



North American Development Bank

Agile Leadership: Integrated Assessment & Development Program

Request for Proposals

Issuing Organization: North American Development Bank (NADBank)

RFP Title: Agile Leadership Assessment & Insights Program

RFP Number: NADB-AL-2026-01

Issue Date: February 13, 2026

Proposal Due Date: March 5, 2026 (5:00 PM CST)

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Program Owner: Diana Rojas, Head of the Human Resources & Facility Mgt Unit

1. Background and Objectives

The North American Development Bank (NADBank) is a binational financial institution created by the U.S. and Mexican governments with authorized capital of \$6 billion and current lending of almost \$1.5 billion.

The NADBank is committed to fostering an inclusive and empowering workplace culture where all staff are equipped with the tools, knowledge, and confidence to lead effectively. This initiative is designed to strengthen emotional intelligence, communication, supervisory capabilities, and individual leadership growth.

To ensure our leaders are equipped with the tools and knowledge needed to move with our transformation, NADBank is seeking proposals from qualified vendors to design, implement, and analyze an assessment program aligned with the Bank's Agile Leadership Competency Model, which contains eight leadership competencies and associated observable behaviors (Annex A).

Vendors may include—but are not limited to—360-degree feedback, structured behavioral interviews, situational judgment tests (SJTs), role-play simulations, live assessments, and other scientifically supported methods. NADBank does not prescribe any specific tool, platform, or instrument.

The selected vendor must:

- Reliably assess the eight competencies listed in Section 2
- Deliver clear, actionable development insights for participants
- Provide a streamlined, user-friendly assessment experience



North American Development Bank

Agile Leadership: Integrated Assessment & Development Program

Request for Proposals

- Deliver all required reporting, analytics, and development recommendations described in this RFP

2. Agile Leadership Competencies (Assessment Targets)

The Agile Leadership Competency Model reflects the behaviors and mindsets required to lead effectively in dynamic, fast-changing, and collaborative environments. These competencies serve as the foundation for building a leadership culture that emphasizes empowerment, adaptability, transparency, and continuous learning. The model is designed to capture observable behaviors that directly influence individual performance, team effectiveness, and organizational outcomes.

For the purpose of this assessment program, each competency is defined through a set of measurable and practical behaviors that represent how Agile Leadership is demonstrated in day-to-day actions. Vendors are expected to map their proposed assessment methods to these competencies and to show clearly how their tools capture evidence of the behaviors described.

The competencies are intended to guide both evaluation and development, supporting participants in identifying strengths and growth opportunities aligned with NADBank's leadership expectations.

The eight competencies identified are as follows:

1. Empowerment & Delegation
2. Coaching & Development-Oriented Leadership
3. Psychological Safety & Trust Building
4. Vulnerability & Learning from Mistakes
5. Transparent Collaboration & Communication
6. Empathy & Emotional Intelligence
7. Advocacy for Well-Being
8. Continuous Recognition & Feedback

Detailed behavioral descriptions are provided in Annex A and must be used for competency mapping.

3. Scientific & Quality Requirements

3.1 Validity & Reliability

Provide methodological evidence supporting each assessment component, including construct alignment, scoring model, reliability indicators, validity evidence (content, criterion, convergent, etc.), and inter-rater reliability for live/observational exercises, if used.



North American Development Bank

Agile Leadership: Integrated Assessment & Development Program

Request for Proposals

3.2 Multi-Method Approach (Optional)

Proposals may integrate multiple methods (self-assessments, 360°, SJTs, role plays, simulations, interviews, etc.). Provide justification for how each method contributes to assessing the eight competencies.

3.3 Participant Burden

Total assessment time per participant should target ≤ 90 minutes in one or multiple sessions.

3.4 Fairness & Inclusion

Outline how your assessment approach minimizes bias, supports accessibility, and monitors adverse impact.

4. Project Coordination and Deliverables

Estimated program population: 12–20 participants

Delivery format: Digital

Support: Dedicated participant helpdesk during the assessment window

Security: Outline data protection measures, retention, deletion procedures, and access controls

5. Required Deliverables

5.1 Assessment Blueprint

- Competency → Method → Behavioral Evidence → Reporting mapping
- Rationale for selected methods
- Participant communications (emails, FAQ, consent language)

5.2 Assessment Operations

- Platform configuration
- Scheduling and reminders
- 360° rater workflow management (if included)
- Real-time support

5.3 Reporting & Insights

- Individual Reports (strengths, development opportunities, 3–5 priority action areas, recommended resources)



North American Development Bank

Agile Leadership: Integrated Assessment & Development Program

Request for Proposals

- Executive Summary (Aggregate) anonymized cohort insights
- Data Package — anonymized dataset, scoring documentation, and data dictionary

5.4 Development & Enablement Support

- Executive readout session(s)
- One interpretation workshop for HR/Organizational Development (OD)
- Recommended trainings and learning solutions to strengthen the eight competencies (e.g., workshops, microlearning, coaching options, skill-building tools)

1. Proposal Requirements

- Executive Summary
- Assessment Architecture (mapping to competencies, methodologies, technical evidence, estimated time per participant, 360° plan if used)
- Implementation Plan (timeline, communications, risk management, accessibility)
- Security & Privacy (hosting, storage, access controls, retention, compliance).
- Sample Deliverables (reports, dashboards, communications, development recommendations).
- Vendor Experience (key personnel bias, relevant case studies)
- Pricing (all components, cost for additional participants, optional services, tiers and remeasurement).



