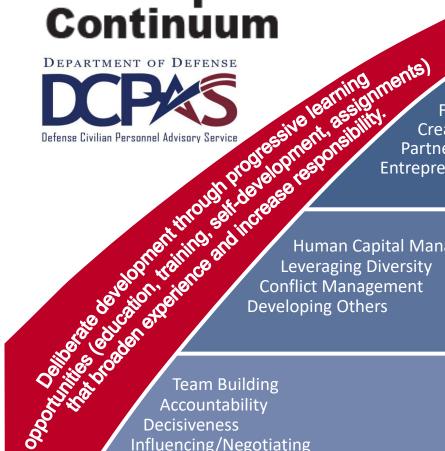
**DoD Civilian Leader Development** Continuum

**External Awareness** Strategic Thinking **Political Savvv** 

**National Security** Joint Perspective **Systems Thinking** 

**Lead the** Institution



**Technology Management** Financial Management Creativity and Innovation **Partnering** Entrepreneurship

**Lead Organizations/ Programs** 

**Human Capital Management** 

**Lead People** 

Influencing/Negotiating

**Lead Teams/Projects** 

**Flexibility** Resilience Continual Learning **Public Service Motivation**  Integrity/Honesty **Customer Service Problem Solving Technical Credibility** 

**Interpersonal Skills Oral Communication** Written Communication Computer Literacy

Lead Self

## **DoD Civilian Leader Development Framework**

**Business** 

**Building** 

Influencing/Negotiating

**Partnering** 

Results

Change	People	Driven	Acumen	Coalitions	Perspective
Definitions					
This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to the competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance.	This core competency involves the ability to lead and inspire a multi-sector group [not only employees, (civilian and military) but also other government agency personnel at the Federal, State and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that foster the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.	This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to the competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.	This core competency involves the ability to build coalitions internally and within other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or other international organizations to achieve common goals.	This core competency involves a broad point of view of the DoD mission and an understanding of the individual or organizational responsibilities in relation to the larger DoD strategic priorities. The perspective is shaped by experience and education and characterized by a strategic, top-level focus on broad requirements, joint experiences, fusion of information, collaboration and vertical and horizontal integration of information.
Competencies					
Creativity and Innovation	Conflict Management	Accountability	Financial Management	Political Savvy	Joint Perspective

**Fundamental Competencies** 

**Human Capital** 

**Computer Literacy** 

**Technology Management** 

Management

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

**Leveraging Diversity** 

**Developing Others** 

**Team Building** 

Leading

**External Awareness** 

Strategic Thinking

Systems Thinking

Vision

Flexibility

Resilience

Leading

- Interpersonal Skills
- Written Communication
- Continual Learning

Integrity/Honesty

Decisiveness

Entrepreneurship

**Customer Service** 

**Problem Solving** 

**Technical Credibility** 

- Oral Communication
- Public Service Motivation

- Mission Orientation

- Global Perspective

National Security

- DoD Mission and Culture

- DoD Corporate Perspective

- National Defense Integration

- National Security Foundation

National Security Strategy

- National Security Environment

**Enterprise-Wide**