



**Federal Aviation
Administration**

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Prospective Manager Leadership Development Guide



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Section 1

Introduction



WHAT'S THE PURPOSE OF THIS GUIDE?

This development guide is designed to help you continue to address your personal development needs as they pertain to your management aspirations. It is a continuation of the development you've already done in **Employee Leadership Development (ELD)**. You can use this guide to help you develop your managerial and 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 an integrated system for selecting, training, and managing the performance of managers based on a set of competencies called **Managerial Workforce Planning (MWP)**. **Competencies** are the abilities needed to perform in a particular job. The competencies are outlined in the **Managerial Success Profile (MSP)**.

The MSP defines the expectations and performance standards for FAA managers at all levels, just as the **Employee Success Profile** defines performance standards for FAA employees. The MSP is FAA's corporate managerial competency model and must be used by all FAA organizations. In fact, the MSP contributes 50% to ratings for managerial selection and is a major component on the probationary manager's checklist. The entire MSP can be found in [Appendix A](#). Your use of this guide can help you develop your managerial knowledge and skills in preparation for a career in management.

The MSP is divided into four categories called **dimensions**. These dimensions represent the major challenges facing all FAA managers.

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

Each competency in the MSP links to a dimension. It is then broken down into performance indicators. **Performance indicators** reflect how these abilities should be demonstrated and measured.

WHY SHOULD I USE THIS GUIDE?

You should use this guide for three main reasons:

This guide can help you determine your career path. You can use this guide to help you decide if you want to pursue a career path in management instead of focusing your energy on preparing yourself to be a manager and then deciding that's not the career path for you.

This guide can help you focus on specific areas for development. If you choose the management career path, you won't need to spend hours of research to locate developmental activities to include in 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.

This guide allows you to 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- Development For Prospective Managers. This section is designed to assist prospective managers develop themselves. It is organized into four parts that are essential for you to address your development needs.

- Is management for me? This part assists you in making a determination if you wish to pursue career path in management.
- 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 below.

Feedback and Relationship (dependent on the involvement of other people)	coaching
	discussion forums
	information interviews
	learning groups (teams)
	mentoring
Experiential (focused in 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 listed in this guide were obtained from various sources including:

- SkillSoft
- *Successful Manager's Handbook, 7th Edition*
- Corporate Leadership Council
- Leadership Decisionworks
- The Booth Company

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

Prospective Manager Leadership Development



IS MANAGEMENT FOR ME?

This section is specific to employees who desire a career in management. We have outlined activities to develop your leadership and management capabilities.

The first step is to decide if you are interested in being a manager. To make that decision, you must find out what being a manager is about. The Security and Hazardous Materials Training Staff, ASH-20, created a course that is designed to assist you in determining if management is for you. Although the course was specifically designed for ASH senior-level employees considering a career in management, it can be used by anyone wishing to learn about management.

If you wish to take, *Is Management For Me?*, 74104, contact the ASH-20 staff, 202-493-4903 or use the link below and reference the course title and number.

<http://www.academy.faa.gov/emailus.asp?subject=ASH-20%20webpage&id=ayla%20barentine>

WHERE AM I NOW?

One thing to keep in mind is that moving to a management position is based on your success as an individual contributor. Before you begin development on your management skills, you need to determine if you have mastered the competencies in the Employee Success Profile. You can do this by taking a self-assessment or multi-rater assessment.

Once you have determined that you desire a career in management, you must determine where your skill gaps are in relation to the Managerial Success Profile (MSP). One way to identify your skill gaps is by completing an assessment. All employees and managers have access to the MSP competency assessment in **eLMS**. The word **eLMS** is an acronym that stands for electronic learning management system. It's the FAA's official system for training and development. Check with your training coordinator for more information on using eLMS.

In order to get meaningful feedback, we recommend that you at least complete a self-assessment and have your manager complete one for you. Your manager is a resource to help you identify focus areas to continue your management development.

In order to develop or enhance your managerial and 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.

Prior to accepting feedback from your assessment, you need to prepare yourself to receive the feedback. [Appendix B, Receiving and Interpreting Assessment Feedback](#), is a tool to prepare you to receive feedback in a positive manner.

The assessment process and feedback from your current manager will help you to identify focus areas in your continuing management development. This guide will help you translate your understanding of the feedback into developmental activities that will strengthen your skill gaps.

Also, the Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B), may be a useful tool in assessing your three basic needs:

- Inclusion - how much attention, contact and recognition we give and how much we expect from others
- Control - how much influence and responsibility we desire and how much we expect from others
- Affection - how much intimacy we extend and how much we expect from others

It can provide you with a baseline of how you relate to others. It may be a tool to use in assessing how your unique interpersonal needs motivate and affect your behavior in personal and professional relationships.

If you are interested in this assessment instrument, contact the Graduate School, USDA.

http://grad.usda.gov/cgi-bin/course/show.cgi/aip=1e7580w3M6Z,00W2X4NUvkYCQEaewyFyBYui.?course_id=10116908

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.

