SHEIKH KHALIFA
GOVERNMENT
EXCELLENCE
PROGRAM

بَرْنامجْ الشّيخْ خَليفة للتَّميُّز الحُكومي

United Arab Emirates

UNDERSECRETARY/ DIRECTOR GENERAL
&
ASSISTANT UNDERSECRETARY/ EXECUTIVE DIRECTOR
ASSESSMENT GUIDE

TABLE OF CONTENTS

ABSTRACT

This assessment guide outlines the criteria that are considered for the Leadership Excellence Award, as part of the enhanced Government Excellence Model (GEM 2.0).

An overview of the dimensions of leadership excellence is provided, along with the criterion considered relative to the performance and achievements of the leader. These are the key elements that are foundational to leadership assessment. These criteria ensure continued relevance and preparedness for the future vision of government leadership. The criteria describe what leaders must do to help bring their entites further along on the excellence journey and to achieve the ultimate Vision 2071 for the UAE as a whole.

LEADERSHIP EXCELLENCE

Effective leaders are essential to organizational excellence, innovation and competitiveness and play a critical role in enhancing performance.

Leaders have a profound influence on their entity. Their influence, knowledge and vision drive performance and shape the future of the entity in response to the pace of rapidly changing environments, locally and globally, and customer needs and expectations. Their actions, thinking and attributes are grounded in key values such as equality, accountability, consultation and collaboration, commitment and hard work, respect and concern for others, knowledge and self-discipline, humility and justice and generosity. As role models, leaders consistently demonstrate these values in their behavior, with an intentional focus on delivering excellence. The journey of leaders from performing to transforming to, ultimately, inspiring is one that should be closely aligned with organizational excellence maturity, and it requires leaders to embed 'excellence' into their behavioral repertoire. Leaders who inspire others to live up to high expectations generate a mutual commitment to excellence through the creation of an organizational culture that embraces innovation, risk-taking, learning and collaboration. They are visible in the daily actions of the entity, fully engaged with their teams, and they model a commitment to hard work.

At the core of this culture is a strong sense of justice, inclusion and respect, balancing the needs of the individual with the goals and vision of the entity. Inspiring leaders are sought to share their knowledge and expertise across stakeholder relationships and on the global stage while simultaneously continuing to invest in their own self-development as lifelong learners. Their generosity extends to philanthropic acts; this 'giving back' demonstrates genuine care and concern for the greater good. It is this level of excellence that defines role model leaders.

Coupled with the behaviors and attributes of leadership are the achievements of the leader. Achievements are measurable, and considered the tangible outcomes of the role model leader in action. They demonstrate the accountability of the leader because it is often by these measures that leadership is defined. These achievements include leaders' individual performance and the

achievements across their career that have contributed to their leadership capacity. Likewise, a key consideration is the influence of leaders outside their core responsibilities. Beyond their entity, role model leaders engage with and influence others at the local, national and global levels. They are recognized for their knowledge and excellence beyond the scope of their daily work. Their opinions and expertise are sought and valued. They are recognized for their work and their vision. They strategically align with entities at a national and global level not only to advance their daily work but also the vision of the nation in a global context.

Likewise, these accomplishments are clearly linked to the work of a leader towards attaining a level of excellence and maturity for the entity. They represent the leader's journey towards excellence and commitment to self-development, as well as his/her willingness to take risks, deliver results and have an impact beyond the scope of his/her daily work. It is these accomplishments and achievements that become a leader's legacy and set the stage for organizational excellence.

Leadership excellence, as aligned with the GEM 2.0, is defined by eight dimensions. These dimensions ensure continued relevance and preparedness for the future vision of government leadership. The dimensions describe what leaders must do to help bring their entities further along on the excellence journey and achieve the ultimate Vision 2071 for the UAE as a whole.

This assessment captures the essence of leadership, drawing on both the minds and actions of leaders. While the dimensions capture the thoughts, vision, strategy and foresight of the leader, the

accomplishments and achievements of that leader demonstrate the impact of these dimensions. An effective leader steers his/her entity on a journey to excellence with a bold, future-shaping focus on learning, people and results. A leadership journey is not solo; true leaders foster a culture of engagement and excellence, and their impact is visible and measurable. Effective leaders reflect and open themselves up to scrutiny to attain the next level of excellence.

