



**LEADERSHIP COMPETENCY ASSESSMENT QUESTIONNAIRE**

SUPPORTING OUR TALENT STRATEGY

## INTRODUCTION TO THE COMPETENCY ASSESSMENT QUESTIONNAIRE

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### Purpose

This Leadership Competency Assessment Questionnaire (CAT) is designed to assess an individual's strengths and areas for development relative to or against the role requirements for each role across the business. It will be used as a self-assessment tool or to assess another individual's competencies.

The competencies in this assessment are based on the Leadership Development Competency Framework for KWAL aimed at developing all staff in Leadership capability. This Framework highlights 8 key desired behaviors or leadership competencies for all roles across the business.

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Each competency includes the following:

### Competency structure

- ☐ A **definition** – a description of what it means, and
  - ☐ A **scale of behaviors / Proficiency levels** – a behavioral scale of related behaviors that increase in complexity as you move up the scale, with the least complex behaviors at level 1 to the most complex at the highest level (typically 1- 5 levels). For each level there is a level title that captures the essence of the level, and a series of illustrative behaviors (i.e., what behavior looks like at that level).
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### Assessing competencies

When assessing an individual's competencies, the key factor is *consistency* – how consistently a person demonstrates the behaviors associated with a particular competency and competency level.

Performing a behavior *consistently* means that it is something the individual does routinely in their role. Exhibiting the behavior *some of the time* or having the *ability* to exhibit the behavior (but not consistently exhibiting it) does not qualify as *consistently*.

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### Important considerations

There are some important considerations when assessing competencies:

- ☐ In completing a self-assessment, be aware that most people have a tendency to overrate rather than underrate their own behavior.
  - ☐ Each level represents a jump in the size/scope of behavior from the level that preceded it.
  - ☐ To get the most out of this evaluation, be sure to evaluate the behaviors exhibited on the job, rather than the behaviors one *intends* to exhibit or would like to have the opportunity to exhibit.
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**INTRODUCTION TO THE COMPETENCY ASSESSMENT QUESTIONNAIRE,  
CONTINUED**

**How to complete the CAT** Follow the steps outlined in the table below to complete the assessment. You may want to refer to the completed example on the following page.

Step	Action
1	For each competency, start by reviewing the definition.
2	<p>Then, beginning at level 1, ask yourself the following question:</p> <ul style="list-style-type: none"> <li>• <i>Do I (or the individual I am assessing), consistently demonstrates the behaviors at this level?</i></li> </ul> <p><i>Consistently</i> means <b>always</b> or <b>most of the time</b> (i.e., 90 % of the time).</p> <p>When answering this question, think about examples to support your response.</p> <p>If you answer “yes”, then check the box for that level and move to the next level.</p>
3	<p>Stop when you reach a level where you (or the person you are assessing) <i>do not</i> consistently exhibit the behaviors.</p> <p>The level demonstrated for that competency becomes <i>the highest level you checked off</i>. This is the highest level at which you (or the person you are assessing) consistently demonstrate the behaviors at that level <i>and</i> the levels preceding it. In other words, you cannot rate yourself (or the person you are assessing) at a level 3, if you are not also consistently demonstrating the behaviors associated with levels 1 and level 2.</p> <p><b>Note:</b> If you cannot check off any of the boxes, this likely means that:</p> <ul style="list-style-type: none"> <li>• You (or the person you are assessing) do not demonstrate this competency <i>or</i></li> <li>• You have not had an opportunity to observe the competency in the person you are assessing.</li> </ul>
4	For the level where you rated yourself (or the individual you are assessing), provide behavioral evidence to support your rating in the box that follows the competency rating table.
5	<p>When you have completed an assessment of all competencies, transfer your rating for each competency to the CAT Summary on the final page of this CAT.</p> <p>Also note, in the space provided, what you see as your key competency strengths and areas for development.</p>

## Customer Delight

Check the highest level at which you, or the person you are rating, consistently demonstrates the behaviors at that level *and* all of the levels that precede it for this competency.