As mentioned earlier, this guide is intended to assist you in implementing your Individual Development Plan (IDP). 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 roadmap for training, personal, professional, and career development, and lifelong learning. 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 in developing your managerial competencies. Here's a link for you to see an article on IDPs, <http://www.govleaders.org/idp.htm>.

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 front-line manager in the Office of Chief Counsel”, is better than, “Become a manager.”

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, “Read 10 books on delegating to others,” vs. “Read one book on delegating others.”

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.

For more goal-setting tips or questions about goals, visit <http://www.mygoals.com/helpGoalsettingTips.html>.

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 manager 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 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.

Common methodologies for development are located on page 7. In this guide, we have created a list of recommended developmental activities to assist you on meeting your career goal of becoming a manager. Not only will these activities assist you in future career goals, it will assist you in developing skills for your current job.

Keep in mind that developing your management knowledge and skills begins on your current job. There are several things you can do on your current job that can strengthen your chances for getting a management job. For more information about what you need to know or do to increase your chances, click on or copy and paste the following URL into your web browser:

http://management.about.com/cs/begintomanage/a/FirstMgtJob_p.htm

FAA, managers are selected, trained, and evaluated based on the four dimensions and 16 competencies outlined in the MSP. In addition, managers within the FAA are expected to meet certain performance measures in each of the dimensions. Additionally, the agency has identified the following six critical competencies that are essential to frontline managers:

- Managing Organizational Performance
- Accountability & Measurement
- Problem Solving
- Developing Talent
- Interpersonal Relations & Influence
- Integrity & Honesty

In addition to the above competencies, the Office of Learning and Development, AHD, has identified the following four supporting competencies that support the six critical competencies and are important to employees aspiring to management positions.

- Business Acumen
- Building a Model EEO Program
- Building Teamwork & Cooperation
- Innovation

AHD determined these competencies based on research from the following resources:

- Corporate Leadership Council's case profile, "Boeing's Pre-Management Assessment Process"
- *Becoming a Manager*, by Linda A. Hill
- Achieve Global's report, "Stepping Up to Supervision"

There are six additional competencies in the MSP that are not listed above. This doesn't mean that they are not important. It just means that managers need the competencies listed on the previous page as early as their first day on the job; therefore, it is ideal for you to begin developing them if you are pursuing a career in management. Here are the remaining MSP competencies:

- Customer Focus
- Communication
- Building Alliances
- Vision
- Strategy Formulation
- Agility

The activities in this section of the guide are recommendations for prospective managers to develop their managerial and leadership skills in preparation for a management career.

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 this table 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 your 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:				



CRITICAL COMPETENCIES



COMPETENCY 1:

Managing Organizational Performance

PERFORMANCE INDICATORS

- Sets clear individual and unit or organizational performance objectives
- Promotes a sense of individual responsibility, professionalism, and pride for organizational performance
- Effectively addresses individual and unit or organizational performance issues
- Adjusts the way work is performed to meet changing conditions and demands
- Resolves conditions and work practices that pose risks to employee safety and restores injured employees to work as soon as they are able
- Recognizes and rewards high performance

Feedback & Relationship Activities

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies for managing organizational performance
- Form a learning group to learn how to navigate through the FAA Performance Management System (PMS)
- Hold an informational interview with a manager or a representative from the Policy Management Division, AHP-300

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

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Shawn Smith, JD, Rebecca Mazin	The HR Answer Book	2004
Dick Grote	"The Performance Appraisal— Question and Answer Book: A Survival Guide for Managers	2002
	Worksheet for Clarifying Expectations With Your New Supervisor,	
Julie-Ann Amos	Make Meetings Work	2002
Tom Kendrick	The Project Management Tool Kit	2004
James P. Lewis	Fundamentals of Project Management: Developing Core Competencies to Help Outperform the Competition	2002
Danny G. Langdon, et al.	Intervention Resource Guide: 50 Performance Improvement Tools	1999
Gary Ryan Blair	Goal Setting Forms: Tools to Help You Get Ready, Get Set, & Go for Your Goals!	2000
Francis Hesselebein and Rob Johnston	On High Performance Organizations: A Leader to Leader Guide	2002
Brassard Michael and Diane Ritter	Memory Jogger II: A Desktop Guide of Tools for Continuous Improvement and Effective Planning	2003

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Gerard H. Gaynor	What Every New Manager Needs to Know: Making a Successful Transition to Management	2003
Ethan S. Sanders and Sivasailam "Thiagi" Thiagarajan	Performance Intervention Maps: 36 Strategies for Solving Your Organization's Problems	2001
Michael Zwell	Creating a Culture of Competence	2000
Cindy Ventrice	Make Their Day! Employee Recognition That Works	2003
Edward E. Lawler	Treat People Right! How Organizations and Employees Can Create a Win/Win Relationship to Achieve High Performance at All Levels	2003
Larry Bossidy and Ram Charan	Execution: The Discipline of Getting Things Done	2002
Jim Collins	Good to Great: Why Some Companies Make the Leap...and Others Don't	2001
David I. Cleland and Lewis R. Ireland	Project Management: Strategic Design and Implementation, 4 th edition	2002
Paula K. Martin	The Seven Keys to Project Success	2001
Dragan Z. Milosevic	Project Management Toolbox: Tools and Techniques for the Practicing Project Manager	2003
Ashley Braganza	Radical Change: A Best Practice Blueprint	2001
Roger Burlton	Business Process Management: Profiting from Process	2001

