DEVELOPING YOUR LEADERSHIP COMPETENCIES
MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Application of Leadership Competencies for Supervisory Positions

This memorandum expires in 1 year.


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:

[Signature]

E. PEARSON
Colonel, GS
Deputy Chief of Staff

DISTRIBUTION:
A (AEPUBS)
Developing Your Leadership Competencies

Your Key to the Future

“People are not your most important resource, the right people are.”

Jim Collins, Good to Great

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.
**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.

**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.

**Executive Core Qualifications**

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

- 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.

Leading Change

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

Leading People

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

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

Results Driven

- 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.
**Business Acumen**

- 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.

**Business Acumen**

- Financial Management
- Human Resources Management
- Technology Management

**Building Coalitions/Communication**

- 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.
Building Coalitions/Communication

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

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.

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/
Training opportunities

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

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.
SkillPort Training

- Logon to https://usarmy.skillport.com/ and
- Click on Course Catalog.
- Click on Army Custom Curricula.

SkillPort Training

- Click on OPM Executive Core Qualifications (ECQ) Map

SkillPort Training

- Click on "Add to My Plan" or drill down to a specific competency by clicking on the ECQ.
Creating a plan

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

Competency-based interviews

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

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.
**Tell Your Story**

- **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.

**Conducting a competency-based interview**

- 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

**Resources**

- SkillPort eLearning: [https://usarmy.skillport.com/](https://usarmy.skillport.com/)
- Center for Creative Leadership: [http://www.ccl.org](http://www.ccl.org)
# Leadership Competency Self-Assessment

## Leading Change

### Creativity and Innovation

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

### Continual Learning

| 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      |

### External Awareness

| 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)

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

### Resilience

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>I work well under tight deadlines.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I juggle competing priorities without missing deadlines.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I maintain focus when all is chaotic.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

### Service Motivation

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

### Strategic Thinking

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

### Vision

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a personal vision.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I have developed a vision for my team/organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I motivate others to work toward a common vision.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**TOTAL FOR LEADING CHANGE**
# Leadership Competency Self-Assessment

## Leading People

### Conflict Management

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

### Cultural Awareness

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>I respect cultures and values that are different from my own.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I work to ensure all employees are accepted and valued regardless of their background.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I ensure people of different backgrounds are given equal consideration in work and development opportunities.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

### Integrity/Honesty

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

### Team Building

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>I foster a team approach when accomplishing work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I work effectively on a team and am willing to take on any role necessary.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I encourage all team members to contribute their thoughts and opinions.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**TOTAL FOR LEADING PEOPLE**
## 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)

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

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

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

**TOTAL FOR RESULTS DRIVEN**
## Leadership Competency Self-Assessment

### Business Acumen

#### Financial Management

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

#### Human Resources Management

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

#### Technology Management

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

### TOTAL FOR BUSINESS ACUMEN
Leadership Competency Self-Assessment

Building Coalitions/Communication

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

<table>
<thead>
<tr>
<th>Interpersonal Skills</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I treat others’ concerns and issues with the utmost sensitivity and confidentiality.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>People seek me out when they need someone to talk to.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I pay close attention and seek to understand others when interacting.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I am aware of unspoken and significant issues (hidden agendas) when dealing with others.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Oral Communication</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I am comfortable providing a briefing to my peers and superiors.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I express my ideas clearly when in a group.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I lead productive meetings that follow the agenda and finish within the allotted time.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I communicate clearly the purpose and objectives of a plan to those in a position to support it.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Partnering</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I partner with my peers in other organizations to accomplish tasks or projects.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I seek the opinions of my counterparts when approaching a new task or project.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I have a network of peers in other organizations.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>People from other organizations ask me for my ideas or opinions.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
#### Leadership Competency Self-Assessment