Customer Delight		
Individuals demonstrating the competency "Customer Delight" show through their behaviors an ability to understand and anticipate customer needs and goes beyond Satisfying them. This individual goes out of their way to meet and exceed customer expectations. At KWAL, our customers are those we serve on our lines of duty both Internal and External including colleagues and service providers, shareholders, distributors and consumers.		
0	0	Not demonstrated or no opportunity to observe
1	Awareness	a) Does the individual understand different customers that they serve at KWAL? b) Does the individual cheerfully, courteously, effectively welcome customers and serves them with the true EQCITE spirit? c) Does the individual solve customer problems within the acceptable time including responding to Emails? d) Does the individual respect all customers and gives dignity to them (Internal or External)? e) Is the individual available and shows willingness to help, goes beyond the call of duty and makes sacrifices to support customers?
2	Operational	a) Does the individual regularly & proactively check in with the customers? b) Does the individual anticipate and meet customer needs beyond their expectations? c) Does the individual have a deep understanding of customers' current and future needs? d) Is the individual able to empathize with your customers, be at their level, and reassure them? e) Does the individual make improvements in line with delighting customers that they serve at the current role?
3	Experienced	a) Does the individual prepare guidelines about customer care at the department level and others? b) Does the individual make improvements in line with delighting customers at the department level? c) Does the individual handle difficult customers through listening, empathizing, apologizing, and taking personal responsibility for their problems? d) Is the individual authentic and demonstrates an authentic appreciation to all customers e) Does the individual develop trust-based relationships with customers (at the department level and across departments)?
4	Advanced	a) Does the individual identify customer interests at a company level whilst benchmarking with peers in the industry? b) Does the individual prepare guidelines / policies and processes with the objective of satisfying all KWAL customers? c) Does the individual confirm satisfaction of KWAL customers and follow up to ensure this is attained? d) Does the individual clearly articulate value add on services, understands competition landscape in relation to their areas of expertise to counter fears and ensure retention of customers (both internal or external)? e) Does the individual make improvements in line with delighting all KWAL customers (both internal/external) and across the organization?
5	Mastery	a) Does the Individual establish and set customer service experience that sets KWAL apart from a global angle or in the spaces, we operate in line with our vision. b) Does the Individual use networks and external forums to ensure satisfaction of our customers at a national or global level? c) Does the individual introduce new market dynamics to improve service levels that sets KWAL apart from its local peers? d) Align and correct perception e) Does the individual introduce and advocate for strategic improvements in line with delighting all KWAL customers i.e. shareholders, partners, Board and government?

Please provide behavioral evidence that supports the competency rating:

## Entrepreneurial Spirit

Check the highest level at which you, or the person you are rating, consistently demonstrates the behaviors at that level *and* all of the levels that precede it for this competency.

