A black and white photograph of a desk. In the foreground, a fountain pen lies on a sheet of lined paper. Behind it, a notebook is open. In the background, a map is visible. The text 'DEVELOPING YOUR LEADERSHIP COMPETENCIES' is overlaid in a large, white, serif font.

# DEVELOPING YOUR LEADERSHIP COMPETENCIES



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY  
UNIT 29351  
APO AE 09014-9351

AEAGA-C

MAR - 1 2005

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Application of Leadership Competencies for Supervisory Positions

This memorandum expires in 1 year.

1. Reference Army in Europe Command Policy Letter 25, 21 December 2004, Civilian Employee and Leader Development.
2. In 1997 the Office of Personnel Management (OPM) conducted an extensive study on the attributes of successful leaders. From this research, OPM identified five critical leadership competencies, referred to as Executive Core Qualifications (ECQs), that are essential to organizational success. These five competencies—Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions/Communications—are the criteria used in selecting personnel for the Senior Executive Service (SES).
3. As we prepare for significant change in the European theater, the leadership competency of our supervisors is critical. Effective 1 May 2005, managers and hiring officials in USAREUR will use leadership competencies as the basis for selecting candidates for supervisory positions, and for promoting and developing supervisors. The Civilian Human Resource Agency, Europe Region, will continue to issue referral lists with the best-qualified candidates based on technical and functional skills.
4. To prepare for this change in leader selection and development, leadership-competency training will be conducted in April 2005 for all supervisors and for employees interested in preparing and competing for supervisory positions. A schedule of training dates, times, and locations will be posted on the Civilian Personnel Directorate Web site at <http://www.per.hqusareur.army.mil/cpd/> under *Leader Development*.
5. It is important that supervisors attend this training. During these sessions, the 5 ECQs and the 27 defining leadership competencies identified by OPM will be explained. In addition, supervisors will learn how to conduct competency-based interviews, make sound personnel decisions based on the competencies, assess their own competencies, and incorporate the results in their individual development plans.
6. Successful organizations develop and promote leaders who are able to envision the future, motivate others to follow their vision, and lead in new directions. In this time of transformation and reorganization, leadership competencies are more critical than ever before.

*This memorandum is available at <https://www.aeaim.hqusareur.army.mil/library/>.*

AEAGA-C

SUBJECT: Application of Leadership Competencies for Supervisory Positions

7. We must take advantage of this opportunity to develop and promote our leaders so that they are prepared to face the challenges of tomorrow.

FOR THE COMMANDER:

A handwritten signature in black ink, appearing to read "E. Pearson". The signature is fluid and cursive, with a large loop at the end.

E. PEARSON  
Colonel, GS  
Deputy Chief of Staff

DISTRIBUTION:  
A (AEPUBS)

*Developing Your  
Leadership  
Competencies*

*Your Key to  
the Future*

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*"People are not your most  
important resource, the  
right people are."*

*Jim Collins, Good to Great*

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**Objectives**

- ❖ Understand the Executive Core Qualifications (ECQs).
- ❖ Understand the leadership competencies.
- ❖ Know how to assess and develop your leadership competencies.
- ❖ Develop an Individual Development Plan.
- ❖ Know how to prepare for or conduct a competency-based interview.

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**What are competencies?**

- ❖ A set of behaviors encompassing skills, knowledge, abilities and personal attributes that, taken together, are critical to successful work accomplishment.
- ❖ Leadership competencies are those skills, knowledges, abilities and personal traits that make a successful leader.

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**What are ECQ's?**

- ❖ Five executive qualifications that were identified by OPM as critical for success.
- ❖ Composed of 27 leadership competencies.
- ❖ Criteria used to make selections for SES (or equivalent) positions.

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**Executive Core Qualifications**

- ❖ Leading Change
- ❖ Leading People
- ❖ Results Driven
- ❖ Business Acumen
- ❖ Building Coalitions/Communication

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### ***Leading Change***

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- ❖ Ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors.
- ❖ Ability to balance change and continuity to:
  - Improve customer service and program performance.
  - Create a work environment that encourages creative thinking.
  - Maintain focus, intensity, and persistence, even under adversity.

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### ***Leading Change***

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- ❖ Continual Learning
- ❖ Creativity and Innovation
- ❖ External Awareness
- ❖ Flexibility
- ❖ Resilience
- ❖ Service Motivation
- ❖ Strategic Thinking
- ❖ Vision

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### ***Leading People***

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- ❖ Ability to design and implement strategies which:
  - Maximize employee potential.
  - Foster high ethical standards in meeting the organization's vision, mission, and goals.

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***Leading People***

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- ❖ Conflict Management
- ❖ Leveraging Diversity
- ❖ Integrity/Honesty
- ❖ Team Building

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***Results Driven***

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- ❖ Ability to stress accountability and continuous improvement.
- ❖ Ability to make timely and effective decisions.
- ❖ Ability to produce results through strategic planning and the implementation and evaluation of programs and policies.

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***Results Driven***

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- ❖ Accountability
- ❖ Customer Service
- ❖ Decisiveness
- ❖ Entrepreneurship
- ❖ Problem Solving
- ❖ Technical Credibility

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***Business Acumen***

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- ❖ Ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission.
- ❖ Ability to use new technology to enhance decision making.

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***Business Acumen***

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- ❖ Financial Management
- ❖ Human Resources Management
- ❖ Technology Management

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***Building Coalitions/  
Communication***

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- ❖ Ability to explain, advocate and express facts and ideas in a convincing manner.
- ❖ Ability to negotiate with individuals and groups internally and externally.
- ❖ Ability to develop an expansive professional network with other organizations.
- ❖ Ability to identify the internal and external politics that impact the work of the organization.

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**Building Coalitions/Communication**

- ❖ Influencing/Negotiating
- ❖ Interpersonal Skills
- ❖ Oral Communication
- ❖ Partnering
- ❖ Political Savvy
- ❖ Written Communication

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**Assessing your leadership competencies**

- ❖ Be honest and candid with yourself.
- ❖ Ask for feedback from your supervisor, peers, and employees.
- ❖ Be open to hear constructive feedback from others.
- ❖ View feedback as a gift.

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**Developing your leadership competencies**

- ❖ Consider both training and self-development activities.
- ❖ Be creative.
- ❖ Look for/create opportunities.
- ❖ Utilize your ACTEDS Career Plan  
<http://cpol.army.mil/library/train/acteds/>

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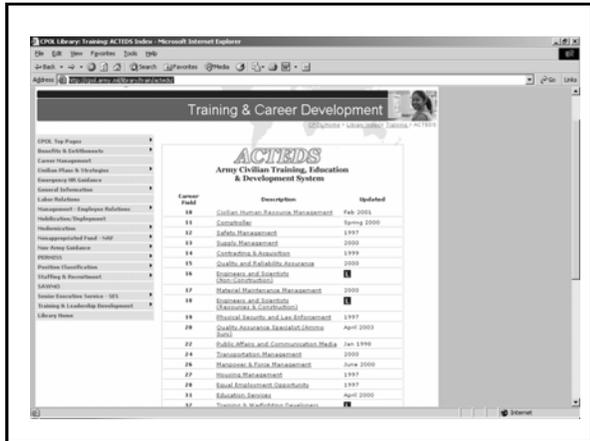
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***Training opportunities***

- ❖ Long-term/short-term classroom training
- ❖ Online training
- ❖ Distance Learning
- ❖ Correspondence courses

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***Self-development activities***

- ❖ Read books, articles, and professional publications.
- ❖ Take college courses.
- ❖ Volunteer for rotational assignments, cross-training, new tasks, or special projects.
- ❖ Participate in professional organizations.
- ❖ Take advantage of mentoring or coaching opportunities.
- ❖ Volunteer in your community.

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### *Creating a plan*

- ❖ Assess your needs.
- ❖ Investigate options.
- ❖ Make a plan.
- ❖ Implement the plan.
- ❖ Review and revise as necessary.

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### *Competency-based interviews*

- ❖ Designed to draw out experiences that demonstrate possession of the competencies.
- ❖ Emphasize leadership skills and abilities; not technical/functional skills.

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### *Preparing for a competency-based interview*

- ❖ Review the job description.
- ❖ Think of examples that illustrate your leadership competencies.
- ❖ Focus on accomplishments.
- ❖ Be specific.
- ❖ Use "I" and action verbs.

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## *Tell Your Story*

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- ❖ **Context:** Describe the climate or environment surrounding a situation, problem or goal.
- ❖ **Challenge:** Describe the specific problem or goal that relates to the ECQ being addressed.
- ❖ **Actions:** Describe the specific actions you took to address the challenge.
- ❖ **Results:** Give specific examples of the results of your actions.

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## *Conducting a competency-based interview*

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- ❖ Ask situational questions to see if the applicant possesses leadership competencies.
  - "Tell me about..."
  - "Describe a time when..."
  - "What do you do when..."
  - "What would you do if..."
- ❖ Look for:
  - A description of the situation or task
  - The action taken
  - The result or outcome

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## *Resources*

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- ❖ More information on leader development and Army sponsored leadership training - <http://www.per.hqusa.army.mil/cpd/>.
- ❖ More information on ECQs and Leadership Competencies - <http://www.opm.gov/ses/define.asp>
- ❖ More information on training classes offered in Europe - <http://www.chra.eur.army.mil/>. Click on Training and Development.
- ❖ SkillPort eLearning - <https://usarmy.skillport.com/>
- ❖ Army Civilian Personnel Online - <http://cpol.army.mil/library/train/>
- ❖ Center for Creative Leadership - <http://www.ccl.org>

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# Self-Assessment



# Leadership Competency Self-Assessment

## Leading Change

<b>Creativity and Innovation</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I am comfortable making decisions when no procedure exists.	1	2	3	4
I analyze problems from different points of view and include many sources of information.	1	2	3	4
I have innovative ideas and find ways to implement them.	1	2	3	4
I foster an environment where employees are encouraged to look for new ways to accomplish the task.	1	2	3	4

