



**Federal Aviation
Administration**

February 1, 2007 : Version 1.0

Employee Leadership Development Guide



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Section 1

Introduction



WHAT IS EMPLOYEE LEADERSHIP?

LEADERSHIP: *The ability of an individual to influence, motivate, and enable self or others to contribute toward the effectiveness and success of their organization.*

Employee leadership is the recognition that all employees have a leadership role in the Federal Aviation Administration. For employees who are neither managers nor executives this leadership role changes as an employee advances to a higher career level in his or her job category. The leadership role of employees in Career Levels 1 through 3 is often that of a team contributor and self leadership. Employees in Career Level 4 positions often have an additional role as a formal or informal team lead on tasks or projects. Employees in Career Level 5 positions provide leadership for highly complex activities and programs.

What's the purpose of this guide?

Your potential for advancement in your career field is dependent on both your technical and non-technical competence. This development guide is designed to help you address your non-technical development needs as they pertain to your career. You can use this guide to help you develop your leadership skills and create an Individual Development Plan (IDP). The IDP is a formal plan that identifies, organizes, and records training and development to enhance your knowledge and skills. You are encouraged to work with your manager to create an IDP. It should identify:

- occupational, organizational, and team performance requirements;
- job and career-related learning needs; and
- learning strategies for meeting them.

The FAA has a single leadership model that applies to employees, managers, and executives. It is divided into four categories called **dimensions** and each dimension includes a group of leadership **competencies**. The dimensions are:

- Achieving Results
- Leading People
- Building Relationships
- Leading Change

Although the leadership dimensions and competencies are the same for all employees there are unique **performance indicators** for employees, managers, and executives. The performance indicators reflect how these competencies should be demonstrated. For employees the set of leadership dimensions, competencies, and performance indicators is the Employee Leadership Profile (ELP).

The ELP defines the expectations and performance standards for FAA employees at all levels, just as the **Managerial Success Profile** defines performance standards for FAA managers. The entire ELP can be found in [Appendix A](#). Your use of this guide can help you develop your leadership knowledge and skills needed for you to advance to your full potential in your career field.

Why should I use this guide?

You should use this guide for two main reasons:

1. **This guide can help you save time and focus on specific areas for development.** You won't need to spend hours of research to locate leadership development activities to include on your IDP. It's been done for you. You can direct your energy to developing specific competencies that are relevant to your personal development needs.
2. **This guide helps you take an active role in your career development.** By using this guide, you are taking a more active role in achieving your career development goals instead of a more passive one.

How is this guide organized?

This guide emphasizes self-initiated learning activities. You can use the activities listed or use them to generate new ideas about how you would like to develop yourself. Either way, the actions you take help you drive your development.

There are four sections in this guide. This is **Section I—Introduction**. The following is a list of the remaining sections:

Section II- Employee Leadership Development. This section is designed to assist employees develop their leadership skills. It is organized into four parts that are essential for you to address your development needs.

- Where am I now? This part focuses on your current strengths and areas for improvement.
- Where do I want to be? This part focuses on your short and long-term development goals.
- How will I get there? This part focuses on developmental activities to strengthen areas for improvement.
- How do I know I'm developing? This part focuses on assessing your development in areas needing improvement.

To make this guide more useful for you, we adopted the Corporate Leadership Council's (CLC) approach of grouping developmental activities. CLC conducted a leadership survey in 2001 to determine which leadership strategies were the most commonly used and effective. The Council used the categories below to summarize their results.

- Feedback and Relationship
- Experiential
- Educational

The results from the CLC study revealed that feedback and relationship activities are most important to leaders developing leadership skills, followed by experiential developmental activities. Least important to leaders are educational activities.

The competencies identified for your development have specific developmental activities in each of the three categories. See the figure on the next page.

Feedback and Relationship (dependent on the involvement of other people)	coaching
	discussion forums
	information interviews
	learning groups (teams)
	mentoring
Experiential (focused on enabling on-the-job-learning)	rotational assignments (developmental assignments)
	shadow assignments
	special projects
Educational (traditional curriculum-based instruction)	job aids
	self-directed learning (books*, videos, other resources)
	on-line learning
	distance learning
	classroom learning (courses, seminars, workshops)

*The recommended books, audio tapes, and video tapes listed in this guide are available on loan from FAA's Center for Management and Executive Leadership:

You are encouraged to work with your manager to choose those activities that will provide you with the most beneficial and effective development opportunities. You may choose any of the listed developmental activities, however, keep in mind that these activities must be approved by your manager.

For a more in-depth explanation of each developmental activity, see the glossary in [Section III](#) of this guide.

Section III- Glossary. This section is designed to highlight and define specific terms that are relevant to this guide and your development.

Section IV—Appendices. This section provides supplemental information and resources to assist you with your development.

Section 2

Employee Leadership Development



WHERE AM I NOW?

One thing you need to do is determine your leadership strengths and weaknesses in relation to the Employee Leadership Profile (ELP). In order to get meaningful feedback, we recommend that you do an honest self-assessment and solicit feedback from your manager and co-workers. Your manager is a resource to help you identify focus areas to continue your leadership development.

In order to develop or enhance your leadership skills, you must be willing to analyze your feedback and recognize what performance indicators need to be changed, and then put forth the effort required to make the change. You may want to look at some of the educational activities addressing receiving feedback in order to prepare yourself to receive constructive feedback in a positive manner. These can be found in the section of this guide on the leadership competency – [Developing Talent](#)

The assessment process and feedback from others will help you to identify focus areas in your continuing leadership development. This guide will help you translate your understanding of the feedback into developmental activities that can help you close your skill gaps.

You also need to take into consideration the leadership dimensions and competencies that are the most critical in order for you to advance to the next career level in your job category. The table on the next page lays out distinctions in the different career levels and the leadership dimension that in general is most critical at each level.

Job Category Career Levels

	Level 1	Level 2	Level 3	Level 4	Level 5
Leadership Role	Leader of Self and Team Contributor	Leader of Self and Team Contributor	Leader of Self and Team Contributor	Informal and Formal Team Leader	Program Leader
Degree of Oversight	Performs basic tasks under close direction	Performs tasks under general direction	Performs tasks under limited direction	Performs tasks under minimal direction	Provides leadership for highly complex activities under minimal direction
Degree of Independence in Accomplishing Tasks	Coordinates with others to determine how to accomplish tasks	Demonstrates some independence in determining how to accomplish tasks	Has considerable independence in planning time and helping manager/team plan and use resources to accomplish task	Independently plans time to accomplish tasks	Organizes resources for large projects
Customers	Contacts are primarily internal to the organizational unit	Contacts are primarily internal to the organizational unit and major subdivision	Contacts are internal and external	Contacts are internal and external	Contacts are internal and external
How Problems are Addressed	Refers problems and work issues to others for guidance	Refers problems and work issues to others when guidelines are not available	Resolves most problems and work issues. Refers difficult problems to others, but may help in developing solutions.	Resolves most problems and work issues. Develops and recommends approaches to current and anticipated problems.	Often develops new approaches to address issues.
Critical Leadership Dimension	Achieving Results	Achieving Results	Leading People	Leading Change	Leading Change

WHERE DO I WANT TO BE?

Once you have determined what areas need to be developed or enhanced, you need to decide where you want to be in both the short-term and long-term. You should develop both your technical and non-technical competencies.

As mentioned earlier, this guide is intended to assist you in implementing your Individual Development Plan (IDP) as it relates to your non-technical competencies. The IDP not only will stimulate insight into your own development, but will also assist your manager in supporting your development. Your IDP is your formal plan or “roadmap” that identifies, organizes, and records your learning and development goals and activities. However, you are the driver who will use this roadmap to get to your desired location. Your commitment to the requirements outlined in the IDP, are key to your success as a manager.

Your IDP offers you a means to analyze your own development needs, set specific short-term (1 – 2 years) and long-term goals (3 – 5 years), and decide which opportunities best meet those needs and goals. You should concentrate on writing SMART goals. SMART goals are:

S – Specific

Your goals should be detailed, clear, and tangible.

For example, “Become a lead engineer in the Office of Commercial Space Transportation” is better than “Become a career level 5 engineer.”

M – Measurable

Your goals should be quantifiable and results-oriented with a method in place for measuring when you’ve accomplished them. For example, “Focus on developing two competencies” is better than, “Focus on developing leadership competencies.”

A – Ambitious (not just achievable)

Your goals should make you stretch to achieve them. If your goal is realistic (the “R” in SMART), it will be achievable. You want your goal to be ambitious to increase your sense of accomplishment. For example, “Take three e-learning courses on project management and apply this learning on five specific occasions in the next year,” vs. “Read one book on project management.”

R – Realistic

Your goals should be something that is ambitious, but attainable. Unrealistic expectations breed frustration and failure and erode confidence. For example, “Take two e-learning courses and attend two courses on managing change, if funding is available,” vs. “Attend four conferences on managing change.”

T – Time-bound

Your goals should have a definite timeframe with interim milestones. You should be able to answer the question, “When will I achieve this goal?” For example, “Within the next year,” or “In two years.”

Here are examples of goals that are SMART:

“Within the next year, learn about on-line training options to cut costs of sending employees to classroom training by \$10,000.”

“Retire in 3 years with \$100,000 saved to start my own sporting goods shop.”

“By the end of 2007, become a middle manager in the Office of Training.”

Here are a few things to keep in mind when writing your goals.

- Most goals should contain an action, target level, timeframe, subject, and unit of measure.
- Review your goals frequently because the more focused you are on them the more likely you are to accomplish them.
- Write your goal in the positive. Work for what you want, not for what you want to leave behind. The more positive you are in writing your goals, the more positive results you will get.

The activities that you choose should be ongoing, focused, and linked to professional, organizational, and personal goals. It is essential that you work with your manager to choose the best activities for your individual growth and development.

Within eLMS, you can create your IDP, however, with any IDP you need your manager's approval to fully implement it. Remember, the IDP is a living document, as development planning is a dynamic process.

HOW WILL I GET THERE?

Once you have developed your short-term and long-term goals, you need to decide how you will get to where you want to be. This is the portion of your IDP in which you develop your personal action plan to meet your developmental needs.

By developing your opportunities for growth and enhancing your strengths, you will be better able to achieve your goals. Development activities are the specific actions that could be implemented to meet the development needs that have been identified. All activities that you select need to be well thought out and based on the results of your self-assessment and your manager's feedback.

In this guide, we have created a list of recommended developmental activities to assist you on advancing in your career field. Not only will these activities assist you in future career goals, it will assist you in developing skills for your current job.

In order to reach the full benefit of any developmental activity, it is essential for you to do the following:

- Prepare for what you would like to learn
- Reflect on what you've learned
- Act on what you've learned

You cannot develop yourself in a vacuum. In order for you and your organization to receive the maximum benefits of your developmental activities, your development must not only involve you, but it must involve other people. You should involve your manager and your peers. Use the table on the following page to help you make the most of your developmental activities.

	Before Activity PREPARE	During Activity REFLECT	After Activity ACT
YOU	<ul style="list-style-type: none"> • Create an action plan • Begin establishing a support network 	<ul style="list-style-type: none"> • Actively participate • Refine action plan 	<ul style="list-style-type: none"> • Meet with manager to review action plan • Implement action plan and apply new skills • Use job aids • Network with others for support • Monitor your own performance
YOUR MANAGER	<ul style="list-style-type: none"> • Share your action plan with your manager • Discuss manager's expectations of your participation in activity 		<ul style="list-style-type: none"> • Share learning with manager
YOUR PEERS	<ul style="list-style-type: none"> • Share your action plan with your peers 		<ul style="list-style-type: none"> • Share learning with peers

On the next page is a recommended action plan for you to use to develop each key skill.

ACTION PLAN

Name: _____ Date: _____

My Support Network

Manager:
Peer(s):
Other(s):

Specific Areas to Develop

Potential Barriers (How will you overcome them?)

Detailed Specific Actions in Sequence (Include regular progress reviews with the support network.)	Responsible Person(s)	Resources	Planned Completion Date	Expected Changes
Activity 1.				
Activity 2.				
Activity 3.				
Activity 4.				
Activity 5.				
Activity 6.				
Activity 7.				
Activity 8.				
Activity 9.				
Activity 10.				