Entrepreneurial Spirit: Individual demonstrates a mindset that embraces critical questioning, innovation, service and continuous improvement.		
<input type="checkbox"/>	0	<b>Not demonstrated or no opportunity to observe</b>
<input type="checkbox"/>	Awareness	<ul style="list-style-type: none"> <li>a) Does the individual identify opportunities in their area of operation and proactively seeks to implement new ways to improve.</li> <li>b) Does the individual recognize and act upon present opportunities or problems (usually within a one or two-day timeframe).</li> <li>c) Does the individual take the initiative, identify a current problem and takes ownership of it; working on it until it is resolved and takes action to overcome immediate obstacles/barriers to success?</li> <li>d) Is the individual alert to opportunities for innovative solutions to problems and do they always pursue them?</li> <li>e) Does the individual work independently without constant supervision?</li> </ul>
<input type="checkbox"/>	Operational	<ul style="list-style-type: none"> <li>a) Does the individual sometimes use market, product, and industry knowledge to identify new business opportunities and areas of improvements for the business?</li> <li>b) Does the individual assess associated risks, articulates them for further development in their role?</li> <li>c) Does the individual make time-critical decisions even when only limited information may be available?</li> <li>d) Does the individual act promptly and with confidence when a situation requires a quick decision?</li> <li>e) Does the individual proactively manages own time and continuously improves the areas/ processes around him/her?</li> </ul>
<input type="checkbox"/>	Experienced	<ul style="list-style-type: none"> <li>a) Does the individual conduct basic research, accurately evaluates the pros, cons, and risks associated with new business initiatives in own area?</li> <li>b) Does the individual think ahead, plans for contingencies and effectively prepares and organizes resources and activities to prevent any eventualities? (usually taking place within 1-2 months)</li> <li>c) Does the individual make sure things are not left to chance by sets up contingency plans to deal with last minute changes, ensures sufficient follow-up to check on progress, uncover potential problems and identify areas where support/assistance might be needed?</li> <li>d) Does the individual anticipate and prepare for problems that may interfere with work or attainment of results.</li> <li>e) Does the individual take significant calculated risks to achieve individual goal and team goals?</li> </ul>
<input type="checkbox"/>	Advanced	<ul style="list-style-type: none"> <li>a) Does the individual conduct detailed research (on markets, products, competition) in area of expertise and develop a business case considering pros, cons, and risks associated and make recommendations /implement in the business?</li> <li>b) Does the individual take significant calculated risks to support in achievement of KWAL goals?</li> <li>c) Does the individual put business plans in place and effectively implements them?</li> <li>d) Does the individual makes use of available resources and identifies alternatives to meet longer-term goals?</li> <li>e) Does the individual create appropriate networks with peers in the industry to ensure they stay abreast on industry trends in areas of expertise?</li> </ul>
<input type="checkbox"/>	Mastery	<ul style="list-style-type: none"> <li>a) Does the individual leverage diverse market and global resources for ideas and inspiration and pursues market and global information to inform business growth opportunities?</li> <li>b) Does the individual take calculated risks in their leadership whilst Inspiring innovation against global trends?</li> <li>c) Does the individual promote an entrepreneurial/ innovation culture by guiding the business to embrace modern innovative trends that set the business apart in the industry/ region?</li> <li>d) Does the individual anticipate the potential ramifications of current actions on future events (e.g., liability, legal actions) and take immediate long-term action to mitigate the risk/delays/difficulties they cause?</li> <li>e) Does the individual tap on to expansive regional/ global business and social networks to drive business strategy radically and to the next level?</li> </ul>

Please provide behavioral evidence that supports the competency rating:

**PROBLEM SOLVING**

Check the highest level at which you, or the person you are rating, consistently demonstrates the behaviors at that level *and* all of the levels that precede it for this competency.

<p><b>Problem Solving</b></p> <p>Problem Solving is the demonstration by an individual to analyze situations, diagnose problems, identify the key issues, establish and evaluate alternative courses of action and produce logical, practical and acceptable solutions.</p> <p>It involves the willingness to and demonstration of behaviors associated with taking a creative approach to problems or issues. It includes “thinking outside of the box” to go beyond the conventional, and to explore creative use of resources.</p>		
[?]	0	<b>Not demonstrated or no opportunity to observe</b>
[?]	Awareness	<ul style="list-style-type: none"> <li>a) Does the individual solve simple problems, identify challenges, and gathers suitable information to support an informed decision?</li> <li>b) Does the individual use a common sense approach to solve problems: uses simple rules, common sense and experience to recognize problems?</li> <li>c) Does the individual respond to situations at face value and able to identify component parts of a problem or situation?</li> <li>d) Does the individual question the way things are done in a constructive manner?</li> <li>e) Does the individual break problems down into simple lists, activities or tasks and escalates after making effort to resolve the problem?</li> </ul>
[?]	Operational	<ul style="list-style-type: none"> <li>a) Does the individual diagnose and identify specific information required to clarify a situation or to make a decision?</li> <li>b) Does the individual recognize when a situation calls for or can be improved by an approach different from the usual?</li> <li>c) Does the individual generate alternative solutions by collaborating with people who are impacted by, or have knowledge of, the problem, issue or challenge?</li> <li>d) Does the individual solve difficult problems that are within their reach or recommends solutions to line manager frequently?</li> <li>e) Does the individual proactively gather useful information/ data and provides to the decision maker to make problem solving easier and faster without being guided to do so?</li> </ul>
[?]	Experienced	<ul style="list-style-type: none"> <li>a) Does the individual look ahead and consider external developments, identifying trends and emerging patterns when making important decisions?</li> <li>b) Does the individual identify discrepancies, trends and interrelationships in data? Recognizes and acts on cause and effect relationships (A leads to B)?</li> <li>c) Does the individual recognize that problems may be multi-dimensional; Divides issues into categories (e.g., pros and cons). Looks beyond the face value of a set of facts; understands less obvious implications, and uses knowledge and/or experience to understand, evaluate and solve problems/issues?</li> <li>d) Does the individual ensure that individuals working in their teams have sufficient information and guidance to make effective decisions by providing dashboards, tools etc. that are necessary?</li> <li>e) Does the individual to go beyond the conventional, and to explore creative use of resources at a departmental level?</li> </ul>
[?]	Advanced	<ul style="list-style-type: none"> <li>a) Does the individual consider the impact of decisions on the organization; short term to long term and guides the business accordingly?</li> <li>b) Does the individual make decisions through weighing the impact on the overall organization through provision of data/information?</li> <li>c) Does the individual develop and recommend problem solving frameworks (tools, parameters, policies and procedures) to support the business in driving this culture? Leads problem-solving initiatives.</li> <li>d) Does the individual evaluate alternative solutions, identifies and acts on the optimum course of action and implements these to drive a business agenda?</li> <li>e) Does the individual try out different solutions while maintaining a safe environment? Recognizes underlying issues and the implications of decisions or courses of action for the business?</li> </ul>
[?]	Mastery	<ul style="list-style-type: none"> <li>a) Am I / is the individual the reference point for complex problems in the business and; regionally/ locally a thought leader in problem solving?</li> <li>b) Does the individual translate / critic problem solving models for the business and also nationally / regionally?</li> <li>c) Does the individual develop new models for problem solving, examines potential implications of decisions/solutions on all affected stakeholder groups?</li> <li>d) Does the individual examine local &amp; global trends, reports and research to anticipate emerging problems, cause effect, key relationships, makes the right decision and cascades to the business?</li> <li>e) Does the individual consider the impacts of decisions or solving problem on the organization long-term strategy and steers the business accordingly?</li> </ul>

