



Moving Ahead in the Federal Government

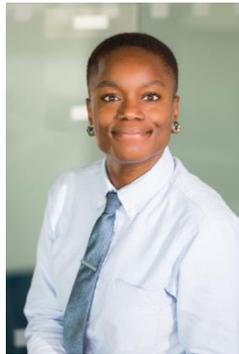
Charting Your Leadership Development

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Agenda

- Executive Core Qualifications (ECQs)
- Assessing Your Leadership Needs
- Leadership Development Opportunities
- Chart Your Course



Take Control of Your Leadership Development



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...Government needs executives who can provide strategic leadership and whose commitment to public policy and administration transcends their commitment to a specific agency mission or an individual profession... SES Corporate Culture Guide to Senior Executive Service Qualifications



Executive Core Qualifications

Leading
Change

Leading
People

Results
Driven

Business
Acumen

Building
Coalitions



Six Fundamental Competencies

- Interpersonal Skills
- Oral Communication
- Integrity/Honesty
- Written Communication
- Continual Learning
- Public Service Motivation



ECQs & Leadership Competencies

Leading Change

- Creativity and Innovation
- External Awareness
- Flexibility
- Resilience
- Strategic Thinking
- Vision

Leading People

- Conflict Management
- Leveraging Diversity
- Developing Others
- Team Building

Results Driven

- Accountability
- Customer Service
- Decisiveness
- Entrepreneurship
- Problem Solving
- Technical Credibility



ECQs & Leadership Competencies

Business Acumen

- Financial Management
- Human Capital Management
- Technology Management

Building Coalitions

- Partnering
- Political Savvy
- Influencing/
Negotiating



ECQs: Not Limited to SES Development

- Valuable tool for non SES positions
 - aspiring leader
 - team leader
 - supervisory
 - managerial
 - non SES executive positions
- Your potential to lead; not technical skills
- Proficiency driven



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You need to develop the relationships, both above, sideways and below to help you throughout each and everything that you choose to do, no one can do it alone. Lisa Blumerman, U.S. Census Bureau’s Associate Director for the Decennial Census Programs



Assessments

Formal

- Development programs
- 360 degree leadership assessment
- Myers–Briggs Type Indicator
- TKI conflict assessment
- Clifton Strengths Assessment
- DiSC Assessment
- OPM Federal Supervisory & Managerial Training Frameworks
- Performance Review

Semi Formal

- Coaching
- Mentor
- Customers
- Peers (truth-tellers)
- Networks (family, personal, and professional)
- Organizational review (strategic plans and initiatives)
- ECQ competency and proficiency self-analysis



Leadership Competencies Proficiency Levels

Level 1 Awareness

Applies the competency in the **simplest** situations

Requires **close and extensive** guidance

Level 2 Basic

Applies the competency in **somewhat difficult** situations

Requires **frequent** guidance

Level 3 Intermediate

Applies competency in **difficult** situations

Requires **occasional** guidance

Level 4 Advanced

Applies competency in **considerably difficult** situations

Generally requires **little or no** guidance

Level 5 Expert

Applies competency in **exceptionally difficult** situations

Serves as a **key resource and advises others**



Executive Core Qualifications (ECQs)

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions
This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously-changing environment.	This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.	This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.	This core qualification involves the ability to manage human, financial, and information resources strategically.	This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Supporting Competencies

<ul style="list-style-type: none"> • Creativity and Innovation • External Awareness • Flexibility • Resilience • Strategic Thinking • Vision 	<ul style="list-style-type: none"> • Conflict Management • Leveraging Diversity • Developing Others • Team Building 	<ul style="list-style-type: none"> • Accountability • Customer Service • Decisiveness • Entrepreneurship • Problem Solving • Technical Credibility 	<ul style="list-style-type: none"> • Financial Management • Human Capital Management • Technology Management 	<ul style="list-style-type: none"> • Partnering • Political Savvy • Influencing/ Negotiating
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Proficiency Levels

Level 1— Awareness	Level 2—Basic	Level 3—Intermediate	Level 4—Advanced	Level 5—Expert
<ul style="list-style-type: none"> • Applies the competency in the simplest situations • Requires close and extensive guidance 	<ul style="list-style-type: none"> • Applies the competency in somewhat difficult situations • Requires frequent guidance 	<ul style="list-style-type: none"> • Applies competency in difficult situations • Requires occasional guidance 	<ul style="list-style-type: none"> • Applies competency in considerably difficult situations • Generally requires little or no guidance 	<ul style="list-style-type: none"> • Applies competency in exceptionally difficult situations • Serves as a key resource and advises others