<b>Continual Learning</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I take at least one training class every year.	1	2	3	4
I regularly participate in self-development activities such as reading leadership articles or books, taking college courses, or participating in a professional organization.	1	2	3	4
I regularly review my IDP and modify my career goals and training/self-development activities as necessary.	1	2	3	4
I look for opportunities to learn new things.	1	2	3	4
I work with my employees to encourage their self-development.	1	2	3	4
I teach and model new behaviors.	1	2	3	4
I utilize cross-training and rotational assignments to develop my employees and/or myself.	1	2	3	4

<b>External Awareness</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I participate in professional organizations.	1	2	3	4
I stay current on trends, legislation, new policies, etc. in my field.	1	2	3	4
I stay current of changes and future plans for DoD, DA, and other federal organizations.	1	2	3	4
I consider the impact on other organizations when making decisions.	1	2	3	4
I look for opportunities to work with external organizations.	1	2	3	4



# Leadership Competency Self-Assessment

## Leading Change (cont'd)

<b>Flexibility</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I am comfortable changing priorities with very little notice.	1	2	3	4
I balance short-term and long-term priorities to maximize results.	1	2	3	4

<b>Resilience</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I work well under tight deadlines.	1	2	3	4
I juggle competing priorities without missing deadlines.	1	2	3	4
I maintain focus when all is chaotic.	1	2	3	4

<b>Service Motivation</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
My team understands my expectations.	1	2	3	4
I am comfortable in a leadership role.	1	2	3	4
I empower my employees/co-workers to provide quality service.	1	2	3	4
I ensure my employees/co-workers have the tools and training they need.	1	2	3	4

<b>Strategic Thinking</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I am experienced at developing long-term plans.	1	2	3	4
I understand and apply the strategic planning process.	1	2	3	4
I determine objectives and set priorities.	1	2	3	4
I scan my environment to determine threats or opportunities.	1	2	3	4

<b>Vision</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I have a personal vision.	1	2	3	4
I have developed a vision for my team/organization.	1	2	3	4
I motivate others to work toward a common vision.	1	2	3	4
<b>TOTAL FOR LEADING CHANGE</b>				



# Leadership Competency Self-Assessment

## Leading People

### Conflict Management

I am comfortable dealing with conflict.	1	2	3	4
When I disagree with something I will speak up and defend my views.	1	2	3	4
When there is conflict on my team I address the issue immediately.	1	2	3	4
I encourage my employees/team members to openly express their disagreements or voice objectives to proposed actions/decisions.	1	2	3	4

### Cultural Awareness

I respect cultures and values that are different from my own.	1	2	3	4
I work to ensure all employees are accepted and valued regardless of their background.	1	2	3	4
I ensure people of different backgrounds are given equal consideration in work and development opportunities.	1	2	3	4

### Integrity/Honesty

I strive to deal honestly in all my actions.	1	2	3	4
Other people can see from my actions that I value integrity and honesty.	1	2	3	4
I admit mistakes when I make them.	1	2	3	4
I ensure my employees/team members get credit for their work.	1	2	3	4

### Team Building

I foster a team approach when accomplishing work.	1	2	3	4
I work effectively on a team and am willing to take on any role necessary.	1	2	3	4
I encourage all team members to contribute their thoughts and opinions.	1	2	3	4
<b>TOTAL FOR LEADING PEOPLE</b>				



# Leadership Competency Self-Assessment

## Results Driven

### Accountability

I ensure everyone understands the priorities and goals of the organization.	1	2	3	4
I work with team members to establish milestones and goals and ensure they are met.	1	2	3	4
I ensure workload is distributed equally.	1	2	3	4
I take personal accountability and ownership for decisions.	1	2	3	4

### Customer Service

I have a clear understanding of my customers' needs and strive to ensure they are met.	1	2	3	4
I communicate my customer service philosophy to my employees/team members and ensure our processes support it.	1	2	3	4
I deal effectively with irate/upset customers and find a win/win solution.	1	2	3	4
I am comfortable when dealing with difficult customers.	1	2	3	4

### Decisiveness

When making decisions I analyze problems from different points of view and include many sources of information.	1	2	3	4
I make sound, well-informed decisions even when information is limited or solutions may produce unpleasant consequences.	1	2	3	4
I communicate my decisions to my employees/team members and ensure understanding.	1	2	3	4
When I must make a decision that will not be popular I ensure everyone understands the reason for the decision.	1	2	3	4
If I have resistance to a decision I have made I ensure it is the right decision and then stick by it.	1	2	3	4



# Leadership Competency Self-Assessment

## Results Driven (cont'd)

<b>Entrepreneurship</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I find new and better ways to improve an idea or do a better job.	1	2	3	4
My ideas and suggestions are adopted and implemented in the workplace.	1	2	3	4
I foster an environment where my employees/team members feel free to take risks even if it means failure.	1	2	3	4
I search for best practices within the organization, industry and profession.	1	2	3	4

<b>Problem Solving</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
When making decisions, I analyze problems from different points of view and include many sources of information.	1	2	3	4
I feel comfortable resolving difficult problems.	1	2	3	4
I recommend solutions to problems I see in my organization.	1	2	3	4
I support my employees in resolving problems on their own, only coming to me for assistance if necessary.	1	2	3	4

<b>Technical Credibility</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I know the policies and regulations that pertain to my work.	1	2	3	4
I am able to procure the necessary resources to accomplish the mission.	1	2	3	4
I ensure my employees/team members have a clear understanding of our mission and how their position contributes to the whole.	1	2	3	4
My peers recognize me as an expert in my field.	1	2	3	4
<b>TOTAL FOR RESULTS DRIVEN</b>				



# Leadership Competency Self-Assessment

## Business Acumen

<b>Financial Management</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I understand the federal budget process.	1	2	3	4
I am able to obtain funds for a new project.	1	2	3	4
I utilize a cost-benefit analysis to obtain resources for new projects.	1	2	3	4
I understand and make effective use of the procurement process.	1	2	3	4
I understand and make effective use of the contracting process.	1	2	3	4

<b>Human Resources Management</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I review position descriptions and make necessary modifications before filling a vacant position.	1	2	3	4
I select candidates for vacant positions who are the best fit for the position and the organization.	1	2	3	4
I provide regular feedback to my employees/team members on their performance.	1	2	3	4
I assist my employees in developing IDPs and support them in attending training.	1	2	3	4
I look for opportunities to reward my employees for a job well done.	1	2	3	4

<b>Technology Management</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I remain current on new technology.	1	2	3	4
I look for ways to utilize technology to improve the business processes in my organization.	1	2	3	4
I am comfortable utilizing a variety of computer applications.	1	2	3	4
I encourage my employees/team members to use technology to collaborate and share information.	1	2	3	4
I understand and make effective use of policies regarding the use of information technology and information security.	1	2	3	4
<b>TOTAL FOR BUSINESS ACUMEN</b>				



# Leadership Competency Self-Assessment

## Building Coalitions/Communication

<b>Influencing/Negotiating</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I use negotiation and influence to obtain the resources I need.	1	2	3	4
I work with others to find a win-win solution.	1	2	3	4
I persuade others to consider alternative points of view.	1	2	3	4

### **Interpersonal Skills**

I treat others' concerns and issues with the utmost sensitivity and confidentiality.	1	2	3	4
People seek me out when they need someone to talk to.	1	2	3	4
I pay close attention and seek to understand others when interacting.	1	2	3	4
I am aware of unspoken and significant issues (hidden agendas) when dealing with others.	1	2	3	4

### **Oral Communication**

I am comfortable providing a briefing to my peers and superiors.	1	2	3	4
I express my ideas clearly when in a group.	1	2	3	4
I lead productive meetings that follow the agenda and finish within the allotted time.	1	2	3	4
I communicate clearly the purpose and objectives of a plan to those in a position to support it.	1	2	3	4

### **Partnering**

I partner with my peers in other organizations to accomplish tasks or projects.	1	2	3	4
I seek the opinions of my counterparts when approaching a new task or project.	1	2	3	4
I have a network of peers in other organizations.	1	2	3	4
People from other organizations ask me for my ideas or opinions.	1	2	3	4



# Leadership Competency Self-Assessment

## Building Coalitions/Communication (cont'd)

<b>Political Savvy</b>	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
I examine courses of action and the impact they would have on other organizations before making a decision.	1	2	3	4
I am able to gain buy-in and support for new ideas.	1	2	3	4
I understand organizational politics and the impact they have on my mission.	1	2	3	4
I have a network of people I can go to for support.	1	2	3	4

### **Written Communication**

I express myself well in writing.	1	2	3	4
I write effective policies or procedures for use by others.	1	2	3	4
I am able to sell an idea or persuade others with my writing.	1	2	3	4
My writing is usually accepted in final form without making many changes.	1	2	3	4
<b>TOTAL FOR BUILDING COALITIONS/COMMUNICATION</b>				



# Development Resources For Executive Core Qualifications



**Each ECQ section identifies the following resources**

Classroom training through HRDD  
Army Sponsored training  
Skillport Online Training  
Other classroom training  
Suggested readings

# Development Resources for ECQ #1: LEADING CHANGE

- **Classroom courses offered through HRDD**

4 Roles of Leadership  
 7 Habits of Highly Effective People  
 Leadership, Education, and Development (LEAD)  
 Maintaining Control During Change  
 Maintaining Motivation during Periods of Change

- **Army Sponsored Leadership Training**

Organizational Leadership for Executives (OLE)  
 Personnel Management for Executives (PME) I  
 Personnel Management for Executives (PME) II  
 Sustaining Base Leadership and Management Program (SBLM)

- **Skillport Online Training**

Creativity and Innovation

**Creativity and Innovation**

The Foundations of Creativity and Innovations	<a href="#"><u>PD0031</u></a>
Generating Creative and Innovative Ideas	<a href="#"><u>PD0032</u></a>
Evaluating Creative and Innovative Ideas	<a href="#"><u>PD0033</u></a>
Implementing Creative and Innovative Ideas	<a href="#"><u>PD0034</u></a>
Creativity and Innovation in the Workplace Simulation	<a href="#"><u>PD0030</u></a>

**Breakthrough Strategies for a Web Economy**

Solution Thinking for Breakthrough Decisions	<a href="#"><u>PD0222</u></a>
Breakthrough Innovation	<a href="#"><u>PD0223</u></a>
Enabling Breakthrough Creativity	<a href="#"><u>PD0224</u></a>
Breakthrough Motivation	<a href="#"><u>PD0225</u></a>

