

# A Guide to Writing an Executive Development Plan (EDP)

Office of Continuous Learning and Career Management  
U.S. Department of Labor



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## Overview

An Executive Development Plan (EDP) is a blueprint for all short-term and long-term developmental activities that strengthen your executive and managerial performance. An EDP is more than a list of training activities. It should engage you professionally, reflect your commitment to public service, and demonstrate your commitment to lifelong learning. EDP activities should also give you a broader perspective in the Department, as well as Government-wide, and assist you in meeting the Department of Labor's need for leadership, managerial improvement, and organizational results.

As a DOL manager or executive, you should create an EDP that supports the characteristics of an elite DOL SES corps member: being even keeled, having good listening skills, and the ability to problem solve effectively. Your EDP should also strengthen your expertise in information, technology and systems management, public policy, human resources management, ethics, and budget and financial management.

This guide includes:

- 1) [Types of Developmental and Learning Activities](#)
- 2) [Steps for Writing an Executive Development Plan \(EDP\)](#)
- 3) [Summary of the Executive Core Qualifications \(ECQs\) and Related Leadership Competencies](#)
- 4) [Executive Development Resources](#)
- 5) [A Sample Executive Development Plan](#)
- 6) [External Training Opportunities and Books Cross-Walked to the ECQ Leadership Competencies](#)

Although this guide includes a variety of EDP resources that may be relevant to your development, it is by no means exhaustive or meant to endorse a specific program or organization. Training and associated costs are subject to agency budget and approval. You are encouraged to explore developmental activities carefully to ensure they meet your professional and developmental needs.

Remember that your EDP is a living document. Your plan should be reviewed and updated regularly, at least annually, to ensure it is relevant and incorporates new training and learning opportunities that become available.

**Questions about creating your EDP?** Please contact Mark Edwards, Program Manager for Executive Development, at [edwards.mark@dol.gov](mailto:edwards.mark@dol.gov) or 202-693-7638.

## Types of Developmental and Learning Activities

An EDP can consist of:

**Formal Training:** This includes classroom-based or e-learning courses, seminars, educational programs, and certification programs.

**Informal Training:** Any learning activity that is not covered under formal training such as:

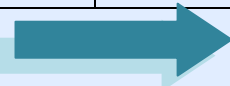
- ✓ Details
- ✓ Rotational Assignments
- ✓ Special Projects/Action Learning
- ✓ Task Forces
- ✓ Inter/Intra-Agency Initiatives
- ✓ Supplemental Readings
- ✓ Speaker Forums
- ✓ Conferences and Roundtables
- ✓ Peer Coaching and Leadership Circles

Remember: Informal training activities are not only cost-effective alternatives to formal training, but can effectively serve as the core developmental activities on your EDP.

## Steps for Writing an Executive Development Plan (EDP)

An EDP template is available on LaborNet: <http://labornet.dol.gov/forms/DL1-6071.pdf>

<p><b>Step 1.</b> <b>Understand where you are</b></p>	<ul style="list-style-type: none"> <li>▪ Consider the skills and knowledge (see the <a href="#">Summary of the Executive Core Qualifications</a>) that will enhance your performance:             <ul style="list-style-type: none"> <li>✓ Include areas for improvement.</li> <li>✓ Consider strengths you want to further develop.</li> <li>✓ Think about direct or indirect feedback you have received that will help guide your development. If you recently completed a 360 Degree Assessment, review those results.</li> </ul> </li> </ul> <p style="text-align: center;"><b><i>Be honest. Be clear. Be practical. Challenge yourself.</i></b></p>
<p><b>Step 2.</b> <b>Use the EDP format* to:</b></p> <p>a) Identify developmental objectives.</p> <p>b) Create an action plan that includes specific activities, costs, and dates.</p> <p><small>*See the attached sample EDP. An EDP template is available on LaborNet: <a href="http://labornet.dol.gov/forms/DL1-6071.pdf">http://labornet.dol.gov/forms/DL1-6071.pdf</a></small></p>	<ul style="list-style-type: none"> <li>▪ Create developmental objectives that are connected to the Department’s mission and strategic goals. Effective EDPs are <b>S.M.A.R.T.:</b> <ul style="list-style-type: none"> <li>✓ <b>S</b>pecific – Make your EDP clear enough so that you and others can understand and conceptualize the objectives.</li> <li>✓ <b>M</b>easurable – Objectives do not have to be measured numerically, but completion (or effort towards completion) should be easily observable.</li> <li>✓ <b>A</b>chievable – Create an EDP that stretches you, but is realistic enough to be achieved.</li> <li>✓ <b>R</b>elevant – Align developmental objectives with your professional and career goals. EDPs need to enhance specific skills and make you more effective as a manager or executive.</li> <li>✓ <b>T</b>ime Bound – Set a specific, yet realistic, time frame that will drive completion.</li> </ul> </li> </ul>
<p><b>Step 3.</b> <b>Review with your supervisor</b></p>	<ul style="list-style-type: none"> <li>▪ Review your EDP with your supervisor and solicit their feedback. Work with your supervisor to ensure your objectives align with the organization’s priorities and brainstorm about possible developmental activities. Once you have incorporated their feedback into your EDP, have your supervisor sign off on the plan.</li> </ul>
<p><b>Step 4.</b> <b>Implement your EDP</b></p>	<ul style="list-style-type: none"> <li>▪ Keep your EDP in an accessible place and periodically review the plan to ensure it is meeting your developmental needs.</li> </ul>

EDP  Your roadmap to the future

# Summary of the Executive Core Qualifications (ECQs) and Related Leadership Competencies

## **FUNDAMENTAL COMPETENCIES**

These competencies are the foundation for success in each of the Executive Core Qualifications.