Please provide behavioral evidence that supports the competency rating:

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## LEADING CHANGE

Check the highest level at which you, or the person you are rating, consistently demonstrates the behaviors at that level *and* all of the levels that precede it for this competency.






<b>Leading Change</b> Identifies need for change & champions transformation with drive & commitment. The ability to manage, lead, and enable the process of change and transition while helping others to deal with their effect.		
[?]	0	<b>Not demonstrated or no opportunity to observe</b>
[?]	Awareness	a) Is the individual open to change and gives ideas on how change can be made with less disruptions? b) Does the individual state facts to persuade or motivate <b>others to change initiatives?</b> c) Does the individual use direct persuasion in a discussion or presentation, which may appeal others to reason, make them gain interest? d) Does the individual demonstrate positivity about change and encourages others to accept the new ways? e) Does the individual Volunteer to serve on a team charting change within their unit?
[?]	Operational	a) Does the individual communicate change to the peers effectively to get their acceptance, monitors progress and areas of resistance? b) Does the individual take multiple actions to encourage others and makes two or more different arguments or points in a presentation or a discussion to drive change amongst peers? c) Does the individual take two or more steps to convince those resisting change by convincing and sharing facts about the initiative? d) Does the individual include careful preparation of multiple sets of data for presentation and or seeks intervention from others to drive the change agenda? e) Does the individual organize a peers to identify new directions or procedures for your unit?
[?]	Experienced	a) Does the individual lead change effectively and deals with resistance, listens and analyses need for different strategy to achieve more buy in? b) Does the individual anticipate the effect of one's words or actions on others' perceptions of himself/herself as well as team members/ reports? c) Does the individual take a well-thought-out dramatic or unusual action in order to have a specific impact or desirable change? d) Anticipates and prepares for others' reactions and carefully responds to ensure buy in of direct reports and team members? e) Does the individual organize a meeting of the people in their unit to discuss and clarify what they will need to do differently as a result of changes in the organization for buy in?
[?]	Advanced	a) Does the individual leads change effectively internally across the business, resolves issues that block change, updates customers and other key stakeholders as necessary through research and surveys? b) Does the individual anticipate areas where support or influence will be required, and; takes steps to add these key individuals to his/her own network, or hold meetings to drive change? c) Does the individual Solicit and engage the support of like-minded individuals to help convince others including peers and other leaders? d) Does the individual judge when to seek support to enlist the involvement of credible resources/objective experts to bolster arguments or improve buy-in of reluctant or resistant people? e) Does the individual use a combination of logical argument, personal conviction and passion to create a winning case across the business?
[?]	Mastery	a) Does the individual Identify vision for change, champion the transformation with commitment and drive, create buy in and a sense of urgency in change initiatives? b) Does the individual offer leadership and support and ensures change is achieved and celebrated across the business and with all stakeholders? c) Does the individual use complex influence strategies, use an in-depth understanding of the interactions within a group to move toward a specific agenda e.g., may give or defer information among individuals to have specific effects; use "group process skills" to lead or direct the business and stakeholders including Board? d) Does the individual assemble coalitions; use complex maneuvering to reach a goal or have an effect to the overall business and Builds "behind the scenes" support for ideas? This may include building support within the Board for strategic/ leadership suggestions. e) Does the individual build and continuously maintains a network of contacts and resources to support initiatives i.e all stakeholders, the Board, government bodies etc?



