

Level 2

Accountability	Actively maintain high quality skills and cutting edge knowledge.
	Communicate expectations, schedule work and coordinate efforts of all members to lead a project to completion.
	Conduct quarterly in-progress reviews to monitor unit's progress towards meeting the organization's strategic goals.
	Delegate as much as you can along with the authority to do it. To do it effectively you must communicate, set timeframes and goals, and get out of the way.
	Establish expectations and oversee milestones and deliverables to ensure the success of multiple projects.
	Establish milestones and regularly monitor progress. Provide group and individual feedback on performance. Keep your focus on results constant and visible.
	Hold yourself accountable for achieving results within assigned deadlines.
	Manage a project's timeline, funding, and/or human resources. Be accountable for outputs.
	Measure your accomplishments against your objectives. Determine if you are satisfied with your progress or your organization's progress.
	Against targets and goals.
	Meet with your supervisor or employee to ensure a mutual understanding of the organizations goals and challenges. Communicate this understanding to your staff.
	Support team decisions, be a good team player, be honest and responsible. Complete a fair share of the team's work.
	Track progress on individual project milestones and deliverables by holding regular Internal Process Reviews.
Computer Literacy	Actively work to understand the use of new technology to support enhanced delivery of services and programs.
	Identify new ways to use information systems to access and manage data.
	Use software applications, Internet resources, and web-based solutions to develop new techniques to complete work.
Conflict Mgmt	Clarify issues that have caused conflict or concern.
	Discuss conflict openly with others. If they disagree with your position, seek clarification from them on their position.
	Learn questioning techniques that do not put others on the defensive.
	Learn to communicate displeasure or verbal/written warnings to employees. Communicate the problem clearly, the resolution, and the alternative of not resolving the issue.
	Participate in negotiation and conflict resolution processes at work or in community organizations.
	Prior to discussing a high-conflict problem, express your desire for a solution that is amenable to all parties.
	Serve as chairperson of a volunteer organization.
	Suggest problem-solving discussions where the discussion is free-flowing and spontaneous.
	Encourage all team members to participate. Decisions reached should incorporate members' input.

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Continual Learning

Ask your supervisor to give you feedback on your participation on a team. Be proactive and seek out comments. Be prepared with examples of your behavior on the team that shows willingness to look at and improve yourself.

Attend trade shows to gain knowledge about technology and competition.

Attend training courses outside of own functional area to broaden knowledge of other areas.

Complete a leadership competency assessment, including a CLIMB survey, Leadership Competency Assessment, Multi-Source Feedback instrument, etc.

Continuously seek input on own strengths and weaknesses through formal and informal means. Seek and act on feedback from others.

Create and propose a plan to alternate opportunities among your co-workers, e.g., someone attends a meeting or presents a briefing that they normally would not.

Display willingness to learn from others, including subordinates and peers.

Do a "postmortem" on a failed project.

Find and benefit from a mentor. Seek out someone whom you respect and who has demonstrated a sound understanding of the politics, personalities, and informal networks associated with your organization.

Host a forum series for organizational leaders to share institutional knowledge.

Identify a mentor and receive either informal or formal mentoring.

Identify a peer or higher-level manager who is effective at teambuilding. Set up a meeting to talk about his or her techniques or methods.

Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.

Learn about nonverbal communication. Monitor your body language, posture, and eye contact for unintended nonverbal communication.

Look for feedback from those with whom you communicate. Did they understand your needs? Do you understand theirs? Can you remember key parts of conversations?

Monitor current trends or events (for example, economic, political, social, agricultural, educational, or employment trends or events) and applies the information as appropriate.

Obtain professional certificate in functional area to hone technical skills.

Offer to assist peers in their projects.

Organize a brown bag lunch. Watch a short movie excerpt, lead a discussion on a topic, etc.

Participate in a developmental assignment outside of his/her current agency.

Participate in a professional Community of Practice to share knowledge of recent initiatives.

Practice active listening techniques with co-workers. Demonstrate that you understand by reflecting the other individual's message and/or feelings.

Practice proactive information sharing. Suggest your co-workers offer information to others in your organization. Think of ways that your information/statistics/data can help others in your organization, and tell them.

Pursue detail assignments to enhance knowledge and experience.

Read professional journals to keep current on trends and developments.