**Interpersonal Skills** – Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

**Oral Communication** – Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

**Integrity/Honesty** – Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions; models high standards of ethics.

**Written Communication** – Writes in a clear, concise, organized, and convincing manner for the intended audience.

**Continual Learning** – Assesses and recognizes own strengths and weaknesses; pursues self-development.

**Public Service Motivation** – Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

## **ECQ #1: LEADING CHANGE**

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.

**Creativity and Innovation** – Develops new insights into situations; questions conventional approaches; encourages new ideas and innovation; designs and implements new or cutting-edge programs/processes.

**External Awareness** – Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

**Flexibility** – Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

**Resilience** – Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

**Strategic Thinking** – Formulates objectives and priorities, and implements plans consistent with long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

**Vision** – Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

## **ECQ #2: LEADING PEOPLE**

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.

**Conflict Management** – Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

**Leveraging Diversity** – Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

**Developing Others** – Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

**Team Building** – Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

### **ECQ #3: RESULTS DRIVEN**

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.

**Accountability** – Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

**Customer Service** – Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

**Decisiveness** – Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

**Entrepreneurship** – Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

**Problem Solving** – Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

**Technical Credibility** – Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

### **ECQ #4: BUSINESS ACUMEN**

This core qualification involves the ability to manage human, financial, and information resources strategically.

**Financial Management** – Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

**Human Capital Management** – Builds and manages the workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

**Technology Management** – Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

### **ECQ #5: BUILDING COALITIONS**

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.

**Partnering** – Develops networks and builds alliances, collaborates across boundaries to build strategic relationships and achieve common goals.

**Political Savvy** – Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

**Influencing/Negotiating** – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

# Executive Development Resources

## Training

### **Academy Leadership**

<http://www.academyleadership.com/>

### **American Management Association**

<http://www.amanet.org/>

### **Brookings Institute, Executive Education**

<http://www.brookings.edu/execed.aspx>

### **The Capitol.Net**

<http://www.thecapitol.net>

### **Center for Creative Leadership**

<http://www.ccl.org/leadership/index.aspx>

### **Center for Management Research**

<http://www.cfmr.com/>

### **George Washington University Center for Excellence in Public Leadership**

[http://www.gwu.edu/~cepl/federal/sed\\_intro.html](http://www.gwu.edu/~cepl/federal/sed_intro.html)

### **The Government Affairs Institute at Georgetown University**

<http://gai.georgetown.edu/index.cfm>

### **Graduate School (Formerly the USDA Graduate School)**

<http://www.graduateschool.edu/>

### **Harvard Kennedy School, Executive Education**

[http://ksgexecprogram.harvard.edu/Programs/By\\_Date.aspx](http://ksgexecprogram.harvard.edu/Programs/By_Date.aspx)

### **Office of Personnel Management, Leadership Development and Training**

<https://www.leadership.opm.gov/>

- **Eastern Management Development Center (EMDC)**  
<https://www.leadership.opm.gov/Locations/EMDC/index.aspx>
- **Federal Executive Institute (FEI)**  
<https://www.leadership.opm.gov/Locations/FEI/index.aspx>
- **Western Management Development Center (WMDC)**  
<https://www.leadership.opm.gov/Locations/WMDC/index.aspx>



## Conferences

### **Excellence in Government**

<http://www.excelgov.org/>

## DOL Library

### **The Wirtz Labor Library**

<http://www.dol.gov/oasam/library/>

## Leadership Circles

### **Guide for Starting a Leadership Circle**

<http://leadershipcircles.org/>

## Networking

### **GovLoop**

<http://www.govloop.com/>

### **LinkedIn**

<http://www.linkedin.com/>

## Online Resources

### **Govleaders.org**

<http://govleaders.org/index.html>



SAMPLE<sup>\*</sup>  
**EXECUTIVE DEVELOPMENT PLAN**

<b>Name:</b> Reggie Regulations	The <b>Executive Development Plan (EDP)</b> serves as a blueprint for all your short-term and long-term continual learning activities that strengthen executive and managerial performance. Activities should allow for a broader perspective in the Department, as well as Government-wide, and assist executives and managers in meeting organizational goals. Plans should be updated annually.
<b>Position/Title:</b> Deputy Director of Comprehensive Compliance Campaigns	
<b>Agency/Office:</b> EBSA	