Using the vision of excellence, the assessment tools and process are designed to capture the effectiveness and impact of government leaders, recognizing both their attributes and accomplishments. The focus sets the bar for leadership excellence, clearly identifying the dimensions for success. The intent of this work is multifaceted. For the individual leaders, the feedback reports provide them with insights for self-development and growth. For the government, the findings identify the relationship between leadership and organizational excellence and, perhaps, might assist them in decisions related to leadership development and succession.

LEADERSHIP ASSESSMENT CRITERIA

There are two criteria that are to be considered in assessing leadership excellence as defined in the GEM 2.0. These complement each other and, together, provide a holistic assessment of a leader. Specifically, the 'performance and achievements' criterion covers more observable, tangible aspects of leadership, and the 'leadership effectiveness' dimensions in the second criterion cover the demonstrable behaviors critical for leadership excellence.

Performance and Achievements

- The achievement of the entity (calculated from the entity's assessment. Applicable for Undersecretary/ Director General only)
- Performance in current role
- Past career achievements
- Contributions outside core responsibilities

Leadership Effectiveness

The eight dimensions of leadership excellence align with the GEM 2.0 to ensure continued relevance and preparedness for the future vision of government leadership. The dimensions describe what leaders need to focus on to help bring their entities further along on the excellence journey towards the national vision.

The dimensions are classified into four broad pillars:

Envisioning Excellence
Creating the Vision
Setting and Executing the Direction

Driving Excellence
Excellence in Value Proposition
Delivering Results with Impact

Living Excellence
Agility and Self-Development
Courageous and Insightful Leadership

Inspiring Excellence
Fostering Team Spirit Influencing Beyond the Entity

These eight dimensions apply to leadership in general, with a differing focus between the two levels reflecting their job responsibilities.

The undersecretary/director general retains overall responsibility and delegates operational delivery to his/her assistant undersecretary/executive director. The undersecretary/director general's focus is the dimensions as highlighted:

- Creating the Vision
- Setting and Executing the Direction
- Agility and Self-Development
- Courageous and Insightful Leadership
- Excellence in Value Provision
- Delivering Results with Impact
- Fostering Team Spirit
- Influencing Beyond the Entity

The dimensions more applicable to assistant undersecretaries and executive directors are the following:

- Setting and Executing the Direction
- Agility and Self-Development
- Courageous and Insightful Leadership
- Excellence in Value Provision
- Delivering Results with Impact
- Fostering Team Spirit

ASSESSING LEADERSHIP EXCELLENCE

PERFORMANCE AND ACHIEVEMENTS

This first criterion captures the tangible and verifiable impact the leader has had in his/her career, role and even beyond his/her core responsibilities. It captures the individual's performance with great importance given to evidence presented, measures and accountability demonstrated and the commitment to results seen in the leader's submission prior to the interview. The criterion of 'Performance and Achievements' is composed of four main aspects:

1

The achievement of the entity (calculated from the entity's assessment. Applicable for Undersecretary/ Director General only): An important indicator of leadership is the results achieved by the leader's entity under his/her leadership. This score, derived from the assessment of the entity or entity as a whole using the GEM 2.0 criteria and process, is considered in the assessment of the leader, as well. The influence of the leader on an entity's performance depends on the opportunity and time he/she has had to exercise this influence; the overall assessment/score calculation takes this into consideration.

2

Performance in current role: This comprises a tangible demonstration of capability and results achieved while leading the current entity. Leaders present evidence of the change they have brought about through their leadership, as reflected in the entity's performance.

3

Past career achievements: This aspect focuses on commitment to excellence over an individual's career; a history of successes and positive impact achieved in key roles over time (especially the last 20 years); and a record showing a continual focus on future growth throughout his/her leadership excellence journey.

4

Contributions outside core responsibilities: These contributions may comprise engagement in the broader community at local, national and global levels; commitment to supporting the national vision; and a legacy beyond official or core work roles.