Please provide behavioral evidence that supports the competency rating:

**Building & Sustaining Relationships**

Check the highest level at which you, or the person you are rating, consistently demonstrates the behaviors at that level *and* all of the levels that precede it for this competency.

<p><b>Building and Sustaining Relationships:</b> Uses networks, formal &amp; informal relationships to build trust across the organizations and provides an enabling environment for work to thrive. It is the ability to build and maintain effective and constructive working relationships, partnerships or networks of contacts with people who are, or might someday be, instrumental in achieving work-related goals</p> <p>It is the desire to work co-operatively with all stakeholders to meet mutual goals. It includes demonstrating strong interpersonal relations where one interacts with others in ways that advance the work of the agency/sector by developing respect, trust and mutual understanding, and productive working relationships. It involves awareness that a relationship based on trust is the foundation for success in delivering results.</p>		
	0	<b>Not demonstrated or no opportunity to observe</b>
	Awareness	<ul style="list-style-type: none"> <li>a) Does the individual take pride in building relationships and is committed to delivering high quality services?</li> <li>b) Does the individual understand the role of every person in processes that they interact with?</li> <li>c) Does the individual maintain key relationships? Does he or she maintain an established network of contacts or constructive working relationships with main partners /customers through established structures and mechanisms?</li> <li>d) Does the individual pursue friendly relationships and maintains contact or meets regularly with individuals and groups to ensure a positive working environment?</li> <li>e) Does the individual Understands the importance of quality service?</li> </ul>
	Operational	<ul style="list-style-type: none"> <li>a) Does the individual have the ability to identify customer needs, provide appropriate solutions or services at a unit level?</li> <li>b) Does the individual encourage others / peers to focus on building relationships and helps others build on those key relationships through facilitations of such meetings across units/ depots?</li> <li>c) Does the individual proactively builds relationships through systematically building solid foundations of mutual understanding and trust?</li> <li>d) Does the individual work to uncover the real underlying concerns and needs of contacts, e.g., across units /divisions?</li> <li>e) Does the individual demonstrated honesty and has strong moral principles as they work co-operatively with others in order to meet desirable individual and team goals?</li> </ul>
	Experienced	<ul style="list-style-type: none"> <li>a) Does the individual build positive and trusting relationships across the departments, recognizes, gives feedback, encourages and rewards collaborative behaviors that add value across?</li> <li>b) Does the individual proactively establishes planned networks to address specific issues?</li> <li>c) Does the individual look beyond own Department to build relationships with others and Initiates constructive working relationships with others to address immediate needs or specific issues?</li> <li>d) Does the individual work to uncover the real underlying concerns and needs of contacts, e.g., Customers, colleagues, service providers, other leaders etc?</li> <li>e) Does the individual encourage others / peers to focus on building relationships and helps others build on those key relationships through facilitations of such meetings across departments and amongst other leaders in the business?</li> </ul>
	Advanced	<ul style="list-style-type: none"> <li>a) Does the individual ensure a customer / stakeholders focused approach is implemented in own department and across departments?</li> <li>b) Does the individual keeps abreast with local market trends to improve processes in the business and identify key stakeholders in their areas of expertise to drive the business agenda?</li> <li>c) Does the individual, builds local and industry networks who are instrumental in the operations of the business in area of expertise?</li> <li>d) Does the individual use one’s network of contacts to gather information, identify opportunities for KWAL and seek input to problems with a view to achieve KWAL objectives and organizational excellence?</li> <li>e) Does the individual coach others on relationship building?</li> </ul>