**Career Goal:** Director of Comprehensive Compliance Campaigns

Developmental Objectives (Expected Outcomes)	Developmental Activities	Costs (if any)			Dates	
		Tuition/ Materials	Travel	Per Diem	Beginning	Ending
Increase <b>external awareness</b> of the Congressional politics and legislative processes that impact my organization's policy area	Read the Harvard Business Review article: <i>Primer on Politics and Government Management in the United States</i> by Joseph Bower	n/a	n/a	n/a	3/1/11	3/1/11
	Complete TheCapitol.Net audio course <i>How Federal Agencies Can Work Effectively with Congress and Its Staff</i>	\$47.	n/a	n/a	4/1/11	4/1/11
	Work with Assistant Secretary and office team in preparing for upcoming congressional hearing	n/a	n/a	n/a	5/1/11	5/15/11
<b>Build coalitions</b> with relevant Federal agencies to bolster cooperative labor law enforcement initiatives	Attend Harvard Kennedy School course: <i>Creating Collaborative Solutions: Innovations in Governance</i>	\$6,600.	\$450.	\$1,590.	10/23/11	10/28/11
	Identify relevant peers in other Federal agencies. Host bi-monthly roundtable sessions at DOL dealing with interagency peers involved with cases dealing with labor law enforcement	n/a	n/a	n/a	1/13/12	12/15/12
Enhance my <b>strategic thinking</b> and ability to develop organizational plans and track measurable results	Attend the Graduate School three-day Course: <i>Strategic Planning for Government Organizations</i>	\$895.	n/a	n/a	8/31/11	9/2/11
	Participate in a one-month rotational assignment within DOJ's Office of Accountability; work on a project dealing with strategic planning and establishing program performance metrics.	n/a	n/a	n/a	2/1/12	2/29/12
Update my knowledge of the latest practices of <b>technology management</b> in Federal labor law enforcement	Host a roundtable discussion at DOL SES conference dealing with best practices in technology management/labor law enforcement	n/a	n/a	n/a	10/19/11	10/19/11

\*This EDP is for illustrative purposes and does not depict an exhaustive list of developmental activities.

## External Training and Books Cross-Walked to the ECQ Leadership Competencies

### Accountability

Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

### External Instructor-Led Courses

Title	Duration	Source
<i>A Leader's Guide to Developing Resilience</i>	2 days	OPM
<i>Developing Customer-Focused Organizations</i>	1 week	OPM
<i>Driving Government Performance: Leadership Strategies that Produce Results</i>	1 week	Harvard
<i>Managing for Results</i>	3 days	Graduate School
<i>Managing the Federal Employee: Discipline and Performance Process</i>	2 days	Brookings
<i>Measuring Federal Government Performance</i>	2 days	Graduate School
<i>Senior Managers in Government</i>	3 weeks	Harvard
<i>The 7 Habits for Highly Effective Public Managers</i>	2 days	Graduate School

### Books

- ✓ *Balanced Scorecard: Step-by-Step for Government and Nonprofit Agencies* by Paul R. Niven
- ✓ *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
- ✓ *First, Break All the Rules: What the World's Greatest Managers Do Differently* by Marcus Buckingham and Curt Coffman
- ✓ *Leading Self-directed Work Teams: A Guide to Developing New Team Leadership Skills* by Kimball Fisher
- ✓ *The Effective Executive* by Peter Drucker
- ✓ *The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good* by Stephen Goldsmith, Gigi Georges, and Tim Glynn Burke

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## Conflict Management

Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

### External Instructor-Led Courses

Title	Duration	Source
<i>Communicating Face to Face</i>	4 days	<a href="#">OPM</a>
<i>Conflict Resolution Skills</i>	4 days	<a href="#">OPM</a>
<i>Facilitation Skills for Leaders</i>	1 week	<a href="#">OPM</a>
<i>Facilitator Workshop</i>	4 days	<a href="#">Graduate School</a>
<i>Leading People</i>	3 days	<a href="#">Graduate School</a>
<i>Strategies for Conflict Resolution</i>	2 days	<a href="#">Brookings</a>

### Books

- ✓ *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
- ✓ *Difficult Conversations: How to Discuss What Matters Most* by Douglas Stone, Bruce Patton, Sheila Heen
- ✓ *Getting Past No* by William Ury
- ✓ *Harvard Business Review on Negotiation and Conflict Resolution* by Harvard Business School Press
- ✓ *Mediation for Managers: Resolving Conflict and Rebuilding Relationships at Work* by John Crawley, Katherine Graham

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## Continual Learning

Assesses and recognizes own strengths and weaknesses; pursues self-development.