In the assessment of leadership excellence, the use of interview questions focusing primarily on the dimensions of leadership effectiveness will also reveal information about a leader's achievements and results. Specifically, the assessor(s) will be able to identify how the leadership effectiveness dimensions or behaviors demonstrated by the leader relate to his/her presented performance and achievements. These interview data must be considered along with the data reviewed in the submission prior to the interview to yield the final overall assessment on this first criterion of the leader's 'achievements and results'.

SECOND CRITERION:
LEADERSHIP EFFECTIVENESS

1
ENVISIONING EXCELLENCE

CREATING THE VISION

A leader develops a compelling future-focused vision for the entity, aligned with the national vision, and inspires others to embed this vision into their ways of working. This includes (but is not limited to) the following:

- Developing the vision of the entity, looking to the future to determine the entity's direction

- Influencing the vision of the entity by incorporating input from partners across different departments and entities

- Communicating the vision and motivating others to work towards achieving it

- Initiating, driving and sustaining organizational change in ways which are consistent with the vision and values of the entity

- Developing the organizational strategy by engaging with colleagues and key stakeholders, within and beyond the entity

SETTING AND EXECUTING THE DIRECTION

A leader operationalizes the vision of the entity by creating plans to execute work, deliver results and measure impact, prioritizing key focus areas such as well-being, future shaping and other related government directions. This includes (but is not limited to) the following:

- Using data to explore, predict, analyze and address future challenges through appropriate planning and direction

- Translating the vision into tangible, operational goals and plans

- Breaking down and cascading the entity's goals down to unit/ department-level responsibilities to facilitate implementation

- Managing resources by knowing what resources are available and using own influence to ensure that resources are used efficiently and effectively and reflect the diversity of needs

- Managing people by providing direction, reviewing performance and motivating others to achieve goals

- Displaying data maturity by gathering data and applying evidence to improve systems and processes in the service of the strategy

- Balancing organizational strategy and vision, values, evidence, a 'well-being' lens and a future focus while making decisions

- Evaluating impact by measuring return on investment and outcomes, taking corrective action where necessary, and by being held to account for his/her decisions

- Addressing and managing future challenges and uncertainties in a structured and organized way

AGILITY AND SELF-DEVELOPMENT

A leader demonstrates self-awareness, conscientiousness, humility and openness to self-development, as well as agility in adapting to change and learning continuously. This includes (but is not limited to) the following:

- Developing self-awareness by being aware of his/her own values, principles and assumptions, and by being able to learn from experience

- Managing him-/herself while taking into account the needs and priorities of others

- Continuing to learn from experience and feedback and by participating in continued professional development

- Building capacity for future readiness through foresight-based actions and knowledge/anticipation of future trends

- Acting with integrity by behaving in an open, honest and ethical manner

COURAGEOUS AND INSIGHTFUL LEADERSHIP

A leader creates a climate of inclusion, psychological safety, calculated risk encouragement and tolerance and empowerment in the entity in order to encourage disruptive innovation and diversity of thought. This includes (but is not limited to) the following:

- Promoting learning and a growth mindset focused on continuous improvement, by engaging directly and demonstrating visible support for employees within the entity

- Allowing employees to experiment, try out new approaches based on sound thinking and 'fail safely'

- Intentionally seeking diversity of thought, background, demographics and expertise in the entity

- Empowering others to make decisions and providing broad guidelines without micromanaging decisions or work

- Building a strong risk-management culture by anticipating challenges, addressing underlying assumptions and engaging with different perspectives within and across the entity to predict, assess and manage risk

- Balancing care/empathy in assessing the impact of risks across many levels, with the need for courageous risk-taking for future-focused innovation

3
DRIVING EXCELLENCE

EXCELLENCE IN VALUE PROVISION

A leader spearheads efforts to ensure customer-centric value provision, agile and impactful innovation and customer relevance at all times. This includes (but is not limited to) the following:

- Developing plans with a deliberate focus on the customer to achieve service goals
- Managing performance by holding oneself and others accountable for service outcomes
- Ensuring that standards are upheld and that change associated with service developments balances economic considerations with the needs of citizens and customers
- Critically evaluating strategy and goals, thinking analytically to identify where services can be improved and encouraging data-based/evidence-based decision-making to enhance value provision
- Encouraging improvement and innovation by creating a climate of continuous service improvement
- Facilitating transformation by actively contributing to change processes that lead to improving existing services or developing innovations
- Collaborating and engaging in partnerships with key stakeholders within the entity and beyond to build the synergies to create new opportunities for enhancement and innovation

DELIVERING RESULTS WITH IMPACT

A leader focuses on delivering sustainable results, ensuring that organizational plans are aligned with (long-term) organizational strategy and the national agenda, and delivering sustained and synergistic impact. This includes (but is not limited to) the following:

- Drawing upon a wide range of information, knowledge and experience to ensure that the road map for the entity is aligned with the national agenda's vision and direction
- Delivering results that achieve organizational goals, thus creating a leading position internally and externally
- Proactively identifying risk factors and taking decisive action to de-risk the achievement of organizational goals and results
- Managing change internally and externally, to ensure that impact is achieved and sustained beyond his/her tenure in the role
- Embedding the strategy by ensuring that both short-term and long-term plans are achieved and sustained
- Ensuring that results with sustainable and future-focused impact are prioritized over hasty, short-term thinking

INSPIRING EXCELLENCE

FOSTERING TEAM SPIRIT

A leader embeds a culture of collaboration and engagement within the entity, ensuring that teamwork and common goals are emphasized. This includes (but is not limited to) the following:

- Creating an environment where everyone has the opportunity to contribute

- Ensuring that all team members understand the purpose and meaning of their work and aligning individual, team and organizational goals towards a common vision

- Demonstrating concern for employee well-being, monitoring employee engagement and stress/burnout levels

- Promoting a collaborative (rather than internally competitive) work culture

- Showing visible support for employees by regularly meeting with them, visiting sites and remaining accessible to employees in-person and via other channels

INFLUENCING BEYOND THE ENTITY

A leader builds external relationships proactively, with trust and openness, to achieve synergy and mutual benefit and, ultimately, contribute towards the national vision. This includes (but is not limited to) the following:

- Proactively creating and engaging in opportunities to work with other entities, or groups for mutual benefit

- Offering organizational resources to benefit communities and society beyond the entity

- Building and maintaining relationships by contributing, listening, gaining trust and promoting diversity of thought that will have a synergistic influence

- Developing networks by working with external stakeholders and external partners to create impact and far-reaching influence at the national and global level

Central to the Shaikh Khalifa Government Excellence Program (SKGEP), Leadership Excellence Awards are the scoring models that capture the key criteria used to assess leadership excellence. Each will be explained in detail.

ASSESSMENT PROCESS

DESCRIPTION OF THE PROCESS

The intent of the assessment is to measure the effectiveness and impact of the leader as a role model. As mentioned before, the assessment is based on two main criteria, the information used to assess them includes the following:

1.

A written submission from the leader that outlines his/her performance, achievements and leadership effectiveness based on the leadership effectiveness dimensions.

2.

An interview conducted by the assessors that focuses on the attributes of leadership and how they link to the performance of the leader and entity.

3.

An external assessment that provides insights about the leader. It verifies the leader's effectiveness from his/her peers' and sub-ordinates' perspectives.

Table 1: Information for the Leadership Assessments

Undersecretary/ Director General	Assistant Undersecretary/ Executive Director
Entity's Achievements (Overall entity score)	-
Written Submission	Written Submission
Leader Interviews	Leader Interviews
External Assessment	External Assessment

Rigor is embedded in the process because the triangulation of multiple data allows for cross-verification. For the undersecretary/director general role, the assessment results are based on the leader interview and submitted documentation, in addition to the entity results derived from the GEM 2.0, which are a critical factor for determining leadership effectiveness and impact, and the external assessment. For the assistant undersecretary/executive director, the result is based on the submission, interview and external assessment results.