	Mastery	<ul style="list-style-type: none"> <li>a) Does the individual Influence stakeholders to advance KWAL’s mission and agenda at a national / regional / global level?</li> <li>b) Does the individual keep abreast with international market trends to improve service delivery for KWAL whilst leveraging of the strategic partnerships?</li> <li>c) Does the individual have an expansive local and international network that helps in unlocking opportunities and achieving the organizations strategic goals and identify strategic opportunities?</li> <li>d) Does the individual use one’s network of contacts to gather information, identify opportunities for KWAL and seek input to strategic problems with a view to achieve KWAL objectives and organizational excellence?</li> <li>e) Does the individual coach other industry leaders on relationship building?</li> </ul>
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Please provide behavioral evidence that supports the competency rating:

## Business Awareness

Check the highest level at which you, or the person you are rating, consistently demonstrates the behaviors at that level *and* all of the levels that precede it for this competency.

<b>Business Awareness</b>		
Understands the business, regulatory and competition landscape and applies sound commercial judgment to influence short and long-term goals. It refers to an interest in our business and an understanding of the wider environment in which KWAL operates: its customers, competitors, regulatory environment and Suppliers.		
[?] 0		<b>Not demonstrated or no opportunity to observe</b>
[?]	Awareness	<ul style="list-style-type: none"> <li>a) Does the individual have a good understanding and appreciation of factors influencing KWAL's business?</li> <li>b) Does the individual go out of their way to offer ideas and solutions?</li> <li>c) Does the individual demonstrate a fair understanding of business related factors and circumstances that influence KWAL's business?</li> <li>d) Does the individual have an awareness of the departments in the business and the role of each?</li> <li>e) Does the individual have an awareness of how his/her role ties into the overall business objectives/processes?</li> </ul>
[?]	Operational	<ul style="list-style-type: none"> <li>a) Does the individual take and consider commercial risks through innovations and process improvement in area of work?</li> <li>b) Does the individual take action to maximize opportunities created in own area of work and for peers?</li> <li>c) Does the individual have an understanding all factors around which KWAL operates and makes decisions based on this?</li> <li>d) Does the individual have an awareness of how the company/sector operates and KWAL peers?</li> <li>e) Does the individual share real insights into the factors affecting the processes in line with his/her roles and responsibilities?</li> </ul>
[?]	Experienced	<ul style="list-style-type: none"> <li>a) Does the individual understand and mitigate internal and external factors that influence growth; in their teams/departments?</li> <li>b) Does the individual carry out research on new products/ process improvements that may drive business growth and efficiency in teams and within their departments?</li> <li>c) Does the individual have an understanding and a grasp of governing laws or legislations (including regulatory issues) in areas of operations and advises the line manager based on this?</li> <li>d) Does the individual take and consider commercial risks through innovations and process improvement; for their department/ amongst their team?</li> <li>e) Does the individual manage costs /resources effectively to deliver and exceed on departmental targets?</li> </ul>
[?]	Advanced	<ul style="list-style-type: none"> <li>a) Does the individual manage respective budgets and P&amp;Ls effectively to deliver and exceed business targets?</li> <li>b) Does the individual consider external business environments including; competition and regulatory requirements and how they affect the business before making decisions?</li> <li>c) Does the individual have an understanding of the political and economic factors around which KWAL operates and makes decisions based on this?</li> <li>d) Does the individual take and consider commercial risks through innovations and process improvement; for the business?</li> <li>e) Does the individual apply sound commercial judgment to influence short-term goals for the business?(1-2 year goals)</li> </ul>
[?]	Mastery	<ul style="list-style-type: none"> <li>a) Does the individual contribute to the strategic business issues and challenges of the business based on national / global trends?</li> <li>b) Does the individual analyze complexity and apply judgment to create insights and solve complex business problems through external networks and stakeholders including the Board?</li> <li>c) Does the individual Identify and give strategic direction on activities that contribute to overall long-term strategy based on the international/global landscape?</li> <li>d) Does the individual apply sound commercial judgment to influence long-term goals for the business (5-10 year strategies)?</li> <li>e) Does the individual influence external parties e.g. governments and regulators, board to create a compelling environment for KWAL as a business?</li> </ul>

**Please provide behavioral evidence that supports the competency rating:**

**PASSION FOR EXCELLENCE**

Check the highest level at which you, or the person you are rating, consistently demonstrates the behaviors at that level *and* all of the levels that precede it for this competency.