### External Instructor-Led Courses

Title	Duration	Source
<i>Building High-Performance Organizations in the 21st Century</i>	4 days	<a href="#">OPM</a>
<i>Leadership Assessment Program Level 2</i>	1 week	<a href="#">OPM</a>
<i>Leadership at the Peak</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Leadership Boot Camp &amp; Executive Coaching</i>	3 days	<a href="#">Academy Leadership</a>
<i>Leadership Development Program (LDP)</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Leading for Organizational Impact: Through the Looking Glass Experience</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>The Extraordinary Leader</i>	1 week	<a href="#">OPM</a>

### Books

- ✓ *Emotional Intelligence 2.0* by Travis Bradberry and Jean Greaves
- ✓ *Harvard Business Reviews 10 Must Reads: The Essentials* by Harvard Business Review
- ✓ *Managing Your Mind* by Gillian Butler and Tony Hope
- ✓ *Primal Leadership: Realizing the Power of Emotional Intelligence* by Daniel Goleman, Richard Boyatzis, Annie McKee
- ✓ *21 Ideas for Managers: Practical Wisdom for Managing Your Company and Yourself* by Charles Handy

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## Creativity and Innovation

Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

### External Instructor-Led Courses

Title	Duration	Source
<i>A Leader's Guide to Developing Resilience</i>	3 days	<a href="#">OPM</a>
<i>Building High-Performance Organizations in the 21st Century</i>	4 days	<a href="#">OPM</a>
<i>Creating Collaborative Solutions: Innovations in Governance</i>	1 week	<a href="#">Harvard</a>
<i>Innovation Leadership</i>	2 days	<a href="#">Center for Creative Leadership</a>
<i>Inspiring Creativity</i>	2 days	<a href="#">Brookings</a>

### Books

- ✓ *Brain Storm: Tap into Your Creativity to Generate Awesome Ideas and Remarkable Results* by Jason Rich
- ✓ *Flash of Brilliance* by William Miller
- ✓ *Innovation and Entrepreneurship* by Peter F. Drucker
- ✓ *New Ideas About New Ideas: Insights On Creativity From The World's Leading Innovators* by Shira P. White and G. Patton Wright
- ✓ *The Other Side of Innovation: Solving the Execution Challenge* by Vijay Govindarajan and Chris Trimble
- ✓ *The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good* by Stephen Goldsmith, Gigi Georges, and Tim Glynn Burke

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## Customer Service

Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

### External Instructor-Led Course

Title	Duration	Source
<i>Developing Customer-Focused Organizations</i>	1 week	<a href="#">OPM</a>

### Books

- ✓ *Harvard Business Review on Customer Relationship Management* by Harvard Business Review
- ✓ *Lead With Your Customer* by Mark David Jones and J. Jeff Kober
- ✓ *Markets of One: Creating Customer-Unique Value through Mass Customization* Edited by James H. Gilmore and B. Joseph Pine
- ✓ *The Brave New Service Strategy: Aligning Customer Relationships, Market Strategies, and Business Structures* by Barbara A. Gutek and Theresa Welsh
- ✓ *The Customer Revolution* by Patricia B. Seybold and Ronni T. Marshak

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## Decisiveness

Makes well-informed, effective, and timely decisions, even when data is limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

### External Instructor-Led Courses

Title	Duration	Source
<i>Decision Making and Problem Solving</i>	2 days	<a href="#">Graduate School</a>
<i>Leadership Decision Making: Optimizing Organizational Performance</i>	1 week	<a href="#">Harvard</a>
<i>Leadership in Chaos and Crisis -- Horizons Series</i>	3 days	<a href="#">OPM</a>
<i>Senior Managers in Government</i>	3 weeks	<a href="#">Harvard</a>
<i>The Executive Zenith -- Horizons Series</i>	3 days	<a href="#">OPM</a>

### Books

- ✓ *Ethics for the Real World: Creating a Personal Code to Guide Decisions in Work and Life* by Ronald A. Howard
- ✓ *Frontiers of Management: Where Tomorrow's Decisions Are Being Shaped Today* by Peter F. Drucker
- ✓ *Harvard Business Review on Decision Making* by Harvard Business School
- ✓ *Harvard Business Review on Making Smart Decisions* by the Harvard Business Review
- ✓ *The Opposable Mind: How Successful Leaders Win Through Integrative Thinking* by Roger L. Martin

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## Developing Others

Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

### External Instructor-Led Courses

Title	Duration	Source
<i>Coaching and Mentoring for Excellence</i>	4 days	<a href="#">OPM</a>
<i>Coaching for Greater Effectiveness</i>	3 days	<a href="#">Center for Creative Leadership</a>
<i>Coaching Skills for Today's Leaders</i>	1 day	<a href="#">Graduate School</a>
<i>Leaders Growing Leaders</i>	3 days	<a href="#">OPM</a>
<i>Leading People</i>	3 days	<a href="#">Graduate School</a>
<i>Leading the Learning Organization</i>	3 days	<a href="#">Brookings</a>

### Books

- ✓ *Coaching, Counseling, and Mentoring* by Florence Stone
- ✓ *Coaching Up and Down the Generations* by Lisa Haneberg
- ✓ *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
- ✓ *Leader As Coach: Strategies for Coaching and Developing Others* by David B. Peterson
- ✓ *Teaching Smart People How to Learn* by Chris Argyris

