

DoD CIVILIAN LEADER DEVELOPMENT FRAMEWORK

COMPETENCY DESCRIPTIONS

LEADING CHANGE	
<p>This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this 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>	
Innovation	<p>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.</p>
Strategic Thinking	<p>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.</p>
Vision	<p>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.</p>
LEADING PEOPLE	
<p>This core competency involves the ability to lead and inspire a multi-sector group (civilian and military who are Government interagency 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 fosters 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>	
Managing Conflict	<p>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.</p>

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.
Interpersonal Skills	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.

RESULTS DRIVEN

This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources and the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Accountability	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.
Decisiveness	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.
Problem Solving	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.

BUSINESS ACUMEN

This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to this 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 organizational goals and results, as well as external pressure points.	
Financial Management	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 DoD's fiduciary responsibilities to the Nation.
Human Capital Management	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.
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.
BUILDING COALITIONS	
This core competency involves the ability to build coalitions internally and with other Federal agencies, State and local Governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.	
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	Develops networks and builds alliances; collaborates across boundaries, both internal and external to DoD, to build strategic relationships and achieve common goals.
Partnering	Develops networks and builds alliances; collaborates across boundaries, both internal and external to DoD, to build strategic relationships and achieve common goals.
ENTERPRISE-WIDE PERSPECTIVE	
This core competency involves the ability to synthesize broad points of view with an understanding of individual and organizational responsibilities in relation to the DoD mission and National Security priorities, in order to foster vertical and horizontal integration of information and collaboration across organizational, joint, interagency, and global partners. This perspective is cultivated by experience and education in the mission, culture, and corporate structures of both DoD and stakeholder organizations.	

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.

FUNDAMENTAL COMPETENCIES

These competencies are the foundation for success in each of the core competencies.

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.
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.