

Leadership Competency Model at a Glance

		Leadership Level		
		Port Band I	Port Band II & III	Port Band IV & V
Competency Groupings	Entrepreneurial & Customer Mindset			
	Vision to Action	Create Vision	Translate Vision into Action	Execute Vision
	Entrepreneurial Spirit	Foster Entrepreneurship	Drive Entrepreneurship	Embrace Entrepreneurship
	Customer Focus	Champion Customer-centric Culture	Drive Customer Service Excellence	Deliver Customer Service Excellence
	Operational Efficiency & Financial Management			
	Achievement Orientation	Drive Organizational Success	Drive for Results	Push for Closure
	Decision Making	Strategic Decision Making	Operational Decision Making	Effective Decision Making
	Change Leadership	Drive Organizational Changes	Facilitate Changes	Manage Changes
	Communicating & Cascading			
	Trust Building	Create Organizational Trust	Build Trusting Relationships	Establish Trusting Relationships
	Collaboration	Foster Collaboration	Create a Supportive Environment	Build Partnership
	Talent Development	Develop Organizational Talent	Engage and Develop Talent	Develop Self and Others
	Government & Stakeholder Management			
	Stakeholder Management	Ensure Stakeholder Focus	Show Stakeholder Savvy	Connect & Meet Stakeholders' Needs
	Influence with Impact	Display Organizational Influence	Influence for Mobilize Action	Communicate to Build Support
	Global Perspective	Drive Global Integration	Display Holistic Perspective	Display Broad Perspective

Port Band I

Entrepreneurial & Customer Mindset		
Vision to Action <i>Create Vision</i>	<ul style="list-style-type: none"> Anticipate the long-term trends Create a clear vision Identify the long-term, future needs 	<ul style="list-style-type: none"> Develop distinctive strategies Articulate a clear direction
Entrepreneurial Spirit <i>Foster Entrepreneurship</i>	<ul style="list-style-type: none"> Identify the key market drivers Pursue new opportunities Take calculated risks 	<ul style="list-style-type: none"> Stay persistent Foster an entrepreneurship culture
Customer Focus <i>Champion Customer-centric Culture</i>	<ul style="list-style-type: none"> Seek to understand needs, anticipate, formulate strategies Create a customer-centric culture Identify the key enablers and barriers 	<ul style="list-style-type: none"> Allocate resources Challenge existing ways Build and maintain long-term relationship
Operational Efficiency & Financial Management		
Achievement Orientation <i>Drive Organizational Success</i>	<ul style="list-style-type: none"> Establish aggressive goals Achieve business goals Focus on results and processes 	<ul style="list-style-type: none"> Satisfy the interests of stakeholders Develop strategies Track on progress towards results
Decision Making <i>Strategic Decision Making</i>	<ul style="list-style-type: none"> Address critical issues Advance problems toward resolution Identify the impact of external trends 	<ul style="list-style-type: none"> Evaluate the costs and benefits Ensure decisions are aligned with corporate values Make timely decisions
Change Leadership <i>Drive Organizational Changes</i>	<ul style="list-style-type: none"> Generate ideas that create value Champion breakthrough ideas Display confidence and credibility 	<ul style="list-style-type: none"> Inspire others to stretch Resolve tough organizational issues Track the progress
Communicating & Cascading		
Trust Building <i>Create Organizational Trust</i>	<ul style="list-style-type: none"> Treat others fairly Model high levels of honesty Relate to others in respectful manner 	<ul style="list-style-type: none"> Facilitate consensus Exercise diplomacy
Collaboration <i>Foster Collaboration</i>	<ul style="list-style-type: none"> Build strategic collaboration Cultivate an environment to collaborate Be a role model 	<ul style="list-style-type: none"> Identify partnership opportunities Promote a one Group's ethos Remove obstacles
Talent Development <i>Develop Organizational Talent</i>	<ul style="list-style-type: none"> Ensure sustainability of leadership Identify and attract key individuals Develop successors 	<ul style="list-style-type: none"> Assess the talent gap Help others gain insights Monitor the development progress
Government & Stakeholder Management		
Stakeholder Management <i>Ensure Stakeholder Focus</i>	<ul style="list-style-type: none"> Understand the trends in customer industries Provide strategic value to stakeholders 	<ul style="list-style-type: none"> Cultivate a long-term and broad network Project a credible image Anticipate stakeholders' needs Shape stakeholders' agendas
Influence with Impact <i>Display Organizational Influence</i>	<ul style="list-style-type: none"> Assert own positions Position ideas to balance the short and long-term needs 	<ul style="list-style-type: none"> Hold firm appropriately Identify the agendas of stakeholders Project a credible image
Global Perspective <i>Drive Global Integration</i>	<ul style="list-style-type: none"> Relate to a variety of people Integrate organizational strategies across business units Align business practices across culture 	<ul style="list-style-type: none"> Understand the organization's global market position Understand on global landscape and connect the dots. Enable others to develop a global mindset