Commitment/Signatures of Support Network

Your Signature:
Date:

Your Manager's Signature:
Date:

Your Peer's(s') Signature(s):
Date:



GENERAL EMPLOYEE LEADERSHIP DEVELOPMENT



GENERAL EMPLOYEE LEADERSHIP DEVELOPMENT

Feedback & Relationship Activities

- Attend presentations by outside speakers
- Participate as a mentor and/or mentee in a mentoring program such as the [TWO/PWC Mentoring Program](#)
- Participate in a corporate outing or teambuilding activities
- Attend an employee association or special emphasis national and regional event

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Geoffrey M. Bellman	Getting Things Done When You are Not in Charge	HD57.7.B447	1993
Charles C. Mamz	Mastering Self-Leadership	HD57.7.M387	1991

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
William A. Cohen and Robert Albraecht	The Art of the Leader	AT-0331	45 MIN	1992
Robert Kelley	How to be a Star at Work	AT-0592	2 hrs	1998
James Kouzes	The Leadership Challenge	AT-0325	45 min	1991

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
FYI Video	Bringing Out the Leader in You	MV-1352	23 min	1991
	Empowering Yourself and Others	MV-1258	1 hr	1991

ON-LINE LEARNING

On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

Front Line Leadership	Hrs	Self & Team Contributor	Team Leader	Program Leader
Leading Change from the Front Line (LEAD0125 SKILLSOFT)	2.50	X	X	X
Dynamics of Leadership (LEAD0126 SKILLSOFT)	3.00	X	X	X
Leading from the Front Line Simulation (LEAD0120 SKILLSOFT)	0.50	X	X	X



INDIVIDUAL LEADERSHIP COMPETENCY DEVELOPMENT



COMPETENCY 1:

Managing Organizational Performance

PERFORMANCE INDICATORS

- Professionally provides products and services that meet or exceed expectations
- Demonstrates a sense of responsibility, professionalism, and pride for individual and organizational performance
- Looks for ways to improve performance
- Adjusts the way work is performed to meet changing conditions and demands
- Performs work in a safe manner and reports unsafe conditions

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with a manager or a representative from the Policy Management Division, AHP-300

Experiential Activities

- Educate yourself on FAA's Flight Plan and your organization's business plan. Review how your work contributes to and supports the strategies, goals and initiatives in these documents. Identify ways you can better align your work to support these plans.
- Maintain a detailed log of your work activities for several days. Afterwards identify the time periods when you were less productive and the root causes. Identify techniques you can use to minimize the impact of these time wasters.
- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Tim Gaplin	Making Strategy Work: The Employee Handbook for Implementing Strategy	HD30.2.G10	2002
Michael E. Feder	Taking Charge: A Personal Guide to Managing projects and Priorities	HD30.28.F10	1989
Cynthia R. Green	Total Memory Workout: Easy Steps to Maximize Memory Fitness	BF319.5.G10	1999
Stephen R. Covey	The Seven Habits of Highly Effective People	BF637.S8C68	1989
Marjorie Brody and Barbara Patcher	Minding Your Business Manners: Etiquette for Presenting Yourself Professionally in every Business Situation	HD2755.P10	1996
M. Kay DuPont	Business Etiquette and Professionalism: Your Guide to Career Success	HF5489.D10	1990
Stanley Herman	A Force of Ones: Reclaiming Individual Power in a Time of Teams, Work Groups, and Other Crowds	HD66.H47	1994
Corrine R. Livesay	Getting and Staying Organized	HD69.T54L59	1994
Marc Mancini	Time Management	HD69.T54M37	1994
Jeffrey J. Mayer	If You Haven't Got the Time to do it Right, When Will You Find the Time to Do it Over?	HD69.T54M39	1990
Mike Scally and Barrie Hopson	Time Management: Conquering the Clock	HN90.T5H67	1993
Price Pritchett	You 2: A High Velocity Formula for Multiplying Your Personal Effectiveness in Quantum Leaps	HD58.8.P19	1990

Scott M. Myers	Every Employee a Manager	HF5549.M93	1990
Hans R Hilgermann	Goal Management at Work	HF5549.5.G6H554	1994

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Susan Fowler Woodring	Overcoming Procrastination	AT-0520	2.5 hrs	1993
Ed Bliss	Getting Things Done	AT-0213	2 hrs 40 min	1987
	The Time Trap	AT-0326	45 min	1992
Mark Sanborn	Managing Your Time, Energy and Relationships	AT-0531	1 hr 46 min	1995
Stephanie Winston	Getting Organized: The Easy Way to Put Your Life in Order, Make the Time and Let it Work for You	AT-0564	54 min	1986

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Lani Arrendondo	Essentials of Credibility, Composure and Confidence	MV-1895	1 hr 37 min	1994
C. W. Metcalf	Successfully Managing Your Job and Yourself	MV-1867	20 min	1995
Paul R. Timm	Successful Self-Management: A Psychologically Sound Approach to Personal Effectiveness	MV-1510	45 min	1989
Jack Kenfield	Self-Esteem and Peak Performance	MV-1140	3 hrs	1988
FYI Video	Re-Energize Yourself	MV-1375	25 min	1991

Steve Moidel	Speed Reading: How to Read More in a Fraction of the Time and Dramatically Improve Your Learning Power	MV-1397	2 hr 56 min	1990
Mark Sanborn	Personal Excellence (The Fred Factor): How to Make Your Work the Best	MV-1427	30 min	1993
Charles E. Cone	Continuous Self Improvement: How to Find Balance in What You Do	MV-1431	42 min	1993
James Kennedy	Mission Success: 7 Keys to Reaching You Full Potential – Personally and Professionally	MV-1713	1 hr 10 min	1995
	How to Get Things Done: An Achiever's Guide to Better Time Management	MV-1508	45 min	1991
Edwin Bliss	Getting Things Done: Mastering Goals, Priorities and Time Wasters	MV-1189	2 hr 30 min	1989
	Getting Things Done	MV-1205	2 hr 30 min	
	Time Trap II	MV-1222	23 min	1981
Dick Lohr	Taking Control of Your Workday: How to Achieve More in Less Time – with Less Stress	MV-1557	3 hr 20 min	1991

ON-LINE LEARNING

On-line learning courses offered by SkillSoft and can be accessed through eLMS.

Working Safety Courses	Hrs	Self & Team contributor	Team leader	Program Leader
Safety and Health in the Workplace (CBI) 01020	1.00	X	X	X
Workplace Safety (on-line) (fgov_01_a06_bs_enus)	1.00	X	X	X
Health, Safety, and Security Challenges (HR0001_SKILLSOFT)	5.50	X	X	X

Professionalism Courses	Hrs	Self &Team Contributor	Team Leader	Program Leader
Business Etiquette: Office Protocol (en_US_45251_NETg)		X	X	X
Everyday Business Etiquette (COMM0181_SKILLSOFT)	3.00	X	X	X
Communication Etiquette (COMM0182_SKILLSOFT)	2.50	X	X	X
Etiquette and the Business Meeting (COMM0183_SKILLSOFT)	2.50	X	X	X
Business Etiquette and Professionalism Simulation (COMM0180_SKILLSOFT)	0.50	X	X	X

Time Management Courses	Hrs	Self &Team Contributor	Team Leader	Program Leader
Analyze Your Use of Time (PD0101_SKILLSOFT)	2.00	X	X	X
Set Goals and Prioritize Your Use of Time (PD0102_SKILLSOFT)	2.00	X	X	X
Major Time Management Challenges (PD0103_SKILLSOFT)	3.00			X
Taking Control of Your Workday Simulation (PD0100_SKILLSOFT)	0.50	X	X	X
Managing Time (PD0113_SKILLSOFT)	2.50	X	X	X
Time as a Resource (PD0121_SKILLSOFT)	2.50	X	X	X
Eliminate the Time Wasters (PD0122_SKILLSOFT)	3.00	X	X	X
Organize to Remember (PD0123_SKILLSOFT)	2.00	X	X	X
Create Your Time and Memory Management Program (PD0124_SKILLSOFT)	2.00	X	X	X

You and Your Time (PD0151 SKILLSOFT)	5.00	X	X	X
Techniques for Better Time Management (PD0152 SKILLSOFT)	4.50	X	X	X
Developing Good Time Management Habits (PD0153 SKILLSOFT)	4.50	X	X	X

Performance Planning Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Goals and Goal Setting (PD0263 SKILLSOFT)	2.00	X	X	X
Performance-based Appraisal: An Employee View (MGMT0144 SKILLSOFT)	3.00	X	X	X

CORRESPONDENCE COURSES

Access to FAA Correspondence Courses is at:

<https://www.academy.jccbi.gov/ama310c/default.asp>.

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Building Organizations and Managing Work (#14038 FAA Correspondence Course)			X	X

CLASSROOM LEARNING

Performance Planning Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Managing Performance Employee Training (CMEL Course 01273)	8.00	X	X	X
Managing Your Workload for Success (CMEL Course 01240)	4.00	X	X	X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 2: *Accountability and Measurement*

PERFORMANCE INDICATORS

- Translates job requirements into effective performance
- Takes responsibility for achieving individual and unit or organizational performance objectives
- Reaches agreement with others on common goals and mutual accountability
- Fulfills commitments

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with a manager or representative from the Office of Cost and Performance Management

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Bob Nelson	Please Don't Just Do What I Tell You to Do!: Do What Needs to be Done	HF50.5.N45	2001
Zoie Kaye	Saying No to Negativity: How to Manage Negativity in Yourself, Your Boss and Your Coworkers	BC698.K10	1996
Michelle Matty Yanna	Attitude: The Choice is Yours	HF5549.12.Y10	1997
Wayne W. Dyer	Your Erroneous Zone: Step-By-Step Advice for Escaping the Trap of Negative Thinking and Taking Control of Your Life	BF637.S4D9	1991

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	LENGTH	YEAR
Marilyn Paul	Moving from Blame to Accountability	1.5 hrs	1997
Brian Tracy	The Psychology of Achievement	2 hrs	1994

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Susan Hutchinson	Attitude! Take Charge of Your Life	MV-1672	1 hr	1995

ON-LINE LEARNING

On-line learning courses are offered by Skillsoft and can be accessed through eLMS.

Personal Accountability Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Personal Accountability: Working for Your Inner Boss (PD0261 SKILLSOFT)	2.50	X	X	X
Self-Empowerment: Managing from Within (PD0262 SKILLSOFT)	2.50	X	X	X
Developing a Positive Attitude (PD0264 SKILLSOFT)	2.50	X	X	X

Addressing Negativity Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
The Path from Pessimism to Optimism (MGMT0311 SKILLSOFT)	4.00	X	X	X
Proactive Approaches to Stop Negativity (MGMT0312 SKILLSOFT)	2.00		X	X
Overcoming Organizational Negativity (MGMT0313 SKILLSOFT)	2.00			X

CLASSROOM LEARNING

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Combating Negativity (CMEL Workshop 01209)	4.00	X	X	X
Critical Examination of Mental Models (CMEL Workshop 01244)	4.00	X	X	X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 3:

Problem Solving

PERFORMANCE INDICATORS

- Accurately identifies and effectively resolves problems and barriers that impede success
- Defines decision-making criteria up front
- Identifies root causes before seeking solutions
- Takes into account a variety of complex factors
- Seeks win-win solutions in the face of opposing viewpoints
- Analyzes the potential effects of different options and determine appropriate course of action
- Considers the impacts and consequences of decisions
- Helps others resolve problems that affect overall unit or organizational performance

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone who you admire for his or her problem solving competency

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment
- Solve an organizational problem using action learning

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
James M. Higgins	101 Creative Problem Solving Techniques: The Handbook of New Ideas for Business	HD30.29.H54	1994
Richard Chang and P. Keith Kelly	Step-By-Step Problem Solving: A Practical Guide to Ensure Problems Get (and Stay) Solved	HD30.4.C10	1994
Michael Brassard and Diane Ritter	Problem Solving Machine for the Memory Jogger II: The Ideal Job-Aid for Applying Problem Solving Methods of the Memory Jogger	LB1060.R10B11	1994

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Guy Hale	The Leader's Edge	AT-0500	1995
Harold Williamson and Sharon Eakes	Is "Systems Thinking" About Systems or Thinking?	AT-0577	1997
Charlotte Roberts	Systems Thinking: The Integrating Discipline	AT-0602	1998

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
	Calling the Shots: Decision Making	MV-1456	30 min	1993
Lynn Lively and Karen Johnston	Making the Best Decisions You Can	MV-1665	25 min	1994
Jay Hall	Force Field Analysis for Problem Solving and Planning for the Future	MV-1478	10 min	1990

ON-LINE LEARNING

On-line learning courses are offered by Skillsoft and can be accessed through eLMS.