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## Entrepreneurship

Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

### External Instructor-Led Courses

Title	Duration	Source
<i>Building High-Performance Organizations in the 21st Century</i>	4 days	<a href="#">OPM</a>
<i>Leading for Organizational Impact: Through the Looking Glass Experience</i>	1 week	<a href="#">Center for Creative Leadership</a>

### Books

- ✓ *Getting Unstuck: How Dead Ends Become New Paths* by Timothy Butler
- ✓ *Innovation and Entrepreneurship* by Peter F. Drucker
- ✓ *Leadership on the Line: Staying Alive through the Dangers of Leading* by Martin Linsky and Ronald A. Heifetz
- ✓ *Results-Based Leadership* by Dave Ulrich, Jack Zenger, Norman Smallwood
- ✓ *The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good* by Stephen Goldsmith, Gigi Georges, and Tim Glynn Burke

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## External Awareness

Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

### External Instructor-Led Courses

Title	Duration	Source
<i>Center for Global Leadership Series: Leadership for a Global Society</i>	1 week	<a href="#">OPM</a>
<i>Dynamics of Public Policy</i>	9 days	<a href="#">OPM</a>
<i>Executive - Legislative Branch Relations</i>	2 days	<a href="#">Government Affairs Institute at Georgetown University</a>
<i>Federal Regulatory Policy</i>	4 days	<a href="#">OPM</a>
<i>Inside Congress: Understanding Congressional Operations</i>	1 week	<a href="#">Brookings</a>
<i>Inside Washington: Understanding Federal Decision-Making</i>	3 days	<a href="#">Brookings</a>
<i>Seminar for Executives on Legislative Operations</i>	3-5 days	<a href="#">Government Affairs Institute at Georgetown University</a>
<i>Washington Executive Seminar</i>	10 days	<a href="#">Graduate School</a>

### Books

- ✓ *Reinventing Rationality: The Role of Regulatory Analysis in the Federal Bureaucracy* by Thomas O. McGarity
- ✓ *See Yourself as a System: Understanding the Internal and External Forces at Work on the Leader of Adaptive Change* by Ronald Heifetz, Alexander Grashow, Marty Linsky
- ✓ *The Politics Of Congressional Elections* by Gary C. Jacobson

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## Financial Management

Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

### External Instructor-Led Courses

Title	Duration	Source
<i>Advanced Appropriations Law Seminar</i>	3 days	<a href="#">Graduate School</a>
<i>Advanced Budget and Appropriations Process</i>	3 days	<a href="#">Government Affairs Institute at Georgetown University</a>
<i>Federal Appropriations Law</i>	4 days	<a href="#">Graduate School</a>
<i>Federal Appropriations Law Update</i>	1 day	<a href="#">Graduate School</a>
<i>Performance Budgeting Seminar</i>	3 days	<a href="#">OPM</a>

### Books

- ✓ *The Federal Budget Process: A Description of the Federal and Congressional Budget Processes, Including Timelines* by the TheCapitol.Net
- ✓ *The Federal Budget Process: A Glossary of Terms* by Jesse L. Gibbler (Editor)
- ✓ *Using Performance Measures in the Federal Budget Process* by the U.S. Congressional Budget Office

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## Flexibility

Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

### External Instructor-Led Courses

Title	Duration	Source
<i>Leadership at the Peak</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Resiliency Advantage</i>	3 days	<a href="#">OPM</a>

### Books

- ✓ *Flexible Leadership: Creating Value by Balancing Multiple Challenges and Choices* by Gary Yukl and Richard Lepsinger

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## Human Capital Management

Builds and manages the workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

### External Instructor-Led Courses

Title	Duration	Source
<i>Generation Shift: The Emerging Federal Workforce</i>	4 hours	<a href="#">Graduate School</a>
<i>Hiring Reform for Managers</i>	3 days	<a href="#">OPM</a>
<i>Leading Across Generations</i>	2 days	<a href="#">OPM</a>
<i>Managing the Federal Employee: Discipline and Performance Process</i>	2 days	<a href="#">Brookings</a>
<i>Next Practices in Strategic Talent Management</i>	1 day	<a href="#">Graduate School</a>

### Books

- ✓ *Harvard Business Review on Talent Management* by Harvard Business Review
- ✓ *People and Performance: The Best of Peter Drucker on Management* by Peter F. Drucker

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## Influencing/Negotiating

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

### External Instructor-Led Courses

Title	Duration	Source
<i>Collaborating Across Organizational Boundaries</i>	2 days	<a href="#">OPM</a>
<i>Mastering Negotiation: Building Agreements Across Boundaries</i>	1 week	<a href="#">Harvard</a>
<i>Senior Managers in Government</i>	3 weeks	<a href="#">Harvard</a>
<i>The Art and Science of Negotiation</i>	3 days	<a href="#">Brookings</a>
<i>The Power of Influence Over Authority</i>	1 day	<a href="#">Graduate School</a>