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	Report on a book or article on a strategy-related topic.
	Review your behavior during meetings. Observe yourself during meetings to see if your contributions are appropriate and relevant.
	Seek feedback from others to avoid blind spots that can cause misunderstandings.
	Seek feedback on projects or assignments on a regular basis to avoid miscommunication and misunderstanding.
	Seek opportunities to participate on focus groups.
	Serve as a mentor.
	Shadow a manager whose skills you admire and wish to emulate.
	Sponsor/mentor a summer hire or co-op student. Maintain a progress report.
	Subscribe to relevant newsletters to keep abreast of issues (potential or otherwise) that impact the Agency, e.g., "Government Executive."
	Suggest and volunteer to lead ice-breakers and time-limited team building exercises at meetings.
	Suggest special meetings just for the purpose of having co-workers present and share their ideas concerning an organizational topic.
	Take charge and lead a team for a corporate project.
	Take time out of every day to read key pieces of literature, journals and newspapers that cover events that can have a direct impact on your organization. Engage others in discussions about how these factors influence DLA's policies or systems.
	Volunteer to take responsibility for conducting a monthly team meeting to include scheduling the meeting, conference room, and developing the agenda and ultimately chair the meeting.
	When you or your co-workers return to the job from training, discuss with them what they have learned. Share that information with other team members during team meetings and encourage others to do the same.
Creativity/Innovation	Be an active "organizational citizen" by volunteering for task forces or committees that may improve the work of your team.
	Before any change takes place, meet with team members to explain the change and how it will affect them.
	Create a library or reading list that includes leadership books, articles, other resources or Web sites to visit.
	Develop a publicity campaign to educate customers about trends and developments in a functional area.
	Develop easy, user-friendly, electronic means for customers to provide regular feedback as to satisfaction.
	Emphasize to team members the gains from current organizational change, rather than talking about potential losses. Listen carefully to others to understand their hesitations about going along with proposed changes and goals.
	From a higher level vision for change, formulate concrete actions for individual work projects.
	Generate novel solutions to workforce problems by researching emerging industry practices.
	Identify potential new markets and customers.

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If you have a dispersed workforce/team, develop and implement a plan to meet/talk with every team member and co-worker regularly to close the gap.

Look at a current problem that you are avoiding. Write down what you find difficult and then ask someone to help you brainstorm possible solutions. Use the ideas to create a step-by-step plan to address the problem and then implement the plan.

Look for a new technology, procedure, or process that can increase your team's efficiency.

Manage a suggestion box for co-workers and customers to submit ideas on improving customer service.

Organize a brown bag lunch. Watch a short movie excerpt, lead a discussion on a topic, etc.

Pilot new processes to evaluate them before implementation.

Prepare a briefing for someone else to present.

Regularly encourage team members to think "outside the box." Ask everyone to look for novel and nontraditional solutions to problems.

Take a group of employees out of the building to learn about other business strategies and how they link operations to strategic goals.

Customer Service

Benchmark industry best practices in customer support.

Brainstorm ideas with your team members on how to demonstrate a commitment to and improve customer service.

Design and implement a project to collect information on customer and stakeholder needs and wants.

Develop a customer satisfaction survey.

Develop easy, user-friendly, electronic means for customers to provide regular feedback as to satisfaction.

Emphasize the importance of the "internal customers" as well as the "external customers." Ensure employees know who their internal and external customers are.

Establish descriptions of professional customer service behavior and communication. Ask everyone to comply.

Give employees the opportunity to visit customers in order to maintain two-way communication and build partnerships.

Keep a record of complaints, missed deadlines, and overtime worked. Analyze their causes and ultimate costs. Communicate your findings.

Participate in customer focus groups.

Periodically have one of your team members interview critical customers on overall satisfaction or better ways to serve.

Suggest inviting customers to various training events and meetings. This helps get a better feel for customer's view and customer's feel input/opinions are valued.

Visit with your customers. Sit in and listen to their views.

Decisiveness

Establish milestones and regularly monitor progress. Provide group and individual feedback on performance. Keep your focus on results constant and visible.

Experiment with and share decision-making tools to bring agreement among diverse viewpoints.

Manage a project's timeline, funding, and/or human resources. Be accountable for outputs.