North American Development Bank

Agile Leadership: Integrated Assessment & Development Program

Request for Proposals

2. Evaluation & Scoring Criteria (100 points)

- Scientific rigor & alignment to competencies — 25
- Participant experience & time burden — 20
- Insight quality & actionability — 20
- Implementation, support & security — 15
- Inclusion & accessibility practices — 10
- Cost & flexibility — 10

NADBank is not bound to select any of the companies/firms that submit proposals. Furthermore, as quality is an important selection criterion, the Bank does not bind itself in any way to select the firm offering the lowest price.

After selection, the company submitting the first-ranked proposal will be invited to negotiate financial and other terms of the contract without delay. Should the negotiations prove unsatisfactory, the consultant submitting the next-ranked proposal will be invited for negotiations (and so on, if necessary, until an agreement is concluded). As soon as the contract is signed with the selected consulting firm, other participating firms will be notified.

No Obligation. Issuance of this RFP does not obligate NADBank to enter into any agreement or to compensate any proposer for costs incurred in preparing a response.



North American Development Bank

Agile Leadership: Integrated Assessment & Development Program

Request for Proposals

3. Proposed Timeline

- Weeks 0–2: Contracting & security review
- Weeks 3–4: Pilot (12–20 participants), refinements
- Weeks 5–8: Full deployment
- Weeks 9–10: Individual reports + executive readout
- Weeks 11–12: Aggregate results + development planning
- Optional: Re-measurement after 6–9 months

4. Use & Confidentiality

- Primary purpose: development
- Future use for selection/succession requires additional validation
- Individual results remain confidential per NADBank policy

5. Submission Instructions

- Format: One PDF (≤ 25 MB) plus annexes
- Deadline: March 5, 2026, at 5:00 PM CST
- Submission: Via email to rgarcia@nadb.org
- Q&A Window: Please send all questions via email by February 23, responses will be sent to all participants by February 27, 2026.



North American Development Bank

Agile Leadership: Integrated Assessment & Development Program

Request for Proposals

ANNEX A- Agile Leadership Competencies & Observable Behaviors

1. Empowerment & Delegation

Definition: Creates an environment where others feel trusted, empowered, and able to own decisions and outcomes.

- Delegates with clarity and without micromanaging
- Encourages autonomous problem-solving
- Transfers decision rights appropriately
- Removes obstacles and unnecessary approvals

2. Coaching & Development-Oriented Leadership

Definition: Develops others by guiding reflection, asking powerful questions, and fostering growth-minded behaviors.

- Uses coaching questions instead of giving directives
- Offers timely, constructive feedback
- Supports individualized development plans
- Encourages experimentation and learning

3. Psychological Safety & Trust Building

Definition: Creates a climate where individuals feel comfortable sharing ideas, concerns, and mistakes without fear of blame.

- Demonstrates transparency and integrity
- Responds calmly to difficult feedback
- Encourages open debate and differing viewpoints
- Normalizes learning from challenges

4. Vulnerability & Learning from Mistakes

Definition: Models openness and personal accountability to reinforce a culture of learning.

- Acknowledges personal errors and lessons learned
- Invites feedback without defensiveness
- Encourages reflective “learning reviews”
- Reinforces improvement rather than blame

5. Transparent Collaboration & Communication

Definition: Breaks down silos and communicates clearly to enable alignment and shared problem-solving.

- Shares relevant context and rationale proactively
- Practices active listening
- Engages cross-functional partners early



North American Development Bank

Agile Leadership: Integrated Assessment & Development Program

Request for Proposals

- Uses concise and respectful communication

6. Empathy & Emotional Intelligence

Definition: Recognizes and responds effectively to the emotions and perspectives of others.

- Demonstrates genuine understanding of others
- Maintains composure during challenging situations
- Adjusts communication style based on audience
- Builds trust-based relationships

7. Advocacy for Well-Being

Definition: Promotes sustainable performance by supporting emotional, physical, and mental well-being.

- Monitors workload and stress indicators
- Encourages healthy boundaries and balance
- Conducts regular check-ins beyond task updates
- Models well-being practices personally

8. Continuous Recognition & Feedback

Definition: Encourages a culture of timely acknowledgement and useful feedback.

- Provides praise and recognition promptly
- Gives development feedback routinely
- Requests upward feedback and uses it
- Encourages peer-to-peer recognition