ECQ Competency and Proficiency Self-Analysis

1. Select an ECQ
2. Assess and evaluate your experience with the selected ECQ
3. Align your experience with proficiency level
4. Identify opportunities (detail, project, volunteerism) to increase ECQ difficulty with minimal guidance
5. Identify opportunities (shadow, training, coaching) to strengthen ECQ specific competencies



ECQ Self-Analysis

Leading Change

1. What was my organizational vision?
2. What initiative did I take to transcend my vision into action?
3. Did I strategically initiate and implement transformational change?
4. How did I respond to unexpected changes, obstacles, and internal/external pressures?
5. Did my vision achieve measurable results and what was the impact?

Leading People

1. What is the largest staff I have led?
2. Was I leading versus managing?
3. How did I lead my team through challenges?
4. How did I motivate staff to set and achieve goals?
5. How did I deal with conflicts?
6. How did I leverage team diversity (age, culture, race, skills, views)?



ECQ Self-Analysis

Results Driven

1. How did priorities and objectives I set lead to high quality/quantity results?
2. How did I address the needs of customers and stakeholders (internal and external)?
3. How did my decisions and actions impact results?
4. Did I identify problems and implement solutions that resulted in improving services?

Business Acumen

1. What is my experience creating and administering budgets and resources?
2. What was the size of budget and resources I managed?
3. How did I procure and utilize resources?
4. How did I utilize technology to create or improve programs?

ECQ Self-Analysis

Building Coalitions

1. What groups/networks (internal and external) did I partner with to achieve a goal?
2. How did I bring groups together? What challenges did I face doing that?
3. What did I do to build coalitions?





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If four of five people get together to solve a problem, the solution is more sustainable, because it's been vetted....Challenges don't block me, they make me...Where there's a problem, there's innovation. Pamela K. Isom, Executive Director of the Office of Application Engineering and Development, U.S. Patent and Trademark Office



Leadership Development Opportunities

Your Agency

- ✓ Formal leadership development program
- ✓ Human Resources
- ✓ Courses
- ✓ Mentorship
- ✓ Details
- ✓ Special projects
- ✓ Taskforce or working group
- ✓ Strategic initiatives
- ✓ Problem solving
- ✓ Improving efficiency

External

- ✓ Greater Kansas City Federal Executive Board (FEB)
- ✓ Open Opportunities
- ✓ Local boards
- ✓ Professional associations
- ✓ Leadership certifications
- ✓ Workshops
- ✓ Volunteerism
- ✓ Details



Leadership Development Opportunities

Details

- With or without promotion
- Reimbursable
- Non reimbursable
- Part-time or collateral
- Project based
- Networking
- Internal or external

Professional Associations

- Networking
- Mentoring
- Professional development
- Training
- Some with Federal agency support
- Federal listservs



*Open
Opportunities*

openopps.usajobs.gov

- Government wide professional development opportunities
- Employee and agency benefits
- Flexible time commitments
- Virtual opportunities
- Linked to ECQs
- Cross sector networking, collaboration, and knowledge



Greater Kansas City

Federal Executive
Board (FEB)

kansascity.feb.gov

- *Inter-Agency Mentoring Program*
- *Presidents Management Council's Interagency Rotation Program*
- *Federal Emerging Leaders Development (FELD) program*
- Serve on FEB committees
- FY training events
- Academic partnerships
- Cross sector networking



Networking

Networking Is

- Finding your community
- Developing long-term relationships
- Making introductions
- Looking for opportunities in new places
- Being thoughtful about which events to attend
- Being sincere to those you meet
- Remembering names and details about others

Networking Is Not

- Finding someone with influence to pull strings
- Using others to get what you want
- Attending every single event possible
- Forcing someone to meet with you and help
- Providing false information about yourself
- Coming across as insincere or uninterested



