

Sub-Competency Area	Team Leader	Department Heads	MEC
<b>Managing Vision and Purpose</b> - Creates simple and compelling messages about future direction with passion in a way that excites and energizes others. Translates the big picture into specific responsibilities.	<ul style="list-style-type: none"> <li>★ Understands, aligns and communicates individual goals and responsibilities to the vision, mission and values of the larger organization to his/her team</li> </ul>	<ul style="list-style-type: none"> <li>★ Communicates and reinforces unit goals and responsibilities and connects them to the vision, mission, and values of the Global Fund</li> <li>★ Helps those they lead to have clarity about how their responsibilities contribute to the larger organization</li> </ul>	<ul style="list-style-type: none"> <li>★ Communicates and reinforces vision and connection to Global Fund mission (and connects them to business improvements)</li> <li>★ Talks about possibilities; and is highly optimistic</li> <li>★ Has an inspiring passion about The Global Fund vision, mission and values</li> </ul>
<b>Strategic Agility</b> - Strategically connects high level objectives and goals and teams together. Comfortably translates broad strategies into clear action plans.	<ul style="list-style-type: none"> <li>★ Understands the strategically intent of the organization</li> <li>★ Can contemplate the impact of individual actions to organizational strategy and the team's workplan</li> </ul>	<ul style="list-style-type: none"> <li>★ Identifies critical goals and success factors in areas of responsibility that support organizational strategy</li> <li>★ Can translate broad strategies into clear objectives and action plans across team unit</li> </ul>	<ul style="list-style-type: none"> <li>★ Sees ahead clearly; can anticipate future consequences and trends accurately</li> <li>★ Future oriented; can create competitive and breakthrough strategies and plans</li> <li>★ Develops sustainable partnerships</li> <li>★ Demonstrates a transversal mindset across the cluster and Secretariat</li> </ul>
<b>Dealing with Ambiguity</b> - Effectively deals with change or uncertainty and is flexible. Confidently progresses plans and activities with less than complete data.	<ul style="list-style-type: none"> <li>★ Continues to work effectively and produce results during times of uncertainty</li> <li>★ Motivates team to produce results during times of uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>★ Can operate effectively, and lead others, during times of uncertainty and/or change</li> <li>★ Can take action, when necessary with less than complete data</li> <li>★ Helps others maintain composure and take action when the situation is ambiguous</li> </ul>	<ul style="list-style-type: none"> <li>★ Can effectively cope with change; decides and act without having the total picture</li> <li>★ Isn't upset when things are unknown or priorities shift</li> <li>★ Doesn't need perfection before moving on.</li> <li>★ Can comfortably handle risk and uncertainty</li> </ul>
<b>Perspective</b> - Values broad views of issues or topics and sets practical priorities.	<ul style="list-style-type: none"> <li>★ Stays abreast of important trends that could potentially impact the organization</li> <li>★ Shares trends within team, and encourages others to share learning and best practices</li> </ul>	<ul style="list-style-type: none"> <li>★ Possesses, and encourages in others, a broad range of interests in business trends and processes</li> <li>★ Stays abreast of current scientific research that is relevant to the organization and their specific area</li> </ul>	<ul style="list-style-type: none"> <li>★ Looks toward the broadest possible view of an issue/challenge</li> <li>★ Has broad ranging personal and business interests</li> <li>★ Can think globally; and across clusters</li> <li>★ Can discuss multiple aspects and impact of issues and project them into the future</li> </ul>