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	Prioritize work and change those priorities as situations shift.
Develop Others	Allow employees to volunteer for assignments and expand their positions.
	Assess employee performance to identify skills gaps.
	Be a mentor to a less experienced supervisor or manager who could benefit from your wisdom and guidance. You have an important role to play in developing and mentoring others in preparation for the next generation of leaders.
	Check in periodically with team members to see if they are on the right track or have suggestions or recommendations to improve your product or service.
	Communicate vision to new staff. Similarly, consider providing information sessions for new employees to ensure that they are aligned with the direction of the organization from the very beginning.
	Conduct cross training with team members to enhance the understanding of individual and team responsibilities and tasks.
	Create a library or reading list that includes leadership books, articles, other resources or Web sites to visit.
	Create and propose a plan to alternate opportunities among your co-workers, e.g., someone attends a meeting or presents a briefing that they normally would not.
	Cross-train your employees so absences from the office do not result in poor customer service.
	Delegate as much as you can along with the authority to do it. To do it effectively you must communicate, set timeframes and goals, and get out of the way.
	Demonstrate empathy with others and help others understand differing perspectives.
	Develop/sponsor projects that utilize team members drawn from other areas of the organization to foster organizational commitment and cooperation.
	Discuss vision with your staff. Promote and engage in group discussion, brainstorming, and roundtable processes to help develop and maintain commitment to the vision of your own organization and that of DLA.
	Encourage a “continuous improvement” mindset where mistakes accompanying efforts to improve are openly discussed without fear of retribution. Discuss lessons learned with your team.
	Encourage people to take on assignments that make the best use of their skills and abilities, and/or develop individual breadth and depth of knowledge and experiences.
	Encourage your team to develop personally and professionally. Identify career opportunities, training programs, and developmental assignments that are available in your organization.
	Experiment with and share decision-making tools to bring agreement among diverse viewpoints.
	Find and benefit from a mentor. Seek out someone whom you respect and who has demonstrated a sound understanding of the politics, personalities, and informal networks associated with your organization.
	Give employees the opportunity to shadow you on important tasks or in meetings.
	Identify team members who are encountering performance problems or falling short of goals. Meet with them individually to identify root performance causes, brainstorm solutions, and offer assistance.

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Identify team members who would benefit from a temporary rotation or job swap to another position or task on your team.

Learn about Situational Leadership and coaching techniques. Practice these skills when interacting with your co-workers.

Organize a brown bag lunch. Watch a short movie excerpt, lead a discussion on a topic, etc.

Provide learning opportunities. Review your current workload and assess which teaming related tasks could be delegated to a subordinate.

Delegated to a subordinate.

Provide team members with opportunities to utilize new skills immediately after training. Monitor their performance and discuss additional ways to integrate the skills into their regular routine.

Routinely and publicly thank others for their efforts. Acknowledge work done by others.

Routinely describe the impact and implications of decisions to teams and work groups.

Routinely invite and involve direct reports in the unit planning process.

Send employees to high level meetings both within and outside the Agency so they can hear first-hand current issues at the senior management level.

Serve as a mentor.

Share information received in higher level staff meetings with team members to build trust and commitment.

Spend time each week identifying situations in which members of your team worked cooperatively toward a common goal. Highlight and praise these accomplishments at your team meetings.

Sponsor/mentor a summer hire or co-op student. Maintain a progress report.

Suggest special meetings just for the purpose of having co-workers present and share their ideas concerning an organizational topic.

Take a group of employees out of the building to learn about other business strategies and how they link operations to strategic goals.

Take the IDP process seriously. Work with your staff on developing a realistic, competency-based IDP. Plan for time and money to enable your employees to execute their IDPs.

Use on-the-job training to develop team members.

Volunteer to sponsor new employees for the first 60 days.

When you or your co-workers return to the job from training, discuss with them what they have learned. Share that information with other team members during team meetings and encourage others to do the same.

Work with employees individually or in a team to promote their professional development

Entrepreneurship

Attend technology fairs to gather information on how advances can be applied to the workplace.

Generate novel solutions to workforce problems by researching emerging industry practices.

Identify potential new markets and customers.

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	Look for a new technology, procedure, or process that can increase your team's efficiency.
External Awareness	Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.
	Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.
	Keep your co-workers informed of new products, customers, initiatives, changes in mission, goals, etc. Look ahead and anticipate future opportunities for the work team.
	Look for a new technology, procedure, or process that can increase your team's efficiency.
	Meet with your supervisor or employee to ensure a mutual understanding of the organizations goals and challenges. Communicate this understanding to your staff.
	Regularly encourage team members to think "outside the box." Ask everyone to look for novel and nontraditional solutions to problems.
	Represent the Department or Component on interagency task forces.
	Subscribe to relevant newsletters to keep abreast of issues (potential or otherwise) that impact the Agency, e.g., "Government Executive."
	Take time out of every day to read key pieces of literature, journals and newspapers that cover events that can have a direct impact on your organization. Engage others in discussions about how these factors influence DLA's policies or systems.
Financial Management	Suggest improvements that result in savings of money, time, supply or labor costs.
	Translate resource requirements into budget estimates to be submitted as part of the budget request.
Flexibility	Accept rotational assignments that foster your team building skills.
	Ask your supervisor to give you feedback on your participation on a team. Be proactive and seek out comments. Be prepared with examples of your behavior on the team that shows willingness to look at and improve yourself.
	Before any change takes place, meet with team members to explain the change and how it will affect them.
	Communicate expectations, schedule work and coordinate efforts of all members to lead a project to completion.
	Emphasize to team members the gains from current organizational change, rather than talking about potential losses. Listen carefully to others to understand their hesitations about going along with proposed changes and goals.
	Encourage a workplace culture that welcomes and values new thought, different perspectives, and non-conventional approaches.
	Establish expectations and oversee milestones and deliverables to ensure the success of multiple projects.
	Facilitate a training session on short notice.
	Look at a current problem that you are avoiding. Write down what you find difficult and then ask someone to help you brainstorm possible solutions. Use the ideas to create a step-by-step plan to address the problem and then implement the plan.
	Meet with your supervisor or employee to ensure a mutual understanding of the organizations goals and challenges. Communicate this understanding to your staff.