Problem Solving Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Problem Solving Fundamentals (en_US_46006_NETg)		X	X	X
Different Intelligences for Business Breakthroughs (PD0226 SKILLSOFT)	2.50	X	X	X
Foundations of Effective Thinking (PD0231 SKILLSOFT)	3.50	X	X	X
Framing the Problem (PD0232 SKILLSOFT)	3.00	X	X	X
Generating Alternatives in Problem Solving (PD0233 SKILLSOFT)	2.50	X	X	X
Dynamic Decision Making (PD0234 SKILLSOFT)	2.50		X	X
Implementing and Evaluating a Decision (PD0235 SKILLSOFT)	3.00	X	X	X
Problem Solving and Decision Making in Groups (PD0236 SKILLSOFT)	2.50	X	X	X
Creative Problem Solving and Effective Thinking Simulation (PD0230 SKILLSOFT)	0.50	X	X	X
Rational Problem Solving and Decision-making Simulation (PD023S SKILLSOFT)	0.50	X	X	X

Critical Thinking Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
The Role of Critical Thinking in Organizations (PD0251 SKILLSOFT)	4.00		X	X
Developing Fundamental Critical Thinking Skills (PD0252 SKILLSOFT)	3.00		X	X
Critical Thinking Skills for Managing (PD0254 SKILLSOFT)	3.50		X	X
Organizational Scope of Critical Thinking (PD0255 SKILLSOFT)	3.50		X	X
Critical Thinking Strategies Simulation (PD0250 SKILLSOFT)	0.50		X	X

Systems Thinking Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
What is Systems Thinking? (STGY0401 SKILLSOFT)	2.50			X
Building a Healthy System (STGY0402 SKILLSOFT)	2.50			X
Systems-thinking Models and Thinking Skills (STGY0403 SKILLSOFT)	2.50			X
System Archetypes (STGY0404 SKILLSOFT)	3.00			X
Redesigning Your Organization: Part I (STGY0405 SKILLSOFT)	3.00			X
Redesigning Your Organization: Part II (STGY0406 SKILLSOFT)	3.00			X

CLASSROOM LEARNING

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Systems Thinking (CMEL Course 01277)	32.00			X
Implications Charting: Analyzing Systems Problems (CMEL Workshop 01245)	4.00			X
Problem Solving (CMEL Workshop 01281)	6.00		X	X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 4: *Business Acumen*

PERFORMANCE INDICATORS

- Identifies resources required to successfully complete performance plan
- Uses assigned resources effectively to achieve objectives
- Identifies own impact on operational costs and implements strategies to control them (e.g., time and material)
- Takes corrective action to ensure that critical activities meet budget and schedule requirements
- Looks for opportunities to enhance productivity
- Evaluates business successes and failures and applies lessons learned

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Assist in your LOB's budget exercises at the end of the fiscal year
- Hold an informational interview with a manager or representative from the Office of Financial Management or your budget office

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Terry Dickey	The Basics of Budgeting: A Practical Guide to Better Business Practices	HG4028.D10	1992
Jeffery K. Pinto	Project Management Institute: Project Management Handbook	HD69.075P733	1998

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
	It All Adds Up: Financial Methods of Control	MV-1470	30 min	1993
Fred Moore	Finance for Non-Financial Professionals	MV-1382	4 hrs	1997
Larry Johnson	Project Management: Practical Skills to Keep Your Projects on Track, On time and on Budget	MV-1197	2 hr 25 min	1994
Ron Meiss	Introduction to Total Quality: How to Understand and Implement Total Quality	MV-1487	52 min	1993

ON-LINE LEARNING

On-line learning courses are offered by Skillsoft and can be accessed through eLMS.

Justifying Resource Requirements Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Presenting Your Case (STGY0216 SKILLSOFT)	2.50	X	X	X

Project Planning		Self & Team Contributor	Team Leader	Program Leader
	Hrs			
Project Planning (PROJ0002_SKILLSOFT)	5.00		X	X

CORRESPONDENCE COURSES

Access to FAA Correspondence Courses is at:

<https://www.academy.jccbi.gov/ama310c/default.asp>.

		Self & Team Contributor	Team Leader	Program Leader
	Hrs			
Staff Work (FAA Course 14019)		X	X	X
Report Analysis and Consolidation (FAA Course 14027)		X	X	X
The FAA Budget Process (FAA Course 14041)		X	X	X

CLASSROOM LEARNING

		Self & Team Contributor	Team Leader	Program Leader
	Hrs			
Introduction to Staff Studies (CMEL Workshop 01247)	7.00	X	X	X
Staff Study Fundamentals (CMEL Course 01259)	24.00	X	X	X
The FAA Budget in Brief (CMEL Workshop 01223)	4.00	X	X	X
Improving Work Processes (CMEL Workshop 01227)	4.00	X	X	X
Measuring Organizational Performance Workshop (CMEL Course 01269)	20.00		X	X
Measuring Organizational Performance (CMEL Course 01254)	31.00		X	X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 5:

Customer Focus

PERFORMANCE INDICATORS

- Seeks and uses customers' feedback and suggestions to enhance one's own effectiveness
- Shares information and ideas with customers
- Engages customers and stakeholders in critical decisions
- Stays alert to changing customer needs and challenges
- Takes into account the impact of one's own performance on the customer
- Builds customer and stakeholder understanding of organizational policy, business, and operational issues

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Develop a customer service survey for your customers and use the results to improve customer service
- Hold an informational interview with a representative from an organization known for having exceptional service

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Nancy J. Friedman	Telephone Skills from A to Z: The Telephone "Doctor" Phone Book	HD38.2.F10	1995
Judith E	Telephone Skills at Work	HF5541.T4F58	1994
Wayne A. Little	Shared Expectations: Sustaining Customer Relationships	HF5415.5.L58	1995
Price Pritchett	Service Excellence!	HF5415.P10	1991

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Debra Smith	Professional Telephone Skills: Make Every Call More Positive and Productive	MV-1814	17 min	1994
Paul R. Timm	The Power of Customer Service: A How-to Approach to Successful Customer Service	MV-1513	45 min	1989
Joyce Sullivan	Service Excellence: How to Deliver Outstanding Customer Service	MV-1489	50 min	1993
Lisa Ford	How to Give Exceptional Customer Service	MV-1577	3 hr 50 min	1993

ON-LINE LEARNING

On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

Service Foundation Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Building the Service Foundation: Corporate Culture (CUST0101_SKILLSOFT)	3.50	X	X	X
Fundamentals of Exceptional Customer Service (CUST0102_SKILLSOFT)	3.50	X	X	X
The Voice of the Customer (CUST0103_SKILLSOFT)	4.50	X	X	X
Advancing Your Service Expertise (CUST0104_SKILLSOFT)	4.50	X	X	X
Customers, Conflict and Confrontation (CUST0105_SKILLSOFT)	5.50	X	X	X
Overcoming Challenging Service Situations (CUST0106_SKILLSOFT)	6.00	X	X	X
Instilling Service Excellence: The EXCEL Acronym (CUST0107_SKILLSOFT)	7.50	X	X	X
Service Stars and Service Teams (CUST0108_SKILLSOFT)	5.50	X	X	X
Excelling at Customer Service Simulation (CUST0100_SKILLSOFT)	0.50	X	X	X
Customer Service Simulation (CUST010S_SKILLSOFT)	0.50	X	X	X
Excellence in Service: Providing Superior Customer Service (en_US_44006_NETg)		X	X	X
Excellence in Service: Creating Customer Loyalty (en_US_44011_NETg)		X	X	X
Working Effectively with Customers (COMM0194_SKILLSOFT)	2.50	X		X

Managing Customer Service Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
The Customer-driven Organization (CUST0121_SKILLSOFT)	2.00	X	X	X
Effective Service Recovery (CUST0123_SKILLSOFT)	2.50	X	X	X
Sustaining Excellent Customer Service (CUST0126_SKILLSOFT)	3.50	X	X	X
Managing Customer Relationships Simulation (CUST0120_SKILLSOFT)	0.50	X	X	X

Internal Customers Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Serving Your Internal Customers (CUST0124 SKILLSOFT)	3.00	X	X	X
Excellence in Internal Customer Service (CUST0141 SKILLSOFT)	5.00	X	X	X
Working with Internal Customers (CUST0142 SKILLSOFT)	4.00	X	X	X
Overcoming Internal Customer Service Problems (CUST0143 SKILLSOFT)	3.50	X	X	X

Measuring Customer Satisfaction Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Discovering What Your Customers Want (CUST0131 SKILLSOFT)	2.50	X	X	X
Developing Customer Satisfaction Surveys (CUST0132 SKILLSOFT)	3.00	X	X	X
Customer Satisfaction: Analysis and Implementation (CUST0133 SKILLSOFT)	2.50	X	X	X
Measuring Customer Satisfaction Simulation (CUST 0130 SKILLSOFT)	0.50	X	X	X
Identifying Your Customers' Expectations (CUST0171 SKILLSOFT)	4.50	X	X	X
Using Surveys to Measure Customer Satisfaction (CUST0172 SKILLSOFT)	3.00	X	X	X
Bridge the Expectations Gap (CUST0173 SKILLSOFT)	4.50	X	X	X
Leading a Customer-focused Team (CUST0174 SKILLSOFT)	4.00		X	X

Handling Telephone Calls Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Handle Calls with Confidence and Professionalism (COMM0401 SKILLSOFT)	3.50	X	X	X
Turn Difficult Callers into Delighted Customers (COMM0402 SKILLSOFT)	4.00	X	X	X

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 6:

Building Teamwork and Cooperation

PERFORMANCE INDICATORS

- Creates an environment in which people thrive and accomplish their best
- Uses teamwork effectively to achieve business results
- Capitalizes on the full range of talent to enhance team performance
- Encourages differing opinions to be expressed and respected
- Demonstrates initiative and creativity within established boundaries
- Coaches team members toward goal achievement

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone you view as an exceptional team member or team leader

Experiential Activities

- Detail from Region to Headquarters Office or Headquarters Office to Region
- Participate or lead a national work group or special assignment
- Shadowing assignment
- Implement an employee recognition system for your employees

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Roger M. Schwarz	The Skilled Facilitator: Practical Wisdom for Developing Effective Groups	HD30.3.S373	1994
Richard Hackman	Groups that Work: And Those that Don't	HD66.G76	1989
David W. Johnson and Frank P. Johnson	Joining Together: Group Theory and Group Skills	HM131.J613	1996
Michael Brassard and Diane Ritter	The Team Memory Jogger: A Pocket Guide for Team Members	LB1060.R10B12	1995

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Debra Sutch	Interpersonal Communication Skills: Training to Minimize Conflict and Build Collaboration in Today's Team-Oriented Workplace	AT-0506	4 hrs	1994
Denis Waitly	Empires of the Mind: Lessons to Lead and Succeed in a Knowledge-Based World	AT-0509	2hrs	1995
Lani Arredondo	How to Overcome Negativity in the Workplace: Training to Help You Create a More Positive Productive Work Environment	AT-0523	4 hrs	1996
Michael Staver	21 Ways to Defuse Anger and Calm People Down: Learn Peacekeeping Skills You'll Use to Prevent Blowups, Mediate Disputes and Foster Teamwork	AT-0576	4 hrs	1995
William Isaacs	Dialogue: The Power of Collective Thinking	AT-0450	1 hr	1992

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Debra Sutch	Interpersonal Communication Skills: Training to minimize conflict and Build Collaboration in Today's Team-Oriented Workplace	MV-1571	4 hrs	1994
CRM Films	The Abilene Paradox and Other Mediations on Management	MV-0883	21 min	1984
Loren Ankarlo	9 Traits of highly Successful Work Teams: Trait 5 – Making Effective Decisions	MV-1665	55 min	1995
	Pulling Together: Building Morale and Commitment	MV-1466	30 min	1993
Brian Tracy	Managing Meetings that Get Results	MV-1367	1 hr	1988
Jaques Kaswan and Edward O. Lee	Effective Democratic Meetings: Planning a Meeting	MV-1505	20 min	1988
Jaques Kaswan and Edward O. Lee	Effective Democratic Meetings: Facilitating a Meeting	MV-1506	45 min	1988
Loren Ankarlo	9 Traits of Highly Successful Work Teams: Trait 4 – Conducting Productive Meetings	MV-1664	45 min	1995
	Conducting a Productive Meeting: Facilitate Meetings that Get Results	MV-1690	13 min	1995
Jay Hall	Managing the Four C's of Group Effectiveness	MV-1482	20 min	1990
Loren Ankarlo	9 Traits of highly Successful Work Teams: Trait 6 – Confronting and Resolving Conflict	MV-1995	35 min	1995
Talico Inc.	The Winning Team: How to Achieve Total Team Effectiveness	MV-1514	25 min	1994

Tony Alessandra	Supreme Teams: How to Make Teams Really Work	MV-1874	1 hr	1998
FYI Video	Keeping Teams Together	MV-1353	23 min	1993
	Tap the Power of Teamwork	MV-1379	45 min	1990
Ron Meiss	Making Teamwork Work: How to be an Effective Team Member	MV-1433	50 min	1993
Loren Ankarlo	9 Traits of highly Successful Work Teams: Trait 1 – Finding a Common Purpose	MV-1662	1 hr 35 min	1995
Loren Ankarlo	9 Traits of highly Successful Work Teams: Trait 2 - Forging Shared Operational Values and Trait 3 – Clarifying Team Roles & Procedures	MV-1663	1 hr 4 min	1995
Loren Ankarlo	9 Traits of highly Successful Work Teams: Trait 8 – Building Bridges Within the Organization	MV-1668	1 hr 10 min	1995
Loren Ankarlo	9 Traits of highly Successful Work Teams: Trait 9 – Celebrating and Sharing Rewards	MV-1669	40 min	1995
Business Advantage	Team Conflict: Handling Rigidity in Teams	MV-1691	23 min	
Anthony Fulginiti	Building Cooperation: How Everyone Can Win at Work	MV-1776	15 min	1996

ON-LINE LEARNING

On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

Team Feedback Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Team Feedback: A Guide (COMM0524 SKILLSOFT)	4.00	X	X	X
Effective Use of Feedback for Teams Simulation (COMM052S SKILLSOFT)	0.50	X	X	X

