

Level 3	
Competency	Activity to Develop Competency
Accountability	Actively maintain high quality skills and cutting edge knowledge.
	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.
	Disperse power and decision-making authority in keeping with levels of responsibility and knowledge.
	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.
	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.
Use lessons learned to make program improvements.	
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 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.
	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 20 hours of annual leadership training.
	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 an open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.
	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.
	Keeps abreast of key organizational activities, policies, and priorities likely to affect operations or the program area.

Level 3	
Continual Learning	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.
	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.
	Promote an active and dynamic customer focus throughout the organization, through performance expectations and use of processes that are participative, interactive and proactive.
	Read professional journals to keep current on trends and developments.
	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.
	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.
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	Before any change takes place, meet with team members to explain the change and how it will affect them.
	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.
	Generate novel solutions to workforce problems by researching emerging industry practices.
	Identify potential new markets and customers.
	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 for a new technology, procedure, or process that can increase your team's efficiency.
	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.
	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.	
	Benchmark industry best practices in customer support.
	Brainstorm ideas with your team members on how to demonstrate a commitment to and improve customer service.
	Create liaisons to customers whose responsibility will be to constantly communicate customer needs, issues, and other feedback.
	Develop easy, user-friendly, electronic means for customers to provide regular feedback as to satisfaction.
	Discuss commitment to customer service in weekly staff meetings.

Level 3	
Customer Service	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.
	Participate in customer focus groups.
	Periodically have one of your team members interview critical customers on overall satisfaction or better ways to serve.
	Promote an active and dynamic customer focus throughout the organization, through performance expectations and use of processes that are participative, interactive and proactive.
	Regularly evaluate customer satisfaction levels to track improvements and to gauge any reactions to changes in performance throughout service delivery processes.
	Utilize climate/culture surveys to gauge the mindset of internal customers—what is important to them. Develop strategies to improve service to internal customers.
	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.
	Prioritize work and change those priorities as situations shift.
	Allow employees to volunteer for assignments and expand their positions.
	Assess employee performance to identify skills gaps.
	Assign different employees to lead teams.
	Assign your employees work on special projects that have high visibility. It helps them to interact with others and better understand the organization.
	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.
	Construct opportunities for team leaders you supervise to mentor new employees.
	Create an open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.
	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 a plan to alternate opportunities among your team, e.g., someone attends a meeting with you that normally would not.
	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.
	Disperse power and decision-making authority in keeping with levels of responsibility and knowledge.
	Encourage a “continuous improvement” mindset where mistakes accompanying efforts to improve are openly discussed without fear of retribution. Discuss lessons learned with your team.

Level 3

Developing Others	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 career opportunities, training programs, and developmental assignments that are available in your organization. Communicate this information to your co-workers.
	Develop and maintain a list of available resources accessible to each co-worker.
	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.
	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.
	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.
	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.
	Look for a new technology, procedure, or process that can increase your team's efficiency.
	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.
	Look for a new technology, procedure, or process that can increase your team's efficiency.

Level 3	
External Awareness	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.
	Utilize climate/culture surveys to gauge the mindset of internal customers—what is important to them. Develop strategies to improve service to internal customers.
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	Before any change takes place, meet with team members to explain the change and how it will affect them.
	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.
	Maintain an outcomes orientation and encourage flexible approaches to achieving these outcomes.
	Meet with your supervisor or employee to ensure a mutual understanding of the organizations goals and challenges. Communicate this understanding to your staff.
	Prioritize work and change those priorities as situations shift.
	Redistribute tasks to accommodate the temporary loss of an employee who will be absent for a period of time due to deployment, illness, or rotational assignment.
	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.
Take corrective action as needed, shift direction and redirect efforts when changes are implemented. Work cooperatively with others.	
	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.
	Develop short and long-term strategies to create a quality workplace designed to attract, acquire and retain quality talent.
	Ensure employee’s workload is evenly distributed so all can keep up with customer requests.
	Ensure that employee performance objectives are linked to the organization’s goals.

Level 3	
Human Capital Management	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.
	Gather and analyze data (e.g., recruitment data, technical health assessment data)
	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.
	Leverage investments in training and development to achieve agency results.
	Meet with employees throughout the year to evaluate organization's progress and performance
	Participate on a selection panel
	Participate on a selection panel. Learn about Behavioral Based Interviewing and assist your supervisor in developing interview questions.
	Recognize accomplishments in a meeting environment.
	Recruit and retain people of integrity, talent, commitment to service and diversity of perspective.
	Routinely assess the quality of the workplace environment and the culture.
	Work with employees individually or in a team to promote their professional development
Influencing/ Negotiating	Ask for the point of view of others whenever appropriate. Avoid working in isolation. The opinions of others can help you.
	Build key relationships with individuals in the field (for employees stationed at headquarters) by working on an activity related to a critical part of an organization's business
	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.
	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.
	Routinely assess the quality of the workplace environment and the culture.
	Seek mentoring from a successful SES member who works in a complex organization to understand key relationships and how to maintain them
	Work on a project that involves a small focused project area with few external stakeholders or participants
	Work on a project with external stakeholders and customers within the government
	Work on an internal group or project within own organization
Integrity/ Honesty	Work on task force of groups of members from more than four organizations (broad-based work within an organization)
	Work on task force or with group of members or interests of two to four organizations (all organizations are aligned in the same way)
	Create an open door policy to foster a culture in which employees feel comfortable seeking advice on work that may have ethical implications or consequences.
	Create an organizational culture that fosters high standards of ethics, service and honor.
	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.	
Share experiences and "lessons learned" in confronting unethical dilemmas to inspire integrity in others.	