### Building Coalitions/Communication (cont’d)

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

### Written Communication

<table>
<thead>
<tr>
<th>Written Communication</th>
<th>Never</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>I express myself well in writing.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I write effective policies or procedures for use by others.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>I am able to sell an idea or persuade others with my writing.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>My writing is usually accepted in final form without making many changes.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**TOTAL FOR BUILDING COALITIONS/COMMUNICATION**
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 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
    - Solution Thinking for Breakthrough Decisions PD0222
    - Breakthrough Innovation PD0223
    - Enabling Breakthrough Creativity PD0224
    - Breakthrough Motivation PD0225
  - Leading from the Front Line
    - Organizational Culture and Leadership LEAD0122
    - Energizing & Empowering Employees LEAD0123

Continual Learning

- **Essential Skills for Tomorrow’s Managers**
  - Continuous Learning for Tomorrow’s Managers MGMT0116

- **Moving Into a Management Role**
  - Becoming a Manager MGMT0001

- **The 21st Century Learning Curve**
  - Knowledge as Strategy: Performance Improvement KNOW0111
  - The Power of the Learning Organization KNOW0112
  - The Potential of Self-directed Learning KNOW0113
  - Implementing and Evaluating Self-directed Learning KNOW0114
Development Resources for
ECQ #1: LEADING CHANGE (cont’d)

Continual Learning (cont’d)

**Managing Problem Performance**
Dealing with Problem Performance MGMT0164

**Fast-tracking Your Career**
Get Your Career on to the Fast Track PD0131

**Knowledge Management Fundamentals**
The Art of Knowledge Management KNOW0101
Knowledge as Capital KNOW0102
Putting Knowledge to Work KNOW0103

**Moving into a Management Role**
A New Manager’s Responsibilities and Fears MGMT0002

External Awareness

**Strategic Management**
Strategic Management - Planning STGY0301

**Competitive Intelligence**
Competitive Intelligence: Planning and Direction STGY0341
Competitive Intelligence: Information Gathering STGY0342
Competitive Intelligence: Analysis & Dissemination STGY0343

Flexibility

**Taking Control of Your Workday**
Analyze Your Use of Time PD0101
Setting Goals & Prioritize Your Use of Time PD0102
Major Time Management Challenges PD0103

**Overcoming Overload - Managing Memory and Time**
Time as a Resource PD0121
Eliminate the Time Wasters PD0122

**Living a Balanced Life**
Finding Your Life Balance PD0181
Success Over Stress PD0182
Strategies for Better Balance PD0183

**Working More Effectively - Taking Control of Your Time**
Developing Good Time-Management Habits PD0153

**Project Management Basics for Business Professionals**
Project Planning PROJ0002
Project Execution PROJ0003
Project Controlling PROJ0004
Project Closing PROJ0005

**Project Management-Project Scope Management**
Project Scope Definition PROJ0432

**Project Procurement Planning**
Project Solicitation PROJ0502
# 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**
  
  
  
  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
  
  
  
  Cultures and Organizations: Software of the Mind by Geert Hofstede, 1996, McGraw-Hill
  
  
  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
  
  
  Future Edge: Discovering the New Paradigms of Success by Joel A. Barker, 1992, William Morrow & Company
  
  
  
  Hope is Not a Method by Gordon R. Sullivan, 1997, Bantam Doubleday Dell Publishing
  
  
  Knowledge Management and Organizational Design by P. Meyers, 1996, Butterworth-Heinemann
  
  Lead to Succeed by Rick Pitino, 2001, Broadway Books
  
  
  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
  
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 Leadership Challenge by Kouzes and Posner, 3rd Ed. 2003, Jossey-Bass
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
Vision in Action by Tregoe, Zimmerman, Smith and Tobia, 1990, Fireside
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

The Fundamentals of Business Crises Management
Preparing for Business Crises
Responding to Business Crises
Recovering from Business Crises

Leveraging Diversity
Managing Diversity and Inclusiveness
Workplace Diversity
Culture and Behavior
Organizational Inclusion
Why, Diversity Matters
Changing the Corporate Culture

International Business Skills - Culture, Customs and Norms
Managing Cultural Divides