Facilitating Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
The Role of the Facilitator (MGMT0271_SKILLSOFT)	5.00		X	X
Facilitative Fundamentals: Techniques and Tools (MGMT0272_SKILLSOFT)	5.50		X	X
Facilitating Work Groups and Meetings (MGMT0273_SKILLSOFT)	5.00		X	X
Facilitating Challenging Situations (MGMT0274_SKILLSOFT)	5.00		X	X
Facilitative Formats and Tools: Offering Options (MGMT0275_SKILLSOFT)	5.00		X	X
The Facilitative Leader (MGMT0276_SKILLSOFT)	5.00		X	X
The Successful Facilitator Simulation (MGMT0270_SKILLSOFT)	0.50		X	X

Cross Functional Teams Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Select, Evaluate, and Fund Cross-functional Teams (TEAM0122_SKILLSOFT)	3.50		X	X
Developing the Cross-functional Team (TEAM0123_SKILLSOFT)	3.50		X	X
Achieving Results as a Cross-functional Team (TEAM0124_SKILLSOFT)	3.00		X	X

Building High Performance Teams Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Building a High-performance Team (TEAM0141_Skillsoft)	2.00		X	X
Harnessing Collective Knowledge (TEAM0142_SKILLSOFT)	2.50		X	X
Managing a Project with Your Team (TEAM0143_SKILLSOFT)	3.00	X	X	X
Revving up Your High-performance Project Team (TEAM0144_SKILLSOFT)	2.50	X	X	X
Maintain Project Team Peak Performance (TEAM0145_SKILLSOFT)	2.50	X	X	X

Fixing Broken Teams (TEAM0146_SKILLSOFT)	2.50		X	X
Cultivating a High-performance Project Team Simulation (TEAM0140_SKILLSOFT)	0.50		X	X

On-site and Virtual Teams Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Launching Successful On-Site and Virtual Teams (TEAM0151_SKILLSOFT)	5.50		X	X
Leading Successful On-site Teams (TEAM0152_SKILLSOFT)	5.00		X	X
Leading Virtual Teams (TEAM0153_SKILLSOFT)	5.00		X	X
Facilitating On-site and Virtual Teams (TEAM0154_SKILLSOFT)	4.50		X	X
Virtual Team Basics (TEAM0221_SKILLSOFT)	3.50		X	X
Virtual Team Communication (TEAM0222_SKILLSOFT)	4.00		X	X
Collaboration in Virtual Teams (TEAM0223_SKILLSOFT)	3.50		X	X
Virtual Project Management (TEAM0224_SKILLSOFT)			X	X
Virtual Team Leadership (TEAM0225_SKILLSOFT)	3.50		X	X
Learning Organizations and the Virtual Team (TEAM0226_SKILLSOFT)	3.00		X	X
Managing and Leading the Virtual Team Simulation (TEAM0220_SKILLSOFT)	0.50		X	X
In Virtual Teams: The Fundamentals (en_US_42101_NETg)		X	X	X

Team Building Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Effective Team-building Strategies (TEAM0171_SKILLSOFT)	4.00	X	X	X
Effectively Communicating in Teams (TEAM0172_SKILLSOFT)	3.00	X	X	X
The Individual's Role in a Team (TEAM0173_SKILLSOFT)	3.50	X	X	X
Teamwork and Results without Authority (COMM0512_SKILLSOFT)	2.50	X	X	X

Dealing with Team Conflict Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Team Conflict: The Seeds of Dissent (TEAM0211_SKILLSOFT)	3.50	X	X	X
Analyzing Workplace War Zones (TEAM0212_SKILLSOFT)	2.50	X	X	X
Getting Past Clashes: Valuing Team Diversity (TEAM0213_SKILLSOFT)	2.50	X	X	X
Conquering Conflict through Communication (TEAM0214_SKILLSOFT)	3.00	X	X	X
The Path to Peace and Harmony (TEAM0215_SKILLSOFT)	2.50	X	X	X
Making Teams Work Simulation (TEAM0210_SKILLSOFT)	0.50		X	X

CLASSROOM LEARNING

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Facilitator Tools for Effective Meetings (CMEL Workshop 01199)	4.00	X	X	X
Facilitator Training Course (CMEL Course 01523)	36.00		X	X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 7:

Building a Model EEO Program

PERFORMANCE INDICATORS

- Demonstrates leadership and commitment to FAA's Model EEO Program
- Complies with all applicable EEO laws and regulations
- Contributes to a positive work environment that is free from discrimination, harassment and retaliation
- Cooperates fully in authorized EEO complaint processing
- Seeks assistance and/or guidance from one's manager, FAA's Office of Civil Rights, and other staff offices immediately as EEO questions arise or the need for EEO training is identified

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Form a discussion forum with employees, managers, and executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in building a model EEO Program
- Hold an informational interview with a representative from the Office of Chief Counsel, AGC to discuss Ryan vs. Mineta

Experiential Activities

- Detail from Region to Headquarters Office or Headquarters Office to Region in the Office of Civil Rights or Human Resources
- Participate or lead a national work group or special assignment
- Shadowing assignment

Educational Activities

ON-LINE LEARNING

Facilitating Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Frontline Manager Course Phase 1 (FAA Course FAA05005) (One module in the course is <i>Model EEO Workplace</i>)		X	X	X

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to building a Model EEO program as it becomes available

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course

COMPETENCY 8:

Developing Talent

PERFORMANCE INDICATORS

- Provides feedback to others to support their development
- Coaches, mentors, and guides development of other employees
- Focuses training and development on defined business priorities
- Takes advantage of duty assignments that provide development opportunities
- Considers the future talent needs of the unit or organization in identifying one's own development needs
- Uses feedback to identify and close one's own skill gaps

Feedback & Relationship Activities

- Participate as a mentee and/or a mentor in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone who exhibits exceptional skills in this competency

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Patti Hathaway	Giving and Receiving Criticism: Your Key to Interpersonal Success	BF637.C74H371	1990
Shirley Poertner and Karen M. Miller	The Art of Giving and Receiving Feedback	BF637.P11	1997
Rick Maurer	Feedback Toolkit: 16 Tools for Better Communication in the Workplace	HF5549.5.C6M29	1994
Paul J. Jerome	Coaching Through Effective Feedback: A Practical Guide to Successful Communication	P90.J10	1994
Gordon F. Shea	Mentoring: A Practical Guide	HF5549.5S710	1992
Dennis Damp	Take Charge of Your Federal Career: A Practical Action-oriented Career Management Workbook for Federal Employees	HF5530.FEND12	1998
John Whitmore	Coaching for Performance: Growing people, Performance, and Purpose	HD58.82.W47	2002
Dennis J. Kravitz	The Directory for Building Competencies	HF5386.K834	1989
Victoria Marsick and Marie Volpe	Informal Learning on the Job	HF5549.5.T714572	1999
John Whitmore	Coaching for Performance: A practical Guide to Growing Your Own Skills	HF5549.W616	1994

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Susan F. Woodring	Mentoring: How to Foster Your Career's Most Crucial Relationships	AT-0588	1 hr 55 min	1995
Career Track	47 Ways to Accelerate Your Career: How to Gain On-the-Job attention, Respect and Recognition	AT-0597	2 hr 40 min	1998

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Tony Fulginiti	Communicating with People on the Job <i>(It includes ways to give and receive feedback)</i>	MV-1355	15 min	1991
Jean Lebedun	Giving and Taking Criticism: How to Strengthen Relationships with Corrective Feedback	MV-1429	55 min	1993
	Giving and Receiving Criticism: How to Strengthen Relationships with Corrective Feedback	MV-1873	8 min	1993
Long Island Productions	Employee Development: Accepting Criticism	MV-1879	22 min	1997
FYI Video	Coaching for Top Performance	MV-1350	25 min	1992
Brian Tracy	Pathways Toward Personal Progress		1 hr	

ON-LINE LEARNING

On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

Feedback Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
An Essential Guide to Giving Feedback (COMM0521 SKILLSOFT)	2.50	X	X	X
Coping with Criticism and Feedback (COMM0522 SKILLSOFT)	5.00	X	X	X
Giving Feedback to Colleagues (COMM0523 SKILLSOFT)	4.50	X	X	X
Effective Feedback for Employees and Colleagues Simulation (COMM0520 SKILLSOFT)	0.50	X	X	X

Knowledge Management Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
The Art of Knowledge Management (KNOW0101 SKILLSOFT)	3.50		X	X
Knowledge as Capital (KNOW0102 SKILLSOFT)	3.00		X	X
Putting Knowledge to Work (KNOW0103 SKILLSOFT)	4.00		X	X
Managing Knowledge Workers (KNOW0104 SKILLSOFT)	2.00		X	X
Being a Knowledge Activist (KNOW0105 SKILLSOFT)	3.00		X	X

The learning Organization Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Knowledge as Strategy: Performance Improvement (KNOW0111 SKILLSOFT)	3.00	X	X	X
The Potential of Self-directed Learning (KNOW0113 SKILLSOFT)	2.50	X	X	X

Fast-Tracking Your Career Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Get Your Career on the Fast Track (PD0131 SKILLSOFT)	2.50	X	X	X
Basic Business Skills to Get You on the Fast Track (PD0132 SKILLSOFT)	2.50	X	X	X
Communication Skills to Fast-track Your Career (PD0133 SKILLSOFT)	2.50	X	X	X
Interpersonal Skills on the Fast Track (PD0134 SKILLSOFT)	2.50	X	X	X
The Boss Factor (PD0135 SKILLSOFT)	3.00	X	X	X
Improving Your Image (PD0136 SKILLSOFT)	3.00	X	X	X
Fast-tracking Your Career Simulation (PD0130 SKILLSOFT)	0.50	X	X	X

Mentoring Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Effective Mentoring (MGMT0251 SKILLSOFT)	3.00		X	X
The Mentoring Manager (MGMT0252 SKILLSOFT)	2.50		X	X
Mentoring Strategies in the 21 st Century (MGMT0254 SKILLSOFT)	3.00	X	X	X
Achieve Success with the Help of a Mentor (MGMT0255 SKILLSOFT)	3.50	X	X	X
Mentoring Essentials Simulation (MGMT0250 SKILLSOFT)	0.50		X	X

Coaching Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Coaching for Business (MGMT0281 SKILLSOFT)	4.00		X	X
Successful Coaching Relationships (MGMT0282 SKILLSOFT)	7.50		X	X
Key Stages in Coaching (MGMT0283 SKILLSOFT)	6.00		X	X
Coaching Skills (MGMT0284 SKILLSOFT)	5.50		X	X
Mindsets, Emotions, and Coaching (MGMT0285 SKILLSOFT)	4.00		X	X
Coaching Trends (MGMT0286 SKILLSOFT)	4.50		X	X

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 9:

Communication

PERFORMANCE INDICATORS

- Communicates openly and honestly
- Pays attention and communicates understanding
- Effectively interprets intent, influence, and non-verbal elements of communication
- Tailors communication style to fit different groups and circumstances
- Presents information clearly and persuasively
- Fosters open communication and exchange of ideas and knowledge

Feedback & Relationship Activities

- Participate as a mentee and/or a mentor in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone who exhibits exceptional skills in this competency
- Hold an informational interview with a representative from the Office of Communications on FAA's Writing Standards
- Participation in Toastmasters
- Serve as regional representative on the annual CFC and US Saving Bond campaign

Experiential Activities

- Participation in a detail to the Office of Communications
- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Diane Bone	The Business of Listening: A practical Guide to Effective Listening	BF323.L5.B10	1988
Jim Dugger	Listen Up: Hear What's Really Being Said	BF323.L5D10	1991
Barrie Hopson and Mike Scally	Communication: Skills to Inspire Confidence	BF637.C45H66	1993
Gerard I. Nierenberg and Henry H. Calero	How to Read a Person Like a Book: The Language Everybody Uses But Nobody Speaks – Body Talk!	BF637.C45N48	1993
Douglas Stone, et al	Difficult Conversations: How to Discuss What Matters Most	BF637.C45S78	1999
William L. Nothstine	Influencing Others: A Handbook of Persuasive Strategies	HD30.3.N10	1989
Dianna Booher	Communicate with Confidence: How to Say It Right the First Time and Every Time	HF5718.B654	1994
Sonya Hamlin	How to Talk so People Listen	HF5718.H284	1989
Tim J. Saben	Practical Business Communication	HF5718.S22	1994
Milo O. Frank	How to Get Your Point Across in 30 Seconds – Or Less	HF5781.F74	1986
Marlene Caroseli	Thinking on Your Feet: Tools to Communicate Clearly and Convincingly	HM132.C10	1992
Kurt Hanks	Getting Your Message Across	P90.H298	1990

Bert Decker	The Art of Communicating	PE1408.D10	1988
Linda K. Fuller and Lilless McPherson Shilling	Communicating Comfortably: Your Guide to Overcoming Speaking and Writing Anxieties	PN4121.F84S54	1990
Lani Arredondo	How to Present Like a Pro: Getting People to See Things Your Way	HF5718.22.A77	1991
Dennis Becker and Paula B. Becker	Powerful Presentation Skills	HF5718.22.B43	1994
Karen Anderson	Making Meetings Work: How to Plan and Conduct Effective Meetings	HF5743.5A533	1994
Karen E. Silva	Meetings that Work	HF5743.5S57	1994
Marlene Caroselli	Meetings that Work	HM131.C10	1992
Richard Chang and Kevin Kehoe	Meetings that Work!: A Practical Guide to Shorter and More Productive Meetings	HM131.C11	1993

