

Digital Leader

Competency Model

Agile Mindset

is about being open-minded and learning-oriented, willing to reflect own strengths and weaknesses, intellectually curious and displaying positive attitude towards change and development. Consequently, it is seen as the most relevant pillar for leadership in a digital and ever-changing environment.

Learnability Seeking continual self-improvement by asking for constructive feedback and reflecting on job experiences; continuously learning and upskilling to stay ahead of developments that change the work environment. ++ mastery
+ awareness

Agility Flexibly shifting back and forth between multiple activities and quickly and effectively adapting to new and changing situations. ++ flexibility

Curiosity Being curious; trying new things and implementing novel approaches and ideas; demonstrating openness to, and enthusiasm for, new initiatives and process improvements. + conceptual
+ flexibility
+ positivity

Leading Change

is about showing interest in leadership in a volatile work environment, promoting and inspiring collaboration, empowering team members to embrace change and drive their self-development, being self-aware and willing to move into a role of a humble facilitator.

Drive to Lead Interest in leadership and influence; inquisitiveness and the ability and motivation to develop future-proof strategies and provide direction even in uncertain and rapidly changing environments; communicating beliefs and opinions appropriately and focusing on achieving ambitious goals. + ambition
+ power
+ assertiveness
+ liveliness

Championing Collaboration Being able to clearly communicate through different channels and make use of the possibilities given by new technology to share a vision, inspire others, provide guidance and work with them towards common goals. Encouraging a team spirit of common effort, positive energy and fostering business interrelationships. + power
+ liveliness
+ positivity
+ cooperativeness

Empowerment	Empowering others to adapt to change and drive their self-development. Providing encouragement and creating an environment that motivates employees to develop through formal and informal training and opportunities.	<ul style="list-style-type: none"> + flexibility + mastery + sensitivity
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Humility	The willingness to reflect and be self-aware, knowing your own strengths and weakness and accepting feedback. Acknowledging and trusting that others know more than you and the ability to respect, welcome and leverage the expertise and ideas of team members for the benefits of the business.	<ul style="list-style-type: none"> + positivity + awareness + cooperativeness + humility
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Driving Business
is about global networking, identifying and developing business opportunities, generating solutions and taking calculated risks, and ultimately driving business success. It is also about integrity, reliability and resilience which are needed to handle pressure and continuous regulatory changes.

Handling Data	Organizing and understanding data to make sound decisions; responsibly handling sensitive and confidential data; being reliable, following rules and acting with integrity.	<ul style="list-style-type: none"> + structure + assertiveness + composure + awareness
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Strategic Solutioning	Generating sound and creative solutions and solving problems; critical thinking and understanding complex situations which may involve new or advanced technology; taking calculated risks.	<ul style="list-style-type: none"> + drive + conceptual + flexibility + ambition + assertiveness
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Business Acumen	Understanding key global trends and identifying emerging markets and new prospects; developing and following up on business opportunities; focusing on customers and understanding their needs.	<ul style="list-style-type: none"> + drive + mastery + ambition + composure + sensitivity
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Digital Communication	Communicating with impact by engaging the audience; global networking and influencing others; maintaining rapport, actively listening and providing relevant information.	<ul style="list-style-type: none"> + structure + positivity + awareness + sensitivity
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**Mental
Endurance**

Demonstrating resilience by effectively handling work setbacks and disappointments; thinking clearly, responding calmly and retaining focus in challenging situations.

- + liveliness
 - + composure
 - + positivity
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