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	Talk to your team members about their values. Discuss how they differ from yours and the organization and how they are similar.
Interpersonal Skills	Ask for the point of view of others whenever appropriate. Avoid working in isolation. The opinions of others can help you.
	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.
	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.
	Disperse power and decision-making authority in keeping with levels of responsibility and knowledge.
	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.
	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.
	Participate in negotiation and conflict resolution processes at work or in community organizations.
	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.
	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.
	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.
	Understand and utilize the effectiveness of "management by walking around" as a communication strategy.
	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.	

Level 3	
Joint Perspective	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.
	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 of the DLA organization (staff directorates, PLFAs, etc.)
	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.
Leveraging Diversity	Arrange reasonable accommodation to individual differences to ensure the full potential of different persons (including those with disabilities).
	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.
	Seek ideas and suggestions from people with perspectives or backgrounds different from your own and incorporate them in your plans.
	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.
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 Communication	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.
	Express thoughts in a clear and organized manner that accurately reflects the facts.
	Facilitate organization off-site meeting to foster open discussion among employees.
	Learn about Situational Leadership and coaching techniques. Practice these skills when interacting with your co-workers.
	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.	

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	<p>Persuade and inspire others by making clear and convincing presentations to a wide range of audiences.</p> <p>Seek feedback on projects or assignments on a regular basis to avoid miscommunication and misunderstanding.</p> <p>Understand and utilize the effectiveness of "management by walking around" as a communication strategy.</p>
Partnering	<p>Build and use effective networks to obtain resources.</p> <p>Build positive relationships throughout the immediate workgroup and with key members of other workgroups.</p> <p>Collaborate with other components to identify requirements for new information management technology.</p> <p>Collaborate with others, sharing plans, information and resources.</p> <p>Create liaisons to customers whose responsibility will be to constantly communicate customer needs, issues, and other feedback.</p> <p>Develop professional relationships with colleagues inside and outside of the organization.</p> <p>Maintain network of DoD colleagues in the same technical field to share lessons learned.</p> <p>Prior to discussing a high-conflict problem, express your desire for a solution that is amenable to all parties.</p> <p>Visit with your customers. Sit in and listen to their views.</p> <p>Work on a project with external stakeholders and customers within the government</p>
Political Savvy	<p>Establish network of internal and external contacts from among a wide array of constituents to gather and leverage information.</p> <p>Exercise political compromise to disagree diplomatically while continuing to get the job done in collaboration with others</p> <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> <p>Propose and draft legislation in headquarters level policy office</p> <p>Seek mentoring from a successful SES member who works in a complex organization to understand key relationships and how to maintain them</p>
Problem Solving	<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>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>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>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>
Public Service Motivation	<p>Align organizational objectives and practices with public interests.</p> <p>Create an organizational culture that fosters high standards of ethics, service and honor.</p> <p>Demonstrate loyalty to the Government and citizens of the US by fulfilling the highest obligations of service.</p> <p>Recognize employees for their contributions and commitment to public service by articulating how the contributions link to public interest.</p>

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	Take personal responsibility for dealing with and/or correcting customer service issues and concerns; be efficient and responsive.
	Understand and communicate public service implications of projects.
Resilience	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.
	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.
	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.
	Build your annual goals and objectives around your Agency's strategic plan. Make sure they are realistic.
	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.
	Identify potential new markets and customers.
	Seek opportunities for assignments that require strategic planning, e.g., volunteer to serve on a planning team.
	Set technical direction and goals for work that aligns with DLA's Strategic Plan, Director's Guidance.
Tie projects to the Strategic Management Plan.	
	Before any change takes place, meet with team members to explain the change and how it will affect them.
	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.
	Demonstrate broad insights into emotional intelligence and skill in building and sustaining relationships.
	Develop a plan to alternate opportunities among your team, e.g., someone attends a meeting with you that normally would not.
	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.

Level 3	
Teambuilding	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.
	Organize a brown bag lunch. Watch a short movie excerpt, lead a discussion on a topic, etc.
	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.
	Share information received in higher level staff meetings with team members to build trust and commitment.
	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.
	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.	
Technical Credibility	Actively work to understand the use of new technology to support enhanced delivery of services and programs.
	Attend technology fairs to gather information on how advances can be applied to the workplace.
	Collaborate with other components to identify requirements for new information management technology.
	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 dissemination of IT policies and procedures to staff
	Link IT investment decisions to strategic objectives and business plans.
	Participate in joint technology development programs and joint technology demonstrations
	Provide input in the development of and determination of requirements for changing or new corporate systems
Use established automated information management systems to measure and improve organizational productivity.	
Technology Management	Actively work to understand the use of new technology to support enhanced delivery of services and programs.
	Attend technology fairs to gather information on how advances can be applied to the workplace.
	Collaborate with other components to identify requirements for new information management technology.
	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 dissemination of IT policies and procedures to staff
	Link IT investment decisions to strategic objectives and business plans.
	Participate in joint technology development programs and joint technology demonstrations

Level 3	
	Provide input in the development of and determination of requirements for changing or new corporate systems
	Use established automated information management systems to measure and improve organizational productivity.
Vision	Communicate to your co-workers your interpretation of DLA's mission, vision, and strategy and how they relate to your office functions.
	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.
	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.
	Routinely invite and involve direct reports in the unit planning process.
	Seek opportunities for assignments that require strategic planning, e.g., volunteer to serve on a 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.
Written Communication	Express thoughts in a clear and organized manner that accurately reflects the facts.
	Write convincingly for different audiences.
	Write your leadership "creed" and discuss it with your manager and employees.