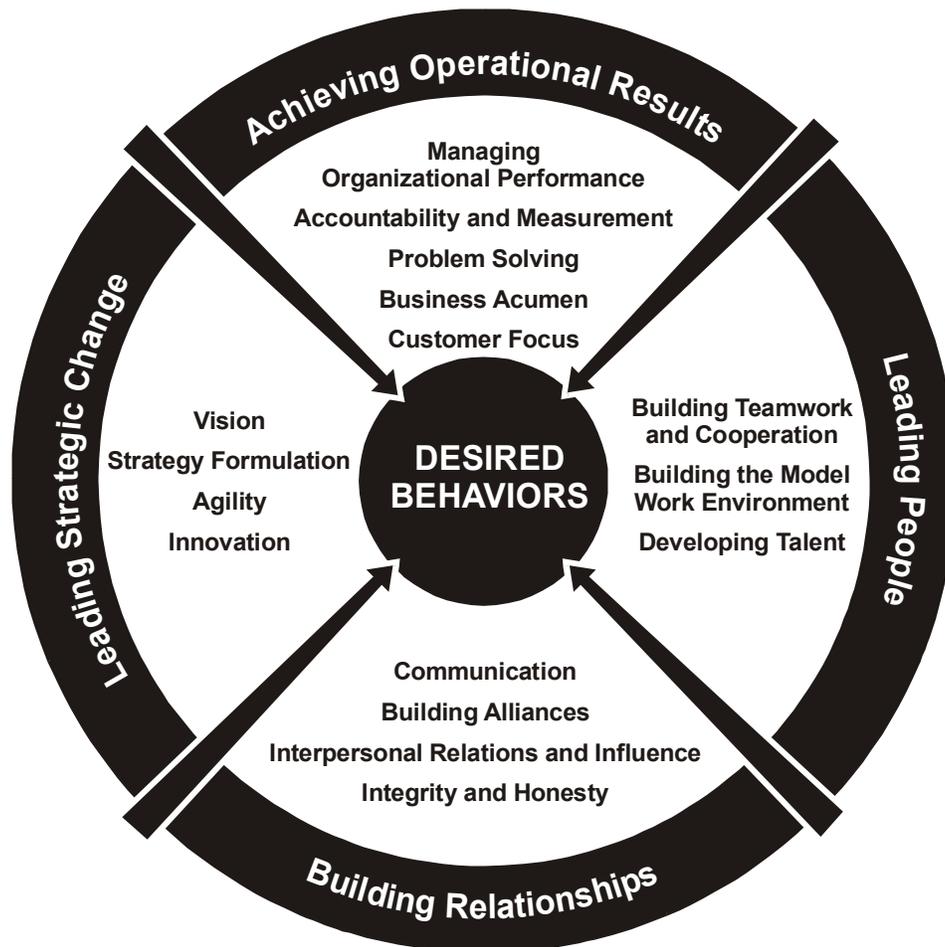


# Executive Leadership Competency Assessment



The Executive Leadership Competency Assessment features four overall **Areas** (as shown in outer circle) which group specific **leadership competencies** (as listed in interior circle) that represent the major challenges facing FAA managers. The competencies include an associated set of desired **behaviors** (as shown in center) that demonstrate that skill.