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	Offer to assist peers in their projects.
	Open yourself up to others' ideas. The next time you disagree with an idea ask the person, "What else can you tell me about that?"
	Practice proactive information sharing. Suggest your co-workers offer information to others in your organization. Think of ways that your information/statistics/data can help others in your organization, and tell them.
	Prioritize work and change those priorities as situations shift.
	Regularly demonstrate the ability to adjust to multiple demands, new information, unexpected obstacles, ambiguity and change by adjusting priorities and requirements so as to meet deadlines without the display of adverse negative behaviors.
	Reprioritize staff workload to meet new deadlines for a critical report.
	Seek feedback on projects or assignments on a regular basis to avoid miscommunication and misunderstanding.
	Seek ideas and suggestions from people with perspectives or backgrounds different from your own and incorporate them in your plans.
	Seek opportunities to participate on focus groups.
	Sponsor/mentor a summer hire or co-op student. Maintain a progress report.
	Suggest bringing outside speakers to provide your office with a new set of strategic ideas.
	Take corrective action as needed, shift direction and redirect efforts when changes are implemented.
	Work cooperatively with others.
Human Capital Management	Cross-train your employees so absences from the office do not result in poor customer service.
	Develop an informal recognition or appreciation process/system for use within your immediate work unit and between peers. Discuss this proposal with your supervisor for implementation.
	Ensure employee's workload is evenly distributed so all can keep up with customer requests.
	Ensure the work area promotes a safe and secure environment for all employees by posting, explaining, and encouraging safety and health guidelines including an updated evacuation plan.
	Evaluate employees' performance and provide constructive feedback on an ongoing basis.
	Give positive recognition to people soon after every suggestion is made. Acknowledge people for putting in suggestions, no matter what the quality of the suggestion might be.
	Participate in job fairs to recruit new employees to the organization.
	Participate on a selection panel. Learn about Behavioral Based Interviewing and assist your supervisor in developing interview questions.
	Recognize accomplishments in a meeting environment.
	Work with employees individually or in a team to promote their professional development

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Influence/Negotiate

Ask for the point of view of others whenever appropriate. Avoid working in isolation. The opinions of others can help you.

Build positive relationships throughout the immediate workgroup and with key members of other workgroups.

Demonstrate belief in the concept of human dignity; treating all others with respect and fairness, and openly, consistently challenging bias, intolerance or incivility.

Know and use effective body language and tone of voice that convey the right attitude, respect and knowledge.

Observe a skilled negotiator. Ask him or her for advice on using influence, persuasion, and achieving desired goals.

Reengineer a process or procedure requiring coordination with external offices and/or customers.

Routinely and publicly thank others for their efforts. Acknowledge work done by others.

Seek opportunities to represent your team, its goals, and its accomplishments in informal and formal gatherings attended by members outside of the organization.

Behavior

Integrity/Honest

Demonstrate belief in the concept of human dignity; treating all others with respect and fairness, and openly, consistently challenging bias, intolerance or incivility.

Discuss ethical problems with your work team. Pick a current event and look for ethical missteps. How could managers have avoided these? How can an organization prevent becoming a culture of unethical behavior?

Identify potential ethical violations and work with leadership to make sure that staff understand and follow applicable laws and regulations.

Keep organizational and/or personal information confidential when required and/or appropriate.

Serve as a role model, inspiring others to emulate integrity, honest, justice, respect and civility.

Talk to your team members about their values. Discuss how they differ from yours and the organization and how they are similar.

Interpersonal Skills

Accept rotational assignments that foster your team building skills.

Ask for the point of view of others whenever appropriate. Avoid working in isolation. The opinions of others can help you.

