

DoD CIVILIAN LEADER DEVELOPMENT FRAMEWORK COMPETENCY DESCRIPTIONS

Competency Title	Competency Description
Innovation	Develops new insights, challenges conventional approaches, encourages new ideas and innovations, and designs and implements new or cutting edge programs/processes/solutions. Establishes agile and creative methods to rapidly incorporate innovation. Fosters a culture of experimentation and calculated risk taking.
Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment by evaluating conditions, resources, capabilities, constraints, and organizational goals and values. Capitalizes on opportunities and manages risks and contingencies, recognizing the implications for the organization and stakeholders.
Vision	Establishes and articulates a long-term view that moves the organization toward national strategic objectives and informs resource decisions. Motivates and inspires others to commit to and execute the vision.
Managing Conflict	Handles and resolves organizational discord in a timely manner through assessing stakeholder perspectives and facilitating constructive dialogue. Identifies and defuses conflicts including those that have the greatest potential for damage to the organization.
Developing Others	Enables, encourages, and inspires individual growth by teaching, coaching, guiding, and mentoring others.
Team Building	Inspires and fosters team trust, commitment, and unity. Promotes and facilitates cooperation and communication to motivate team members to accomplish group and organizational goals. Models and endorses collaboration.
Communication	Demonstrates ability to clearly and effectively articulate, present, and promote varied ideas and issues through active dialogue, storytelling, listening, etc., before a wide range of audiences. Utilizes various communication methods (e.g., oral, written, digital, briefings, etc.). Actively receives information and clarifies as needed by encouraging and engaging in active listening.

<p>Interpersonal Skills</p>	<p>Builds and maintains relationships through trust and commitment. Engages, inspires, and works well with others. Treats others with dignity and respect. Considers and responds appropriately to the needs and feelings of different audiences/situations/cultures. Actively solicits and considers feedback. Exemplifies professionalism, tact, and empathy. Demonstrates the aspects of emotional intelligence including the ability to regulate and apply one's emotions and help others do the same.</p>
<p>Accountability</p>	<p>Holds self and others accountable and fosters an environment that administers all resources in a manner that instills public trust. Ensures integrity, responsibility, and transparency in all actions.</p>
<p>Decisiveness</p>	<p>Makes well-informed, data driven, effective, and timely decisions; perceives the risk, impact, and implications of those decisions. Uses sound judgment to simultaneously integrate and weigh situational constraints, risks, and rewards.</p>
<p>Problem Solving</p>	<p>Identifies, analyzes, and weighs, the relevance, risk, and accuracy of data driven information to identify the causes of problems. Employs critical thinking to seek, generate, and evaluate alternative perspectives/solutions by asking new questions. Recommends and/or chooses courses of action that balance the interests of the mission and stakeholders. Assesses unintended consequences.</p>
<p>Financial Management</p>	<p>Manages, allocates and monitors financial resources in compliance with laws, regulations, and policies. Ensures transparency and appropriate internal controls (e.g. audit activities) and resources are efficiently applied to meet strategy and objectives, while considering the Department of Defense's fiduciary responsibilities to the Nation.</p>
<p>Human Capital Management</p>	<p>Builds, develops, and manages workforce based on current and projected organizational goals, skills, budget considerations, and staffing needs. Ensures that applicants and employees are appropriately recruited, selected, developed (appraised, awarded, trained), and retained; initiates action to enhance individual strengths and address performance-based deficiencies. Manages a multi-sector workforce and a variety of work situations in a constantly evolving environment. Incorporates succession planning as part of developmental initiatives.</p>

Digital Fluency	Identifies, evaluates, interprets, and uses information and data to drive sound solutions. Develops strategies and anticipates implications of new computational and information technologies. Ensures access to and security of digital systems.
Political Savvy	Identifies and assesses the internal and external politics that impact the organization. Perceives organizational and political realities and acts accordingly. Uses diplomacy to relate with others at all levels. Acts responsibly to promote trust.
Influencing	Builds coalitions and persuades others to achieve common goals or outcomes through one's words and actions. Manages conflicting interests by addressing stakeholder concerns. Negotiates with stakeholders to ensure agreement is mutually acceptable to all parties.
Partnering	Develops networks and builds alliances; collaborates across boundaries, both internal and external to DoD, to build strategic relationships and achieve common goals.
External Awareness	Promotes understanding of our partners' and adversaries' cultural, religious, and political norms and customs. Integrates national and international considerations into strategic and operational planning. Maintains currency on local, national, and international policies and trends and evaluates and prioritizes how they affect the Nation and shape stakeholders' views; is aware of the Nation's impact on the external environment.
Systems Thinking	Understands how all facets of the enterprise interrelate and change over time. Thinks critically and synthesizes information to identify emerging patterns, key linkages, and interdependencies. Applies understanding of the enterprise to solve complex challenges and drive integration.
Agility	Anticipates and adapts to change, new ideas, new information, and new conditions. Embraces complex and ambiguous situations, changing conditions, adaptive strategy, or unexpected obstacles, processes, and requirements.

Resilience	Deals effectively with pressure, ambiguity, and emerging conditions; remains optimistic and persistent, even under adversity or uncertainty. Recovers quickly from setbacks. Overcomes obstacles and learns from experience.
Ethical Behavior	Exhibits moral character through honesty, fairness, and integrity. Demonstrates selflessness and independence of thought and action by doing the right thing regardless of personal and professional consequences. Evaluates potential dilemmas and makes moral decisions. Cultivates ethically minded organizations by instilling trust and confidence.
Diversity, Equity, Inclusion, and Accessibility	Encourages, embraces, and leverages varied ideas, opinions, insights, and identities, respecting the values and perceptions of others. Identifies and examines biases and seeks insights to avoid stereotypical responses and behavior. Fosters the fair treatment, access, advancement, and equal opportunity for all. Ensures all employees feel they are valued members of the team to achieve the vision of the organization.
Lifelong Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development. Continually commits to developing expertise and breadth of knowledge in self and others. Pursues opportunities to expand competencies and further professional growth. Learns from others.
Service Motivated	Demonstrates a commitment to serve others with honor through actions and outcomes that meet public needs. Aligns organizational objectives and practices to optimize internal and external customer service by creating value, loyalty, and trust for the public good.