# Executive Leadership Competency Assessment

Areas of Success	Competency
<p><b>Achieving Operational Results</b></p> <p>Assesses understanding of organizational performance objectives; takes responsibility for the achievement of performance objectives; resolves problems; understands the principals of financial and resource management; and gains cooperation to meet goals.</p>	<ul style="list-style-type: none"> <li>■ Accountability and Measurement</li> <li>■ Business Acumen</li> <li>■ Customer Focus</li> <li>■ Managing Organizational Performance</li> <li>■ Problem Solving</li> </ul>
<p><b>Leading People</b></p> <p>Involves the ability to direct, motivate, develop and coordinate the activities of others; gain respect and confidence; and provide guidance to help them make decisions in difficult or ambiguous situations. Also involved is the ability to coach teams and work effectively with people in a multicultural work environment.</p>	<ul style="list-style-type: none"> <li>■ Building Model Work Environment</li> <li>■ Building Teamwork and Cooperation</li> <li>■ Developing Talent</li> </ul>
<p><b>Building Relationships</b></p> <p>Involves the ability to explain, advocate and express facts and ideas in a convincing manner in order to communicate with individuals and groups. It also involves the ability to deal with the internal and external politics and the media that impact work. Demonstrates the ability to collaborate or build alliances with others to achieve results.</p>	<ul style="list-style-type: none"> <li>■ Building Alliances</li> <li>■ Communication</li> <li>■ Integrity and Honesty</li> <li>■ Interpersonal Relations and Influence</li> </ul>
<p><b>Leading Strategic Change</b></p> <p>Ability to think strategically and develop and use strategic planning as a foundation to meet organizational goals. Key factors in meeting those goals are: vision, systems thinking, the ability to keep an open mind, take calculated risks, act as a catalyst, use innovative ideas, and keep a positive attitude during uncertain times.</p>	<ul style="list-style-type: none"> <li>■ Agility</li> <li>■ Innovation</li> <li>■ Strategy Formulation</li> <li>■ Vision</li> </ul>

## **Achieving Operational Results**

Assesses understanding of organizational performance objectives; takes responsibility for the achievement of performance objectives; resolves problems; understands the principals of financial and resource management; and gains cooperation to meet goals.

### **Accountability and Measurement - 5 items**

1. Takes responsibility for achievement of established performance objectives.
2. Establishes accountability for achieving objectives.
3. Uses accepted procedures to monitor progress and identify problem areas.
4. Reaches agreement with other executives on common goals and mutual accountability.
5. Evaluates organizational successes and failures and applies lessons learned.

### **Business Acumen - 6 items**

1. Uses business analysis skills to justify resource requirements (e.g. cost-effectiveness and return on investment).
2. Works collaboratively to fund the right priorities for the organization to achieve FAA goals (e.g. business and aviation safety objectives).
3. Aligns available resources with strategic business objectives.
4. Makes appropriate people and budget adjustments to achieve organizational long-term objectives.
5. Allocates and manages human, financial, and material resources effectively.
6. Tracks costs of doing business.

### **Customer Focus - 5 items**

1. Actively seeks customers' feedback and suggestions regarding organizational performance.
2. Uses customers' feedback and suggestions to enhance organization's effectiveness.
3. Shares information and ideas with customers.
4. Plans for and adapts to customer's changing situations and requirements.
5. Recognizes the needs and constraints of customers and other stakeholders (e.g. politics, market, and economic factors).

### **Managing Organizational Performance - 6 items**

1. Sets key individual and organizational performance objectives.
2. Effectively addresses individual and organizational performance issues.
3. Adjusts the way work is performed to meet changing conditions and demands.
4. Instills a sense of individual responsibility, importance, and pride for organizational performance.
5. Takes corrective actions to ensure that critical programs meet budget and schedule requirements.
6. Adopts new management procedures and available technology to improve quality and productivity.

### **Problem Solving - 8 items**

1. Provides clear direction but gives space for initiative and creativity.
2. Resolves organizational factors that impede success.
3. Anticipates the impact and consequences of decisions.
4. Recognizes and takes into account that managing involves a variety of complex factors.
5. Engages affected parties (stakeholders) in making critical decisions.
6. Makes tough decisions.
7. Seeks win-win solutions in the face of multiple viewpoints.
8. Helps resolve problems beyond own function that affect overall organizational performance.

## Leading People

Involves the ability to direct, motivate, develop and coordinate the activities of others; gain respect and confidence; and provide guidance to help them make decisions in difficult or ambiguous situations. Also involved is the ability to coach teams and work effectively with people in a multicultural work environment.

### Building the Model Work Environment - 6 items

1. Creates an environment in which people thrive and accomplish their best.
2. Recognizes and rewards high performance.
3. Encourages people to take pride in their work.
4. Manages people effectively in a multicultural work environment.
5. Prevents or eliminates discrimination and harassment.
6. Understands and responds to the differing needs of people.