### Books

- ✓ *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
- ✓ *Getting Past No* by William Ury
- ✓ *Getting to Yes* by Roger Fisher, William Ury, and Bruce Patton
- ✓ *Harvard Business Review on Negotiation and Conflict Resolution* by Harvard Business School Press
- ✓ *Influencing with Integrity: Management Skills for Communication and Negotiation* by Genie Z. Laborde

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## Integrity/Honesty

Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

### External Instructor-Led Courses

Title	Duration	Source
<i>Crisis Leadership Workshop</i>	1 week	<a href="#">OPM</a>
<i>Ethics in Action: Leading with Integrity</i>	3 days	<a href="#">Brookings</a>
<i>Ethics Training Workshop</i>	1 day	<a href="#">Academy Leadership</a>
<i>Leading Government at the Speed of Trust</i>	2 days	<a href="#">Graduate School</a>
<i>Leading People</i>	3 days	<a href="#">Graduate School</a>
<i>Public Sector Leadership: Vision, Values and Vital Strategies</i>	1 week	<a href="#">OPM</a>

### Books

- ✓ *Absolute Honesty: Building a Corporate Culture That Values Straight Talk and Rewards Integrity* by Larry Johnson and Bob Phillips
- ✓ *Building Trust: In Business, Politics, Relationships, and Life* by Robert C. Solomon and Fernando Flores
- ✓ *Ethics for the Real World: Creating a Personal Code to Guide Decisions in Work and Life* by Ronald A. Howard
- ✓ *The Trusted Advisor* by David H. Maister, Charles H. Green, and Robert M. Galford
- ✓ *Trust in the Balance: Building Successful Organizations on Results, Integrity, and Concern* by Robert Bruce Shaw

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## Interpersonal Skills

Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

### External Instructor-Led Courses

Title	Duration	Source
<i>Coaching and Mentoring for Excellence</i>	4 days	<a href="#">OPM</a>
<i>Collaborating Across Organizational Boundaries</i>	2 days	<a href="#">OPM</a>
<i>Communicating Face to Face</i>	1 week	<a href="#">OPM</a>
<i>Conflict Resolution Skills</i>	4 days	<a href="#">OPM</a>
<i>Executive Communication Skills: Leading The Process of Change</i>	1 week	<a href="#">OPM</a>
<i>Interpersonal Skills for Leaders</i>	2 days	<a href="#">Brookings</a>

### Books

- ✓ *Bringing Out the Best in People* by Aubrey Daniels
- ✓ *Communication Miracles at Work: Effective Tools and Tips for Getting the Most from Your Work Relationships* by Matthew Gilbert
- ✓ *Executive Charisma: Six Steps to Mastering the Art of Leadership* by D. A. Benton
- ✓ *Harvard Business Review's 10 Must Reads on Managing People* by Harvard Business Review
- ✓ *Primal Leadership: Realizing the Power of Emotional Intelligence* by Daniel Goleman, Richard Boyatzis, Annie McKee
- ✓ *Put Emotional Intelligence to Work: EQuip Yourself for Success* by Jeff Feldman and Karl Mulle

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## Leveraging Diversity

Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

### External Instructor-Led Courses

Title	Duration	Source
<i>Generation Shift: The Emerging Federal Workforce</i>	½ day	<a href="#">Graduate School</a>
<i>Leading Across Generations</i>	2 days	<a href="#">OPM</a>
<i>Leading People</i>	3 days	<a href="#">Graduate School</a>

### Books

- ✓ *Coaching Up and Down the Generations* by Lisa Haneberg
- ✓ *Crossing the Divide: Intergroup Leadership in a World of Difference* by Todd L. Pittinsky (editor)
- ✓ *Harvard Business Review on Managing Diversity* by Harvard Business School Press
- ✓ *Implementing Diversity* by Marilyn Loden

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## Oral Communication

Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

### External Instructor-Led Courses

Title	Duration	Source
<i>Coaching and Mentoring for Excellence</i>	4 days	<a href="#">OPM</a>
<i>Communicating Face to Face</i>	1 week	<a href="#">OPM</a>
<i>Executive Communication Skills: Leading The Process of Change</i>	1 week	<a href="#">OPM</a>
<i>Executive Communication Workshop</i>	3 days	<a href="#">George Washington University Center for Excellence in Public Leadership</a>
<i>Leadership at the Peak</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Leading for Organizational Impact: Through the Looking Glass Experience</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Preparing and Delivering Congressional Testimony</i>	2 days	<a href="#">Government Affairs Institute at Georgetown University</a>
<i>Step Up To The Microphone With Confidence</i>	2 days	<a href="#">George Washington University Center for Excellence in Public Leadership</a>
<i>Successful Communications: Developing a Personal Presence</i>	3 days	<a href="#">Brookings</a>

### Books

- ✓ *Communication Miracles at Work: Effective Tools and Tips for Getting the Most from Your Work Relationships* by Matthew Gilbert
- ✓ *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
- ✓ *Face-to-Face Communications for Clarity and Impact: The Results-Driven Manager Series* by Harvard Business School Press
- ✓ *Great Communication Secrets of Great Leaders* by John Baldoni
- ✓ *Harvard Business Review on Communicating Effectively* by Harvard Business Review

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## Partnering

Develops networks and builds alliances, collaborates across boundaries to build strategic relationships and achieve common goals.