Ask your supervisor to give you feedback on your participation on a team. Be proactive and seek out comments. Be prepared with examples of your behavior on the team that shows willingness to look at and improve yourself.

Be an active "organizational citizen" by volunteering for task forces or committees that may improve the work of your team.

Be approachable in your office and out. Be a sounding board if someone needs to discuss an idea or a problem. Walk around, ask questions, and show interest and concern.

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Be positive. Adopt a “can-do” attitude in meetings, particularly when your team encounters obstacles. Focus on identifying alternative solutions, rather than on the impediments you face.

Collaborate with others, sharing plans, information and resources.

Consistently provide information to your co-workers from meetings you attend.

Continuously seek input on own strengths and weaknesses through formal and informal means. Seek and act on feedback from others.

Demonstrate broad insights into emotional intelligence and skill in building and sustaining relationships.

Demonstrate empathy with others and help others understand differing perspectives.

Discuss conflict openly with others. If they disagree with your position, seek clarification from them on their position.

Experiment with and share decision-making tools to bring agreement among diverse viewpoints.

Facilitate organization off-site meeting to foster open discussion among employees.

Handle difficult people and tense situations with diplomacy and tact.

Identify team members who are encountering performance problems or falling short of goals. Meet with them individually to identify root performance causes, brainstorm solutions, and offer assistance.

If you have a dispersed workforce/team, develop and implement a plan to meet/talk with every team member and co-worker regularly to close the gap.

Know and use effective body language and tone of voice that convey the right attitude, respect and knowledge.

Lead a team for a corporate project.

Learn about nonverbal communication. Monitor your body language, posture, and eye contact for unintended nonverbal communication.

Learn about Situational Leadership and coaching techniques. Practice these skills when interacting with your co-workers.

Learn and practice how to give good feedback. Consider and respond appropriately to the needs, feelings and capabilities of others.

Learn questioning techniques that do not put others on the defensive.

Participate in negotiation and conflict resolution processes at work or in community organizations.

Participate in team meetings to share information on projects and progress, solicit board input and coordinate shared work processes

Participate on teams to solve real work issues and improve real work processes. Practice your skills in systematic methods, i.e., interactive skills, group decision making, and active listening.

Practice active listening techniques with co-workers. Demonstrate that you understand by reflecting the other individual’s message and/or feelings.

Routinely and publicly thank others for their efforts. Acknowledge work done by others.

Routinely encourage the open exchange of ideas and information through action during group meetings and individual exchanges.

Seek feedback from others to avoid blind spots that can cause misunderstandings.

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Seek ideas and suggestions from people with perspectives or backgrounds different from your own and incorporate them in your plans.
Seek opportunities to participate on focus groups.
Seek opportunities to represent your team, its goals, and its accomplishments in informal and formal gatherings attended by members outside of the organization.
Seek opportunities where you can work with and communicate with individuals outside of your team with whom you have not previously worked.
Serve as chairperson of a volunteer organization.
Serve on a cross-functional team.
Serve on projects that utilize team members drawn from other areas of the organization to foster organizational communication, commitment and cooperation.
Share information received in higher level staff meetings with team members to build trust and commitment.
Spend time each week identifying situations in which members of your team worked cooperatively toward a common goal. Highlight and praise these accomplishments at your team meetings.
Stay composed, positive, civil and unflappable even in trying moments.
Suggest and volunteer to lead ice-breakers and time-limited team building exercises at meetings.
Take charge and lead a team for a corporate project.
Understand and utilize the effectiveness of "management by walking around" as a communication strategy.
Volunteer to sponsor new employees for the first 60 days.
Volunteer to take responsibility for conducting a monthly team meeting to include scheduling the meeting, conference room, and developing the agenda and ultimately chair the meeting.
Work cooperatively with others.
Attend briefings on National Security Strategy policy development to improve knowledge of national security issues.
Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.
Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.
Conduct Agency mission briefings at various internal forums such as new employee orientation or external forums.
Enroll in Professional Military Education to learn about different services and their role in educating students on national security.
Maintain network of DoD colleagues in the same technical field to share lessons learned.
Represent the Department or Component on interagency task forces.
Set technical direction and goals for work that aligns with DLA's Strategic Plan, Director's Guidance.
Understand and explain the general roles and responsibilities of the DLA organization (staff directorates, PLFAs, etc.)