**Leading from the Front Line**

Organizational Culture and Leadership	<a href="#"><u>LEAD0122</u></a>
Energizing & Empowering Employees	<a href="#"><u>LEAD0123</u></a>

Continual Learning

**Essential Skills for Tomorrow's Managers**

Continuous Learning for Tomorrow's Managers	<a href="#"><u>MGMT0116</u></a>
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**Moving Into a Management Role**

Becoming a Manager	<a href="#"><u>MGMT0001</u></a>
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**The 21st Century Learning Curve**

Knowledge as Strategy: Performance Improvement	<a href="#"><u>KNOW0111</u></a>
The Power of the Learning Organization	<a href="#"><u>KNOW0112</u></a>
The Potential of Self-directed Learning	<a href="#"><u>KNOW0113</u></a>
Implementing and Evaluating Self-directed Learning	<a href="#"><u>KNOW0114</u></a>



# Development Resources for ECQ #1: LEADING CHANGE (cont'd)

## Continual Learning (cont'd)

<b>Managing Problem Performance</b>	
Dealing with Problem Performance	<a href="#"><u>MGMT0164</u></a>
<b>Fast-tracking Your Career</b>	
Get Your Career on to the Fast Track	<a href="#"><u>PD0131</u></a>
<b>Knowledge Management Fundamentals</b>	
The Art of Knowledge Management	<a href="#"><u>KNOW0101</u></a>
Knowledge as Capital	<a href="#"><u>KNOW0102</u></a>
Putting Knowledge to Work	<a href="#"><u>KNOW0103</u></a>
<b>Moving into a Management Role</b>	
A New Manager's Responsibilities and Fears	<a href="#"><u>MGMT0002</u></a>

## External Awareness

<b>Strategic Management</b>	
Strategic Management - Planning	<a href="#"><u>STGY0301</u></a>
<b>Competitive Intelligence</b>	
Competitive Intelligence: Planning and Direction	<a href="#"><u>STGY0341</u></a>
Competitive Intelligence: Information Gathering	<a href="#"><u>STGY0342</u></a>
Competitive Intelligence: Analysis & Dissemination	<a href="#"><u>STGY0343</u></a>

## Flexibility

<b>Taking Control of Your Workday</b>	
Analyze Your Use of Time	<a href="#"><u>PD0101</u></a>
Setting Goals & Prioritize Your Use of Time	<a href="#"><u>PD0102</u></a>
Major Time Management Challenges	<a href="#"><u>PD0103</u></a>
<b>Overcoming Overload - Managing Memory and Time</b>	
Time as a Resource	<a href="#"><u>PD0121</u></a>
Eliminate the Time Wasters	<a href="#"><u>PD0122</u></a>
<b>Living a Balanced Life</b>	
Finding Your Life Balance	<a href="#"><u>PD0181</u></a>
Success Over Stress	<a href="#"><u>PD0182</u></a>
Strategies for Better Balance	<a href="#"><u>PD0183</u></a>
<b>Working More Effectively - Taking Control of Your Time</b>	
Developing Good Time-Management Habits	<a href="#"><u>PD0153</u></a>
<b>Project Management Basics for Business Professionals</b>	
Project Planning	<a href="#"><u>PROJ0002</u></a>
Project Execution	<a href="#"><u>PROJ0003</u></a>
Project Controlling	<a href="#"><u>PROJ0004</u></a>
Project Closing	<a href="#"><u>PROJ0005</u></a>
<b>Project Management-Project Scope Management</b>	
Project Scope Definition	<a href="#"><u>PROJ0432</u></a>
<b>Project Procurement Planning</b>	
Project Solicitation	<a href="#"><u>PROJ0502</u></a>



# Development Resources for ECQ #1: LEADING CHANGE (cont'd)

## Flexibility

### **Managing Yourself through Change**

The Effects of Organizational Change

PD0331

Making the Change

PD0332

The Paradigm Shift of Change

PD0333

### **How to Overcome Negativity in the Workplace**

The Path from Pessimism to Optimism

MGMT0311

## Resilience

### **Managing Yourself through Change**

The Effects of Organizational Change

PD0331

Making the Change

PD0332

The Paradigm Shift of Change

PD0333

### **Supporting Employees through the Change Process**

Incorporating Change in Your Organization

MGMT0183

### **Dealing with Organizational Change**

Communicating During Organizational Change

PD0193

### **How to Overcome Negativity in the Workplace**

The Path from Pessimism to Optimism

MGMT0311

Proactive Approaches to Stop Negativity

MGMT0312

Overcoming Organizational Negativity

MGMT0313

### **Business Etiquette and Professionalism**

Etiquette for Supervisors

COMM0184

### **Living a Balanced Life**

Discovering Balance

PD0111

Setting a Course

PD0112

### **Business Execution**

Foundations for Business Execution

LEAD0151

Creating a Business Execution Culture

LEAD0152

Business Execution in Action

LEAD0153

## Service Motivation

### **Managing a Customer Service-Oriented Culture**

Exceeding Customer Expectations

CUST0223

Customer Service Strategy

CUST0224

Improving the Process of Service Delivery

CUST0225

## Strategic Thinking

### **Strategic Management**

Strategic Management - Planning

STGY0301

Strategic Management - Analysis & Choice

STGY0302

Strategic Management - Corporate Implementation

STGY0303

### **Global Business Strategy**

Business Management and Strategy

STGY0321



# Development Resources for ECQ #1: LEADING CHANGE (cont'd)

## Strategic Thinking (cont'd)

### **The Fundamentals of Globalization**

Globalization and Your Company [STGY0352](#)

The Process of Globalizing a Product or Service [STGY0353](#)

Managing from a Global Viewpoint [STGY0354](#)

### **Competitive Intelligence**

Competitive Intelligence: Planning and Direction [STGY0341](#)

Competitive Intelligence: Information Gathering [STGY0342](#)

Competitive Intelligence: Analysis & Dissemination [STGY0343](#)

### **Working without a Net - The Business of Risk**

Strategic Planning and Risk Management [PD0244](#)

### **Succession Planning for the Business Environment**

Succession Planning Overview [LEAD0301](#)

Succession Planning Management [LEAD0304](#)

Succession Planning and Human Resources [LEAD0303](#)

## Vision

### **Going from Management to Leadership**

The Mark of a Leader [LEAD0141](#)

Communicating a Shared Vision [LEAD0142](#)

The Enabling Leader [LEAD0143](#)

- **Other classroom courses**

Beef Up Your Creative IQ: Fundamentals of Creative Thinking by American Management Association

Developing Executive Leadership by American Management Association

Executive Communication Skills: Leading the Process of Change by OPM/FEI

Executive Development Seminar: Leading Change by OPM/FEI

Executive Leadership in a Changing Environment by Brookings Institution Center for Public Policy Education

Leadership in Changing Organizations by Harvard University John F. Kennedy School of Government

Leading Creatively by Center for Creative Leadership

Strategic Management for Executives by OPM/FEI

The Aspen Institute Leading Change in Government Seminar by OPM/FEI

Tools for Enhancing Creativity by American Management Association

Tools and Techniques for Thinking and Managing Strategically by American Management Association



# Development Resources for ECQ #1-LEADING CHANGE (cont'd)

- **Suggested Reading**

Applied Strategic Planning by Goodstein, Nolan and Pfeiffer, 1993, McGraw-Hill

Building the Bridge As you Walk On it: A Guide for Leading Change by Robert Quinn, 2004 Jossey-Bass

Built to Last: Successful Habits of Visionary Companies by James C. Collins and Jerry I. Porris, 1994, Harper Business

Change at Work by O. Mink, 1994, Executive Excellence Publishing

Choosing the Future by Stuart Wells, 1998, Butterworth-Heinemann

Competitive Strategy by Michael Porter, 1998, Free Press

Complaint is a Gift: Using Customer Feedback as a Strategic Tool by Janelle Barlow and Claus Moller, 1996, Berett-Koehler Publishers, Inc.

Cultures and Organizations: Software of the Mind by Geert Hofstede, 1996, McGraw-Hill

Deep Change: Discovering the Leader Within by Robert Quinn, 1996, Jossey-Bass, Inc.

Emotional Intelligence by Daniel P. Goleman, 1997, Bantam Books

Failing Forward: How to Make the Most of Your Mistakes by John C. Maxwell & Rolf Zettersten, 2000, Thomas Nelson Publishing

Fish by Stephen Lundin, Paul Harry, & John Christensen, 2002, Urano Publishing, Inc.

Future Edge: Discovering the New Paradigms of Success by Joel A. Barker, 1992, William Morrow & Company

Governing by Network: The New Shape of the Public Sector by Stephen Goldsmith and William Eggers, 2004, Brookings Institution Press co-published with Innovations In American Government Program at John F. Kennedy School of Government – Harvard University

Gung Ho! Turn on the People in Any Organization by Kenneth H. Blanchard and Sheldon Bowles, 1997, Random House

Hope is Not a Method by Gordon R. Sullivan, 1997, Bantam Doubleday Dell Publishing

Inspire! What Great Leaders Do by Lance Secretan, 2004, Wiley

Knowledge Management and Organizational Design by P. Meyers,, 1996, Butterworth-Heinemann

Lead to Succeed by Rick Pitino, 2001, Broadway Books

Leading Change by John P. Kotter, 1996, Harvard Business School Publishing

Leading in a Time of Change: What It Will Take to Lead Tomorrow, Viewer's Workbook by Peter Drucker and Peter Senge, 2001, Jossey-Bass

Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail by Daryl Conner, 1993, Villard

Managing Transitions: Making the Most of Change by W. Bridges, 2003, Perseus Publishing

Morrisey on Planning, A Guide to Strategic Thinking: Building Your Planning Foundation by George L. Morrisey, 1995, Jossey-Bass



# Development Resources for ECQ #1: LEADING CHANGE (cont'd)

## Suggested Reading (cont'd)

Putting it all together: A guide to strategic thinking by William E. Rothschild, 1976, Amacom

Synchronicity: The Inner Path of Leadership by Joseph Jaworski and Betty S. Flowers, 1996, Berrett-Koehler Publishing

Survival Kit for Leaders: An Interactive Way for a Leader to Become and Stay a Survivor by Richard Lester, 2003, Skyward Publishing