Alec Sharp and Patrick McDermott	Workflow Modeling: Tools for Process Improvement and Application Development	2001
Howard Smith and Peter Fingar	Business Process Management: The Third Wave	2003
Gary Cokins	Performance Management: Finding the Missing Pieces (to Close the Intelligence Gap)	2004
Marcus Buckingham	The One Thing You Need to Know: About Great Managing, Great Leading, and Sustained Individual Success	2005
Nils-G'ran Olve, et al.	Performance Drivers: A Practical Guide to Using the Balanced Scorecard	2001
Paul R. Niven	Balance Scorecard Step-by-Step: Maximizing Performance and Maintaining Results	2002
Manuel London	Job Feedback: Giving, Seeking, and Using Feedback for Performance Improvement	2003
Keith Ellis	The Magic Lamp: Goal Setting for People Who Hate Setting Goals	1998
Todd Skinner	Beyond the Summit: Setting and Surpassing Extraordinary Business Goals	2003
Denis Waitley	The New Dynamics of Goal Setting: Flex tactics for a Fast-Changing World	1996
Douglas K. Smith	Make Success Measurable: A Mindbook-Workbook for Setting Goals and Taking Action	2000

Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler	Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior	2002
Joe Willmore	Performance Basics	2004

VIDEOS

- Above & Beyond: Managing for Productivity, CMEL (MV-147)
- The Correct Way of Correcting, CMEL (MV-0760)
- Dealing with Misconduct, ASH-20
- Discussing Performance, ASH-20

OTHER RESOURCES

- “High Performance Management (CD ROM), Harvard Business School, (1997)
- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>
- Review the Supervisor Refresher Guide for the FAA’s Performance Management System (PMS) using this link
https://employees.faa.gov/employee_services/pay_perf/perf_management/media/Manager%20Desk%20Guide%20-%20Final.doc
- Review the Flight Plan performance using this links
http://www.faa.gov/about/plans_reports/Performance/
or <http://employees.faa.gov/plansperform/reports/index.cfm>

ON-LINE LEARNING

FAA Corporate Management Training

<ul style="list-style-type: none"> Frontline Managers Course 1 	https://elms.dot.gov/learner/common/dispatchItemDetailActions.do
-------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------

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

<ul style="list-style-type: none"> Effective Management: Performance-based Appraisal 	MGMT0141
<ul style="list-style-type: none"> Reviewing Performance 	MGMT0342
<ul style="list-style-type: none"> Preventing Problem Performance 	MGMT0161
<ul style="list-style-type: none"> Occupational Health and Safety (HRCI/PHR) 	HR0252
<ul style="list-style-type: none"> Workplace Aggression: The Scope of the Problem 	HR0341
<ul style="list-style-type: none"> Effective Budget Management 	FIN0163
<ul style="list-style-type: none"> The Paradigm Shift of Change 	PD0333

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to managing organizational performance as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management ([OPM](#)) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.

COMPETENCY 2:

Accountability and Measurement

PERFORMANCE INDICATORS

- Translates objectives into meaningful performance objectives
- Takes responsibility for achieving individual and unit or organizational performance objectives
- Holds individuals accountable for achieving their performance objectives
- Reaches agreement with other managers on common goals and mutual accountability
- Fulfills commitments

Feedback & Relationship Activities

The feedback & relationship learning activities below are appropriate for all levels of managers depending on your individual developmental needs.

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies for accountability and measurement
- Form a learning group to discuss the latest version of the FAA Performance and Accountability Report, http://www.faa.gov/about/plans_reports/
- Hold an informational interview with a manager or representative from the Office of Cost and Performance Management

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

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Shawn Smith, JD, Rebecca Mazin	The HR Answer Book	2004
Brassard Michael and Diane Ritter	Memory Jogger II: A Desktop Guide of Tools for Continuous Improvement and Effective Planning	2003

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Gerald A Kraines	Accountability Leadership: How to Strengthen Productivity Through Sound Managerial Leadership	2001
Rob Lebow and Randy Spitzer	Accountability: Freedom and Responsibility Without Control	2002
John Marchica	The Accountable Organization: Reclaiming Integrity, Restoring Trust	2004
Robert Simons	Levers of Organizational Design: How Managers Use Accountability Systems for Greater Performance and Commitment	2005
Craig R. Hickman, et al.	The Oz Principle: Getting Results through Individual and Organizational Accountability	2004
Mark Samuel and Barbara Novak	The Accountability Revolution: Achieve Breakthrough Results in Half the Time	2001

VIDEOS

- Life & Work: A Manager's Search for Meaning, ASH-20
- Taking Control of Your Workday: How to Achieve More in Less Time - With Less Stress, CMEL (MV-1557)
- Controlling Interruptions: How to Free Up an Hour a Day, CMEL (MV-1420)
- Measuring Corporate Performance – Harvard Business School Video Series

