



## RFP 20-2016 – DEFINITIONS OF SARS LEADERSHIP COMPETENCIES

### 1. Integrity

#### Championing the Mandate

Personal commitment to the mandate mission and values of SARS. Taking initiative to do more than asked to promote and enhance the mission and mandate of SARS.

#### Responsibility for Societal Impact

Manages the relationships and boundaries between SARS and the larger society of South Africa.

### 2. Empowering Delivery

#### Driving for Excellence

"Let's people know where they stand." Provides transparency and openness about performance, goals, standards and measures. Gives on-going objective feedback against clear standards.

#### Mobilizing Teams

Accepts the responsibilities of leadership to create a culture of good leadership, a positive environment for the team, and high performance for the organization. Leadership is enacted in a 'democratic' or participative style, valuing the input and participation of the team members. This competency also supports the value of mutual trust and respect and, used properly, helps people develop courtesy and commitment by setting norms for team interactions.

Key themes: building, focusing, constructing, aligning, and team effectiveness.

### 3. Transformation

#### Developing Others

Developing the technical skills and leadership abilities of SARS personnel including peers, not just direct reports, *to create sustainable delivery capability.*

#### Building Sustainability

Builds the capability and structure of the institution for on-going steady-state (sustainable) delivery for predictable results.

#### Leverages Diversity

Ability to recognize relevant aspects of difference (race, gender, other sensitivities as relating to organizational performance) and to respond in a way that enhances the effectiveness of the organization.



## Influencing Others

Influences others (peers, boss, public, or large sections of the organization) to change their opinions or accept a desired course of action.

### 4. Insight

#### Conceptual Thinking

Assimilating and applying new information, principles, best practices or past experiences in a useful way to support the objectives of SARS. Making the complex understandable and actionable to others. Note that this depends on and includes gathering the necessary and appropriate information in the first place.

#### Accurate Understanding

Understands others and responds appropriately based on that understanding. Accurately understanding the concerns of others. Treats people with respect, as individuals, with understanding and respect for their individual qualities, concerns and perspectives. This is the foundation of mutual trust and respect and of courtesy. Note that this competency must be applied to peers, to people outside SARS, and to direct reports, not only to one's manager. This is a necessary foundation for creating an effective team (whether as a team member or a leader) as well as for effective influence and development of others.

#### Humility

Remains calm in the face of stress or pressure. Balances confidence and humility. Mature humble perspective. Being realistic about yourself. Has the emotional composure to recognize and seek to remedy one's own limitation and to be a source of strength and calmness during difficulties.