The Confident Decision Maker by Roger Dawson, 1993, William Morrow and Company

The Fifth Discipline: The Art and Practice of the Learning Organization by Peter M. Senge, 1990, Doubleday

The Leadership Challenge by Kouzes and Posner, 3<sup>rd</sup> Ed. 2003, Jossey-Bass

The 21 Irrefutable Laws of Leadership by John C. Maxwell, 1998, Thomas Nelson Publishing

Thinking Strategically: A Primer for Public Leaders by Susan Walter, 1984, Natl Governors Association

Thinking for a Change: 11 Ways Highly Successful People Approach Life and Work by John C. Maxwell, 2003, Sixth Avenue Books

21<sup>st</sup> Century Leadership by Lynn Jo McFarland, et. Al, 1996, Butterworth-Heinemann

Vision in Action by Tregoe, Zimmerman, Smith and Tobia, 1990, Fireside

Winning Through Innovation: A Practical Guide to Leading Organizational

Change and Renewal by Michael L. Tushman & Charles A. O'Reilly, 2002, Harvard Business School Press

Who Moved My Cheese? by Spencer Johnson & Kenneth Blanchard, 1998, Putnam Adult Publishing

Why Leaders Can't Lead: The Unconscious Conspiracy Continues by Warren Bennis, 1997, Jossey-Bass Publishing



# Development Resources for ECQ #2-LEADING PEOPLE

- **Classroom courses offered through HRDD**

- 4 Roles of Leadership
- 7 Habits of Highly Effective People
- Coaching and Counseling
- Coaching for Supervisors and Managers
- Constructive Conflict Resolution
- Crucial Conversations
- Dealing with Conflict in a Multi-Cultural Environment
- Decision Making
- Effective Leadership Using Emotional Intelligence
- How to Maintain Motivation During Organizational Change
- Leadership, Education, and Development (LEAD)
- Leading a Cross-Cultural Team
- Leading Change
- Leading Teams and Groups
- LN Supervisor Development Program
- Managing Meetings
- New Supervisor/Team Lead Orientation
- Performance Appraisal: Counseling and Feedback
- Team Facilitation (APIC)
- Teambuilding
- US Supervisor Development Program
- Workshop for Experienced Supervisors: Dealing with Problem Employees

- **Army Sponsored Leadership Training**

- Manager Development Course ST6000
- Organizational Leadership for Executives (OLE)
- Personnel Management for Executives (PME) I
- Personnel Management for Executives (PME) II
- Supervisory Development Course ST5001: Managing and Leading
- Supervisory Development Course ST5002: Human Resource Management
- Sustaining Base Leadership and Management Program (SBLM)

- **Online training through Skillport**

- Conflict Management

- Moving into a Management Role**

- Lead and Communicate Effectively as a New Manager

[MGMT0003](#)

- Managing Problem Performance**

- Preventing Problem Performance

[MGMT0161](#)



# Development Resources for ECQ #2-LEADING PEOPLE (cont'd)

## Conflict Management (cont'd)

### **How to Overcome Negativity in the Workplace**

Overcoming Organizational Negativity

[MGMT0313](#)

### **The Fundamentals of Business Crises Management**

Preparing for Business Crises

[MGMT0171](#)

Responding to Business Crises

[MGMT0172](#)

Recovering from Business Crises

[MGMT0173](#)

## Leveraging Diversity

### **Managing Diversity and Inclusiveness**

Workplace Diversity

[HR0141](#)

Culture and Behavior

[HR0142](#)

Organizational Inclusion

[HR0143](#)

Why, Diversity Matters

[HR0021](#)

Changing the Corporate Culture

[HR0022](#)

### **International Business Skills - Culture, Customs and Norms**

Managing Cultural Divides

[COMM0601](#)

### **New Employee Orientation**

Understanding Employee Benefits

[HR0003](#)

### **Building Better Work Relationships**

Building Effective Intercultural Relationships

[COMM0192](#)

### **International Communications**

The Art of Global Communication

[COMM0022](#)

## Integrity/Honesty

### **Ethics in Business**

Ethical Decision Making

[PD0171](#)

Organizational Ethics

[PD0173](#)

### **Workplace Issue Fundamentals**

Business Ethics

[HR0153](#)

### **Project Management Professional Responsibility**

Ethics and Professional Knowledge

[PROJ0041](#)

## Team Building

### **Making Teams Work: Capitalizing on Conflict**

Team Conflict: The Seeds of Dissent

[TEAM0211](#)

Analyzing Workplace War Zones

[TEAM0212](#)

Getting Past Clashes: Valuing Team Diversity

[TEAM0213](#)

Conquering Conflict through Communication

[TEAM0214](#)

The Path to Peace and Harmony

[TEAM0215](#)

### **Creating High-performance On-site and Virtual Team**

Launching Successful On-site and Virtual Teams

[TEAM0151](#)

Leading Successful On-site Team

[TEAM0152](#)

Leading Virtual Teams

[TEAM0153](#)



## Development Resources for ECQ #2-LEADING PEOPLE (cont'd)

### Team Building (cont'd)

Facilitating On-site and Virtual Teams	<a href="#"><u>TEAM0154</u></a>
<b>Participating in Teams</b>	
The Individual's Role in a Team	<a href="#"><u>TEAM0173</u></a>
<b>Coach with Confidence (replacing series MGMT024x)</b>	
Successful Coaching Relationships	<a href="#"><u>MGMT0282</u></a>
<b>Effective Use of Feedback for Business</b>	
Team Feedback: A Guide	<a href="#"><u>COMM0524</u></a>
<b>Mentoring Essentials</b>	
Effective Mentoring	<a href="#"><u>MGMT0251</u></a>
The Mentoring Manager	<a href="#"><u>MGMT0252</u></a>
Implementing an Organization-wide Mentoring Program	<a href="#"><u>MGMT0253</u></a>
Mentoring Strategies in the 21st Century	<a href="#"><u>MGMT0254</u></a>
Achieving Success with the help of a Mentor	<a href="#"><u>MGMT0255</u></a>
<b>Coach with Confidence</b>	
Coaching for Business	<a href="#"><u>MGMT0281</u></a>
Successful Coaching Relationships	<a href="#"><u>MGMT0282</u></a>
Key Stages in Coaching	<a href="#"><u>MGMT0283</u></a>
Coaching Skills	<a href="#"><u>MGMT0284</u></a>
Mindsets, Emotions and Coaching	<a href="#"><u>MGMT0285</u></a>
Coaching Trends	<a href="#"><u>MGMT0286</u></a>

- **Other courses**

African-American Leadership Program – Center for Creative Leadership

Dynamic Listening Skills for Successful Communication by American Management Association

Executive Development Program: The Transition from Functional to General Management –  
University of Pennsylvania Wharton School of Business

Executive Leadership in a Changing Environment – Brookings Institution Center for Public  
Policy Education

Federal Human Resources Management – OPM/FEI

Foundations of Leadership – Center for Creative Leadership

Leadership and Team Development for Managerial Success – American Management  
Association

Leadership Assessment Program by OPM/FEI

Leadership for Team Commitment by OPM/FEI

Leadership Potential Seminar by OPM/FEI

Leadership Skills for Supervisors by American Management Association

Making the Transition from Staff Member to Supervisor by American Management Association

Managing People for Maximum Performance by Harvard University John F. Kennedy School of  
Government



## **Development Resources for ECQ #2-LEADING PEOPLE (cont'd)**

### **Other Courses (cont'd)**

Managing People: Power Through Influence Management by University of Pennsylvania

Wharton School of Business

Performance Feedback by Correspondence through USDA Graduate School

Preparing for Leadership by American Management Association

Team Leadership by USDA Graduate School



## Development Resources for ECQ #2: LEADING PEOPLE (cont'd)

- **Suggested Reading**

Awakening the Leader Within: A Story of Transformation by Kevin Cashman and Jack Forem, 2003, Wiley

Credibility: How Leaders Gain and Lose it, Why People Demand It by James M. Kouzes, Barry Posner, and Tom Peters, 1995, Simon & Schuster Books

Development First: Strategies for Self Development by D. Peterson and M. Hicks, 1995, Personnel Decisions, Inc.

Dinosaur Brains: Dealing with ALL THOSE Impossible People at Work by Albert J. Bernstein, 1996, Ballantine Books

Ethics, the Heart of Leadership by Joanne B. Ciulla, 1998, Praeger Publishers

Force for Change by John Kotter, 1990, Free Press

Gathering of Eagles: Advice on Leadership, Success & Significance by Jimmie Dean Coy, 2000, Genesis Communications, Inc.

Gung Ho! Turn on the People in Any Organization by Kenneth Blanchard and Sheldon Bowles, 1997, Random House

Her Place at the Table: A Woman's Guide to Negotiating Five Key Challenges to Leadership 101: What Every Leader Needs to Know by John C. Maxwell, 2002, Thomas Nelson Publishing

Leadership Success by Deborah Kolb, Judith Williams, and Carol Frohlinger, 2004, Jossey-Bass

Inspire! What Great Leaders Do by Lance Secretan, 2004, Wiley

Lead to Succeed by Rick Pitino, 2001, Broadway Books

Leader as Coach: Strategies for Coaching and Developing Others by D. Peterson and M. Hicks, 1996, Personnel Decisions, Inc.

Leadership: Theory and Practice by Peter Northouse, 2003 SAGE Publications

The Leadership Pill: The Missing Ingredient in Motivating People Today by Ken Blanchard, Marc Muchnick, 2003, Free Press

The Leadership Secrets of Colin Powell by Oren Harari, 2002, McGraw-Hill

Leadership Trapeze: Strategies for Leadership in Team-Based Organizations by J. Wilson, J. George, R. Wellins & W. Byham, 1994, Simon & Schuster Books

Leading Change by John P. Kotter, 1996, Harvard Business School Publishing

Leadership and the One-Minute Manager: Increasing Effectiveness Through Situational Leadership by Kenneth Blanchard, Patricia Zigarmi, and Drea Zigarmi, 1985, William Morrow & Co.

Life Skills by R. Leider, 1996, Prentice Hall Art

Making Organizations Competitive: Enhancing Networks and Relationships Across Traditional Boundaries by R. Kilmann, 1991, Jossey-Bass Inc.