OTHER RESOURCES

- "New Corporate Performance Measures, Report No. 1118m, Conference Board (1995)
- "The Continuing Search for Performance Excellence," Report No. 1225, Conference Board (1998)
- "Methodology: Tap into the Power of Accountability", Paul Michelman, 2005
- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>
- Review the Flight Plan performance using these links http://www.faa.gov/about/plans_reports/Performance/ or <http://employees.faa.gov/plansperform/reports/index.cfm>

ON-LINE LEARNING

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

• Competencies for Tomorrow's Managers	MGMT0111
• Development Tools for Tomorrow's Managers	MGMT0112
• A Manager's Primer for Ensuring Accountability	MGMT0115
• Effective Management: Performance-based Appraisal	MGMT0141
• Reviewing Performance	MGMT0342
• Preventing Problem Performance	MGMT0161
• Creating a Business Execution Culture	LEAD0152
• Foundations of Effective Thinking	PD0231
• Framing the Problem	PD0232
• Implementing and Evaluating a Decision	PD0235

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to accountability and measurement as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—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 determines appropriate course of action
- Considers the impacts and consequences of decisions
- Helps resolve problems beyond own function that affect overall unit or organizational performance

Feedback & Relationship Activities

- Form a discussion forum with managers and executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies for problem solving
- Hold an informational interview with a manager or representative from the Global Institute for Action Learning
<http://www.managementconcepts.com/gial/gial.asp?menuID=1207>

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
- Solve an organizational problem using action learning

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Brassard Michael and Diane Ritter	Memory Jogger II: A Desktop Guide of Tools for Continuous Improvement and Effective Planning	2003
William J. Altier	The Thinking Manager's Toolbox: Effective Processes for Problem Solving and Decision Making	1999
David Gootnick and Margaret Mary Gootnick	Action Tools for Effective Managers	1999
Steve W. Williams	Making Better Business Decisions	2001
John S. Hammond, Ralph L. Keeney, and Howard Raiffa	Smart Choices: A Practical Guide to Making Better Decisions	2002

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Jeanne Sawyer	When Stuff Happens: A Practical Guide to Solving Problems Permanently	2001
Michael J. Marquardt, Ed.D.	Action Learning in Action: Transforming Problems and People for World-Class Organizational Learning	1999
Michael J. Marquardt, Ed.D.	Optimizing the Power of Action Learning: Solving Problems and Building Leaders in Real Time	2004

Neil M. Browne and Stuart M. Keeley	Asking the Right Questions: A Guide to Critical Thinking	2003

Janet E. Davidson and Robert J. Sternberg, eds.	The Psychology of Problem Solving	2003
Alec Fisher	Critical Thinking	2001
Alex Lowy and Phil Hood	The Power of the 2x2 Matrix: Using 2x2 Thinking to Solve Business Problems and Make Better Decisions	2004
Charles W. McCoy, Jr.	Why Didn't I Think of That? Think the Unthinkable and Achieve Creative Greatness	2002
Barry J. Nalebuff and Ian Ayres	Why Not? How to Use Everyday Ingenuity to Solve Problems Big and Small	2003
Richard Paul and Linda Elder	Critical Thinking: Tools for Taking Charge of Your Professional and Personal Life	2002
Max H. Bazerman	Judgment in Managerial Decision Making, 5 th edition	2001
Stephen J. Hoch and Howard C. Kunreuther	Wharton on Making Decisions	2001
Paul C. Nutt	Why Decisions Fail	2002
Graeme Salaman	Decision Making for Business: A Reader	2001
Paul J. H. Schoemaker and J. Edward Russo	Winning Decisions: Getting It Right the First Time	2001
David Straus	How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions	2002
Betty Vandebosch	Designing Solutions for Your Business Problems: A Structured Process for	2003

	Managers and Consultants	
Tony Proctor	Creative Problem Solving for Managers	1999
Malcolm Gladwell	Blink	2005
Gary Klein	Sources of Power: How People Make Decisions	1999
Tony Buzan	The Brainsmart Leader	1999
Spencer Johnson	Yes or No: The Guide to Better Decisions	1993

VIDEOS

- 9 Traits of Highly Successful Work Teams: Trait 1 - Finding a Common Purpose, CMEL (MV-1662)
- Teamwork in Crisis, The Miracle of Flight 232, ASH-20
- Creativity and Innovation: Four Steps to Break Through Thinking, CMEL (MV-1785)
- Cultivating Initiative in Your Staff: How to Motivate Your People to Think for Themselves and Act for Your Organization, CMEL (MV-1396)
- Calling the Shots: Decision Making, CMEL (MV-1456)
- 9 Traits of Highly Successful Work Teams: Trait 5 - Making Effective Decisions, CMEL (MV-1665)
- Making the Best Decisions You Can, CMEL (MV-1564)
- Force Field Analysis for Problem Solving and Planning for the Future, CMEL (MV-1478)

OTHER RESOURCES

- Problem Solving and Decision Analysis (Workshop) and Creative Problem Solving (Self-Study) – Kepner-Tregoe
- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>

ON-LINE LEARNING

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

• Foundations of Effective Thinking	PD0231
• Framing the Problem	PD0232
• Generating Alternatives in Problem Solving	PD0233
• Dynamic Decision Making	PD0234
• Implementing and Evaluating a Decision	PD0235
• Problem Solving and Decision Making in Groups	PD0236
• Strategies for Facilitating Critical Thinking	PD0253
• Risk Basics	PD0241
• Approaches to Risk Management	PD0242
• Decisions and Risk	PD0243
• Strategic Planning and Risk Management	PD0244

DISTANCE LEARNING

The distance learning below is appropriate for all levels of managers depending on your individual developmental needs.