### External Instructor-Led Courses

Title	Duration	Source
<i>Collaborating Across Organizational Boundaries</i>	2 days	<a href="#">OPM</a>
<i>Communicating Face to Face</i>	1 week	<a href="#">OPM</a>
<i>Creating Collaborative Solutions: Innovations in Governance</i>	1 week	<a href="#">Harvard Kennedy School</a>
<i>Infrastructure in a Market Economy: Public - Private Partnerships in a Changing World</i>	2 weeks	<a href="#">Harvard Kennedy School</a>
<i>Leadership at the Peak</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Leadership Development Program (LDP)</i>	1 week	<a href="#">Center for Creative Leadership</a>

### Books

- ✓ *Alliances, Coalitions and Partnerships: Building Collaborative Organizations* by Joan M. Roberts
- ✓ *Harvard Business Review on Collaborating Across Silos* by Harvard Business Press
- ✓ *Working Across Boundaries: Making Collaboration Work in Government and Nonprofit Organizations* by Russell M. Linden

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## Political Savvy

Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

### External Instructor-Led Courses

Title	Duration	Source
<i>Dynamics of Public Policy</i>	9 days	OPM
<i>Executive - Legislative Branch Relations</i>	2 days	Government Affairs Institute at Georgetown University
<i>Federal Regulatory Policy</i>	4 days	OPM
<i>Inside Congress: Understanding Congressional Operations</i>	1 week	Brookings
<i>Inside Washington: Understanding Federal Decision-Making</i>	3 days	Brookings
<i>Leadership Development Program (LDP)</i>	1 week	Center for Creative Leadership
<i>Preparing and Delivering Congressional Testimony</i>	2 days	Government Affairs Institute at Georgetown University
<i>Seminar for Executives on Legislative Operations</i>	3-5 days	Government Affairs Institute at Georgetown University
<i>Senior Managers in Government</i>	3 weeks	Harvard Kennedy School
<i>Washington Executive Seminar</i>	10 days	Graduate School

### Books

- ✓ *Empowered Manager: Positive Political Skills at Work* by Peter Block
- ✓ *Leadership on the Line: Staying Alive Through the Dangers of Leading* by Ronald A. Heifetz, Marty Linsky
- ✓ *Understanding the Interface between Political & Career Executives in the United States Government* by Michael J. O'Bannon and Joseph S. Hezir

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## Problem Solving

Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

### External Instructor-Led Courses

Title	Duration	Source
<i>Breakthrough Problem Solving</i>	3 days	<a href="#">Management Concepts Incorporated</a>
<i>Crisis Leadership Workshop</i>	1 week	<a href="#">OPM</a>
<i>Critical Thinking: Solving the Right Problems</i>	2 days	<a href="#">Brookings</a>
<i>Executive Summit</i>	3 days	<a href="#">Brookings</a>

### Books

- ✓ *Coaching Through Effective Feedback: A Practical Guide to Successful Communication* by Paul J. Jerome
- ✓ *Crucial Conversations: Tools for Talking When Stakes Are High* by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler
- ✓ *Difficult Conversations: How to Discuss What Matters Most* by Douglas Stone, Bruce Patton, Sheila Heen
- ✓ *The Problem Solving Journey: Your Guide for Making Decisions and Getting Results* by Chris Hoenig
- ✓ *Why Not?: How to Use Everyday Ingenuity to Solve Problems Big And Small* by Barry Nalebuff and Ian Ayres

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## Public Service Motivation

Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

### External Instructor-Led Courses

Title	Duration	Source
Developing Customer-Focused Organizations	1 week	<a href="#">OPM</a>
Executive Leadership for America	1 week	<a href="#">Brookings</a>

### Books

- ✓ *The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good* by Stephen Goldsmith, Gigi Georges, and Tim Glynn Burke

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## Resilience

Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

### External Instructor-Led Courses

Title	Duration	Source
<i>A Leader's Guide to Developing Resilience</i>	3 days	<a href="#">OPM</a>
<i>Crisis Leadership Workshop</i>	1 week	<a href="#">OPM</a>
<i>Leadership at the Peak</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Leadership Development Program (LDP)</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Leadership in Chaos and Crisis -- Horizons Series</i>	3 days	<a href="#">OPM</a>
<i>Resiliency Advantage</i>	3 days	<a href="#">OPM</a>

### Books

- ✓ *Change Basics* by Jeffrey Russell and Linda Russell
- ✓ *Leadership on the Line: Staying Alive Through the Dangers of Leading* by Ronald A. Heifetz, Marty Linsky
- ✓ *Managing Your Mind* by Gillian Butler and Tony Hope
- ✓ *Thriving through Change* by Elaine Biech

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## Strategic Thinking

Formulates objectives and priorities, and implements plans consistent with long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