Undersecretary/Director General Assessment:

There are four components of the leadership assessment and the related scoring methodology: an entity's achievements based on the entity assessment score using the GEM 2.0 and interviews assessing both criteria and external assessment.

The performance and achievements criterion is assessed using two components. The first component is considering the entity's achievement score from the GEM assessment. The second component is assessed based on the leader's performance and achievements through an onsite interview according to the submission document.

The leadership effectiveness criterion is also assessed using two components. The first one consists of eight leadership effectiveness dimensions and is assessed based on the interview. The second component is an external assessment that verifies leadership effectiveness from his/her and sub-ordinates' perspectives.

Leaders are classified based on their tenure in their current roles as founders (0–2 years), producers (2–5 years) or impactors (5+ years). The final score is calculated by taking the summation of all weighted components.
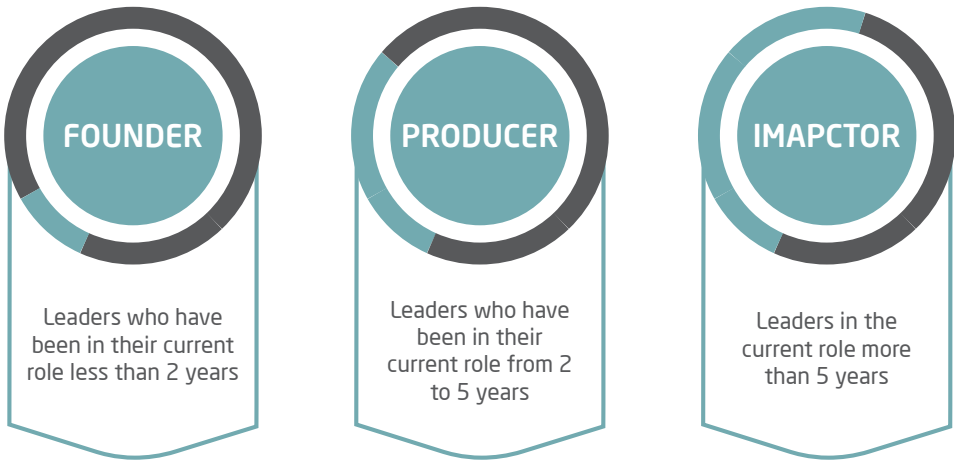
FOUNDER
Leaders who have been in their current role less than 2 years

PRODUCER
Leaders who have been in their current role from 2 to 5 years

IMAPCTOR
Leaders in the current role more than 5 years

Figure 1: Leader Classifications

Score Distribution:

The following table shows the score distribution with regard to the criterion and the tools used for the assessment:

Undersecretary/ Director General Leadership Excellence

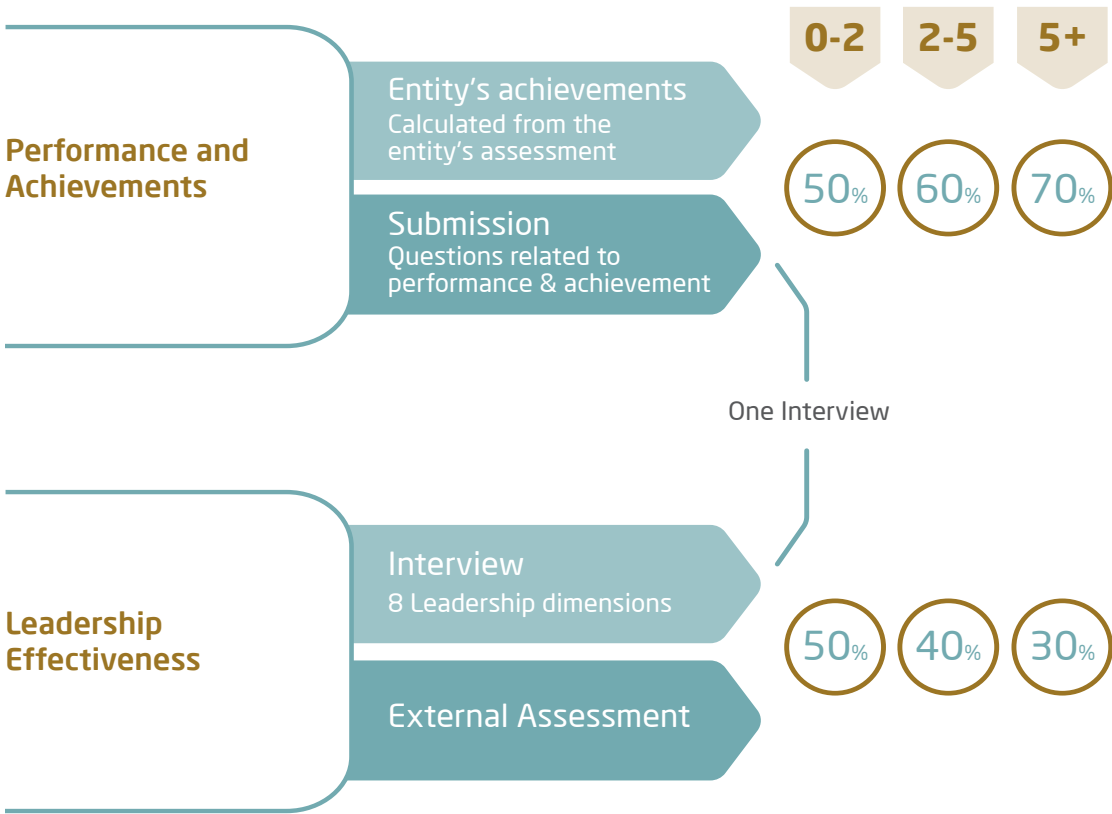|		0-2	2-5	5+
Performance and Achievements	Entity's achievements — Calculated from the entity's assessment	50%	60%	70%
	Submission — Questions related to performance & achievement			
	One Interview			
Leadership Effectiveness	Interview — 8 Leadership dimensions	50%	40%	30%
	External Assessment			

Figure 2: Undersecretary/Director General Score Distribution

Assistant Undersecretary/ Executive Director Assessment:

There are three components of the leadership assessment and related scoring methodology, including interviews assessing both criteria and external assessment.

The performance and achievements criterion is assessed based on the leader's performance and achievements as revealed by the onsite interview according to the submission document.

The leadership effectiveness criterion is assessed using two components. The first one consists of six leadership effectiveness dimensions and is assessed based on the interview. The second component is an external assessment that verifies leadership effectiveness from his/her peers' and sub-ordinates' perspectives.

Leaders are classified based on their tenure in their current roles as founders (0–2 years), producers (2–5 years) or impactors (5+ years). The final score is calculated by taking the summation of all weighted components.

Score Distribution:

The following table shows the score distribution with regard to the criterion and the tools used for the assessment:

Assistant Undersecretary/Executive Director Leadership Excellence

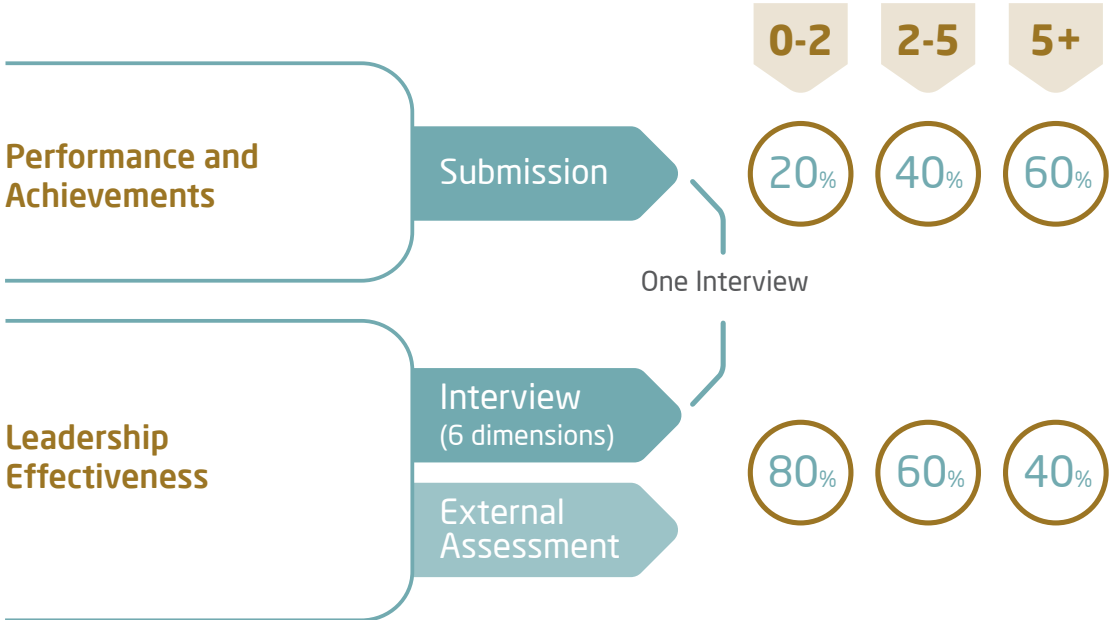|		0-2	2-5	5+
Performance and Achievements	Submission	20%	40%	60%
	One Interview			
Leadership Effectiveness	Interview (6 dimensions)	80%	60%	40%
	External Assessment			