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Mannie Sherberg	One-To-One Communication: Getting the Results You Want	AT-0270	1 hr	1990
Mannie Sherberg	All Aboard: Winning Approval for Your Ideas	AT-0300	1 hr	1990
Ron Meiss	Effective Listening Skills: Reduce Misunderstandings, Sharpen Concentration and Hear More of What People are Saying	AT-0403	4 hrs	1991
Milo O. Frank	How to Get Your Point Across in 30 Seconds – Or Less	AT-0431	45 mins	1985
Bert Decker	How to Communicate Effectively	AT-0438	1 hr	1993

Tony Alessandra	The Dynamics of Effective Listening	AT-0455	6 hrs	1994
James K. Van Fleet	Conversation Power: Communication Skills for Business and Personal Success	AT-0469	6 hrs	1990
Bert Decker	High Impact Communication: How to Build Charisma, Credibility and Trust	AT-0470	6 hrs	1992
Julian Fleisher	The Princeton Review Grammar Smart: An Audio Guide to Perfect Usage	AT-0474	2 hrs	1993
Deborah Tannen	That's Not What I Meant: How Conversational Style Makes or Breaks Relationships	AT-0478	1.5 hrs	1991
Carol Fleming	The Sound of Your Voice: The Essential Audio Program for Everyone Who Needs to Communicate Confidently and Clearly Now!!	AT-0535	6 hrs	1988
George R. Walther	Power Talking: 50 Ways to Say What You Mean and Get What You Want	AT-0541	6 hrs	1991
Jim Stanley and Peg Lee Pickering	The Language of Business: Vocabulary Essentials for Today's Business Professionals	AT-0569	6 hrs	1994
Earl Nightingale	The Successful Communicator	AT-0412	4 hrs	1992
Julian Fleisher	The Princeton Review: Speak Smart: How to Overcome Your Fears and Give Great Speeches	AT-0559	1.67hrs	1998
Milo O. Frank	How to Run a Successful Meeting – in ½ the Time	AT-0571	50 min	1989

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
JWA Video Inc.	How to Develop Effective Communication Skills	MV-1860	34 min	1998
CRM Films	You Know What I Mean?	MV-1236	23 min	1990
Ron Meiss	How to Listen Powerfully: Reduce Misunderstandings, Sharpen Concentration and Hear More of What People are Saying	MV-1343	42 min	1990
Roko Paskov	Confident Public Speaking	MV-1345	3 hrs	1989
Communication Briefing	Listening: The Key to Productivity	MV-1356	17 min	1992
	Making your Point Without Saying a Word	MV-1393	30 min	1991
Mark Lebedun	Workplace Communications: How to Communicate Effectively	MV-1432	40 min	1993
Eugene Griessman	Abraham Lincoln on Communication: The persuasive Power of the Well Chosen Word	MV-1616	1 hr 10 min	1995
George R. Walther	Power Talking: 50 Ways to Say What you Mean and Get What You Want	MV-1784	1 hr 10 min	1993
Kantola Productions	Listening Under Pressure	MV-1895	15 min	1996
Susan Hutchinson	Communicate!	MV-1595	5 min	1995
Paul R. Trimm	How to Hold Successful Meetings	MV-1937	30 min	1994
	Speaking Effectively to 1 or 1000	MV-0562	23 min	
	Speak Up With Confidence	MV-0915	33 min	1985
FYI Video	Delivering Successful Presentations	MV-1354	28 min	1992
Kantola Productions	Be Prepared for Meetings: How to Lead Productive Meetings	MV-1377	24 min	1991
Burt Decker	How to Speak with Confidence	MV-1387	46 min	1987

David Byrd and Tony Fulginiti	Getting the Most Out of Your Meetings	MV-1422	15 min	1993
Patricia Covarrubias	Make Presentations Work for You	MV-1423	12 min	1993
Debra Smith	Powerful Presentation Skills: How to Get a Group's Interest and persuade them to Act	MV-1627	39 min	1993

OTHER RESOURCES

- Review FAA's Plain Language Manual on the following website https://employees.faa.gov/tools_resources/branding_writing/media/Writing_User_Friendlier_Documents.pdf
- Review the plain language website <http://www.plainlanguage.gov/>

ON-LINE LEARNING

On-line learning courses are offered by Skillsoft and can be accessed through eLMS.

General Communication Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
The Process of Interpersonal Communication (COMM0001 SKILLSOFT)	4.50	X	X	X
The Mechanics of Effective Communication (COMM0002 SKILLSOFT)	5.00	X	X	X
Communication Skills for the Workplace (COMM0003 SKILLSOFT)	4.50	X	X	X
Communicate for Results (COMM0004 SKILLSOFT)	5.00	X	X	X
Communication Skills for Leadership (COMM0005 SKILLSOFT)	5.50		X	X
Interpersonal Communication Skills for Business Simulation (COMM000S SKILLSOFT)	0.50	X	X	X
Interpersonal Communication Skills for Teams Simulation (COMM000T SKILLSOFT)	0.50	X	X	X
Getting Results through Communication (COMM0515 SKILLSOFT)	3.00	X	X	X
Communicating as a Leader (LEAD0145 SKILLSOFT)	4.50			X

Listening Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
The Basics of Listening (COMM0151 SKILLSOFT)	2.50	X	X	X
Listening for Comprehension (COMM0152 SKILLSOFT)	5.00	X	X	X
Listening for Higher Purposes (COMM0153 SKILLSOFT)	3.00	X	X	X
Enhancing Your Listening Skills (COMM0154 SKILLSOFT)	3.00	X	X	X
Effective Listening Skills Simulation (COMM0150 SKILLSOFT)	0.50	X	X	X

Delivering Presentations Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Presenting to Succeed (COMM0301 SKILLSOFT)	4.50	X	X	X
Delivering Your Message (COMM0302 SKILLSOFT)	4.50	X	X	X
Presentation Resources Available to You (COMM0303 SKILLSOFT)	5.00	X	X	X
Delivering Successful Presentation Simulation (COMM0300 SKILLSOFT)	0.50	X	X	X

Other sources for on-line training

- FAA Plain Language course
https://employees.faa.gov/tools_resources/branding_writing/plain_language/training/

CORRESPONDENCE COURSES

Access to FAA Correspondence Courses is at:

<https://www.academy.jccbi.gov/ama310c/default.asp>.

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Briefing and Presentation Techniques (FAA Course 14010)		X	X	X

CLASSROOM LEARNING

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Effective Questioning: A Different Way to Communicate (CMEL Workshop 01253)	3.50	X	X	X
Presentation Techniques (CMEL Course 01263)	24.00	X	X	X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 10:

Building Alliances

PERFORMANCE INDICATORS

- Represents FAA and organizational positions effectively
- Builds and maintains external stakeholder trust and confidence
- Fosters networks, alliances, and other business relationships
- Develops common ground among a wide range of stakeholders
- Works effectively with others to achieve results

Feedback & Relationship Activities

- Participate as a mentee and/or a mentor in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone who exhibits exceptional skills in this competency
- Serve as regional representative on the annual CFC and US Saving Bond campaign

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Coleen Clarke	Networking: How to Creatively Tap Your People Resources	HD69.C810	1993
Harvey MacKay	Dig Your Well Before Your Thirsty: The Only Networking Book You'll Ever Need	HD69.S8M25	1997
Patty Hathaway and Shubert Hathaway	Managing Upward: Strategies for Succeeding with Your Boss	HD38.A10	1992

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
George R. Walther	Power Talking: 50 Ways to Say What You Mean and Get What You Want	AT-0541	6 hrs	1991
Donna Fisher	Power Networking: 55 Secrets for Personal and Professional Success	AT-0468	4 hrs	1994
Harvey MacKay	Dig Your Well Before Your Thirsty: The Only Networking Book You'll Ever Need	AT-0542	6 hrs	1997

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
	Networking Your Way to Success	MV-1563	30 min	1991

ON-LINE LEARNING

On-line learning courses are offered by Skillsoft and can be accessed through eLMS.

Building Work Relationship Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Communicate for Contacts (COMM0007 SKILLSOFT)	4.50	X	X	X
Building Relationships to Get Results (COMM0511 SKILLSOFT)	2.50	X	X	X
Leadership without Authority (COMM0513 SKILLSOFT)	3.00	X	X	X
Gaining Allies, Creating Change (COMM0514 SKILLSOFT)	3.00	X	X	X
Getting Results from the Boss (COMM0516 SKILLSOFT)	3.00	X	X	X
Getting Results without Authority Simulation (COMM0510 SKILLSOFT)	0.50	X	X	X

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 11:

Interpersonal Relations and Influence

PERFORMANCE INDICATORS

- Builds and sustains commitment to decisions
- Helps build consensus
- Consistently treats others with respect
- Develops rapport with others
- Handles emotionally charged or controversial issues responsibly
- Deals fairly and effectively with conflicts in the workplace

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone who exhibits exceptional skills in this competency

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Terry R. Bacon	Effective People Skills	HM132.B10	1996
Rick Brinkman and Rick Kirschner	Dealing with People You Can't Stand: How to Bring Out the Best in People at Their Worst	HM132.B7426	1994
Steven Saint and James R. Lawson	Rules for Reaching Consensus: A Modern Approach to Decision Making	HD66.L38	1994
Sandra A. Crowe	Since Strangling Isn't an Option ... Dealing with Difficult People --- Common Problems and Uncommon Solutions	BF637.148C78	1999
Jim Murphy	Managing Conflict at Work: How to manage Conflict on a Daily Basis	HD42.M88	1994
Muriel Solomon	Working with Difficult People: Hundreds of Office-Proven Strategies and Techniques to Get Cooperation and Respect from Tyrants	HD42.S65	1990
Dean Tjosvold	Learning to Manage Conflict: Getting People to Work Together Productively	HD52.T583	1993
Daniel Dana	Talk It Out! 4 Steps to Managing People Problems in Your Organization	PN4121.D36	1990
Daniel Goleman	Emotional Intelligence: Why It Can Matter More than IQ	BF561.G65	1995

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Mannie Sherberg	One-To-One Communication: Getting the Results You Want	AT-0270	1 hr	1990

Mannie Sherberg	All Aboard: Winning Approval for Your Ideas	AT-0300	1 hr	1990
Tom Rusk	The Power of Ethical Persuasion: From Conflict to Partnership at Work and in Private Life	AT-0422	1.5 hrs	1993
Suzette H. Eglin	Success with the Gentle Art of Self Defense	AT-0451	4 hrs	1991
Bert Decker	High Impact Communication: How to Build Charisma, Credibility and Trust	AT-0470	6 hrs	1992
Debra Sutch	Interpersonal Communication Skills: Training to Minimize Conflict and Build Collaboration in Today's Team-Oriented Workplace	AT-0506	4 hrs	1994
George R. Walther	Power Talking: 50 Ways to Say What You Mean and Get What You Want	AT-0541	6 hrs	1991
Don Gabor	Talking with Confidence for the Painfully Shy: How to Overcome Nervousness, Speak-Up, and Speak-Out in Any Social or Business Setting	AT-0572	1.5 hrs	1997
Robert Bramson	Coping with Difficult Bosses	AT-0427	2 hrs	1993
Carol Tavis	Controlling Anger: How to Turn Anger into Positive Action	AT-0441	4 hrs	1989
Denis Waitley	How to Handle Conflict and Manage Anger	AT-0454	6 hrs	1993
Michael Staver	21 Ways to Defuse Anger and Calm People Down: Learn Peacekeeping Skills You'll Use to Prevent Blowups, Mediate Disputes and Foster Teamwork	AT-0576	4 hrs	1995
Tony Alessandra	Living the Platinum Rule: How to Get What You Want by Giving Others What They Want	AT-0514	6 hrs	1996
Daniel Goleman	Emotional Intelligence: Why it Can Matter More than IQ	AT-0567	3 hrs	1995
Daniel Goleman	Working with Emotional Intelligence	AT-0627	3 hrs	1998
Debra Duxbury	Emotional Intelligence: Managing Complexity Personally and Systemically	AT-0630	45 min	2000

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Debra Sutch	Interpersonal Communication Skills: Training to minimize conflict and Build Collaboration in Today's Team-Oriented Workplace	MV-1571	4 hrs	1994
Judith Briles, Rick Brinkman and Rick Kirshner	Workplace Communications: The Gaps and Traps	MV-1685	1 hr 40 min	1995
Tony Fulginiti	Communicating with People on the job	MV-1355	15 min	1991
	Keeping in Touch: Interpersonal and Organizational	MV-1464	30 min	1993
	Dynamics of the Johari Window	MV-1479	35 min	1989
FAA ATN Broadcast	Managing Anger and Violence in the Workplace	MV-1803	1 hr	2001
Chuck Dyer	How to Handle Difficult People: The Differences in People	MV-1538	46 min	1992
Chuck Dyer	How to Handle Difficult People: Dealing with Difficult People	MV-1539	54 min	1992
Chuck Dyer	How to Handle Difficult People: Strategies for Increased Self Esteem	MV-1540	55 min	1992
Pat Heim	The Rules of Engagement	MV-1849	41 min	1996
Rick Brinkman and Rick Kirschner	How to Deal with Difficult People	MV-1141	4 hr 10 min	1990
	How to Manage Anger and Handle Conflict	MV-1359	1 hr 40 min	1992
Lawrence Schwimmer	The Art of Resolving Conflicts in the Workplace: The Six Essential Techniques	MV-1360	37 min	1992