- Attend Supervisory Skills Training (SST) on topics pertaining to accountability and measurement as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.

COMPETENCY 8:

Developing Talent

PERFORMANCE INDICATORS

- Provides feedback to employees to support their development
- Coaches, mentors, and guides development of employees
- Focuses training and development investments on defined business priorities
- Uses duty assignments to provide developmental opportunities (e.g., details, OJT)
- Considers the future talent needs of the unit or organization and implements appropriate workforce planning
- Uses feedback to identify and close one's own managerial skill gaps

Feedback & Relationship Activities

- Form a discussion forum with managers and executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in developing talent
- Hold an informational interview with a manager or a representative from the Office of Corporate Learning and Development, AHD or LOB training staff

Experiential Activities

- Detail from Region to Headquarters Office or Headquarters Office to Region in the Office of Corporate Learning and Development, AHD or LOB training staff
- Participate or lead a national work group or special assignment
- Shadowing assignment

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Shawn Smith, JD, Rebecca Mazin	The HR Answer Book	2004
Lance Berger and Dorothy Berger, eds.	The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Positioning Your Best People	2003
Kristie J. Nelson-Neuhaus, et al.	Successful Manager's Handbook: Develop Yourself, Coach Others	2004
Rick Maurer	Feedback Toolkit: 16 Tools for Better Communication in the Workplace	1994
Frederic M. Hudson	The Handbook of Coaching: A Comprehensive Resource Guide for Managers, Executives, Consultants, and HR	1999

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
American Productivity & Quality Center	Talent Management: From Competencies to Organizational Performance	2004
Richard Palmer	Training with the Midas Touch: Developing Your Organization's Greatest Asset	2002
Dennis C. Carey and Dayton Ogden	CEO Succession	2000

Darcy Lemons, Nadia Uddin, Wesley Vestal and Rachele Williams	Succession Management: A Guide for Your Journey to Best-Practice Processes	2004
Kenneth Blanchard, John P. Carlos, and Alan Randolph	The 3 Keys to Empowerment: Release the Power within People for Astonishing Results	2001
Nancy S. Ahlrichs	Manager of Choice: 5 Competencies for Cultivating Top Talent	2003
Ram Charan, et al	The Leadership Pipeline: How to Build the Leadership Powered Company	2000
David S. Cohen	The Talent Edge: A Behavioral Approach to Hiring, Developing, and Keeping Top Performers	2001
Robert M. Fulmer and Jay Alden Conger	Growing Your Company's Leaders: How Great Organizations Use Succession Management to Sustain Competitive Advantage	2004
Chip R. Bell	Managers as Mentors: How to Create Effective Relationships at Work and at Home	2001
Donna Dunning	TLC at Work: Training, Leading, Coaching All Types for Star Performance	2004
James M. Hunt and Joseph Weintraub	The Coaching Manager: Developing Top Talent in Business	2002
David B. Peterson	Leader as Coach: Strategies for Coaching and Developing Others	1996
Philippe Rosinski	Coaching across Cultures	2003
John Whitmore	Coaching for Performance: Growing People, Performance and Purpose	2002
Robert Burns	Making Delegation Happen	2002

Morgan W. McCall Jr., Michael M. Lombardo, and Ann M. Morrison	The Lessons of Experience: How Successful Executives Develop on the Job	1998
Cynthia D. McCauley	The Center for Creative Leadership Handbook of Leadership Development	2003
Peter Senge	The Fifth Discipline: The Art and Practice of the Learning Organization	1994
Calhoun W. Wick and Lu Stanton Leon	The Learning Edge: How Smart Managers and Smart Companies Stay Ahead	2001
Linda Honold	Developing Employees Who Love to Learn	2001
Charles N. Seashore	What Did You Say?: The Art of Giving And Receiving Feedback	1991
Shirley Poertner and Karen Massetti Miller	The Art of Giving and Receiving Feedback (Ami How –to Series)	1996
Patti Hathaway	Giving and Receiving Feedback: Building Constructive Communication (A Fifty- Minute Series Book)	1998