### External Instructor-Led Courses

Title	Duration	Source
<i>Developing the Strategic Leader</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Executive Development Seminar: Leading Change</i>	9 days	<a href="#">OPM</a>
<i>Executive Summit</i>	3 days	<a href="#">Brookings</a>
<i>Leaders in Development: Managing Change in a Dynamic World</i>	12 days	<a href="#">Harvard</a>
<i>Leading for Organizational Impact: Through the Looking Glass Experience</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Public Sector Leadership: Vision, Values and Vital Strategies</i>	1 week	<a href="#">OPM</a>
<i>Strategic Planning for Government Organizations</i>	3 days	<a href="#">Graduate School</a>

### Books

- ✓ *Balanced Scorecard: Step-by-Step for Government and Nonprofit Agencies* by Paul R. Niven
- ✓ *Harvard Business Review's 10 Must Reads on Strategy* by Michael E. Porter, James C. Collins, Jerry I. Porras, Mark Johnson, Clayton M. Christensen, Henning Kagermann, W. Chan Kim, Renee Mauborgne, Gary L. Neilson, Karla L. Martin, Elizabeth Powers, Robert S. Kaplan, David P. Norton, Orit Gadiesh, James L. Gilbert, Michael C. Mankins, Richard Steele, Paul Rogers, Marcia Blenko
- ✓ *In Action: Leading Organizational Change* by Elwood F. Holton

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## Team Building

Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

### External Instructor-Led Courses

Title	Duration	Source
<i>Developing High-Performing Teams</i>	1 week	<a href="#">OPM</a>
<i>Executive Communication Skills: Leading The Process of Change</i>	1 week	<a href="#">OPM</a>
<i>Facilitation Skills for Leaders</i>	1 week	<a href="#">OPM</a>
<i>High-Performance Teams</i>	2 days	<a href="#">Brookings</a>
<i>Leading People</i>	3 days	<a href="#">Graduate School</a>
<i>Leading Teams for Impact</i>	4 days	<a href="#">Center for Creative Leadership</a>

### Books

- ✓ *Developing High Performance Work Teams (Vol. 1)* by Steven D. Jones and Michael M. Beyerlein (editors)
- ✓ *Developing High Performance Work Teams (Vol. 2)* by Steven D. Jones and Michael M. Beyerlein (editors)
- ✓ *Leading Self-directed Work Teams: A Guide to Developing New Team Leadership Skills* by Kimball Fisher
- ✓ *Managing Teams* (Pocket Mentor) by Harvard Business School Press

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## Technical Credibility

Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

### External Instructor-Led Courses

Title	Duration	Source
<i>Converting Strategy Into Action</i>	3 days	<a href="#">Graduate School</a>
<i>Strategic Management of Regulatory and Enforcement Agencies</i>	1 week	<a href="#">Harvard</a>

### Books

*Varies according to specialized expertise.*

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## Technology Management

Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

### External Instructor-Led Courses

Title	Duration	Source
<i>Digital Government</i>	2 days	<a href="#">Brookings</a>
<i>Fundamentals of IT Management and Capital Planning</i>	4 days	<a href="#">Graduate School</a>

### Books

- ✓ *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results* by Peter Weill

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## Vision

Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

### External Instructor-Led Courses

Title	Duration	Source
<i>Executive Summit</i>	3 days	<a href="#">Brookings</a>
<i>Leaders Growing Leaders</i>	3 days	<a href="#">OPM</a>
<i>Leadership at the Peak</i>	1 week	<a href="#">Center for Creative Leadership</a>
<i>Leading People</i>	3 days	<a href="#">Graduate School</a>
<i>Public Sector Leadership: Vision, Values and Vital Strategies</i>	1 week	<a href="#">OPM</a>

### Books

- ✓ *Empowered Manager: Positive Political Skills at Work* by Peter Block
- ✓ *Harvard Business Review on Change* by the Harvard Business School Press
- ✓ *The Committed Enterprise: How to Make Vision and Values Work* by Hugh Davidson
- ✓ *The Fieldstone Alliance Guide to Crafting Effective Mission and Vision Statements* by Emil Angelica
- ✓ *Theory ZYX of Successful Change Management: A Definitive Guide to Reach the Next Level* by Nigam Arora

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## Written Communication

Writes in a clear, concise, organized, and convincing manner for the intended audience.

### External Instructor-Led Courses

Title	Duration	Source
<i>Effective Writing in the Federal Government</i>	4 days	<a href="#">OPM</a>
<i>Executive Communication Workshop</i>	3 days	<a href="#">George Washington University Center for Excellence in Public Leadership</a>
<i>Preparing and Delivering Congressional Testimony</i>	2 days	<a href="#">Government Affairs Institute at Georgetown University</a>

### Books

- ✓ *Executive Writing Skills for Managers: Master Word Power to Lead Your Teams, Make Strategic Links and Develop Relationships* by Fiona Talbot
- ✓ *Great Communication Secrets of Great Leaders* by John Baldoni

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