New Employee Orientation
Understanding Employee Benefits

Building Better Work Relationships
Building Effective Intercultural Relationships

International Communications
The Art of Global Communication

Integrity/Honesty
Ethics in Business
Ethical Decision Making
Organizational Ethics

Workplace Issue Fundamentals
Business Ethics

Project Management Professional Responsibility
Ethics and Professional Knowledge

Team Building
Making Teams Work: Capitalizing on Conflict
Team Conflict: The Seeds of Dissent
Analyzing Workplace War Zones
Getting Past Clashes: Valuing Team Diversity
Conquering Conflict through Communication
The Path to Peace and Harmony

Creating High-performance On-site and Virtual Team
Launching Successful On-site and Virtual Teams
Leading Successful On-site Team
Leading Virtual Teams
Development Resources for ECQ #2-LEADING PEOPLE (cont’d)

Team Building (cont’d)
- Facilitating On-site and Virtual Teams
- Participating in Teams
- The Individual’s Role in a Team
- Coach with Confidence (replacing series MGMT024x)
- Successful Coaching Relationships
- Effective Use of Feedback for Business
- Team Feedback: A Guide

Mentoring Essentials
- Effective Mentoring
- The Mentoring Manager
- Implementing an Organization-wide Mentoring Program
- Mentoring Strategies in the 21st Century
- Achieving Success with the help of a Mentor

Coaching
- Coach with Confidence
- Coaching for Business
- Successful Coaching Relationships
- Key Stages in Coaching
- Coaching Skills
- Mindsets, Emotions and Coaching
- Coaching Trends

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
  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
  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
  Leadership Trapeze: Strategies for Leadership in Team-Based Organizations by J. Wilson, J. George, R. Wellins & W. Byham, 1994, Simon & Schuster Books
  Life Skills by R. Leider, 1996, Prentice Hall Art
Development Resources for
ECQ #2: LEADING PEOPLE (con’d)

Suggested Reading (cont’d)
Monday Morning Leadership: 8 Mentoring Sessions You Can’t Afford to Miss by David Cottrell, 2002, CornerStone Leadership Institute
Principle Centered Leadership by Stephen Covey, 1992 Free 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
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 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.
Development Resources for
ECQ #2: LEADING PEOPLE (con’d)

Suggested Reading (cont’d)
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
  - 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
    - Development Tools for Tomorrow’s Managers
    - A Manager’s Primer for Ensuring Accountability
    - Management Excellence: Performance-Based Appraisals
    - Effective Management: Performance-based Appraisal
    - Performance Appraisal
      - Reviewing Performance
    - Managing Problem Performance
      - Preventing Problem Performance
    - Business Execution
      - Creating a Business Execution Culture
Development Resources for
ECQ #3: RESULTS DRIVEN (cont’d)

Customer Service

**How to Excel at Customer Service**
- Fundamentals of Exceptional Customer Service CUST0102
- The Voice of the Customer CUST0103
- Advancing Your Service Expertise CUST0104
- Customers, Conflict and Confrontation CUST0105
- Overcoming Challenging Service Situations CUST0106

**Managing a Customer Service-Oriented Culture**
- Establishing Your Team’s Desired Performance CUST0221
- Coaching in a Service Oriented Culture CUST0222
- Exceeding Customer Expectations CUST0223
- Customer Service Strategy CUST0224
- Improving the Process of Service Delivery CUST0225

**Internal Customer Service**
- Excellence in Internal Customer Service CUST0141
- Serving Your Internal Customers CUST0142
- Managing Challenges in Customer Service CUST0153
- The Contact Center and Technical Support Agent CUST0161
- Overcoming Internal Customer Service Problems CUST0143

Decisiveness

**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**
- The Role of Critical Thinking in Organizations PD0251
- Developing Fundamental Critical Thinking Skills PD0252
- Strategies for Facilitating Critical Thinking PD0253
- Critical Thinking Skills for Managing PD0254

