

## Leadership Development Competencies Definitions

**Change Management** – Serves as a positive agent for changes in the organization's structural alignment, climate, or operational processes. Learns about and proactively advocates and influences the adoption of promising new ideas, methods, services, and products from knowledge of best practices in government and industry.

**Coaching/Counseling** – Develops skills in observation, listening, and one-on-one teaching; applies them to assist others to learn and continually improve their performance; and provides effective feedback.

**Conflict Management** – Anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner.

**Customer Orientation** – Actively seeks customer input; ensures customer needs are met; continuously seeks to improve the quality of services, products, and processes.

**Decisiveness** – Takes action and risks when needed; makes difficult decisions when necessary.

**Diversity Awareness** – Respects and values the differences and perceptions of different groups/individuals.

**DON Mission/Organization Awareness** – Possesses knowledge of the mission and organization of the Department of the Navy (DON) including an understanding of how the organization fits into the entire DON.

**External Awareness** – Stays informed on laws, policies, politics, Administration priorities, trends, special interests, and other issues; considers external impact of statements or actions; uses information in decision-making.

**Flexibility** – Adapts to change in the work environment; effectively copes with stress.

**Human Resources Management** – Ensures effective recruitment, selection, training, performance appraisal, recognition, and corrective/disciplinary action; promotes affirmative employment, good labor relations, and employee well-being.

**Influencing/Negotiating** – Networks with, and provides information to, key groups and individuals; appropriately uses negotiation, persuasion, and authority in dealing with others to achieve goals.

**Innovative Thinking** – Develops insights and solutions; fosters innovation among others.

**Interpersonal/Team Skills** – Considers and responds appropriately to the needs, feelings, capabilities and interests of others; provides feedback; treats others equitably.

**Joint Service Perspective** – Demonstrates an understanding of the role of the Department of Defense and the importance of the support roles and missions of all the Military Departments and Defense agencies and how they contribute to the success of DOD overall.

**Managing Diverse Workforce** – Recognizes the value of cultural, ethnic, gender, and other individual differences; provides employment and development opportunities for a diverse workforce.

**Mentoring** – Develops the ability to counsel others to help them to achieve personal & professional growth.

**Marine Corps Values** – Exhibits through personal performance the principles of honor (ethical behavior), commitment (technical excellence and quality of work), and courage (mental strength to do what is right).

**Oral Communication** – Listens to others; makes clear and effective oral presentations to individuals and groups. (NOTE: For persons who are deaf or hard-of-hearing, use of a sign language interpreter may be appropriate.)

**Organizational Representation & Liaison** – Establishes and maintains relationships with key individuals/groups outside immediate work unit and serves as spokesperson for the organization.

**Presentation/Marketing Skills** – Demonstrates the ability to clearly articulate, present, and promote ideas and issues before a wide range of audiences, including senior officials, in such a manner as to ensure program credibility.

**Problem Solving** – Recognizes and defines problems; analyzes relevant information; encourages alternative solutions and plans to solve problems.

**Process Oversight Management** – Develops/demonstrates the ability to examine systems and workflows within the organization to facilitate process improvement.

**Program Development/Planning & Evaluating** – Establishes policies, guidelines, plans, and priorities; identifies required resources; plans and coordinates with others; monitors progress and evaluates outcomes; improves organizational efficiency and effectiveness.

**Quality Principles** – Understands and applies quality principles such as teamwork, quantitative decision-making, and continuous process improvement to meet or exceed customer expectations.

**Resource Management** – Prepares and justifies budget; monitors expenses; manages procurement and contracting.

**Risk Management** – Identifies potential risks to product/program/processes early and implements effective abatement or control measures; defines evaluation criteria early and continuously collects, assesses, shares, and responds to data appropriately.

**Self-Direction** – Realistically assesses own strengths, weaknesses and impact on others; seeks feedback from others; works persistently towards a goal; demonstrates self-confidence; invests in self-development; manages own time efficiently.

**Situational Leadership** – Demonstrates and encourages high standards of behavior; adapts leadership style to situations and people; empowers, motivates, and guides others.

**Strategic Vision** – Creates a shared vision of the organization; promotes wide ownership; champions organizational change.

**Team Building** – Fosters cooperation, communication, and consensus among groups.

**Technical Competence** – Demonstrates technical proficiency and an understanding of its impact in areas of responsibility.

**Technology Management** – Encourages staff to stay informed about new technology; applies new technologies to organizational needs; ensures staff are trained and capable.

**Written Communication** – Communicates effectively in writing; reviews and critiques others' writing.