SamDeep and Lyle Sussman	Solving People-Problems on the Job	MV-1421	15 min	1993
Helga Rhode	Dealing with Conflict and Confrontation: How to Keep Your Cool, Stand Your Ground and Reach a Positive Resolution	MV-1445	2 hr 45 min	1993
Thomas Crum	Keeping Your Cool When Others Don't: Strategies for Conflict Management	MV-1447	24 min	1991
Ed Greif	Dealing with Difficult People	MV-1486	1 hr 12 min	1993
Harles E. Cone	Constructive Anger: How to Recognize and Deal with Anger	MV-1491	35 min	1993
Bill Herbert	How to Handle Difficult People: Eliminate the Stress of Dealing with Difficult People	MV-1906	1 hr 26 min	1996
American Media Inc.	Difficult People – How to Deal with Them	MV-1966	38 min	
Helga Rhode	Assertiveness Training for Professionals	MV-1139	1 hr 45 min	1989
Jim Cathcart and Tony Aessandra	Win Through Relationships: How to Deal with the Differences in People	MV-1392	43 min	1989
Tom Miller	Self Discipline and Emotional Control: How to Stay Calm and Productive Under Pressure	MV-1578	4 hr 50 min	1994

ON-LINE LEARNING

On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

Emotional Intelligence Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
What is Emotional Intelligence? (COMM0141 SKILLSOFT)	2.50	X	X	X
Emotional Intelligence at Work (COMM0142 SKILLSOFT)	2.50	X	X	X
Teamwork and Emotional Intelligence (COMM0143 SKILLSOFT)	2.50	X	X	X
Increasing Your Emotional Intelligence (COMM0144 SKILLSOFT)	2.50	X	X	X
The Emotionally Intelligent Leader (COMM0145 SKILLSOFT)	2.50		X	X
Emotional Intelligence in the Workplace Simulation (COMM0140 SKILLSOFT)	0.50	X	X	X

Working with Difficult People Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Difficult People in the Workplace (COMM0161 SKILLSOFT)	3.50	X	X	X
Working with Aggressive People (COMM0162 SKILLSOFT)	3.00	X	X	X
Working with Negative People and Procrastinators (COMM0163 SKILLSOFT)	3.00	X	X	X
Working with Arrogant and Duplicitous People (COMM0164 SKILLSOFT)	2.00	X	X	X
Communicating Effectively with Difficult Coworkers Simulation (COMM016S SKILLSOFT)	0.50	X	X	X
Managing and Working with Difficult People Simulation (COMM0160 SKILLSOFT)	0.50		X	X

Managing Anger Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Experiencing Anger (COMM0701_SKILLSOFT)	5.00	X	X	X
Managing Your Anger (COMM0702_SKILLSOFT)	5.50	X	X	X
Managing Anger in the Workplace Simulation (COMM0700_SKILLSOFT)	0.50	X	X	X

Dealing with Conflict Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Perspectives on Conflict (COMM0341_SKILLSOFT)	5.50	X	X	X
Handling Conflict with Others (COMM0342_SKILLSOFT)	6.00	X	X	X
Dealing with Conflict in the Workplace Simulation (COMM0340_SKILLSOFT)	0.50	X	X	X
Communication Skills for Resolving Conflict (COMM0006_SKILLSOFT)	5.00		X	X

Workplace Violence Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Workplace Aggression: The Scope of the Problem (HR0341_SKILLSOFT)	4.50		X	X
The Three Stages of Aggressive Behavior (HR0342_SKILLSOFT)	3.50		X	X
Potential Powder Kegs: Identifying & Defusing Them (HR0343_SKILLSOFT)	3.50		X	X

Negotiating Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Crafting a Deal (COMM0501_SKILLSOFT)	3.00	X	X	X
The Negotiation Process (COMM0503_SKILLSOFT)	2.50	X	X	X

CORRESPONDENCE COURSES

Access to FAA Correspondence Courses is at:
<https://www.academy.iccabi.gov/ama310c/default.asp>.

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Interpersonal Skills for the Leadership Role (FAA Course 14033)		X	X	X

CLASSROOM LEARNING

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Influencing Skills (CMEL Workshop 01239)	4.00	X	X	X
Introduction to Myers Briggs Type Indicator (CMEL Workshop 01195)	3.00	X	X	X
Managing Conflict (CMEL Workshop 01286)	4.00	X	X	X
Mediating Conflict (CMEL Workshop 01219)	4.00	X	X	X
Using an Interest-Based Approach to Building Agreement (CMEL Workshop 01283)	8.00	X	X	X
Working Styles and Team Effectiveness (CMEL Workshop 01282)	4.00	X	X	X
Workplace Violence: What Everyone Should Know (CMEL Workshop 01256)	4.00	X	X	X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 12:

Integrity and Honesty

PERFORMANCE INDICATORS

- Works with consistency, dignity, compassion and integrity
- Demonstrates and fosters high standards and ethical behavior
- Presents viewpoints with courage and conviction
- Makes tough decisions and stands behind them
- Demonstrates commitment to public service and the mission of their organization

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone who exhibits exceptional skills in this competency
- Hold an informational interview with a manager or representative from the Office of Chief Counsel (AGC), Ethics Staff

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Price Pritchett	The Ethics of Excellence	HF5549.5.P11	1994
Susan McGuire Smith	Practical Ethics for the Federal Employee: Staking Out the High Ground	HF5549.S64	1993

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Debra Sutch	Interpersonal Communication Skills: Training to Minimize Conflict and Build Collaboration in Today's Team-Oriented Workplace	AT-0506	4 hrs	1994
Carol Fleming	The Sound of Your Voice: The Essential Audio Program for Everyone Who Needs to Communicate Confidently and Clearly Now!!	AT-0535	6 hrs	1988
Don Gabor	Talking with Confidence for the Painfully Shy: How to Overcome Nervousness, Speak-Up, and Speak-Out in Any Social or Business Setting	AT-0572	1.5 hrs	1997
Roger Dawson	The Confident Decision Maker: How to Make the Right Business and Personal Decisions Every Time	AT-0424	2 hrs	1993
Spencer Johnson	Yes or No: The Guide to Better Decisions	AT-0432	3 hrs	1992
Brian Tracy	The Science of Self-Confidence	AT-0635	3 hrs	1989

ON-LINE LEARNING

On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

Ethics Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Ethics and Professional Knowledge (PROJ0041_SKILLSOFT)	3.00	X	X	X

Assertiveness Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Professional Assertiveness (COMM0171_SKILLSOFT)	3.00	X	X	X
Assertiveness from the Inside Out (COMM0172_SKILLSOFT)	3.00	X	X	X
Assertive Communication Simulation (COMM0170_SKILLSOFT)	0.50	X	X	X

CLASSROOM LEARNING

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Ethics: Impact and Challenges (CMEL Workshop 01248)	4.00	X	X	X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 13:

Vision

PERFORMANCE INDICATORS

- Anticipates changes that will impact mission (e.g., economic, technological, political, etc)
- Looks for trends to determine how their own work activities may change in the future
- Builds a shared vision with others across the organization
- Engages others in translating organizational vision into work related action
- Communicates organizational direction and priorities clearly
- Demonstrates an understanding of the connection between their own effort and the mission of their unit

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone who exhibits exceptional skills in this competency

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

ON-LINE LEARNING

On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

Building a Shared Vision Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Communicating a Shared Vision (LEAD0142 SKILLSOFT)	4.50		X	X
Communicating and Reinforcing Change (MGMT0332 SKILLSOFT)	2.50		X	X
Managing Others Through Change Simulation (MGMT0330 SKILLSOFT)	0.50		X	X

Forecasting Technology Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Technology Forecasting (STGY0311 SKILLSOFT)	3.00	X	X	X

CLASSROOM LEARNING

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Change Agent Workshop (CMEL Course 01553)	36.00			X
Strategic Planning Through the Power of Vision (CMEL Course 01274)	36.00			X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 14:

Strategy Formulation

PERFORMANCE INDICATORS

- Balances a longer-term view of mission and purpose with short-term requirements
- Recognizes immediate and longer range objectives for their work
- Plans for changing trends that can affect their job
- Develops and implements realistic plans to achieve goals and objectives
- Develops strategies to implement organizational change

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone who exhibits exceptional skills in this competency

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment
- Review your LOB's/SO's Business Plan
http://www.faa.gov/about/plans_reports/business_plan2007/
- Read FAA's Flight Plan
http://www.faa.gov/about/plans_reports/media/flight_plan_2007.pdf

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Price Pritchett and Ron Pound	The Employee Handbook for Organizational Change	BF637.P13	1994
Cynthia Scott and Dennis Jaffe	Managing Personal Change: A Primer for Today's World	BF698.2.S10	1989
Price Pritchett	Employee Handbook of New Work Habits for a radically Changing World: 13 Ground Rules for Job Success in the Information Age	HD58.8.P13	1996
Price Pritchett	Resistance: Moving Beyond the Barriers to Change	RC969.P12	1996
Tim Gaplin	Making Strategy Work: The Employee Handbook for Implementing Strategy	HD30.2.G10	2002

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Ron Meiss	Challenge of Change: How to Deal with the Chaos in Today's Workplace	MV-1428	40 min	1993
Ben Bissell and William Shirah	Managing Change and Transition	MV-1794	1 hr	1991
	Setting the Stage: The Planning Process	MV-1454	30 min	1993

ON-LINE LEARNING

On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

Managing Change Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Overcoming the Challenges of Change (MGMT0333 SKILLSOFT)	2.50		X	X
The Effects of Organizational Change (PD0331 SKILLSOFT)	3.00		X	X
Making the Change (PD0332 SKILLSOFT)	2.50	X	X	X
The Paradigm Shift of Change (PD0333 SKILLSOFT)	2.50		X	X
Managing Yourself Through Change Simulation (PD0330 SKILLSOFT)	0.50		X	X

CLASSROOM LEARNING

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Strategic Planning: Navigating Toward the Future (CMEL Workshop 01228)	4.00			X
Strategic Planning (CMEL Course 01275)	36.00			X
Managing Change (CMEL Course 01306)	24.00		X	X
Managing Others Through Change (CMEL Workshop 01246)	4.00		X	X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 15:

Agility

PERFORMANCE INDICATORS

- Works effectively under pressure (e.g., flexible, adaptable, resilient)
- Changes viewpoints, behavior and work methods in response to new information
- Handles complex or ambiguous situations effectively
- Demonstrates a positive attitude to achieving results
- Recovers quickly from setbacks
- Learns from experience (failures and successes)

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone who exhibits exceptional skills in this competency

Experiential Activities

- Participate or lead a work group or special assignment
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Zoie Kaye	Saying No to Negativity: How to Manage Negativity in Yourself, Your Boss and Your Coworkers	BC698.K10	1996
Michelle Matty Yanna	Attitude: The Choice is Yours	HF5549.12.Y10	1997
Wayne W. Dyer	Your Erroneous Zone: Step-By-Step Advice for Escaping the Trap of Negative Thinking and Taking Control of Your Life	BF637.S4D9	1991

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Mark Towers	How to Stay Up No Matter What Comes Down	AT-0539	2 hrs	1995
Lani Arredondo	How to Overcome Negativity in the Workplace: Training to Help You Create a More Positive Productive Work Environment	AT-0523	4 hrs	1996
Martin E. P. Seligman, Ph.D.	Learned Optimism: How to Change Your Mind and Your Life	AT-0524	1.5 hrs	1991
Roger Mellott	Stress Management for Professionals: Staying Balanced Under Pressure	AT-0557	6.5 hrs	1991
Richard Carlson	Don't Sweat the Small Stuff: And It's All Small Stuff	AT-0624	1.5 hrs	1997

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Mark Sanborn	Mastering Change: Managing Your Future in the Age of Uncertainty	MV-1446	2 hr 27 min	
Lani Arredondo	How to Overcome Negativity in the Workplace: Training to Help You Create a More Positive Productive Work Environment	MV-1686	4 hr 30 min	1996
Brian Tracy	Peak Performance Thinking: How to Become an Unshakeable Optimist	MV-1896	26 min	1997
Tom Miller	Self Discipline and Emotional Control: How to Stay Calm and Productive Under Pressure	MV-1578	4 hr 50 min	1994
Donald A. Tubesing	Manage It: Stress Traps	MV-1402	15 min	1991
Donald A. Tubesing	Manage It: Stress Overload	MV-1403	15 min	1991
Donald A. Tubesing	Manage It: Interpersonal Conflict	MV-1404	15 min	1991
Donald A. Tubesing	Manage It: Addictive Patterns	MV-1405	15 min	1991
Donald A. Tubesing	Manage It: Job Stress	MV-1406	15 min	1991
Donald A. Tubesing	Manage It: Survival Skills	MV-1407	15 min	1991
Donald A. Tubesing	Well Aware: Stress Management	MV-1411	21 min	1989
Whole Person Associates	Managing Job Stress: Handling Workplace Pressure	MV-1492	15 min	1994
Whole Person Associates	Managing Job Stress: Clarifying Roles and Expectations	MV-1493	15 min	1994
Whole Person Associates	Managing Job Stress: Controlling the Workload	MV-1494	15 min	1994