Managing by Values by Kenneth Blanchard and Michael O'Connor, 1997, Berrett-Koehler Publishers



## Development Resources for ECQ #2: LEADING PEOPLE (con'd)

### Suggested Reading (cont'd)

Managing for Excellence: The Guide to Developing High Performance in Contemporary Organizations by D. Bradford and A. Cohen, reprint 1997, Wiley

Monday Morning Leadership: 8 Mentoring Sessions You Can't Afford to Miss by David Cottrell, 2002, CornerStone Leadership Institute

On Becoming a Leader by Warren Bennis, Rev/2nd Edition, 1994, Addison-Wesley Pub  
People Skills by Robert H. Bolton, 1979, Simon & Schuster Adult Publishing Co.

Primal Leadership: Realizing the Power of Emotional Intelligence by Daniel Goleman, et al, 2002, Harvard Business School Publishing

Principle Centered Leadership by Stephen Covey, 1992 Free Press

Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness by Robert Greenleaf, 2002, Paulist Press

Survival Kit for Leaders: An Interactive Way for a Leader to Become and Stay a Survivor by Richard Lester, 2003, Skyward Publishing

Synchronicity: The Inner Path of Leadership by Joseph Jaworski and Betty S. Flowers, 1996, Berrett-Koehler Publishing

Teams at the Top: Unleashing the Potential of Both Teams and Individual Leaders by J. Katzenbach, 1997, Harvard Business School Press

The Cultures of Work Organizations by Trice and Byer, 1993, Prentice Hall

The Cycle of Leadership: How Great Leaders Teach Their Companies to Win by Noel Tichy, 2002 Harper Business

The Elements of Mentoring by W. Brad Johnson and Charles Ridley, 2004 Palgrave Macmillan

The Heart of Mentoring: Ten Proven Principles for Developing People to Their Fullest Potential by Robert Tamasy and David Stoddard, 2003, Navpress Publishing Group

The Seven Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen J. Covey, 1990, Fireside Publishing

The Power Principle: Influence with Honor by Blaine Lee, 1998, Free Press

The 21 Indispensable Qualities of a Leader: Becoming The Person Others Will Want To Follow by John Maxwell, 1999 Nelson Books

The 21 Irrefutable Laws of Leadership by John C. Maxwell, 1998, Thomas Nelson Publishing

The Wisdom of Teams: Creating the High-Performance Organization by J. R. Katzenbach & D. K. Smith, 1994, Haperbusiness

21<sup>st</sup> Century Leadership by Lynn Jo McFarland, et. Al, 1996, Butterworth-Heinemann

Type Talk: The 16 Personality Types that Determine How We Live, Love, & Work by Otto Kroeger & Janet Thuesen, 2002 (Revised), Dell Publishing Co.



## Development Resources for ECQ #2: LEADING PEOPLE (con'd)

### **Suggested Reading (cont'd)**

Whale Done! The Poser of Positive Relationships by Kenneth Blanchard, Jim Ballard, et al, 2002, Simon & Schuster Adult Publishing Co.

What Leaders Really Do by John P. Kotter, 1999, Harvard Business School Press

Why Leaders Can't Lead: The Unconscious Conspiracy Continues by Warren Bennis, 1997, Jossey-Bass Publishing



# Development Resources for ECQ #3: RESULTS DRIVEN

- **Classroom courses offered through HRDD**

- 4 Roles of Leadership
- Action Officers Course
- Applied Business Analysis - Operations Design
- Applied Business Analysis - Quantitative Techniques
- Applied Business Analysis: Strategic Operations Planning
- Army Performance Improvement Criteria (APIC)
- Army Performance Improvement Criteria (APIC) + Strategic Planning
- Army Performance Improvement Criteria (APIC) Examiners Certification
- Basic Management Techniques for Supervisors & Managers
- Continuous Improvement Using Systems Thinking
- Data Collection and Analysis Techniques
- Decision Making
- Managing Meetings
- Presenting Statistics Using Charts, Graphs and Tables
- Project Management: Introduction
- Service Excellence: The Manager's Role
- Team Facilitation (APIC)

- **Army Sponsored Leadership Training**

- Personnel Management for Executives (PME) I
- Personnel Management for Executives (PME) II
- Supervisory Development Course ST5001: Managing and Leading
- Sustaining Base Leadership and Management Program (SBLM)

- **Online training through Skillport**

- Accountability

- Essential Skills for Tomorrow's Managers**

- Competencies for Tomorrow's Managers [MGMT0111](#)

- Development Tools for Tomorrow's Managers [MGMT0112](#)

- A Manager's Primer for Ensuring Accountability [MGMT0115](#)

- Management Excellence: Performance-Based Appraisals**

- Effective Management: Performance-based Appraisal [MGMT0141](#)

- Performance Appraisal**

- Reviewing Performance [MGMT0342](#)

- Managing Problem Performance**

- Preventing Problem Performance [MGMT0161](#)

- Business Execution**

- Creating a Business Execution Culture [LEAD0152](#)



# Development Resources for ECQ #3: RESULTS DRIVEN (cont'd)

## Customer Service

### **How to Excel at Customer Service**

Fundamentals of Exceptional Customer Service	<a href="#"><u>CUST0102</u></a>
The Voice of the Customer	<a href="#"><u>CUST0103</u></a>
Advancing Your Service Expertise	<a href="#"><u>CUST0104</u></a>
Customers, Conflict and Confrontation	<a href="#"><u>CUST0105</u></a>
Overcoming Challenging Service Situations	<a href="#"><u>CUST0106</u></a>

### **Managing a Customer Service-Oriented Culture**

Establishing Your Team's Desired Performance	<a href="#"><u>CUST0221</u></a>
Coaching in a Service Oriented Culture	<a href="#"><u>CUST0222</u></a>
Exceeding Customer Expectations	<a href="#"><u>CUST0223</u></a>
Customer Service Strategy	<a href="#"><u>CUST0224</u></a>
Improving the Process of Service Delivery	<a href="#"><u>CUST0225</u></a>

### **Internal Customer Service**

Excellence in Internal Customer Service	<a href="#"><u>CUST0141</u></a>
Serving Your Internal Customers	<a href="#"><u>CUST0142</u></a>
Managing Challenges in Customer Service	<a href="#"><u>CUST0153</u></a>
The Contact Center and Technical Support Agent	<a href="#"><u>CUST0161</u></a>
Overcoming Internal Customer Service Problems	<a href="#"><u>CUST0143</u></a>

## Decisiveness

### **Problem solving and Decision-making for Business**

Foundations of Effective Thinking	<a href="#"><u>PD0231</u></a>
Framing the Problem	<a href="#"><u>PD0232</u></a>
Generating Alternatives in Problem Solving	<a href="#"><u>PD0233</u></a>
Dynamic Decision Making	<a href="#"><u>PD0234</u></a>
Implementing and Evaluating a Decision	<a href="#"><u>PD0235</u></a>
Problem Solving and Decision Making in Groups	<a href="#"><u>PD0236</u></a>

### **Achieving Organizational Excellence Through Critical Thinking**

The Role of Critical Thinking in Organizations	<a href="#"><u>PD0251</u></a>
Developing Fundamental Critical Thinking Skills	<a href="#"><u>PD0252</u></a>
Strategies for Facilitating Critical Thinking	<a href="#"><u>PD0253</u></a>
Critical Thinking Skills for Managing	<a href="#"><u>PD0254</u></a>

### **Working without a Net - The Business of Risk**

Risk Basics	<a href="#"><u>PD0241</u></a>
Approaches to Risk Management	<a href="#"><u>PD0242</u></a>
Decisions and Risk	<a href="#"><u>PD0243</u></a>
Strategic Planning and Risk Management	<a href="#"><u>PD0244</u></a>

### **Consulting with the Internal Client**

Internal Consulting Skills	<a href="#"><u>CONS0122</u></a>
Establishing a Relationship with Internal Clients	<a href="#"><u>CONS0123</u></a>
A Workable Solution for Internal Clients	<a href="#"><u>CONS0124</u></a>



# Development Resources for ECQ #3: RESULTS DRIVEN (cont'd)

## Entrepreneurship

### **Creativity and Innovation in the Workplace**

The Foundations of Creativity and Innovation [PD0031](#)

Generating Creative and Innovative Ideas [PD0032](#)

Evaluating Creative and Innovative Ideas [PD0033](#)

Implementing Creative and Innovative Ideas [PD0034](#)

Creativity and Innovation in the Workplace Simulation [PD0030](#)

### **Breakthrough Strategies for a Web Economy**

Breakthrough Strategies [PD0221](#)

Solution Thinking for Breakthrough Decisions [PD0222](#)

Breakthrough Innovation [PD0223](#)

### **eBusiness Foundations**

The Fundamentals of e-Business [EBUS0101](#)

eBusiness Opportunities [EBUS0103](#)

eBusiness Solutions [EBUS0106](#)

### **Working without a Net - The Business of Risk**

Risk Basics [PD0241](#)

Approaches to Risk Management [PD0242](#)

Decisions and Risk [PD0243](#)

Strategic Planning and Risk Management [PD0244](#)

Risk Strategies: The Cutting Edge [PD0245](#)

## Problem Solving

### **Problem solving and Decision-making for Business**

Foundations of Effective Thinking [PD0231](#)

Framing the Problem [PD0232](#)

Generating Alternatives in Problem Solving [PD0233](#)

Dynamic Decision Making [PD0234](#)

Implementing and Evaluating a Decision [PD0235](#)

Problem Solving and Decision Making in Groups [PD0236](#)

### **Achieving Organizational Excellence Through Critical Thinking**

Strategies for Facilitating Critical Thinking [PD0253](#)

## Technical Credibility

Opportunity for Custom Courseware

- **Other courses**

Critical Thinking: A New Paradigm for Peak Performance by American Management Association

Critical Thinking: Real-World, Real Time Decisions by University of Pennsylvania Wharton School of Business



## Development Resources for ECQ #3: RESULTS DRIVEN (cont'd)

### **Other courses (cont'd)**

Developing Executive Leadership by American Management Association

Essentials of Decision Making by Harvard University John F. Kennedy School of Government

Effective Decision Making by Harvard University John F. Kennedy School of Government

Problem Solving and Decision Making by American Management Association



## Development Resources for ECQ #3: RESULTS DRIVEN (cont'd)

- **Suggested Reading**

Applied Strategic Planning by Goodstein, Nolan and Pfeiffer, 1993, McGraw-Hill

Built to Last: Successful Habits of Visionary Companies by James C. Collins and Jerry I. Porris, 1994, Harper Business

Competing for the Future by Hamel and Prahalad, 1996, Harvard Business School Press

Awakening the Leader Within: A Story of Transformation by Kevin Cashman and Jack Forem, 2003, Wiley

Emotional Intelligence by Daniel P. Goleman, 1997, Bantam Books

Failing Forward: How to Make the Most of Your Mistakes by John C. Maxwell & Rolf Zettersten, 2000, Thomas Nelson Publishing

First Things First: Every Day: Because Where You're Headed is More Important than How Fast You're Going by Stephen R. Covey, Roger Merrill, and Rebecca Merrill, 1994, Simon & Schuster

Fish by Stephen Lundin, Paul Harry, & John Christensen, 2002, Urano Publishing, Inc.