**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

**Consulting with the Internal Client**
- Internal Consulting Skills CONS0122
- Establishing a Relationship with Internal Clients CONS0123
- A Workable Solution for Internal Clients CONS0124
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**
  - *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
  - *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
  - *Gathering of Eagles: Advice on Leadership, Success & Significance* by Jimmie Dean Coy, 2000, Genesis Communications, Inc.
  - *How to Think on Your Feet* by M. Woodall, 1994, Harper Collins Publisher
  - *Lead to Succeed* by Rick Pitino, 2001, Broadway Books
  - *Leadership in Organizations* by Gary Yukl, 2001 Prentice Hall
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
      - Basics of Budgeting
      - Managing Cash Flows
      - Understanding Financial Statements
    - **Using Financial Statements-Co-Developed with Wharton**
      - Principles of Financial Statements
      - Components of Financial Statements
      - Analyzing the Income Statement and Balance Sheet
      - The Income Statement and Balance Sheet Connection
      - Analyzing Cash Flow
      - Ratio Analysis for Financial Statements

  - FIN0151
  - FIN0152
  - FIN0153
  - FIN0154
  - FIN0251
  - FIN0252
  - FIN0253
  - FIN0254
  - FIN0255
  - FIN0256
Development Resources for ECQ #4: BUSINESS ACUMEN (cont’d)

Financial Management (cont’d)

**Basic Business Math Skills**
- Decimals and Percents

**Practical Budgeting Skills for Business**
- Effective Budget Management

**Human Resources**

**Succession Planning Foundations**
- Succession Planning Overview
- Succession Planning Strategies
- Succession Planning Management

**Effective Hiring and Interviewing Skills**
- Effective Interviewing

**How to Interview and Hire the Right People**
- The Pre-Interview Process
- Conducting Effective Interviews
- Critical Parameters for Evaluating Candidates

**Recruiting & Retention Strategies for the Tight Labor Market**
- Recruiting for the 21st Century: The Market
- Recruiting for the 21st Century: Strategies
- Recruiting Successfully
- Online Recruiting
- Hiring Considerations
- Retention

**The 21st Century Learning Curve**
- Knowledge as Strategy: Performance Improvement
- The Power of the Learning Organization

**Workplace Issue Fundamentals**
- Diversity in the Workplace
- Business Ethics
- Drug-free Workplace
- Workplace Harassment
- Family and Medical Leave Act (FMLA)
- Equal Employment Opportunity (EEO)

**Sexual Harassment**
- Sexual Harassment Training for HR Professionals
- Dealing with Sexual Harassment Claims
Development Resources for ECQ #4: BUSINESS ACUMEN (cont’d)

Human Resources (cont’d)

**HRCI/PHR Certification Program**

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

**Hostility and Aggression in the Workplace**

- Workplace Aggression: The Scope of the Problem HR0341

**New Employee Orientation**

- Laws and Ethics in the Workplace HR0002

Technology Management

**Technology Forecasting**

- Technology Forecasting STGY0311

**The 21st Century Learning Curve**

- The Power of the Learning Organization KNOW0202

**Strategic IT Planning**

- Strategic Decision Making STGY0222
- IT Challenges: Present and Future STGY0223

**eBusiness Foundations**

- The Fundamentals of eBusiness EBUS0101
- Approaches to eBusiness EBUS0102
- eBusiness Opportunities EBUS0103