Whole Person Associates	Managing Job Stress: Managing the People Pressures	MV-1495	15 min	1994
Whole Person Associates	Managing Job Stress: Surviving the Changing Workplace	MV-1496	15 min	1994

ON-LINE LEARNING

On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

Dealing with Stress Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Success Over Stress (PD0182 SKILLSOFT)	4.50	X	X	X
Strategies for Better Balance (PD0183 SKILLSOFT)	5.00	X	X	X
Coping with Stress (PD0114 SKILLSOFT)	3.00	X	X	X
Keeping Your Balance (PD0116 SKILLSOFT)	2.00	X	X	X
Balancing Your Professional Life Simulation (PD0110 SKILLSOFT)	0.50	X	X	X

CLASSROOM LEARNING

	Hrs	Self & Team Contributor	Team Leader	Program Leader
Combating Negativity (CMEL Workshop 01209)	4.00	X	X	X
Critical Examination of Mental Models (CMEL Workshop 01244)	4.00	X	X	X
Managing Yourself Through Change (CMEL Workshop 01198)	4.00	X	X	X
Taking Responsibility for Your Own Stress (CMEL Workshop 01194)	4.00	X	X	X

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

COMPETENCY 16:

Innovation

PERFORMANCE INDICATORS

- Models creative thinking and innovation
- Seeks better efficiency, and effectiveness
- Constructively implements new systems, technology, and processes to improve quality and productivity
- Anticipates barriers and resistance to change and seeks solutions
- Takes responsible risks

Feedback & Relationship Activities

- Participate in a formal or informal mentoring program such as the [TWO/PWC Mentor Program](#)
- Hold an informational interview with someone who exhibits exceptional skills in this competency

Experiential Activities

- Participate or lead a work group or special assignment dealing with implementing a new technology or business process
- Shadowing assignment

Educational Activities

BOOKS AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	YEAR
Herbert S. Kindler	Risk Taking: A Guide for Decision Makers	HD61.K56	1990
Don Koberg and Jim Bagnall	The Universal Traveller: A Soft System Guide to Creativity, Problem-Solving, and the Process of Reaching Goals	BF441.K55	1991
Michael Michalko	Cracking Creativity: The Secrets of Creative Genius	BF408.M484	1998
Jill Morris	Creative Breakthroughs: Tap the Power of Your Unconscious Mind	BF408.M625	1992
Charles Thompson	What a Great Idea!: Key Steps Creative People Take	BF408.T46	1992
Roger Von Oech	A Kick in the Seat of the Pants	BF408.V579	1986
Roger Von Oech	A Whack on the Side of the Head: How You Can be More Creative	BF408.V581	1998
C. W. Swansea	Mindworks: How to Become a More Creative and Critical Thinker	HD5650.S8	1990
Edward De Bono	Lateral Thinking: Creativity Step by Step	L273.D67	1970
Kurt Hanks and Jay A. Parry	Wake Up Your Creative Genius	T49.H36	1984
Jacquelyn Wonder and Pricilla Donovan	Whole-Brain Thinking: Working from Both Sides of the Brain to Achieve Peak Job Performance	BF441.W65	1992
Joyce Wycoff	Mindmapping: Your Personal Guide to Exploring Creativity and Problem Solving	BF449>W93	1991

AUDIO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Guy Hale	The Leader's Edge	AT-0500	30 min	1995
Mike Vance	Adventures in Creative Thinking	AT-0259		1985
David Viscott	Taking Risks: how to Conquer the Fears that Hold You Back	AT-0411	6 hrs	1991

VIDEO TAPES AVAILABLE THROUGH [CMEL LENDING LIBRARY](#)

AUTHOR	TITLE	CMEL ITEM #	LENGTH	YEAR
Joel Barker	Discovering the Future: The Business of Paradigms	MV-1128	40 min	1990
Verne Harnish	Creativity and Innovation: Four Steps to Breakthrough Thinking	MV-1785	1 hr 37 min	1995
Pearl Rovaris-MacDonald	How to Think Creatively: Unleash the Full Impact of Your Creative Potential	MV-1984	1 hr 44 min	1997
FYI Video	Tapping into Your Creativity	MV-1371	30 min	1991
FYI Video	Smart Risk Taking	MV-1374	25 min	1991

ON-LINE LEARNING

On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

Creativity Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
The Foundations of Creativity and Innovation (PD0031 SKILLSOFT)	4.50	X	X	X
Generating Creative and Innovative Ideas (PD0032 SKILLSOFT)	3.50	X	X	X
Evaluating Creative and Innovative Ideas (PD0033 SKILLSOFT)	3.50	X	X	X
Implementing Creative and Innovative Ideas (PD0034 SKILLSOFT)	5.00	X	X	X
Creativity and Innovation in the Workplace Simulation (PD0030 SKILLSOFT)	0.50	X	X	X

Breakthrough Creativity Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Breakthrough Strategies (PD0221 SKILLSOFT)	2.50		X	X
Solution Thinking for Breakthrough Decisions (PD0222 SKILLSOFT)	2.50		X	X
Breakthrough Innovation (PD0223 SKILLSOFT)	3.00		X	X
Enabling Breakthrough Creativity (PD0224 SKILLSOFT)	2.50		X	X

Risk Management Courses	Hrs	Self & Team Contributor	Team Leader	Program Leader
Risk Basics (PD0241 SKILLSOFT)	2.00		X	X
Approaches to Risk Management (PD0242 SKILLSOFT)	2.00		X	X
Decisions and Risk (PD0243 SKILLSOFT)	2.00		X	X
Strategic Planning and Risk Management (PD0244 SKILLSOFT)	2.50		X	X
Risk Strategies: The Cutting Edge (PD0245 SKILLSOFT)	2.50		X	X
Working Without a Net: Decisions Simulation (PD0240 SKILLSOFT)	0.50		X	X

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an out-of-agency course (see [Appendix B](#)—Training Institutions for a list of vendors)

HOW DO I KNOW I'M DEVELOPING?

After setting measures and schedules in your IDP, it is important to conduct regular reviews, in collaboration with your manager and/or mentor (if you elect to work with one). Sharing your IDP with others (your manager, mentor) offers two major advantages: 1) input on improvement from others who have similar development needs and experiences; and 2) a commitment to improvement by knowing others are embarking on the same journey.

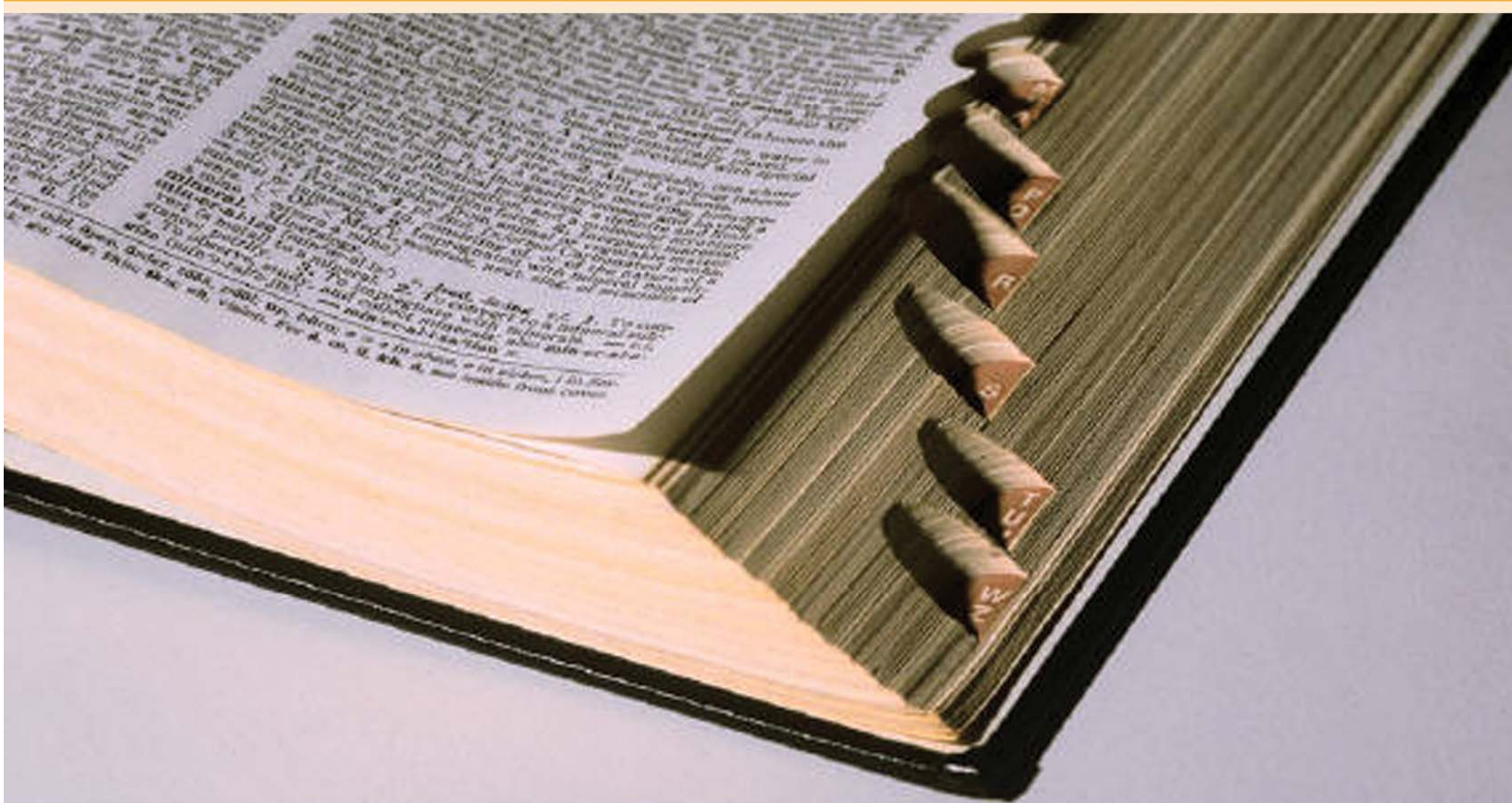
As actions are completed, new priorities for development should be selected. Likewise, changes in role and position call for adjustments to the Development Plan. It is important to keep actions plans fresh and directed at current needs of the organization. Minor changes may mean re-prioritizing development needs and adding new actions to an existing plan, whereas, major changes may require a complete reassessment of your developmental needs and a new IDP.

You will know you are there, when you and or your manager sees an improvement in the key leadership skills.

It's a good idea to keep a journal of your development. Journaling is a tool to document your learning and to transfer what you've learned while completing learning activities, to your workplace. You are encouraged to use this form to document and apply what you learned.

Section 3

Glossary



Action Learning: A powerful learning tool used to develop leaders, teams and organizations in small groups working with real problems, taking action, while learning as individuals and team members. The focus is on learning through experiential as opposed to conceptual exercises.

Coaching: Coaching in the work place may be a formal or informal process. The coach may be a subject matter expert, a peer, or a manager. A coach does more than give advice. A good coach gives skilled feedback, uses listening and inquiry skills, empathy, and precise language to help the person being coached improve a specific skill or ability.

Competence: The demonstrable performance that distinguishes individuals, groups, and organizations from their peers and characteristics that identify discrete levels of performance based on established criteria. The seven levels of performance and criteria include:

Basic (1): You currently have limited ability and/or are relatively inexperienced in this competency area. You generally need guidance or coaching to perform routine tasks involving this competency.

Developing (2): You have greater competence in this area than the Basic level but are not yet performing at the Intermediate level.

Intermediate (3): You demonstrate general ability in this competency area. With guidance or coaching you can apply this competency successfully in complex situations; you can handle routine tasks involving this competency independently. You may be called on to contribute lessons learned or new ideas in this competency area.

Enhancing (4): You have greater competence in this area than the Intermediate level but are not yet performing at the Advanced level.

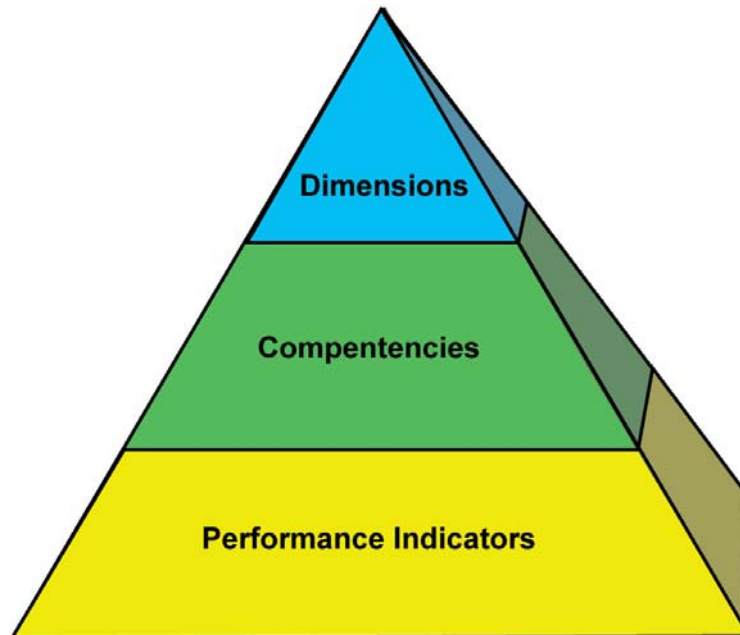
Advanced (5): You are viewed as highly skilled in this area. You seldom need advice or guidance to demonstrate this competency in complex situations. You are generally comfortable providing advice or coaching on routine activities related to this competency. You may be called on to recommend improvements in this competency area.