VIDEOS

- Would I Follow Me?, ASH-20
- How to Delegate Work, CMEL (MV-1194)
- Employee Development: Accepting Criticism, CMEL (MV-1879)
- Empowering Yourself and Others, CMEL (MV-1258)
- Practical Coaching Skills for Managers, CMEL (MV-1574)
- Delegating and Supervising, CMEL (MV-1369)
- The Courage to Coach, ASH-20
- Giving and Taking Criticism: How to Strengthen Relationships with Corrective Feedback, CMEL (MV-1429)
- High Performance: Staff Development and Maintenance, CMEL (MV-1463)
- Feedback: Giving Constructive Criticism, CMEL (MV-1057)
- Cultivating Initiative in Your Staff: How to Motivate Your People to Think for Themselves and Act for Your Organization, CMEL (MV-1396)

OTHER RESOURCES

- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>

ON-LINE LEARNING

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

• Team Feedback: A Guide	COMM0524
• Effective Mentoring	MGMT0251
• The Mentoring Manager	MGMT0252
• Implementing an Organizationwide Mentoring Program	MGMT0253
• Mentoring Strategies in the 21st Century	MGMT0254
• Achieving Success with the help of a Mentor	MGMT0255
• Coaching for Business	MGMT0281
• Successful Coaching Relationships	MGMT0282
• Key Stages in Coaching	MGMT0283
• Coaching Skills	MGMT0284
• Mindsets, Emotions, and Coaching	MGMT0285
• Coaching Trends	MGMT0286
• Succession Planning Overview	LEAD0301
• Succession Planning Strategies	LEAD0302
• Succession Planning Management	LEAD0304
• Employee Development (HRCI/PHR)	HR0248
• Knowledge as Strategy: Performance Improvement	KNOW0201
• The Power of the Learning Organization	KNOW0202

DISTANCE LEARNING

The distance learning below is appropriate for all levels of managers depending on your individual developmental needs.

- Attend Supervisory Skills Training (SST) on topics pertaining to developing talent as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—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 other managers
- Handles emotionally charged or controversial issues responsibly
- Deals fairly and effectively with conflicts in the workplace

Feedback & Relationship Activities

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in interpersonal relations and influence

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 a peer recognition system for employees in your LOB/SO

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Jana Kemp	No! How One Simple Word Can Transform Your Life	2004
at CMEL (MV-1512)	Succeed by Listening: A Step by Step Approach to Better Communications	
Joann Baney	Guide to Interpersonal Communication	2003
Beverly L. Kaye and Sharon Jordan-Evans	Love 'Em or Lose'Em: Getting Good People to Stay	2002
Kenneth Cloke and Joan Goldsmith	Resolving Conflicts at Work: A Complete Guide for Everyone on the Job	2001
Jack Gordon	Pfeiffer's Classic Activities for Managing Conflict at Work	2003
Suzanne de Janasz, Karen O. Dowd, Beth Schneider	Interpersonal Skills in Organizations	2005
Susan M. Fritz, Joyce Povlacs Lunde, et al.	Interpersonal Skills for Leadership	2004

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Alan G. Robinson and Dean M. Schroeder	Ideas are Free: How the Idea Revolution is Liberating People and Transforming Organizations	2004
Gregory E. Huszczo	Tools for Team Leadership: Delivering the X-Factor in Team eXcellence	2004
Craig Storti	Old World, New World: Bridging Cultural Differences: Britain, France, Germany, and the U.S.	2001

David Baldwin and Curt Grayson	Influence: Gaining Commitment, Getting Results: For The Practicing Manager	2004
Kurt W. Mortensen	Maximum Influence: The 12 Universal Laws of Power Persuasion	2004
Howard Gardner	Changing Minds: The Art and Science of Changing Our Own and Other People's Minds	2004
Alden M. Hayashi ,Robert B. Miller, and Gary A. Williams	The Five Paths to Persuasion: How to Sell to America's Toughest Executives	2004
Jane Helsing, Barbara Geraghty, and Lisa Napolitano	Impact Without Authority: How to Leverage Internal Resources to Create Customer Value	2003
Kevin Hogan	The Psychology of Persuasion: How to Persuade Others to Your Ways of Thinking	2003
Alan A. Vengel	Influence Edge: How to Persuade Others to Help You Achieve Your Goals	2001
Steve Wilson	Seeking and Resisting Compliance: Why People Say What They Do When Trying to Influence Others	2002
Nancy S. Ahlrichs	Manager of Choice: 5 Competencies for Cultivating Top Talent	2003
Arnold Sanow and Sandra Strauss	Get Along with Anyone, Anytime, Anywhere: 8 Keys to Creating Enduring Connections with Customers, Co-Workers...Even Kids	2004
Paul W. Mattessich, Marta Murray-Close, and Barbara R. Monsey	Collaboration What Makes It Work	2001
David Straus	How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions	2002