Joint Perspective

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	Understand and explain the major elements of the DLA Strategic Plan and Director's Guidance.
	Use knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.
Leverage Diversity	Convene your team to identify and explore barriers that are hindering them from effectively and efficiently completing their work. Engage the team in implementing changes and alternatives developed by the group.
	Demonstrate empathy with others and help others understand differing perspectives.
	Develop/sponsor projects that utilize team members drawn from other areas of the organization to foster organizational commitment and cooperation.
	Display willingness to learn from others, including subordinates and peers.
	Encourage a workplace culture that welcomes and values new thought, different perspectives, and non-conventional approaches.
	Have regular meetings to foster teamwork.
	Initiate contact with a variety of individuals to network and obtain varied perspectives on current issues and taskings.
	Open yourself up to others' ideas. The next time you disagree with an idea ask the person, "What else can you tell me about that?"
	Push yourself to interact/network with diverse individuals to share ideas and gain insights.
	Seek ideas and suggestions from people with perspectives or backgrounds different from your own and incorporate them in your plans.
	Serve on projects that utilize team members drawn from other areas of the organization to foster organizational communication, commitment and cooperation.
	Suggest occasional information gatherings away from the work place. Encourage co-workers to enjoy themselves and get to know one another at these meetings.
	Understand how cultures differ in approaches to time, authority, physical space, friendship and individualism and how these differences impact work behavior. Demonstrate this knowledge through actions in work practices.
	Volunteer to sponsor new employees for the first 60 days.
National Security Perspective	Attend briefings on National Security Strategy policy development to improve knowledge of national security issues.
	Attend Command's briefings and information sessions to improve understanding of "big picture" external issues that could affect the work environment.
	Attend senior-level Joint Professional Military Education outside of Component to develop an Enterprise-wide perspective.
	Enroll in Professional Military Education to learn about different services and their role in educating students on national security.
	Use knowledge of DoD's mission, roles, and service cultures and their effects to facilitate the work of others.
Oral Communications	Conduct Agency mission briefings at various internal forums such as new employee orientation or external forums.
	Consider and respond flexibly to the audience to maximize understanding.
	Consistently provide information to your co-workers from meetings you attend.
	Ensure colleagues, supervisors and other key decision makers are kept well informed.

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Express thoughts in a clear and organized manner that accurately reflects the facts.

Facilitate organization off-site meeting to foster open discussion among employees.

Give a briefing.

Keep your co-workers informed of new products, customers, initiatives, changes in mission, goals, etc. Look ahead and anticipate future opportunities for the work team.

Learn about Situational Leadership and coaching techniques. Practice these skills when interacting with your co-workers.

Learn questioning techniques that do not put others on the defensive.

Make a presentation at a knowledge-sharing event.

Meet with your supervisor or employee to ensure a mutual understanding of the organizations goals and challenges. Communicate this understanding to your staff.

Orally present complex and/or controversial information to large numbers of or high-level stakeholders.

Persuade and inspire others by making clear and convincing presentations to a wide range of audiences.

Practice active listening techniques with co-workers. Demonstrate that you understand by reflecting the other individual's message and/or feelings.

Seek feedback on projects or assignments on a regular basis to avoid miscommunication and misunderstanding.

Seek opportunities to represent your team, its goals, and its accomplishments in informal and formal gatherings attended by members outside of the organization.

Understand and utilize the effectiveness of "management by walking around" as a communication strategy.

Volunteer to take responsibility for conducting a monthly team meeting to include scheduling the meeting, conference room, and developing the agenda and ultimately chair the meeting.

Partnering

Accept rotational assignments that foster your team building skills.

Build positive relationships throughout the immediate workgroup and with key members of other workgroups.

Collaborate with other components to identify requirements for new information management technology.

Collaborate with others, sharing plans, information and resources.

Develop professional relationships with colleagues inside and outside of the organization.

Look at a current problem that you are avoiding. Write down what you find difficult and then ask someone to help you brainstorm possible solutions. Use the ideas to create a step-by-step plan to address the problem and then implement the plan.

Maintain network of DoD colleagues in the same technical field to share lessons learned.

Prior to discussing a high-conflict problem, express your desire for a solution that is amenable to all parties.

Seek opportunities where you can work with and communicate with individuals outside of your team with whom you have not previously worked.

Visit with your customers. Sit in and listen to their views.