Gathering of Eagles: Advice on Leadership, Success & Significance by Jimmie Dean Coy, 2000, Genesis Communications, Inc.

Hope is Not a Method by Gordon R. Sullivan, 1997, Bantam Doubleday Dell Publishing

How to Think on Your Feet by M. Woodall, 1994, Harper Collins Publisher

Knowledge Management and Organizational Design by P. Meyers, 1996, Butterworth-Heinemann

Lead to Succeed by Rick Pitino, 2001, Broadway Books

Leadership in Organizations by Gary Yukl, 2001 Prentice Hall

Leadership Without Easy Answers by Ronald A. Heifetz, 1994, Harvard University Press

Leading Quietly by Joseph Badaracco, Jr., 2002 Harvard Business School Press

The Confident Decision Maker by Roger Dawson, 1993, William Morrow and Company

The Leadership Engine: How Winning Companies Build Leaders at Every Level by Noel M. Tichy and Eli Cohen, 1997, Harper Business

The Leadership Secrets of Colin Powell by Oren Harari, 2002, McGraw-Hill

The U.S. Army Leadership Field Manual by Department of the Army, 2004, McGraw-Hill

Winning Through Innovation: A Practical Guide to Leading Organizational Change and Renewal by Michael L. Tushman & Charles A. O'Reilly, 2002, Harvard Business School Press

Who Moved My Cheese? by Spencer Johnson & Kenneth Blanchard, 1998, Putnam Adult Publishing



# Development Resources for ECQ #4: BUSINESS ACUMEN

- **Classroom courses offered through HRDD**

Automated HR Tools for Managers  
Budget Analysis Workshop  
Budget Analysis with Microsoft Excel  
Budget and Accounting for Nonfinancial Managers  
Budget and Accounting for Nonfinancial Personnel  
Budget Estimating Techniques  
Budget Execution  
Budget Formulation  
Establishing Performance Standards  
Federal Budget Process  
LN Supervisor Development Program  
Performance Appraisal: Counseling and Feedback  
Presenting Statistics Using Charts, Graphs and Tables  
Project Management: Introduction  
Putting Numbers to Work for You - An Introduction to Statistics  
The Performance Interview  
US Supervisor Development Program

- **Army Sponsored Leadership Training**

Action Officers Course  
Manager Development Course ST6000  
Supervisory Development Course ST5002: Human Resource Management  
Sustaining Base Leadership and Management Program (SBLM)

- **Online training through Skillport**

Financial Management

**Finance Fundamentals for Non-financial Professionals**

Principles of Financial Management [FIN0151](#)

Basics of Budgeting [FIN0152](#)

Managing Cash Flows [FIN0153](#)

Understanding Financial Statements [FIN0154](#)

**Using Financial Statements-Co-Developed with Wharton**

Principles of Financial Statements [FIN0251](#)

Components of Financial Statements [FIN0252](#)

Analyzing the Income Statement and Balance Sheet [FIN0253](#)

The Income Statement and Balance Sheet Connection [FIN0254](#)

Analyzing Cash Flow [FIN0255](#)

Ratio Analysis for Financial Statements [FIN0256](#)



# Development Resources for ECQ #4: BUSINESS ACUMEN (cont'd)

## Financial Management (cont'd)

### **Basic Business Math Skills**

Decimals and Percents

[FNDT0102](#)

### **Practical Budgeting Skills for Business**

Effective Budget Management

[FIN0163](#)

## Human Resources

### **Succession Planning Foundations**

Succession Planning Overview

[LEAD0301](#)

Succession Planning Strategies

[LEAD0302](#)

Succession Planning Management

[LEAD0304](#)

### **Effective Hiring and Interviewing Skills**

Effective Interviewing

[HR0232](#)

### **How to Interview and Hire the Right People**

The Pre-Interview Process

[HR0201](#)

Conducting Effective Interviews

[HR0202](#)

Critical Parameters for Evaluating Candidates

[HR0203](#)

### **Recruiting & Retention Strategies for the Tight Labor Market**

Recruiting for the 21st Century: The Market

[HR0221](#)

Recruiting for the 21st Century: Strategies

[HR0222](#)

Recruiting Successfully

[HR0223](#)

Online Recruiting

[HR0224](#)

Hiring Considerations

[HR0231](#)

Retention

[HR0226](#)

### **The 21st Century Learning Curve**

Knowledge as Strategy: Performance Improvement

[KNOW0201](#)

The Power of the Learning Organization

[KNOW0202](#)

### **Workplace Issue Fundamentals**

Diversity in the Workplace

[HR0152](#)

Business Ethics

[HR0153](#)

Drug-free Workplace

[HR0164](#)

Workplace Harassment

[HR0151](#)

Family and Medical Leave Act (FMLA)

[HR0154](#)

Equal Employment Opportunity (EEO)

[HR0155](#)

### **Sexual Harassment**

Sexual Harassment Training for HR Professionals

[HR0183](#)

Dealing with Sexual Harassment Claims

[HR0182](#)



# Development Resources for ECQ #4: BUSINESS ACUMEN (cont'd)

## Human Resources (cont'd)

### **HRCI/PHR Certification Program**

Sexual Harassment in the Workplace (HRCI/PHR)	<a href="#"><u>HR0242</u></a>
Non-union Work Environments (HRCI/PHR)	<a href="#"><u>HR0245</u></a>
EEO and Affirmative Action (HRCI/PHR)	<a href="#"><u>HR0241</u></a>
Employee Relations (HRCI/PHR)	<a href="#"><u>HR0244</u></a>
Employee Benefit Programs (HRCI/PHR)	<a href="#"><u>HR0247</u></a>
Managing Employment (HRCI/PHR)	<a href="#"><u>HR0243</u></a>
Union, Work Environments (HRCI/PHR)	<a href="#"><u>HR0246</u></a>
Employee Development (HRCI/PHR)	<a href="#"><u>HR0248</u></a>

### **Hostility and Aggression in the Workplace**

Workplace Aggression: The Scope of the Problem	<a href="#"><u>HR0341</u></a>
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### **New Employee Orientation**

Laws and Ethics in the Workplace	<a href="#"><u>HR0002</u></a>
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## Technology Management

### **Technology Forecasting**

Technology Forecasting	<a href="#"><u>STGY0311</u></a>
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### **The 21st Century Learning Curve**

The Power of the Learning Organization	<a href="#"><u>KNOW0202</u></a>
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### **Strategic IT Planning**

Strategic Decision Making	<a href="#"><u>STGY0222</u></a>
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IT Challenges: Present and Future	<a href="#"><u>STGY0223</u></a>
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### **eBusiness Foundations**

The Fundamentals of eBusiness	<a href="#"><u>EBUS0101</u></a>
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Approaches to eBusiness	<a href="#"><u>EBUS0102</u></a>
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eBusiness Opportunities	<a href="#"><u>EBUS0103</u></a>
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- **Other courses**

Controlling a Budget by Correspondence through USDA Graduate School

Dynamic Listening Skills for Successful Communication by American Management Association

Federal Human Resources Management by OPM/FEI

Introduction to Federal Budgeting by Correspondence through USDA Graduate School

Leadership Assessment Program by OPM/FEI

Leadership Potential Seminar by OPM/FEI

Making the Transition from Staff Member to Supervisor by American Management Association

Managing People for Maximum Performance by Harvard University John F. Kennedy School of Government

Performance Feedback by Correspondence through USDA Graduate School

Preparing for Leadership by American Management Association



## Development Resources for ECQ #4: BUSINESS ACUMEN (cont'd)

- **Suggested Reading**

Competing for the Future by Hamel and Prahalad, 1996, Harvard Business School Press  
Bad Leadership: What It Is, How It Happens, Why It Matters by Barbara Kellerman, 2004, Harvard Business School Press

Credibility: How Leaders Gain and Lose it, Why People Demand It by James M. Kouzes, Barry Posner, and Tom Peters, 1995, Simon & Schuster Books

Developing the Leader Within You by John C. Maxwell, 2000, Nelson Books

Development First: Strategies for Self Development by D. Peterson and M. Hicks, 1995, Personnel Decisions, Inc.

Force for Change by John Kotter, 1990, Free Press

Gung Ho! Turn on the People in Any Organization by Kenneth Blanchard and Sheldon Bowles, 1997, Random House

Her Place at the Table: A Woman's Guide to Negotiating Five Key Challenges to Leadership Success by Deborah Kolb, Judith Williams, and Carol Frohlinger, 2004, Jossey-Bass

Leadership in Organizations by Gary Yukl, 2001 Prentice Hall

Leadership 101: What Every Leader Needs to Know by John C. Maxwell, 2002, Thomas Nelson Publishing

Leadership: Theory and Practice by Peter Northouse, 2003 SAGE Publications

Leading Organizational Learning by Leader to Leader Institute, 2004, Jossey-Bass

Managing for Excellence: The Guide to Developing High Performance in Contemporary Organizations by D. Bradford and A. Cohen, reprint 1997, Wiley

Monday Morning Leadership: 8 Mentoring Sessions You Can't Afford to Miss by David Cottrell, 2002, Corner Stone Leadership Institute

Networking Smart: How Managers Build Relationships for Personal and Organizational Success by W. Baker, 2000, Backprint.com

On Becoming a Leader by Warren Bennis, Rev/2nd Edition, 1994, Addison-Wesley Pub Co.

