



### Level 1 (G & H)

**Fosters** a sense of team spirit, alignment, and purpose.

**Treats** people fairly and considerately at work.

**Engages and enables**, team members to grow.

**Adapts** behavioral style to different personality styles.

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# Engaging Leadership Resources

## Additional Resources - Articles

*Click on each article to learn more.*

<a href="#"><u>Adapt your leadership style to your situation</u></a>
<a href="#"><u>15 Ways To Promote Psychological Safety At Work (forbes.com)</u></a>
<a href="#"><u>How the most successful leaders will thrive in an exponential world</u></a>



In which situations should I be leveraging the **Engaging Leadership** style to achieve a better outcome?



What actions and behaviors can I focus on strengthening in my working style to be more **engaging**?



What impact (on my team/ my customer base/ the business) am I hoping for, if I lead with a more **engaging style**?



What's the one thing you can do differently today, to be a more engaging leader to your team?



# Influence & Challenge

Create positive momentum by persuading the organization, demonstrating personal courage, and an ability to durably align different opinions.

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Create positive momentum by persuading the organization, demonstrating personal courage, and an ability to durably align different opinions.



## Level 1 (G & H)

**Articulates** opinions and is willing to question the status quo in a compelling manner that gains buy in from stakeholders.

**Demonstrates** clear self-awareness of their impact while communicating.

**Develops** credibility with peers, leaders, and juniors.

# Influence & Challenge

Create positive momentum by persuading the organization, demonstrating personal courage, and an ability to durably align different opinions.



## Level 2 (I & J)

**Demonstrates** gravitas, emotional intelligence and credibility to impact decisions.

**Balances** and effectively **aligns** the interests of multiple stakeholders, ensuring that priority and focus is given where due.

**Influences** other to take action.

**Negotiates** skillfully in tough situations, wins concessions without damaging relationships.

Intentionally **develops and leverages** own internal and external network.

# Influence & Challenge

Create positive momentum by persuading the organization, demonstrating personal courage, and an ability to durably align different opinions.



## Level 3 (K & L)

**Demonstrates** political savviness while dealing and considering interests of different stakeholders.

**Maintains** frequent interactions with a broad stakeholder network and takes a proactive approach to shape and influence stakeholder expectations, both upwards and downwards.

**Ability to** bring consensus amongst teams and departments to move the agenda forward.



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# Influence & Challenge Resources

## Additional Resources - Articles

*Click on each article to learn more.*

<a href="#"><u>The 5 key traits of persuasive leaders</u></a>
<a href="#"><u>How to develop and master executive presence?</u></a>
<a href="#"><u>Mentorship as a tool to inspire the next generation</u></a>
<a href="#"><u>How To Establish Credibility: 4 Strategies Leaders Always Use (forbes.com)</u></a>



What behaviors can I leverage in my own management style that can inspire and influence people while tackling business challenges?



What actions and behaviors should I embed in my daily operating style to support my ability to inspire and influence others?



How intentional am I being in **building my network** for today, tomorrow and the future?



What else should I know about my team members, to influence and inspire them further.