Figure 3: Assistant Undersecretary/Executive Director

Undersecretary/Director General Assessment Terms and Guide:

1 Participation in this assessment category is mandatory for all holders of the undersecretary/ director general position in federal entities.

2 The entity's achievements are measured by the GEM 2.0 assessment team.

3 Leaders' individual submissions should be prepared through the Mohammed Bin Rashid Government Excellence Award (MBRGEA) system, which covers both criteria in detail.

4 Assessors will view and initially evaluate the submission report and other attached documents in the system and will later use them as a reference point in the interview and final report.

5 There are normally two interviewers/assessors. They have been appointed for their global expertise in senior leadership interviewing, assessment and reporting.

6 The interview is scheduled to last between 2 and 2.5 hours.

7 Leaders are welcome, but not expected, to use a slide presentation as an introductory tool, but if they do, it should not exceed 15 minutes to ensure sufficient time for the in-depth interview.

8 The dimensions of the interview and subsequent assessment are the following:
- The leader's role and impact in delivering the entity's results
- The leader's performance and impact as a role model leader, using the eight dimensions of leadership excellence

9 Leaders will receive a copy of the final assessment reports, which include recommendations for their consideration.

Assistant Undersecretary/Executive Director Assessment Terms and Guide:

1 Participation in this assessment category is mandatory for all holders of the assistant undersecretary/executive director position in federal entities.

2 Leaders' individual submissions should be prepared through the MBRGEA system, which covers both criteria in detail.

3 Assessors will view and initially evaluate the submission report and other attached documents in the system and will later use them as a reference point in the interview and final report.

4 There are normally two interviewers/assessors. They have been appointed/recruited for their global expertise in senior leadership interviewing, assessment and reporting. They will take extensive notes at interviews.

5 The interview is scheduled to last between 1.5 and 2 hours.

6 Leaders are welcome, but not expected, to use a slide presentation as an introductory tool, but if they do, it should not exceed 15 minutes to ensure sufficient time for the in-depth interview.

7 The interview and subsequent assessment focus on the leader's performance and impact as a role model leader and the relevant dimensions of leadership excellence.

8 Leaders will receive a copy of the final assessment reports, which include recommendations for their consideration.

GUIDELINES AND CONSIDERATIONS FOR THE ONLINE APPLICATION

When completing educational work experience, leaders should only include the last 20 years of their career.

Leaders should provide their most current and relevant education and professional qualifications, all pertinent to the current role.

When leaders recall their achievements, they should consider their relevance to the key dimensions within the GEM 2.0.

For the written submission, leaders are encouraged to do the following:

- Be brief and concise

- Consider the 'maximum field size'

- Ensure the submission is evidence based, with appropriate quantitative data reference points

- Prioritize and only include their key objectives and achievements

- Add hyperlinks or other valid attachments that supports the achievements mentioned.