<p><b>Passion for Excellence:</b></p> <p>This is the ability of an individual to strive to be the best, totally committed, lives by highest standards, operates at their peak potential. An employee who possesses this competency must anticipate problems and initiate new and more effective ways to tackle them despite obstacles or change; avoid creating a quick fix and provide solutions for the root of problems.</p>		
[?] 0	0	<b>Not demonstrated or no opportunity to observe</b>
[?] Awareness	Awareness	<ul style="list-style-type: none"> <li>a) Does the individual Undertake tasks with passion, strives to minimize errors to deliver quality output or results?</li> <li>b) Does the individual set own personal standards and delivers assigned tasks with passion?</li> <li>c) Does the individual take initiative and take ownership of own roles and is fully accountable for their actions?</li> <li>d) Does the individual utilize training opportunities to support own career goals?</li> <li>e) Does the individual Show great discipline in their daily activities, in order to achieve own goals?</li> </ul>
[?] Operational	Operational	<ul style="list-style-type: none"> <li>a) Does the individual Demonstrate commitment and passion in day-to-day work?</li> <li>b) Does the individual assign or undertake tasks with clarity, guides peers /customers to ensure excellent delivery of tasks?</li> <li>c) Does the individual develop structures in own area that break traditional barriers to performance?</li> <li>d) Does the individual challenge others/peers to look outside the box and deliver quality outputs/results?</li> <li>e) Does the individual use speed/prioritization as a competitive advantage and completes tasks in accordance with expectations and schedule?</li> </ul>
[?] Experienced	Experienced	<ul style="list-style-type: none"> <li>a) Does the individual consistently give feedback; guide others to set high standards for performance? Internal &amp; external customers?</li> <li>b) Is the individual assertive without being aggressive; displays perseverance in actions without being stubborn and inflexible?</li> <li>c) Does the individual eliminate unnecessary activities or processes that are within his or her authority?</li> <li>d) Does the individual continuously look for opportunities to improve systems and/or processes to improve productivity?</li> <li>e) Does the individual hold difficult conversation and manages poor performance in line with the PM policy?</li> </ul>
[?] Advanced	Advanced	<ul style="list-style-type: none"> <li>a) Does the individual coach and influence KWAL staff including other leaders on improving performance and producing high standards?</li> <li>b) Does the individual set policies on improving high standards of operations for KWAL?</li> <li>c) Does the individual continuously look for opportunities to improve systems, people, processes for KWAL to improve productivity and organizational excellence?</li> <li>d) Does the individual develop or challenge organizational structures that break traditional barriers to performance for KWAL?</li> <li>e) Does the individual create quick fixes and provide solutions for the root of problems in order to drive excellence for KWAL?</li> </ul>
[?] Mastery	Mastery	<ul style="list-style-type: none"> <li>a) Does the individual create a climate that enhances KWAL’s organizational culture to enable teams develop their potential and contribute their best?</li> <li>b) Does the individual drive the strategy that supports highest standards of KWAL processes and systems in comparison to local and regional Peers?</li> <li>c) Does the individual continuously look for national / global opportunities to improve systems, people, processes for KWAL to take KWAL to the next level in line with its purpose and vision?</li> <li>d) Does the individual prioritize on formulating long-term plans or strategies that drive organizational excellence?</li> <li>e) Is the individual a thought leader in driving and coaching other industry leaders on Execution excellence?</li> </ul>

Please provide behavioral evidence that supports the competency rating:

## Coaching & Capability Improvement

Check the highest level at which you, or the person you are rating, consistently demonstrates the behaviors at that level *and* all of the levels that precede it for this competency.