Port Band II & III

Entrepreneurial & Customer Mindset		
Vision to Action <i>Translate Vision into Action</i>	<ul style="list-style-type: none"> See long-term "big-picture" Understand the vision. Come up with ideas and solutions 	<ul style="list-style-type: none"> Articulate a clear direction Set clear objectives for others Ensure the systems, processes and capabilities of people are ready
Entrepreneurial Spirit <i>Drive Entrepreneurship</i>	<ul style="list-style-type: none"> Consider external business factors Put company interest as the first priority 	<ul style="list-style-type: none"> Understand the business functions, systems and processes Capture business opportunities Demonstrate resilience
Customer Focus <i>Drive Customer Service Excellence</i>	<ul style="list-style-type: none"> Anticipate customer needs, develop innovative options Create a service vision and define service model 	<ul style="list-style-type: none"> Drive excellent service Provide support and remove obstacles Empower team members Define metric
Operational Efficiency & Financial Management		
Achievement Orientation <i>Drive for Results</i>	<ul style="list-style-type: none"> Foster a sense of urgency Set high standards of performance Use financial indicators 	<ul style="list-style-type: none"> Pursue organizational success Create strategies Track on-going progress
Decision Making <i>Operational Decision Making</i>	<ul style="list-style-type: none"> Analyze the most critical facts Demonstrate genuine interest when listening to staff Align with the strategic priorities 	<ul style="list-style-type: none"> Make decisions based on sound logic Advance problems toward resolution Be accountable
Change Leadership <i>Facilitate Changes</i>	<ul style="list-style-type: none"> Identify opportunities for improving Engaging people to participate Help people overcome resistance 	<ul style="list-style-type: none"> Delegate responsibility and convey clear expectations Challenge "status quo" Resolve tough organizational issues
Communicating & Cascading		
Trust Building <i>Build Trusting Relationships</i>	<ul style="list-style-type: none"> Maintain constructive relationship Inspire high levels of integrity Promote transparency 	<ul style="list-style-type: none"> Respect others. Convey confidence in others Offer more than one receives
Collaboration <i>Create a Supportive Environment</i>	<ul style="list-style-type: none"> Facilitate the resolution of conflicts Encourage collaboration Be accessible 	<ul style="list-style-type: none"> Promote a one Group's mindset Exchange best practices Address problems cooperatively
Talent Development <i>Engage and Develop Talent</i>	<ul style="list-style-type: none"> Ensure right talent in place Create learning environment Develop employee's capabilities & provide feedback 	<ul style="list-style-type: none"> Motivates and empowers others. Foster a sense of ownership of personal development Monitor the development progress
Government & Stakeholder Management		
Stakeholder Management <i>Show Stakeholder Savvy</i>	<ul style="list-style-type: none"> Cultivate a long-term external network Project a credible image Search for ways to improve 	<ul style="list-style-type: none"> Satisfy the interests of stakeholders. Identify goals linked to shareholders' value. Remove barriers to collaboration
Influence with Impact <i>Influence for Mobilize Action</i>	<ul style="list-style-type: none"> Articulate a compelling position Show personal drive Challenge "the way it has always been done" 	<ul style="list-style-type: none"> Build internal networks & strategies Shape upper management decisions Handle political situations with diplomacy.
Global Perspective <i>Display Holistic Perspective</i>	<ul style="list-style-type: none"> Understanding on global landscape and its implication Leverage cultural differences to achieve goals. 	<ul style="list-style-type: none"> Establish effective business operations Identify the agendas of others Act with Hutchison Ports' best interest