Principle Centered Leadership by Stephen Covey, 1992 Free Press

Teams at the Top: Unleashing the Potential of Both Teams and Individual Leaders by J. Katzenbach, 1997, Harvard Business School Press

The Balanced Scorecard by Robert Kaplan and David Norton, 1996, Harvard Business School Publishing

The Cultures of Work Organizations by Trice and Byer, 1993, Prentice Hall

The Leadership Engine: How Winning Companies Build Leaders at Every Level by Noel M. Tichy and Eli Cohen, 1997, Harper Business

The Leadership Secrets of Santa Claus by Eric Harvey, David Cottrell, Al Lucia and Mike Hourigan, 2003, The Walk The Talk Company

The Wisdom of Teams: Creating the High-Performance Organization by J. R. Katzenbach & D. K. Smith, 1994, Haperbusiness



# Development Resources for ECQ #5: BUILDING COALITIONS/ COMMUNICATION

- **Classroom courses offered through HRDD**

7 Habits of Highly Effective People  
Communication Skills  
Conflict Management for Leaders and Managers  
Constructive Conflict Resolution  
Crucial Conversations  
Dealing with Conflict in a Multi-Cultural Environment  
Effective Briefing Techniques  
Effective Leadership Using Emotional Intelligence  
Using Emotional Intelligence in the Workplace  
How to Present Like a Pro  
Leadership, Education, and Development (LEAD)  
Managing Meetings

- **Army Sponsored Leadership Courses**

Action Officers Course  
Organizational Leadership for Executives (OLE)  
Personnel Management for Executives (PME) I  
Personnel Management for Executives (PME) II  
Sustaining Base Leadership and Management Program (SBLM)

- **Online training through SkillPort**

Influencing/Negotiating

**Negotiating to Win: Getting the Results You Want**

Crafting a Deal	<a href="#"><u>COMM0501</u></a>
Connect and Communicate	<a href="#"><u>COMM0502</u></a>
The Negotiation Process	<a href="#"><u>COMM0503</u></a>
The Dynamics of Interaction	<a href="#"><u>COMM0504</u></a>
Inclusive Negotiating	<a href="#"><u>COMM0505</u></a>
When the Going Gets Tough	<a href="#"><u>COMM0506</u></a>
The Master Negotiator	<a href="#"><u>COMM0507</u></a>

**Assertive Communication**

Professional Assertiveness	<a href="#"><u>COMM0171</u></a>
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Interpersonal Skills

**Interpersonal Communication Skills for Business**

The Process of Interpersonal Communication	<a href="#"><u>COMM0001</u></a>
The Mechanics of Effective Communication	<a href="#"><u>COMM0002</u></a>
Communication Skills for the Workplace	<a href="#"><u>COMM0003</u></a>
Communication Skills for Leadership	<a href="#"><u>COMM0005</u></a>



# Development Resources for ECQ #5: BUILDING COALITIONS/ COMMUNICATION

Interpersonal Skills (cont'd)	Emotional Intelligence in the Workplace	
	The Emotionally Intelligent Leader	<u>COMM0145</u>
Oral Communication		
	<b>Interpersonal Communication Skills for Business</b>	
	The Process of Interpersonal Communication	<u>COMM0001</u>
	The Mechanics of Effective Communication	<u>COMM0002</u>
	<b>Delivering Successful Presentations</b>	
	Presenting to Succeed	<u>COMM0301</u>
	Delivering Your Message	<u>COMM0302</u>
	Presentation Resources Available to You	<u>COMM0303</u>
	<b>Effective Listening Skills</b>	
	The Basics of Listening	<u>COMM0151</u>
	Listening for Comprehension	<u>COMM0152</u>
	Listening for Higher Purposes	<u>COMM0153</u>
	Enhancing Your Listening Skills	<u>COMM0154</u>
	<b>The Successful Facilitator</b>	
	The Facilitative Leader	<u>MGMT0236</u>
Partnering		
	<b>Negotiating to Win: Getting the Results You Want</b>	
	Connect and Communicate	<u>COMM0502</u>
	<b>Fast-tracking Your Career</b>	
	Interpersonal Skills on the Fast Track	<u>PD0134</u>
	<b>Getting Results Without Authority</b>	
	Building Relationships to Get Results	<u>COMM0511</u>
	<b>Building Better Work Relationships</b>	
	Building Effective Interfunctional Relationships	<u>COMM0191</u>
	Working Effectively with Customers	<u>COMM0194</u>
	Working Effectively with Business Partners	<u>COMM0195</u>
Political Savvy		
	<b>Doing Business with the U.S. Federal Government</b>	
	Dealing with the Federal Government	<u>IND0104</u>
Written Communication		
	<b>Business Writing Essentials</b>	
	Writing to Reach The Audience	<u>COMM0015</u>
	Getting the Most from Business Document	<u>COMM0016</u>
	Crisp Composition	<u>COMM0014</u>



## Development Resources for ECQ #5: BUILDING COALITIONS/COMMUNICATION (cont'd)

- **Other courses**

Critical Thinking: A New Paradigm for Peak Performance by American Management Association

Executive Communication Skills: Leading the Process of Change by OPM/FEI

Executive Communications Workshop: Representing Your Agency to External Audiences by OPM/FEI

Leadership Skills for Supervisors by American Management Association

Performance Feedback by Correspondence by USDA Graduate School

Put It in Writing by Correspondence by USDA Graduate School

Report Writing Correspondence by USDA Graduate School

Strategies for Enhancing Executive Influence by Harvard University John F. Kennedy School of Government

Strategies of Persuasion by Harvard University John F. Kennedy School of Government

Writing for Government and Business by Correspondence through USDA Graduate School



## Development Resources for ECQ #5: BUILDING COALITIONS/ COMMUNICATION (cont'd)

- **Suggested Reading**

Deep Change: Discovering the Leader Within by Robert Quinn, 1996, Jossey-Bass, Inc.

Emotional Intelligence by Daniel P. Goleman, 1997, Bantam Books

Field Guide to Negotiation: A glossary of Essential Tools and Concepts for Today's Manager by Galvin Kennedy, 1994, Harvard Business School Press

First Things First: Every Day: Because Where You're Headed is More Important than How Fast You're Going by Stephen R. Covey, Roger Merrill, and Rebecca Merrill, 1994, Simon & Schuster

How to Prepare, Stage and Deliver Winning Presentations by T. Leech, 3<sup>rd</sup> Ed., 2004, American Management Association

How to Think on Your Feet by M. Woodall, 1994, Harper Collins Publisher

Leadership Without Easy Answers by Ronald A. Heifetz, 1994, Harvard University Press

Leadership 101: What Every Leader Needs to Know by John C. Maxwell, 2002, Thomas Nelson Publishing

Networking Smart: How Managers Build Relationships for Personal and Organizational Success by W. Baker, 2000, Backprint.com

Nobody in Charge: Essays on the Future of Leadership by Harlan Cleveland, 2002, Jossey-Bass

No-nonsense Delegation by D. McConkey, 1986, American Management Association

People Skills by Robert H. Bolton, 1979, Simon & Schuster Adult Publishing Co.

Persuasive Business Speaking by E. Snyder, 1990, AMACOM Publishing

Primal Leadership: Realizing the Power of Emotional Intelligence by Daniel Goleman, et al, 2002, Harvard Business School Publishing

The Attitude of Leadership: Taking the Lead and Keeping It by Keith Harrell 2004, John Wiley & Sons, Ltd.

The Fifth Discipline: The Art and Practice of the Learning Organization by Peter M. Senge, 1990, Doubleday

The Leadership Pill: The Missing Ingredient in Motivating People Today by Ken Blanchard, Marc Muchnick, 2003, Free Press

The Seven Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen J. Covey, 1990, Fireside Publishing

The 21 Indispensable Qualities of a Leader: Becoming The Person Others Will Want To Follow by John Maxwell, 1999 Nelson Books

Type Talk: The 16 Personality Types that Determine How We Live, Love, & Work by Otto Kroeger & Janet Thuesen, 2002 (Revised), Dell Publishing Co.



# Individual Development Plan



# Developing an Individual Development Plan (IDP)

An IDP is an action plan outlining your short-term and long-term career goals and the training and self-development activities that will enable you to meet those goals. It serves 3 purposes – developing your skills, equipping you to contribute to the organization’s mission, and assisting you in achieving your career goals. The final responsibility for your IDP and career development lies with **YOU**. Involving your supervisor in the process ensures your plan fits with the goals of the organization. It also helps you gain his/her support. There are 5 steps you should take when developing an IDP.

**1. Assess your needs** – A good plan is always preceded by an assessment. This step should include information from a variety of sources.

- a) Look at your performance plan. What tasks and duties are in this year’s plan for which you need training and/or development?
- b) Look at the organization’s goals and objectives. What is your organization trying to accomplish in the next 1 – 2 years? What is your organization trying to accomplish in the next 3 – 5 years?
- c) Look at your goals for the future. Where do you want to be in the next 1 – 2 years? Where do you want to be in the next 3 – 5 years?
- d) Complete a self-assessment. Visit the HQ USAREUR G1, CPD website at <http://www.per.hqusareur.army.mil/cpd/> and click on Leader Development to access a variety of assessment tools. Your self-assessment should also include feedback from others. Your supervisor, peers, customers, and subordinates are all good sources for feedback. This is an opportunity to learn something about yourself you didn’t already know. Take steps to ensure they feel comfortable providing honest feedback to you and be prepared to receive it with an open mind. You may want to consider methods that allow for anonymous feedback. Feedback is a gift and should be accepted without excuses or reprisals.

**2. Investigate options** – Explore all the training and self-development opportunities available. Be creative. Time and money are frequently in short supply. Look for different solutions that allow you to gain needed knowledge and experience. There are many activities you can participate in at little or no cost to the organization. Training can take place in a classroom setting, online, through a distance learning facility, as a correspondence course, or on-the-job. Self-development activities can include reading books, articles, or professional publications; taking college courses; participating in rotational assignments, cross-training, or special projects; volunteering outside work, joining a professional organization, or mentoring and coaching. Visit the HQ USAREUR G1, CPD website at <http://www.per.hqusareur.army.mil/cpd/> and click on Leader Development to explore a variety of training and development options.

