

# DoD Civilian Leader Development Continuum

DEPARTMENT OF DEFENSE



Defense Civilian Personnel Advisory Service

*Deliberate development through progressive learning opportunities (education, training, self-development, assignments) that broaden experience and increase responsibility.*

Vision  
External Awareness  
Strategic Thinking  
Political Savvy  
National Security  
Joint Perspective  
Systems Thinking

**Lead the Institution**

Technology Management  
Financial Management  
Creativity and Innovation  
Partnering  
Entrepreneurship

**Lead Organizations/  
Programs**

Human Capital Management  
Leveraging Diversity  
Conflict Management  
Developing Others

**Lead People**

Team Building  
Accountability  
Decisiveness  
Influencing/Negotiating

**Lead Teams/Projects**

Flexibility  
Resilience  
Continual Learning  
Public Service Motivation

Integrity/Honesty  
Customer Service  
Problem Solving  
Technical Credibility

Interpersonal Skills  
Oral Communication  
Written Communication  
Computer Literacy

**Lead Self**

# DoD Civilian Leader Development Framework

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-Wide Perspective
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## Definitions

<p>This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to the competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.</p>	<p>This core competency involves the ability to lead and inspire a multi-sector group [not only employees, (civilian and military) but also other government agency personnel at the Federal, State and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that foster the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.</p>	<p>This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.</p>	<p>This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to the competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.</p>	<p>This core competency involves the ability to build coalitions internally and within other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or other international organizations to achieve common goals.</p>	<p>This core competency involves a broad point of view of the DoD mission and an understanding of the individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.</p>
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## Competencies

<p>Creativity and Innovation External Awareness Strategic Thinking Systems Thinking Vision Flexibility Resilience</p>	<p>Conflict Management Leveraging Diversity Developing Others Team Building</p>	<p>Accountability Decisiveness Entrepreneurship Customer Service Problem Solving Technical Credibility</p>	<p>Financial Management Human Capital Management Technology Management Computer Literacy</p>	<p>Political Savvy Influencing/Negotiating Partnering</p>	<p><b>Joint Perspective</b> - Mission Orientation - DoD Mission and Culture - DoD Corporate Perspective - National Defense Integration - Global Perspective</p> <p><b>National Security</b> - National Security Foundation - National Security Environment - National Security Strategy</p>
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## Fundamental Competencies

<p>These competencies are the foundation for success in each of the core competencies.</p>	<ul style="list-style-type: none"> <li>● Interpersonal Skills</li> <li>● Integrity/Honesty</li> </ul>	<ul style="list-style-type: none"> <li>● Written Communication</li> <li>● Oral Communication</li> </ul>	<ul style="list-style-type: none"> <li>● Continual Learning</li> <li>● Public Service Motivation</li> </ul>
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