Coaching & Capability Improvement		
Seeks and gives regular feedback and builds professional skills, knowledge and competencies to improve self and others.		
[?] 0	Not demonstrated or no opportunity to observe	
[?] Awareness	<ul style="list-style-type: none"> <li>a) Does the individual understand their potential, strengths, and works to build on them?</li> <li>b) Is the individual eager to learn from others to achieve their personal and professional goals?</li> <li>c) Does the individual seek feedback on their performance on their performance from peers and line manager?</li> <li>d) Does the individual follow up on their Development plans to ensure they close the gaps indicated?</li> <li>e) Does the individual follow up to ensure that quarterly catch-ups are completed; by setting up meetings and proactively reaching out to line manager?</li> </ul>	
f) Operational	<ul style="list-style-type: none"> <li>a) Does the individual have a good understanding of coaching methods, its importance?</li> <li>b) Does the individual desire to coach/mentor others and does he/she coach peers or those junior to them?</li> <li>c) Does the individual take keen interest in developing others and passing knowledge to other peers or those junior to them?</li> <li>d) Does the individual suggest methods and give examples that provide a roadmap to improved performance for themselves and their peers?</li> <li>e) Does the individual take up learning opportunities presented to them as per our 70:20:10 L&amp;D strategy?</li> </ul>	
f) Experienced	<ul style="list-style-type: none"> <li>a) Does the individual highlights performance strengths and weaknesses by giving factual, specific, non-judgmental feedback and solicit the same from peers and line manager?</li> <li>b) Does the individual possess knowledge about their own coaching philosophy; what coaching means and how it differs from other learning interventions?</li> <li>c) Does the individual using the coaching process and the models and approaches that underpin their role and those of the teams below them?</li> <li>d) Does the individual practice coaching consistently as their leadership style and uses the coaching principles (professional standards and codes of conduct)?</li> <li>e) Does the individuals act ethically and with the highest integrity at all times?</li> </ul>	
f) Advanced	<ul style="list-style-type: none"> <li>a) Does the individual recognize organization wide capability gaps and strengths; and proactively works on giving solutions in order for KWAL to succeed?</li> <li>b) Does the individual apply coaching methods and train others leaders on coaching skills?</li> <li>c) Does the individual draw satisfaction from the growth and success of KWAL staff and role models coaching across the organization?</li> <li>d) Does the individual ensure that all KWAL employees are performing satisfactorily in their roles and support and offer adequate guidance and support is provided, including interventions?</li> <li>e) Does the individual support L &amp; D initiatives and engages with various stakeholders on a continuous basis to create partnerships that support capability improvement at KWAL e.g. service providers, statutory bodies etc.?</li> </ul>	
f) Mastery	<ul style="list-style-type: none"> <li>a) Does the individual define a coaching direction and link it to business results?</li> <li>b) Does the individual develop other coaches strategically both internal and externally?</li> <li>c) Does the individual Champion talent development, ensure all succession goals are met and in alignment with the business strategy?</li> <li>d) Does the individual align his/her leadership style to behavior and makes decisions that enable a learning culture at KWAL?</li> <li>e) Does the individual support L &amp; D initiatives and engages with external stakeholders on a continuous basis to create partnerships that support capability improvement at KWAL e.g. Board, Distell?</li> </ul>	

Please provide behavioral evidence that supports the competency rating:

**CAT SUMMARY**

Transfer your competency rating on each competency to create an overall summary of competency strengths and areas for development. Indicate whether the competency is a strength (i.e., the rating is at the target level or higher) or an area for development (i.e., the rating is below the target level for the role).

Competency	Behavioral Level Assessed	Target Level for the Role	Competency Strength or Area for Development?
Customer Delight			<input type="checkbox"/> Competency strength <input type="checkbox"/> Area for development
Passion for Excellence			<input type="checkbox"/> Competency strength <input type="checkbox"/> Area for development
Entrepreneurial Spirit			<input type="checkbox"/> Competency strength <input type="checkbox"/> Area for development
Problem Solving			<input type="checkbox"/> Competency strength <input type="checkbox"/> Area for development
Leading Change			<input type="checkbox"/> Competency strength <input type="checkbox"/> Area for development
Business Awareness			<input type="checkbox"/> Competency strength <input type="checkbox"/> Area for development
Building & Sustaining Relationships			<input type="checkbox"/> Competency strength <input type="checkbox"/> Area for development
Coaching & Developing Self & Others			<input type="checkbox"/> Competency strength <input type="checkbox"/> Area for development



Which competencies do you see as key strengths of the person you are assessing?

Which 2-3 competencies do you see as key areas for developmental focus for those of the person you are assessing?