

DoD Civilian Leader Development Continuum

DEPARTMENT OF DEFENSE



Defense Civilian Personnel Advisory Service

*Deliberate development through progressive learning opportunities
(education, training, self-development, assignments)
that broaden experience and increase responsibility.*

Vision
External Awareness
Strategic Thinking
Political Savvy
Systems Thinking

Lead the Institution

Financial Management
Innovation
Partnering

**Lead Organizations/
Programs**

Human Capital Management
Diversity, Equity, Inclusion & Accessibility
Managing Conflict
Developing Others

Lead People

Team Building
Accountability
Decisiveness
Influencing

Lead Teams/Projects

Agility
Ethical Behavior
Resilience

Lifelong Learning
Interpersonal Skills
Service Motivated

Problem Solving
Digital Fluency
Communication

Lead Self

DoD Civilian Leader Development Framework

Leading Change	Leading People	Results Driven	Business Acumen	Building Coalitions	Enterprise-Wide Perspective
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Definitions

<p>This core competency involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to the competency is the ability to establish an organizational vision and to implement it in a continuously changing and highly ambiguous environment. Balances change with continuity and addresses resistance</p>	<p>This core competency involves the ability to lead and inspire a multi-sector group [not only employees, (civilian and military) but also other government agency personnel at the Federal, State and local levels, as well as contractors and grantees] toward meeting the organization's vision, mission, and goals. Inherent to this competency is the ability to provide an inclusive workplace that foster the motivation and development of others, facilitates effective delegation, empowerment, personal sacrifice, and risk for the good of the mission, as well as trust, confidence, cooperation and teamwork, and supports constructive resolution of conflicts.</p>	<p>This core competency involves the ability to meet organizational goals and customer expectations. Inherent to this competency is stewardship of resources, the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.</p>	<p>This core competency involves the ability to manage human, financial, and information resources strategically. Inherent to the competency is the ability to devise solutions with an understanding of how to impact business results by making connections between actions and/or performance and organization goals and results, as well as external pressure points.</p>	<p>This core competency involves the ability to build coalitions internally and within other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or other international organizations to achieve common goals.</p>	<p>This core competency involves the ability to synthesize broad points of view with an understanding of individual and organizational responsibilities in relation to the DoD mission and National Security priorities, in order to foster vertical and horizontal integration of information and collaboration across organizational, joint, interagency, and global partners. This perspective is cultivated by experience and education in the mission, culture, and corporate structures of both DoD and stakeholder organizations.</p>
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Competencies

Innovation	Managing Conflict	Accountability	Financial Management	Political Savvy	External Awareness
Strategic Thinking	Developing Others	Decisiveness	Human Capital Management	Influencing	Systems Thinking
Vision	Team Building	Problem Solving	Digital Fluency	Partnering	
	Communication				
	Interpersonal Skills				

Fundamental Competencies

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

- Agility
- Resilience
- Life-long Learning
- Service Motivated
- Ethical Behavior
- Diversity, Equity, Inclusion & Accessibility