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Problem Solving	<p>Identify and gather information on situations that could have political impact on the organization to inform leadership.</p>
	<p>Perform policy work based on knowledge of statutory proposals and how laws are formed</p>
Public Service Motivation	<p>Be approachable in your office and out. Be a sounding board if someone needs to discuss an idea or a problem. Walk around, ask questions, and show interest and concern.</p> <p>Check in periodically with team members to see if they are on the right track or have suggestions or recommendations to improve your product or service.</p> <p>Convene your team to identify and explore barriers that are hindering them from effectively and efficiently completing their work. Engage the team in implementing changes and alternatives developed by the group.</p> <p>Encourage the team approach to solve problems and develop new ideas. Let employees lead various efforts.</p> <p>Identify team members who are encountering performance problems or falling short of goals. Meet with them individually to identify root performance causes, brainstorm solutions, and offer assistance.</p> <p>Lead a team for a corporate project.</p> <p>Look at a current problem that you are avoiding. Write down what you find difficult and then ask someone to help you brainstorm possible solutions. Use the ideas to create a step-by-step plan to address the problem and then implement the plan.</p> <p>Manage a suggestion box for co-workers and customers to submit ideas on improving customer service.</p> <p>Participate in team meetings to share information on projects and progress, solicit board input and coordinate shared work processes</p> <p>Prioritize work and change those priorities as situations shift.</p> <p>Reengineer a process or procedure requiring coordination with external offices and/or customers.</p> <p>Serve as chairperson of a volunteer organization.</p> <p>Suggest problem-solving discussions where the discussion is free-flowing and spontaneous. Encourage all team members to participate. Decisions reached should incorporate members' input.</p> <p>Take a group of employees out of the building to learn about other business strategies and how they link operations to strategic goals.</p> <p>Take corrective action as needed, shift direction and redirect efforts when changes are implemented.</p> <p>Work cooperatively with others.</p> <p>Work with your co-workers to develop a formal communication plan to be sure that everyone has equal access to the needed information.</p>
Resilience	<p>Anticipate impending crises. The best leaders have the ability to look around corners and anticipate problems and impending crises. When you see a crisis headed your way, take some quick actions to end it and to minimize the damage.</p> <p>Be positive. Adopt a "can-do" attitude in meetings, particularly when your team encounters obstacles. Focus on identifying alternative solutions, rather than on the impediments you face.</p>

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Facilitate a training session on short notice.
Maintain productivity and a positive attitude while responding to multiple taskers with short suspense dates.
Project an optimistic attitude in the face of corrections to errors.
Stay composed, positive, civil and unflappable even in trying moments.
Use negative results from an organizational survey to make overdue changes and take appropriate action.
Work cooperatively with others.

Strategic Thinking

Anticipate impending crises. The best leaders have the ability to look around corners and anticipate problems and impending crises. When you see a crisis headed your way, take some quick actions to end it and to minimize the damage.
Communicate to your co-workers your interpretation of DLA's mission, vision, and strategy and how they relate to your office functions.
Conduct quarterly in-progress reviews to monitor unit's progress towards meeting the organization's strategic goals.
Develop a program action plan for implementation of organization's strategic goals.
From a higher level vision for change, formulate concrete actions for individual work projects.
Identify potential new markets and customers.
Keep your co-workers informed of new products, customers, initiatives, changes in mission, goals, etc. Look ahead and anticipate future opportunities for the work team.
Seek opportunities for assignments that require strategic planning, e.g., volunteer to serve on a planning team.
Serve on a strategic planning team.
Set technical direction and goals for work that aligns with DLA's Strategic Plan, Director's Guidance.

Teambuilding

Suggest bringing outside speakers to provide your office with a new set of strategic ideas.
Accept rotational assignments that foster your team building skills.
Be an active "organizational citizen" by volunteering for task forces or committees that may improve the work of your team.
Before any change takes place, meet with team members to explain the change and how it will affect them.
Communicate expectations, schedule work and coordinate efforts of all members to lead a project to completion.
Communicate vision to new staff. Similarly, consider providing information sessions for new employees to ensure that they are aligned with the direction of the organization from the very beginning.
Conduct cross training with team members to enhance the understanding of individual and team responsibilities and tasks.
Convene your team to identify and explore barriers that are hindering them from effectively and efficiently completing their work. Engage the team in implementing changes and alternatives developed by the group.
Demonstrate broad insights into emotional intelligence and skill in building and sustaining relationships.