Mastering (6): You have greater competence in this area than the Advanced level but are not yet performing at the Expert level.

Expert (7): You are viewed as an expert in this area. You demonstrate this competency in a variety of complex situations. Others view you as a role model and consult with you for expert advice on issues requiring this competency. You set the standard for performance in this area and may be called on to develop formal guidance for others.

Competency: A measurable pattern of knowledge, skills, abilities, and other attributes associated with a specific function.

The following is an example of the hierarchy of terms used with FAA's competency-based programs and their associated performance profiles, e.g. the Employee Leadership Profile (ELP), the Managerial Success Profile (MSP), and the Executive Success Profile (ESP):



Critical Competencies: Competencies that are essential to a particular position, i.e. frontline manager, middle manager, senior manager.

Developmental Activity: Any learning activity which supports the development ambitions of a manager or employee and is in the individual or managerial development plan.

Developmental Assignments: Sponsor driven opportunities to develop and use acquired knowledge and skills while accomplishing work assignments.

Dimension: A dimension includes a set of related competencies. It defines a broad area of interest and purpose. Achieving Results, Leading People, Building Relationships, and Leading Change are the four dimensions that include all 16 of the FAA leadership competencies.

Employee Leadership Development: Focuses on the development of the non-technical competencies that all employees need to reach their full potential in their career fields.

Employee Leadership Profile (ELP): FAA’s corporate competency model that defines the set of non-technical competencies that all employees need in order to be successful in their career.

Experiential Learning: Experiential learning (or “learning by doing”) is the process of actively engaging students in an authentic experience that will have benefits and consequences. Students make discoveries and experiment with knowledge themselves instead of hearing or reading about the experiences of others. Students also reflect on their experiences, thus developing new skills, new attitudes, and new theories or ways of thinking. (Kraft & Sakofs, 1988).

Individual Development Plan: A formal plan that identifies, organizes, and records an individual’s learning and development goals and activities.

Information Interviews: An appointment with a particular individual for the purpose of gaining current, regional, and/or specialized information from an expert or professional point of view.

Leadership: The ability of an individual to influence, motivate, and enable self or others to contribute toward the effectiveness and success of their organization.

Manager: Any non-executive position with both supervisory and managerial responsibilities. The FAA has three categories of managers which are Frontline Managers, Middle Managers, and Senior Managers.

Frontline Managers provide first level supervision to subordinate employees and manage the activities of one operating unit, project, or program area. Frontline Managers report to Middle or Senior Managers.

Middle Managers provide second level supervision through subordinate managers and are responsible for several operating units, projects, or program areas. Middle Managers report to Senior Managers or, in highly vertical organizations, other Middle Managers.

Senior Managers direct a major office, facility, or national program and provide first and/or second level supervision. Senior Managers report to an Executive or, in large organizations, an Executive's deputy.

Managerial Coaching: A collaborative process between a manager and an employee that enhances professional development and performance.

Managerial Development Plan (MDP): A term used to describe a formal plan that identifies, organizes, and records training and development to enhance managerial competence. The MDP is an IDP that specifically conforms to MWP policy.

Managerial Success Profile (MSP): FAA's corporate managerial competency model. The four dimensions of the MSP - Achieving Results, Leading People, Building Relationships, and Leading Change, provide a corporate foundation for managerial selection, training, and performance management.

Managerial Workforce Planning (MWP): An integrated, competency-based system for selecting, training, and managing the performance of managers.

Mentoring: Typically advice, suggestions, and consultation provided to learn how to become successful professionally and to navigate through an organization effectively. The mentor provides ongoing support of the mentee's career.

Peer Support Group: A group of people at the same level with similar subject matter expertise sharing ideas and solving problems.

Performance Indicators: Those activities needed for an individual to accomplish a specific competency. For example, two of the performance indicators for the Problem Solving competency are: Identifies root causes before seeking solutions; and, Considers the impacts and consequences of decisions.

Prospective Manager: An employee wishing to pursue a career path leading to supervisory and managerial responsibilities.

Readings: Books, articles, and professional journals that equip you with the knowledge and skills necessary to improve your weaknesses and enhance your strengths.

Seminars: A form of academic instruction, either at a local training site or offered by a commercial or professional organization. They have the function of bringing together small groups to focus on particular subjects, in which everyone present is requested to actively participate.

Shadow Assignments: An assignment during which an employee or manager observes another person in his or her daily routine for a period of time. These assignments give the employee or manager a sense of the duties and responsibilities of the job and how the person handles the work and situations that arise. It may include an allotted period to question what is observed.

SMART Goals: Goals which are **S**pecific, **M**easurable, **A**mbitious, **R**ealistic, and **T**ime-based.

Special Projects: Temporary assignments performed on a full-time or part-time basis.

Supervising Manager: The term which describes the managerial roles and responsibilities of the person to whom one directly reports; i.e., “My supervising manager is ...” A supervising manager will hold the position of Manager or Executive.

Workshops: A formal function with established learning objectives and desired outcomes, designed to enable learning knowledge and developing skillful competence.

Section 4

Appendices



EMPLOYEE LEADERSHIP PROFILE (ELP)

DIMENSION 1: Achieving Results

Successful employees exhibit a sense of responsibility, professionalism, and pride for individual and organizational performance. They adjust the way work is performed to meet changing conditions and demands. They stay alert to changing customer needs and challenges and resolve problems that impede success. They evaluate business successes and failures and apply lessons learned.

COMPETENCY 1: MANAGING ORGANIZATIONAL PERFORMANCE

- Professionally provides products and services that meet or exceed expectations
- Demonstrates a sense of responsibility, professionalism, and pride for individual and organizational performance
- Looks for ways to improve performance
- Adjusts the way work is performed to meet changing conditions and demands
- Performs work in a safe manner and reports unsafe conditions

COMPETENCY 2: ACCOUNTABILITY AND MEASUREMENT

- Translates job requirements into effective performance
- Takes responsibility for achieving individual and unit or organizational performance objectives
- Reaches agreement with others on common goals and mutual accountability
- Fulfills commitments

Appendix A —Employee Leadership Profile (ELP)

COMPETENCY 3: PROBLEM SOLVING

- Accurately identifies and effectively resolves problems and barriers that impede success
- Defines decision-making criteria up front
- Identifies root causes before seeking solutions
- Takes into account a variety of complex factors
- Seeks win-win solutions in the face of opposing viewpoints
- Analyzes the potential effects of different options and determine appropriate course of action
- Considers the impacts and consequences of decisions
- Helps others resolve problems that affect overall unit or organizational performance

COMPETENCY 4: BUSINESS ACUMEN

- Identifies resources required to successfully complete performance plan
- Uses assigned resources effectively to achieve objectives
- Identifies own impact on operational costs and implements strategies to control them (e.g., time and material)
- Takes corrective action to ensure that critical activities meet budget and schedule requirements
- Looks for opportunities to enhance productivity
- Evaluates business successes and failures and applies lessons learned

COMPETENCY 5: CUSTOMER FOCUS

- Seeks and uses customers' feedback and suggestions to enhance one's own effectiveness
- Shares information and ideas with customers
- Engages customers and stakeholders in critical decisions
- Stays alert to changing customer needs and challenges
- Takes into account the impact of one's own performance on the customer
- Builds customer and stakeholder understanding of organizational policy, business, and operational issues

Appendix A —Employee Leadership Profile (ELP)

DIMENSION 2. Leading People

Successful employees create an environment in which people thrive and accomplish their best. They use teamwork effectively to achieve business results. They comply with all applicable EEO laws and regulations. They capitalize on the full range of talent to enhance team performance and they provide feedback to others to support their development.

COMPETENCY 6: BUILDING TEAMWORK AND COOPERATION

- Creates an environment in which people thrive and accomplish their best
- Uses teamwork effectively to achieve business results
- Capitalizes on the full range of talent to enhance team performance
- Encourages differing opinions to be expressed and respected
- Demonstrates initiative and creativity within established boundaries
- Coaches team members toward goal achievement

COMPETENCY 7: BUILDING A MODEL EEO PROGRAM

- Demonstrates leadership and commitment to FAA's Model EEO Program
- Complies with all applicable EEO laws and regulations
- Contributes to a positive work environment that is free from discrimination, harassment, and retaliation
- Cooperates fully in authorized EEO complaint processing
- Seeks assistance and/or guidance from one's manager, FAA's Office of Civil Rights, and other staff offices immediately as EEO questions arise or the need for EEO training is identified

COMPETENCY 8: DEVELOPING TALENT

- Provides feedback to others to support their development
- Coaches, mentors, and guides development of other employees
- Focuses training and development on defined business priorities
- Takes advantage of duty assignments that provide development opportunities
- Considers the future talent needs of the unit or organization in identifying one's own development needs
- Uses feedback to identify and close one's own skill gaps

Appendix A —Employee Leadership Profile (ELP)

DIMENSION 3. Building Relationships

Successful employees communicate openly and honestly. They listen effectively and communicate understanding. They foster open communication and exchange of ideas and knowledge. They consistently treat others with respect and they handle emotionally charged or controversial issues responsibly. They present viewpoints with courage and conviction.

COMPETENCY 9: COMMUNICATION

- Communicates openly and honestly
- Pays attention and communicates understanding
- Effectively interprets intent, influence, and non-verbal elements of communication
- Tailors communication style to fit different groups and circumstances
- Presents information clearly and persuasively
- Fosters open communication and exchange of ideas and knowledge

COMPETENCY 10: BUILDING ALLIANCES

- Represents FAA and organizational positions effectively
- Builds and maintains external stakeholder trust and confidence
- Fosters networks, alliances, and other business relationships
- Develops common ground among a wide range of stakeholders
- Works effectively with others to achieve results

COMPETENCY 11: INTERPERSONAL RELATIONS AND INFLUENCE

- Builds and sustains commitment to decisions
- Helps build consensus
- Consistently treats others with respect
- Develops rapport with others
- Handles emotionally charged or controversial issues responsibly
- Deals fairly and effectively with conflicts in the workplace

COMPETENCY 12: INTEGRITY AND HONESTY

- Works with consistency, dignity, compassion and integrity
- Demonstrates and fosters high standards and ethical behavior
- Presents viewpoints with courage and conviction
- Makes tough decisions and stands behind them
- Demonstrates commitment to public service and the mission of their organization

Appendix A —Employee Leadership Profile (ELP)

DIMENSION 4. Leading Change

Successful employees build a shared vision with others across their organization. They plan for changing trends that can affect their work. They change viewpoints, behavior and work methods in response to new information. They anticipate barriers and resistance to change and look for solutions. They recover quickly from setbacks; and, they handle complex or ambiguous situations effectively. They demonstrate a positive attitude toward achieving results.

COMPETENCY 13: VISION

- Anticipates changes that will impact mission (e.g., economic, technological, political, etc)
- Looks for trends to determine how their own work activities may change in the future
- Builds a shared vision with others across the organization
- Engages others in translating organizational vision into work related action
- Communicates organizational direction and priorities clearly
- Demonstrates an understanding of the connection between their own effort and the mission of their unit

COMPETENCY 14: STRATEGY FORMULATION

- Balances a longer-term view of mission and purpose with short-term requirements
- Recognizes immediate and longer range objectives for their work
- Plans for changing trends that can affect their job
- Develops and implements realistic plans to achieve goals and objectives
- Develops strategies to implement organizational change

COMPETENCY 15: AGILITY

- Works effectively under pressure (e.g., flexible, adaptable, resilient)
- Changes viewpoints, behavior and work methods in response to new information
- Handles complex or ambiguous situations effectively
- Demonstrates a positive attitude to achieving results
- Recovers quickly from setbacks
- Learns from experience (failures and successes)

Appendix A —Employee Leadership Profile (ELP)

COMPETENCY 16: INNOVATION

- Models creative thinking and innovation
- Seeks better efficiency, and effectiveness
- Constructively implements new systems, technology, and processes to improve quality and productivity
- Anticipates barriers and resistance to change and seeks solutions
- Takes responsible risks

Appendix B — Training Institutions

There are a large number of organizations that offer leadership development programs or courses. For the purpose of this Guide, a limited number of offerings from better-known institutions have been selected. Shown below are the websites of these institutions. These sites may help you identify programs of interest, the schedule and prices of listed programs, and enrollment requirements. **You are not restricted to the institutions listed.** Guide entries are provided for your convenience and are subject to change. **This list of organizations should not be viewed as an endorsement of their programs.**

- Dale Carnegie Training..... www.dalecarnegie.com
- Fred Pryor Seminars..... www.etrain.com
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