Joel D. Whalen	I See What You Mean: Persuasive Business Communication	2001
Jerry Acuff and Wally Wood	The Relationship Edge in Business: Connecting with Customers and Colleagues	2004
Roberta Cava	Dealing with Difficult People: How to Deal with Nasty Customers, Demanding Bosses, and Annoying Co-Workers	2004
Edward E. Lawler	Treat People Right! How Organizations and Employees Can Create a Win/Win Relationship to Achieve High Performance at All Levels	2003
Frederick F. Reichheld	Loyalty Rules! How Today's Leaders Build Lasting Relationships	2003
David Cowan	Taking Charge of Organizational Conflict: A Guide to Managing Anger and Confrontation	2003
Peter J. Frost	Toxic Emotions at Work: How Compassionate Managers Handle Pain and Conflict	2002
Howard Guttman	When Goliaths Clash: Managing Executive Conflict to Build a More Dynamic Organization	2003
Leslie A. Perlow	When You Say Yes but Mean No: How Silencing Conflict Wrecks Relationships and Companies...and What You Can Do about It	2003
Mel Silberman and Freda Hansburg	Peoplesmart: Developing Your Interpersonal Intelligence	2000
John Hayes	Interpersonal Skills at Work	2002
Malcolm Gladwell	Blink	2005

Douglas Stone, et al.	Difficult Conversations: How to Discuss What Matters Most	2000
Pat Heim	Hardball for Women: Winning at the Game of Business	1993
Robert Kegan and Lisa Laskow	How the Way We Talk Can Change the Way We Work	2002
Robert Cialdini	Influence: The Psychology of Persuasion	1998

VIDEOS

- How to Get Along, Get Noticed and Get Ahead, ASH-20
- Keeping the Good Ones, ASH-20
- M.E.E.T. on Common Ground: Speaking Up for Respect in the Workplace, ASH-20
- Running the Show: Influence, Power, and Authority, CMEL (MV-1459)
- Solving People-Problems on the Job, CMEL (MV-1421)
- Groupthink, ASH-20
- Keeping Your Cool When Others Don't: Strategies for Conflict Management, CMEL (MV-1447)
- How to Manage Anger and Handle Conflict, CMEL (MV-1359)
- Encouraging the Heart, ASH-20
- Conflict: Managing Under Pressure, CMEL (MV-1159)
- After All, You're the Supervisor, ASH-20
- A Tale of "O", ASH-20
- A Tale of "O": On Being Different, CMEL (MV-0999)
- Mobilizing Commitment in your Organization (Video) – Stanford University

OTHER RESOURCES

- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>

ON-LINE LEARNING

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

• Building Effective Interfunctional Relationships	COMM0191
• Working Effectively with Business Partners	COMM0195
• Professional Assertiveness	COMM0171
• The Process of Interpersonal Communication	COMM0001
• The Mechanics of Effective Communication	COMM0002
• Communication Skills for the Workplace	COMM0003
• Communication Skills for Leadership	COMM0005
• The Emotionally Intelligent Leader	COMM0145

DISTANCE LEARNING

The distance learning below is appropriate for all levels of managers depending on your individual developmental needs.

- Attend Supervisory Skills Training (SST) on topics pertaining to interpersonal relations and influence as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.

COMPETENCY 12:

Integrity and Honesty

PERFORMANCE INDICATORS

- Leads 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
- Models commitment to public service and the mission of the FAA

Feedback & Relationship Activities

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in integrity and honesty
- Hold an informational interview with a manager or representative from the Office of Chief Counsel (AGC), Ethics Staff

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

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Jana Kemp	No! How One Simple Word Can Transform Your Life	2004
Michael Brown	Making Presentations Happen (Making It Happen Series): A Simple and Effective Guide to Speaking with Confidence and Power	2003
Marlene Caroselli	The Business Ethics Activity Book: 50 Exercises for Promoting Integrity at Work	2003

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Kevin T. Jackson	Building Reputational Capital: Strategies for Integrity and Fair Play That Improve the Bottom Line	2004
Muel Kaptein and Johan Wempe	The Balanced Company: A Theory of Corporate Integrity	2002
Larry Johnson and Bob Phillips	Absolute Honesty: Building a Corporate Culture that Values Straight Talk and Rewards Integrity	2003
Joanne B. Ciulla (ed)	Ethics, the Heart of Leadership	2004
Thomas A. Schweich	Staying Power: 30 Secrets Invincible Executives Use for Getting to the Top - and Staying There	2003

Peter Singer	One World: The Ethics of Globalization	2004
Jane Helsing, Barbara Geraghty, and Lisa Napolitano	Impact Without Authority: How to Leverage Internal Resources to Create Customer Value	2003
Kevin Hogan	The Psychology of Persuasion: How to Persuade Others to Your Ways of Thinking	2003
Nancy S. Ahlrichs	Manager of Choice: 5 Competencies for Cultivating Top Talent	2003
Dianna Booher	Speak with Confidence	2002
Peter J. Frost	Toxic Emotions at Work: How Compassionate Managers Handle Pain and Conflict	2002
Steve Farber	Radical Leap: A Personal Lesson in Extreme Leadership	2004
Kevin Freiberg and Jackie Freiberg	Guts! Companies That Blow the Doors Off Business-as-Usual	2003
Bill George	Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value	2003
Merom Klein and Rod Napier	The Courage to Act: 5 Factors of Courage to Transform Business	2003
James M. Kouzes and Barry Z. Posner	The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations, 3 rd edition	2003
Ronald J. Alsop	The 18 Immutable Laws of Corporate Reputation	2004
Ken Blanchard and Marc Muchnick	The Leadership Pill: The Missing Ingredient in Motivating People Today	2003
Larry Johnson and Bob Philips	Absolute Honesty: Building Corporate Culture That Values Straight Talk and Rewards Integrity	2003