### Building Teamwork and Cooperation - 7 items

1. Uses teamwork effectively to achieve business results.
2. Capitalizes on diversity of talent to enhance team performance.
3. Encourages differing opinions to be expressed and respected.
4. Coaches teams toward goal achievement.
5. Equips teams with resources to accomplish objectives.
6. Anticipates barriers and resistance to change and looks for solutions.
7. Works effectively across functions and cultures (facility, office, or organization).

### Developing Talent - 5 items

1. Provides constructive feedback to employees to facilitate their development.
2. Coaches, mentors, and guides development of employees.
3. Plans for the development and deployment of talent (e.g. new equipment/procedures, turnover, organizational requirements).
4. Focuses training and development investments on defined operational priorities.
5. Makes duty assignments to provide developmental opportunities (e.g. details).

## **Building Relationships**

Involves the ability to explain, advocate, and express facts and ideas in a convincing manner in order to communicate with individuals and groups. It also involves the ability to deal with the internal and external politics and the media that impact work. Demonstrates the ability to collaborate or build alliances with others to achieve results.

### **Building Alliances - 5 items**

1. Represents FAA and organizational positions effectively to stakeholders.
2. Understands the organization's impact on stakeholders.
3. Fosters networks, alliances, and other business relationships.
4. Recognizes and develops common ground among a wide range of organizational stakeholders (e.g. other business unites, labor, industry, public, international, other government entities).
5. Builds and maintains external stakeholders trust and confidence.

### **Communication - 6 items**

1. Communicates openly and honestly.
2. Listens effectively and communicates understanding.
3. Effectively interprets intent, influence, and non-verbal elements of communications.
4. Fosters open communication and exchange of ideas and knowledge throughout the organization.
5. Tailors communication style to fit different groups and circumstances.
6. Facilitates lateral communication.

### **Integrity and Honesty - 7 items**

1. Acknowledges personal failures as well as achievements.
2. Leads with consistency, dignity, compassion, and integrity.
3. Demonstrates and fosters high standards and ethical behavior.
4. Fulfills commitments.
5. Stands behind decisions.
6. Presents viewpoints with courage and conviction.
7. Models commitment to public service and the mission of the FAA.

### **Interpersonal Relations and Influence - 6 items**

1. Builds and sustains commitment to decisions.
2. Collaborates with others to achieve results.
3. Helps build consensus.
4. Consistently treats others with respect.
5. Builds rapport with other managers.
6. Handles emotionally charged or controversial issues responsibly.

## Leading Strategic Change

Ability to think strategically and develop and use strategic planning as a foundation to meet organizational goals. Key factors in meeting those goals are: vision, systems thinking, the ability to keep an open mind, take calculated risks, act as a catalyst, use innovative ideas, and keep a positive attitude during uncertain times.

### Agility - 7 items

1. Works effectively under pressure (e.g. flexible, adaptable, resilient).
2. Changes viewpoints, behavior, and work methods in response to new information.
3. Copes with complex or ambiguous situations.
4. Demonstrates a "can-do" attitude to achieving results.
5. Recovers quickly from setbacks.
6. Pursues self-development based on feedback.
7. Learns from experience (failures and successes).

### Innovation - 7 items

1. Acts as a leader for operational or organizational change.
2. Models creative thinking and innovation.
3. Challenges the status quo (seeks better efficiency, effectiveness).
4. Helps others build realistic expectations toward organizational change.
5. Enables implementation of new ideas and innovative approaches.
6. Supports and rewards individuals who take responsible risks.
7. Champions implementation of new systems and technology.

### Strategy Formulation - 5 items

1. Balances a long-term view of mission and purpose with short-term requirements.
2. Determines objectives and sets priorities.
3. Identifies immediate and longer range objectives.
4. Analyzes the potential effects of different options and determines appropriate course of action.
5. Plans for changing trends that can affect operations.

### Vision - 6 items

1. Builds or supports a shared vision with others across the organization.
2. Communicates organizational direction and priorities clearly.
3. Anticipates political, economic, international, technological, and industry changes that will impact the mission.
4. Looks for trends to determine how the organization will change in the future.
5. Articulates the connection between the efforts of employees and the mission of the agency.
6. Engages others in translating vision into action.