Level 2

Develop/sponsor projects that utilize team members drawn from other areas of the organization to foster organizational commitment and cooperation.
Encourage a “continuous improvement” mindset where mistakes accompanying efforts to improve are openly discussed without fear of retribution. Discuss lessons learned with your team.
Encourage the team approach to solve problems and develop new ideas. Let employees lead various efforts.
Encourage your team to develop personally and professionally. Identify career opportunities, training programs, and developmental assignments that are available in your organization.
Give positive recognition to people soon after every suggestion is made. Acknowledge people for putting in suggestions, no matter what the quality of the suggestion might be.
Have regular meetings to foster teamwork.
Identify a peer or higher-level manager who is effective at teambuilding. Set up a meeting to talk about his or her techniques or methods.
If you have a dispersed workforce/team, develop and implement a plan to meet/talk with every team member and co-worker regularly to close the gap.
Lead a team for a corporate project.
Organize a brown bag lunch. Watch a short movie excerpt, lead a discussion on a topic, etc.
Participate in team meetings to share information on projects and progress, solicit board input and coordinate shared work processes
Participate on teams to solve real work issues and improve real work processes. Practice your skills in systematic methods, i.e., interactive skills, group decision making, and active listening.
Practice proactive information sharing. Suggest your co-workers offer information to others in your organization. Think of ways that your information/statistics/data can help others in your organization, and tell them.
Publicly credit others who have contributed and performed well..
Recognize accomplishments in a meeting environment.
Routinely and publicly thank others for their efforts. Acknowledge work done by others.
Serve as chairperson of a volunteer organization.
Serve on a cross-functional team.
Share information received in higher level staff meetings with team members to build trust and commitment.
Suggest and volunteer to lead ice-breakers and time-limited team building exercises at meetings.
Suggest occasional information gatherings away from the work place. Encourage co-workers to enjoy themselves and get to know one another at these meetings.
Support team decisions, be a good team player, be honest and responsible. Complete a fair share of the team's work.
Volunteer to sponsor new employees for the first 60 days.

Level 2

	Work with your co-workers to develop a formal communication plan to be sure that everyone has equal access to the needed information.
Technical Credibility	<p>Actively maintain high quality skills and cutting edge knowledge.</p> <p>Attend trade shows to gain knowledge about technology and competition.</p> <p>Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.</p> <p>Look for a new technology, procedure, or process that can increase your team's efficiency.</p> <p>Make a presentation at a knowledge-sharing event.</p> <p>Monitor current trends or events (for example, economic, political, social, agricultural, educational, or employment trends or events) and applies the information as appropriate.</p> <p>Participate in professional conferences to maintain functional expertise.</p> <p>Prepare a briefing for someone else to present.</p> <p>Publish articles in organizational newsletter on topics in field of expertise.</p> <p>Publish articles in professional journals to share knowledge in field of expertise.</p> <p>Volunteer to take responsibility for conducting a monthly team meeting to include scheduling the meeting, conference room, and developing the agenda and ultimately chair the meeting.</p> <p>Write papers (e.g. memos, letters, and fact sheets).</p>
Technology Management	<p>Actively work to understand the use of new technology to support enhanced delivery of services and programs.</p> <p>Attend technology fairs to gather information on how advances can be applied to the workplace.</p> <p>Collaborate with other components to identify requirements for new information management technology.</p> <p>Develop an informal recognition or appreciation process/system for use within your immediate work unit and between peers. Discuss this proposal with your supervisor for implementation.</p> <p>Use established automated information management systems to measure and improve organizational productivity.</p>
Vision	<p>Communicate to your co-workers your interpretation of DLA's mission, vision, and strategy and how they relate to your office functions.</p> <p>Communicate vision to new staff. Similarly, consider providing information sessions for new employees to ensure that they are aligned with the direction of the organization from the very beginning.</p> <p>Conduct Agency mission briefings at various internal forums such as new employee orientation or external forums.</p> <p>Discuss vision with your staff. Promote and engage in group discussion, brainstorming, and roundtable processes to help develop and maintain commitment to the vision of your own organization and that of DLA.</p> <p>From a higher level vision for change, formulate concrete actions for individual work projects.</p> <p>Routinely invite and involve direct reports in the unit planning process.</p>

Level 2

Written Communication

Seek opportunities for assignments that require strategic planning, e.g., volunteer to serve on a planning team.

Serve on a strategic planning team.

Understand and explain the major elements of the DLA Strategic Plan and Director's Guidance.

Write your leadership "creed" and discuss it with your manager and employees.

Create a library or reading list that includes leadership books, articles, other resources or Web sites to visit.

Develop a customer satisfaction survey.

Express thoughts in a clear and organized manner that accurately reflects the facts.

In meetings, take responsibility for taking meeting minutes or sending emails to update and remind team members of progress and next steps.

Keep your co-workers informed of new products, customers, initiatives, changes in mission, goals, etc. Look ahead and anticipate future opportunities for the work team.

Prepare a briefing for someone else to present.

Volunteer to take responsibility for conducting a monthly team meeting to include scheduling the meeting, conference room, and developing the agenda and ultimately chair the meeting.

Work with your co-workers to develop a formal communication plan to be sure that everyone has equal access to the needed information.

Write convincingly for different audiences.

Write papers (e.g. memos, letters, and fact sheets).

Write your leadership "creed" and discuss it with your manager and employees.