**3. Make a plan** – Once you have assessed your needs and investigated your options, you need to make a plan. Use an IDP form to document your goals, objectives and the development activities. Be sure you consider your current position and where you want to be in 1 – 2 years and in 3 – 5 years. Use this as a guide to partner with your supervisor to gain his/her input and support. Visit the HQ USAREUR G1, CPD website at <http://www.per.hqusareur.army.mil/cpd/> and click on Leader Development for a sample IDP form.



**4. Make it happen** - Now that you have a plan in place, it is up to you to make it happen. Plan ahead to ensure you are able to juggle your development activities with your workload. Careful planning upfront can save you from the frustration of having to cancel an activity because you don't have time.

**5. Review and revise** - Be sure to review and revise your IDP as your needs and the needs of your organization change. The IDP should be a living document.

*Take charge of your future - don't wait for someone else to plan your future for you.*



# Individual Development Plan

<b>1. Name</b>	<b>2. Position Title</b>	<b>3. Series &amp; Grade</b>	<b>4. Career Program</b>
<b>5. Organization</b>	<b>6. Phone Number</b>	<b>7. Fax Number</b>	<b>8. Email Address</b>

## Developmental Objectives

**Short-term Objectives:** (1 year)

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**Long-term Objectives:** (2-3 years)

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## Developmental Activities

Competency/Skill/Knowledge Needed	Developmental Activity (i.e. training, college courses, reading, developmental activity, job rotation, special project, etc)	Estimated Cost	Date Completed

<b>Competency/Skill/Knowledge Needed</b>	<b>Developmental Activity</b> (i.e. training, college courses, reading, developmental activity, job rotation, special project, etc)	<b>Estimated Cost</b>	<b>Date Completed</b>

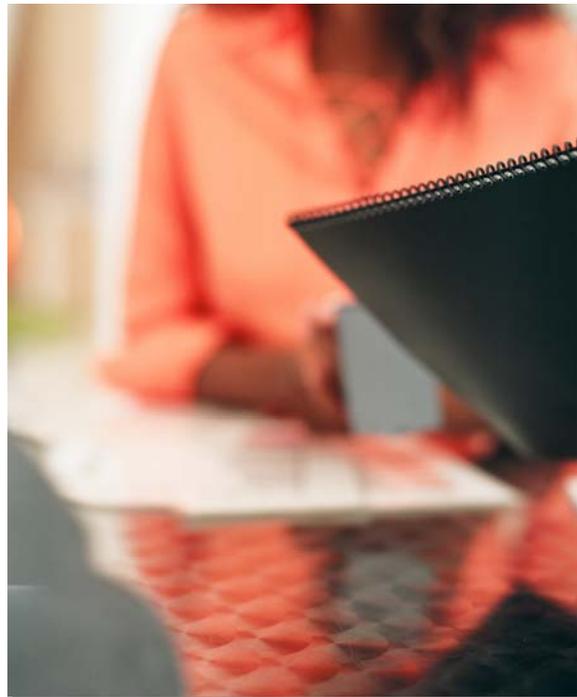
I certify that I have discussed the career goals, training, education, and developmental activities as outlined in this IDP. I will support these activities subject to availability of funds and mission requirements.

**Supervisory Signature, Title, Date:**

I have discussed my career goals and training, education, and developmental activities with my supervisor. I will commit to pursuing the activities outlined in this IDP.

**Employee Signature, Date:**

# Sample Questions for Competency-Based Interviews



# Competency-Based Interview Questions for Leading Change

- **Creativity and Innovation**
  - What do you do when there is a decision to be made and no procedure exists?
  - What is the most innovative idea you have implemented?
  - What is the most innovative project you have worked on? What did you like most about it?
  - What is your reaction when you are told to find a new way to do something?
  - Tell about a time when you were asked to comply with a new procedure that you felt was redundant or unnecessary.
- **Continual Learning**
  - What training or self-development initiatives have you done in the last 2 years? What did you gain from these? Which was the most beneficial?
  - In the past three years what skills have you improved the most?
  - What part of this job do you think will be new territory for you and how will you approach learning it?
- **External Awareness**
  - What organizations do you belong to? Do you hold an office?
  - How do you keep current on trends, legislation, new policies, etc in your field?
  - Tell me about the relationship you have with your counterparts in other organizations?
  - What external factor has the greatest impact on \_\_\_\_\_?
- **Flexibility**
  - Describe a situation in which you had to change priorities with very little notice.
  - Describe a situation when you had to stop working on an important project to work on something different.
- **Resilience**
  - Tell about a time when you were given an assignment with a tight deadline while you were finishing another urgent project.
  - What do you do when you have competing priorities with tight deadlines?
- **Service Motivation**
  - How would you describe yourself as a leader?
  - How do you communicate your expectations to your team?
  - What do you like most about working for the federal government?
  - Do you consider yourself a natural leader? Why or why not?



## Competency-Based Interview Questions for Leading Change (cont'd)

- **Strategic Thinking**
  - Describe the long-term plan for your organization or team. Were you involved in developing this plan? How?
  - How do you develop a strategic plan? How do you put it into action?
  - How do you establish priorities when you have several competing tasks or projects?
- **Vision**
  - What is the vision for your organization or team? Were you involved in developing it? How?
  - What is your vision for this position? Why?
  - How do you develop a vision? How would you ensure it is put into practice?



# Competency-Based Interview Questions for Leading People

- **Conflict Management**

- Tell about a situation in the past year in which you had to deal with a very upset employee or co-worker.
- Tell about a situation where you had to make an unpopular decision. How did you handle it? What was the result?
- How do you deal with conflict in your work environment? Are you a “mediator,” a “referee” or do you prefer to let the problems “take care of themselves?” Give an example.

- **Cultural Awareness**

- What do you do to enhance understanding of different cultures?
- Describe the cultural mix you have in your organization and how it impacts the organization or team.
- What is your experience working with people from different cultures? What did you take away from that experience?
- What is your philosophy on diversity in the workplace?
- How would you ensure diversity in your organization?

- **Integrity/Honesty**

- What do you do if you found out one of your employees was behaving unethically?
- How do you instill integrity and honesty in your organization?

- **Team Building**

- Give an example of when you were able to accomplish something as a part of a team. What role did you play?
- Describe a situation when others in your organization depended on you to accomplish something. What did you do? What was the result?
- Describe a team experience you’ve had, its charge, the outcome, and your role on the team.



# Competency-Based Interview Questions for Results Driven

- **Accountability**
  - How do you monitor adherence to policies, budgets and deadlines for projects in your organization or team?
  - How can you hold your employees accountable for following policies, budgets and deadlines?
  - What do you do when you find you cannot complete a project within budget and/or the deadline?
- **Customer Service**
  - Who are your customers? How would they describe your service and responsiveness to their needs?
  - Who are your customers and how would you describe your customer service philosophy?
  - Describe a situation when you went out of your way to take care of a customer. What did you do? What was the result?
  - Tell about a situation in the past year when you had to deal with a very upset customer. What did you do and what was the result?
  - Describe the most difficult customer you have had and tell how you dealt with him/her.
- **Decisiveness**
  - Describe a time when you had to make a quick decision. Was the decision well received? Why or why not? What would you do differently if you could?
  - Describe a very difficult decision you had to make. What was the outcome? How did you feel about it?
  - What do you do when you have to make a decision that you know will not be popular?
- **Entrepreneurship**
  - Describe a new program, project, or product that you developed. Is it still used? Was it adopted by any other organizations?
  - Tell about a new idea you have had that was implemented in your organization.
  - Tell about a time when you had to sell an idea to upper management. Did they accept it? How did you convince them?



## Competency-Based Interview Questions for Results Driven (cont'd)

- **Problem Solving**
  - Tell about a difficult problem you have had to solve recently. What steps did you take? How did you solve it? What was the outcome?
  - What do you do when an employee comes to you with a difficult problem?
  - What would you do if.....?
- **Technical Credibility**
  - If your colleagues were asked to describe your strongest technical/functional skill what would it be? What would they say about you?
  - What policies and regulations govern your work?
  - How does your current position contribute to the mission of your organization?



# Competency-Based Interview Questions for Business Acumen

- **Financial Management**

- What involvement do you have in preparing the budget for your organization?
- What would you do if you wanted to initiate a new program or idea but there was no funding in the current budget to support it?
- What experience do you have with procurement?
- What experience do you have with contracting?

- **Human Resources Management**

- If you were given a new position for your organization, how would you go about redistributing the duties performed by your employees?
- If your organization were assigned a new function/program how would you determine the resources (personnel & budget) needed to perform the work?
- What is your philosophy on performance management?
- How would your employees/team members describe you as a leader?
- If there was no money in the budget to spend on training, what other ways could you develop your employees?

- **Technology Management**

- How do you introduce new technology to your organization?
- Give an example where you implemented new technology that made improvements to your organization. How did it change the way things were done? How was it received? Is it still being used?
- How do you use technology to improve the way you do your job?
- Tell about an idea you have to implement new technology that would improve business processes.



# Competency-Based Interview Questions for Building Coalitions/Communication

- **Influencing/Negotiating**
  - Tell about a time when you had to sell a new idea. Was it well received? What did you do to sell it?
  - Tell about a time when you had to negotiate with another person or group. Did you reach a compromise? Were you satisfied with the outcome?
- **Interpersonal Skills**
  - How would you describe your leadership style?
  - How would your team members/co-workers describe you?
  - How would you handle a conflict with a co-worker?
- **Oral Communication**
  - Tell about a time you used your spoken communication skills to get a point across that was important to you. Were you able to convince your audience?
  - Do you have experience leading meetings or conducting briefings? Give some examples.
- **Partnering**
  - Give an example of when you worked on a project with people outside of your organization or agency. What role did you play? Was the project successful?
  - What external organizations do you interact with?
- **Political Savvy**
  - What would you do if you needed to coordinate an action with external organizations?
  - How do you obtain buy-in for a new idea or program from external organizations?
  - Give an example of when you formed a partnership with an external organization in order to accomplish a task. What was the outcome?
- **Written Communication**
  - Have you written any articles, policies, regulations, SOPs or procedures? Can you provide samples?
  - What is the most significant document you have had to write?