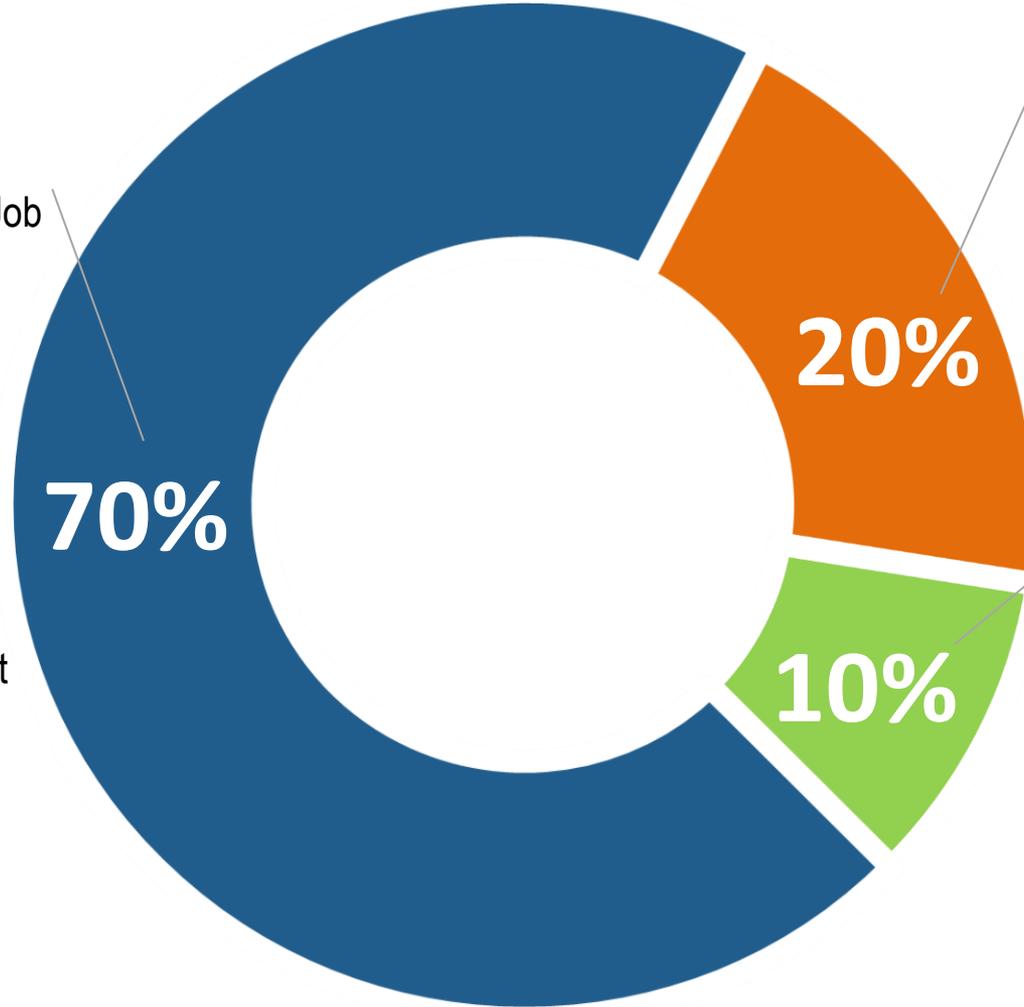
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...I have had many people to inspire and guide me along the way – some men, some women...everyone must find their own path in their own way...jump in with both feet, learn the power of saying “yes,” and do not be afraid to head into the unknown...Sharon A. Tosi Lacey, Ph.D., Chief Historian, U.S. Census Bureau



Experiential Learning

- Challenging on the Job Assignments
- Job Rotation
- Mentoring Others
- Project Teams
- Task Forces
- Committee Chair
- Board Position
- Organization Improvement Project



Social Learning

- Networks
- Coaching
- Mentoring
- Community
- Feedback
- Visibility
- Teams

Formal Learning

- Instructor Led
- E-Learning
- Academic Education
- Leadership Program
- Professional Associations
- Professional Certification
- Self Study Program

Learning & Development Model



Individual Development Plan (IDP)

Pre Planning

- Review assessment results and current career path

Meet with Supervisor

- Discuss strengths, development, goals, work requirements, opportunities

Prepare Plan

- Set SMART goals, align learning and development activities with goals

Implement

- Complete identified development and learning activities

Evaluate Outcomes

- With supervisor, determine goals achieved and identify gaps



“

Challenges don't block me, they make me...

Pamela K. Isom, Executive Director of the Office of Application Engineering and Development, United States Patent and Trademark Office



How will you take control of your leadership development?



Resources

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