Port Band IV & V

Entrepreneurial & Customer Mindset		
Vision to Action <i>Execute Vision</i>	<ul style="list-style-type: none"> Stay informed about industry practices Understand mission and strategies 	<ul style="list-style-type: none"> Align day-to-day activities with strategies Articulate a clear direction to the team. Establish & communicate clear objectives
Entrepreneurial Spirit <i>Embrace Entrepreneurship</i>	<ul style="list-style-type: none"> Be aware of the market trends Show courage to do what is right Take ownership 	<ul style="list-style-type: none"> Identify opportunities and take action to influence Demonstrate resilience and stay positive
Customer Focus <i>Deliver Customer Service Excellence</i>	<ul style="list-style-type: none"> Anticipate customer needs Be flexible and responsive Offer solutions to customers 	<ul style="list-style-type: none"> Deliver on service commitments Ensure customers' satisfaction Take initiatives to continuously improve
Operational Efficiency & Financial Management		
Achievement Orientation <i>Push for Closure</i>	<ul style="list-style-type: none"> Achieve work objectives Put in sustained effort and follow through Set high standards 	<ul style="list-style-type: none"> Identify what needs to be done Convey to others the likely consequences Measure and track progress
Decision Making <i>Effective Decision Making</i>	<ul style="list-style-type: none"> Apply logic and common sense Gather information to determine the underlying causes Analyze problems and issue 	<ul style="list-style-type: none"> Listen attentively to others' opinions Make timely decisions Take accountability
Change Leadership <i>Manage Changes</i>	<ul style="list-style-type: none"> Identify opportunities to improve Determine action steps Facilitate teams in adapting to changes 	<ul style="list-style-type: none"> Estimate resource requirements Delegate responsibility monitor the progress
Communicating & Cascading		
Trust Building <i>Establish Trusting Relationships</i>	<ul style="list-style-type: none"> Relate to people Treat others fairly Show consistency Accept responsibility 	<ul style="list-style-type: none"> Express disagreement tactfully Remain open to ideas Address ethical considerations Build formal and informal relationships
Collaboration <i>Build Partnership</i>	<ul style="list-style-type: none"> Set clear definitions and agreements on the roles of partners Communicate openly within teams Get consensus about goals 	<ul style="list-style-type: none"> Recognize contribution of all collaborators Place team goals above personal satisfaction Be willing to apologize for missteps
Talent Development <i>Develop Self and Others</i>	<ul style="list-style-type: none"> Help others develop Support learning efforts Acquire new knowledge and skills or support others 	<ul style="list-style-type: none"> Provide helpful feedback Share own experience Balance between being demanding and motivating
Government & Stakeholder Management		
Stakeholder Management <i>Connect & Meet Stakeholders' Needs</i>	<ul style="list-style-type: none"> Conform to stakeholder commitments. Address stakeholders' needs. Respond to stakeholders 	<ul style="list-style-type: none"> Seek feedback from stakeholders. Recognize main stakeholders Connect with main stakeholders
Influence with Impact <i>Communicate to Build Support</i>	<ul style="list-style-type: none"> Acknowledge input of others. Provide compelling arguments Encourage others to share information 	<ul style="list-style-type: none"> Express own viewpoints tactfully Build coalitions to garner support Leverage own network
Global Perspective <i>Display Broad Perspective</i>	<ul style="list-style-type: none"> Consider all aspects at a global perspective. Understand team differences Promote sharing of expertise 	<ul style="list-style-type: none"> Adapt to different ways of doing things. Work cooperatively with people from different backgrounds