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<b>Motivating Others -</b> Knows how to empower and motivate others and inspire staff to do their best. Is someone that others want to be around and is comfortable with delegation.	<ul style="list-style-type: none"> <li>★ Promotes and sells ideas persuasively</li> <li>★ Shapes the opinions of others and creates a shared sense of expectation</li> <li>★ Able to challenge others to perform at a higher level than they would on their own</li> </ul>	<ul style="list-style-type: none"> <li>★ Develops and articulates a compelling position through influencing and motivational strategies</li> <li>★ Understands the intrinsic motivations of others and uses this knowledge to create win-win results</li> <li>★ Willing to make tough decisions</li> </ul>	<ul style="list-style-type: none"> <li>★ Creates a climate in which people want to do their best</li> <li>★ Motivates on all levels: clusters, units and teams</li> <li>★ Assesses how to get the best out of each person</li> <li>★ Empowers others by delegating tasks and decisions down</li> <li>★ Invites input, shares ownership and visibility</li> <li>★ Makes each individual feel important</li> <li>★ Is someone people like working for and with</li> </ul>
<b>Drive for Results -</b> Delivers results by getting things done on time, without wasting time nor resources and building team spirit. Effectively manages self and others in meeting goals and objectives of The Global Fund.	<ul style="list-style-type: none"> <li>★ Delivers commitments on time with first time quality</li> <li>★ Effectively integrates with team to accomplish desire results</li> </ul>	<ul style="list-style-type: none"> <li>★ Sets clear goals and objectives for self and others</li> <li>★ Assigns clear accountability, with appropriate authority, for achieving success</li> <li>★ Integrates efforts across Unit</li> <li>★ Takes decisive action in a crisis</li> </ul>	<ul style="list-style-type: none"> <li>★ Can be counted on to exceed goals successfully</li> <li>★ Is constantly and consistently one of the top performers</li> <li>★ Steadfastly pushes self and others for higher goals and objectives</li> <li>★ Results lead to high quality outcomes</li> <li>★ Takes self and other accountable for results</li> </ul>
<b>Priority Setting -</b> Knows what is mission critical versus what is nice to do. Ability to say no, and focus on what are most important or urgent demands of The Global Fund.	<ul style="list-style-type: none"> <li>★ Can prioritize individual tasks relative to what is most important or urgent</li> <li>★ Can shift priorities to meet the changing demands of moment.</li> <li>★ Able to explain to team rationale for the change of course, and maintain motivation</li> </ul>	<ul style="list-style-type: none"> <li>★ Assigns resources to the most important or urgent demands of the organization</li> <li>★ Can shift priorities, and resources to support those priorities, in a clear way to those being redirected</li> <li>★ Creates focus</li> </ul>	<ul style="list-style-type: none"> <li>★ Spends his/her time and the time of others on what's most important at the Global Fund</li> <li>★ Quickly identifies the critical elements and puts the trivial many aside</li> <li>★ Can quickly sense what will help or hinder accomplishing a goal</li> <li>★ Eliminates roadblocks, creates focus, and is transparent about priorities</li> <li>★ Role models and helps others achieve work-life balance</li> </ul>

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<b>Timely Decision Making</b> - Ability to make a decision in a timely and consistent manner, sometimes with incomplete information. Willing to take risks and make decisions in ambiguous situations.	<ul style="list-style-type: none"> <li>★ Can sort through available information and select a course of action within the committed timeframe</li> <li>★ Helps direct reports make decisions, based on available information</li> </ul>	<ul style="list-style-type: none"> <li>★ Makes decisions, and helps direct reports make decisions, based on available information</li> <li>★ Considers the inputs of others, and the urgency of the situation</li> <li>★ Can quickly grasp the merits of various options and select the best alternative</li> </ul>	<ul style="list-style-type: none"> <li>★ Knows upfront what approaches of decision-making will be used</li> <li>★ Makes decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure</li> <li>★ Able to make a quick decision taking into account different options and possible risks</li> </ul>
<b>Integrity and Trust</b> - Treat others respectfully, equitably and transparently. Trusted by others to follow through on commitments, and matches what they say to what they do.	<ul style="list-style-type: none"> <li>★ Collaborates with others and is a “team player”</li> <li>★ Does not undermine others for personal gain</li> <li>★ Keeps commitments</li> <li>★ Team members feels comfortable confiding their ideas and opinions</li> </ul>	<ul style="list-style-type: none"> <li>★ Establishes open, candid, and trusting relationships with subordinates, peers and leaders</li> <li>★ Behaves in accordance with the values and core competencies of the Global Fund</li> <li>★ Is a role model of integrity and trust to others, especially direct reports</li> </ul>	<ul style="list-style-type: none"> <li>★ Is widely trusted; is seen as a direct, truthful individual</li> <li>★ Can effectively present the facts, keeps confidences, and admits mistakes</li> <li>★ Doesn't misrepresent him/herself for personal gain or finger-point</li> <li>★ Stands behind decisions even if it is not his/her own preference</li> <li>★ Ensures transparency</li> </ul>
<b>Interpersonal Diplomacy</b> - Smoothly navigates through conflicts and delicate situations. Considers impact of decisions on others and respects diversity.	<ul style="list-style-type: none"> <li>★ Maintains composure in the face of difficulty and conflict</li> <li>★ Willing to directly address difficult situations and performance issues</li> <li>★ Recognizes the impact of their decisions on others</li> </ul>	<ul style="list-style-type: none"> <li>★ Builds supportive relationships across all levels of the organization</li> <li>★ Maintains composure during challenging times</li> <li>★ Recognizes and understands the implications of interpersonal dynamics</li> <li>★ Drives execution of unit objectives without creating undue stress</li> </ul>	<ul style="list-style-type: none"> <li>★ Is sensitive to how people and groups work</li> <li>★ Anticipates where the risks and challenges are and plans approach accordingly</li> <li>★ Maneuvers through delicate and sensitive situations effectively and discreetly</li> <li>★ Views workplace conflicting interests as inevitable and works to adjust to that reality</li> <li>★ Respects diversity differences</li> </ul>