- **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**
  - Developing the Leader Within You by John C. Maxwell, 2000, Nelson Books
  - 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: Theory and Practice by Peter Northouse, 2003 SAGE Publications
  - 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
  - Principle Centered Leadership by Stephen Covey, 1992 Free Press
  - The Cultures of Work Organizations by Trice and Byer, 1993, Prentice Hall
  - The Leadership Secrets of Santa Claus by Eric Harvey, David Cottrell, Al Lucia and Mike Hourigan, 2003, The Walk The Talk Company
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 COMM0501
    Connect and Communicate COMM0502
    The Negotiation Process COMM0503
    The Dynamics of Interaction COMM0504
    Inclusive Negotiating COMM0505
    When the Going Gets Tough COMM0506
    The Master Negotiator COMM0507
  Assertive Communication
    Professional Assertiveness COMM0171
  Interpersonal Skills
  Interpersonal Communication Skills for Business
    The Process of Interpersonal Communication COMM0001
    The Mechanics of Effective Communication COMM0002
    Communication Skills for the Workplace COMM0003
    Communication Skills for Leadership COMM0005
Development Resources for
ECQ #5: BUILDING COALITIONS/ COMMUNICATION

Interpersonal Skills (cont’d)
  Emotional Intelligence in the Workplace
  The Emotionally Intelligent Leader  COMM0145

Oral Communication
  Interpersonal Communication Skills for Business  COMM0001
  The Process of Interpersonal Communication
  The Mechanics of Effective Communication  COMM0002
  Delivering Successful Presentations
    Presenting to Succeed  COMM0301
    Delivering Your Message  COMM0302
    Presentation Resources Available to You  COMM0303
  Effective Listening Skills
    The Basics of Listening  COMM0151
    Listening for Comprehension  COMM0152
    Listening for Higher Purposes  COMM0153
    Enhancing Your Listening Skills  COMM0154
  The Successful Facilitator
    The Facilitative Leader  MGMT0236

Partnering
  Negotiating to Win: Getting the Results You Want
    Connect and Communicate  COMM0502
  Fast-tracking Your Career
    Interpersonal Skills on the Fast Track  PD0134
  Getting Results Without Authority
    Building Relationships to Get Results  COMM0511
  Building Better Work Relationships
    Building Effective Interfunctional Relationships  COMM0191
    Working Effectively with Customers  COMM0194
    Working Effectively with Business Partners  COMM0195

Political Savvy
  Doing Business with the U.S. Federal Government
    Dealing with the Federal Government  IND0104

Written Communication
  Business Writing Essentials
    Writing to Reach The Audience  COMM0015
    Getting the Most from Business Documents  COMM0016
    Crisp Composition  COMM0014
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

Emotional Intelligence by Daniel P. Goleman, 1997, Bantam Books
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, 3rd Ed., 2004, American Management Association
How to Think on Your Feet by M. Woodall, 1994, Harper Collins Publisher
Networking Smart: How Managers Build Relationships for Personal and Organizational Success by W. Baker, 2000, Backprint.com
No-nonsense Delegation by D. McConkey, 1986, American Management Association
Persuasive Business Speaking by E. Snyder, 1990, AMACOM Publishing
The Attitude of Leadership: Taking the Lead and Keeping It by Keith Harrell 2004, John Wiley & Sons, Ltd.
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

<table>
<thead>
<tr>
<th>1. Name</th>
<th>2. Position Title</th>
<th>3. Series &amp; Grade</th>
<th>4. Career Program</th>
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</thead>
<tbody>
<tr>
<td>5. Organization</td>
<td>6. Phone Number</td>
<td>7. Fax Number</td>
<td>8. Email Address</td>
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### Developmental Objectives

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

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

### Developmental Activities

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

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
  o Tell about a situation in the past year in which you had to deal with a very upset employee or co-worker.
  o Tell about a situation where you had to make an unpopular decision. How did you handle it? What was the result?
  o 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
  o What do you do to enhance understanding of different cultures?
  o Describe the cultural mix you have in your organization and how it impacts the organization or team.
  o What is your experience working with people from different cultures? What did you take away from that experience?
  o What is your philosophy on diversity in the workplace?
  o How would you ensure diversity in your organization?

• Integrity/Honesty
  o What do you do if you found out one of your employees was behaving unethically?
  o How do you instill integrity and honesty in your organization?

• Team Building
  o Give an example of when you were able to accomplish something as a part of a team. What role did you play?
  o Describe a situation when others in your organization depended on you to accomplish something. What did you do? What was the result?
  o 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?