John Marchica	The Accountable Organization: Reclaiming Integrity, Restoring Trust	2004
Robert C. Solomon and Fernando Flores	Building Trust: In Business, Politics, Relationships, and Life	2003
Dana Telford and Adrian Gostick	Integrity Works: Strategies for Becoming a Trusted, Respected, and Admired Leader	2005
Adrian Gostick and Dana Telford	The Integrity Advantage: How Taking the High Road Creates a Competitive Advantage in Business	2003

VIDEOS

- How to Speak with Confidence, CMEL (MV-1387)
- Confident Public Speaking, CMEL (MV-1345)
- Credibility Factors, CMEL (MV-1237)
- Abraham Lincoln on Communication: The Persuasive Power of the Well Chosen Word, CMEL (MV-1616)
- Earning the Public Trust and Ethical Guidelines for FAA Employees, CMEL (MV-1615)
- Ethics Inquiry, CMEL (MV-1858)
- Making Choices: Managerial Ethics CMEL (MV-1476)
- Make Presentations Work for You, CMEL (MV1423)
- The Front of the Class, ASH-20

OTHER RESOURCES

- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>

ON-LINE LEARNING

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

• Ethical Decision Making	PD0171
• Organizational Ethics	PD0173
• Ethics and Professional Knowledge	PROJ0041

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to integrity and honesty as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.



SUPPORTING COMPETENCIES



COMPETENCY 4:

Business Acumen

PERFORMANCE INDICATORS

- Justifies resource requirements with hard data and business cases (e.g., cost effectiveness, return on investment)
- Aligns people, finances, and other resources to achieve cost and performance objectives
- Tracks costs of doing business and implements strategies to control them
- Takes corrective action to ensure that critical programs meet budget and schedule requirements
- Looks for opportunities to enhance productivity
- Evaluates business successes and failures and applies lessons learned

Feedback & Relationship Activities

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in business acumen
- 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 the Office of Human Resources Management Programs and Policies

Experiential Activities

- Detail from Region to Headquarters Office or Headquarters Office to Region on a financial management, budget, or human resources staff
- Participate or lead a national work group or special assignment
- Shadowing assignment

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Shawn Smith, JD, Rebecca Mazin	The HR Answer Book	2004
William Droms	Finance and Accounting for Nonfinancial Managers: All the Basics You Need to Know, 5th edition	2003

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Dave Marcum, Steve Smith and Mahan Khalsa	businessThink: Rules for Getting It Right--Now, and No Matter What!	2003
D. H. Stamatis	Six Sigma and Beyond: The Implementation Process, Volume VII	2002
Martha Amram	Value Sweep: Mapping Corporate Growth Opportunities	2002
Scott M. Davis and David A. Aaker	Brand Asset Management: Driving Profitable Growth Through Your Brands	2002
Michael Treacy	Double-Digit Growth: How Great Companies Achieve It—No Matter What	2003
Libby Sartain and Martha I. Finney	HR from the Heart: Inspiring Stories and Strategies for Building the People Side of Great Business	2003
David S. Cohen	The Talent Edge: A Behavioral Approach to Hiring, Developing, and Keeping Top Performers	2001
Leslie J. McKeown	Retaining Top Employees	2002

Ram Charan	What the CEO Wants You to Know: How Your Company Really Works	2001
Edward Fields	The Essentials of Finance and Accounting for Nonfinancial Managers	2002
Lyn M. Fraser and Aileen Ormiston	Understanding Financial Statements	2003
Robert C. Higgins	Analysis for Financial Management	2003
John A. Tracy	How to Read a Financial Report: Wringing Vital Signs Out of the Numbers, 6th edition	2004

OTHER RESOURCES

- Project Management: Planning, Scheduling and Estimating Scope, Timeliness and Resources (CD ROM) – AMA
- “Building Business Acumen with the Balanced Scorecard”, Harvard Business School Newsletter, 2000
- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>

ON-LINE LEARNING

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

• Principles of Financial Management	FIN0151
• Basics of Budgeting	FIN0152
• Managing Cash Flows	FIN0153
• Understanding Financial Statements	FIN0154
• Effective Budget Management	FIN0163
• Succession Planning Overview	LEAD0301
• Succession Planning Strategies	LEAD0302
• Succession Planning Management	LEAD0304
• Effective Interviewing	HR0232
• The Pre-Interview Process	HR0201
• Conducting Effective Interviews	HR0202

• Critical Parameters for Evaluating Candidates	HR0203
• Recruiting for the 21st Century: The Market	HR0221
• Recruiting for the 21st Century: Strategies	HR0222
• Recruiting Successfully	HR0223
• Online Recruiting	HR0224
• Hiring Considerations	HR0231
• Retention	HR0226
• Managing Employment (HRCI/PHR)	HR0243
• Employee Relations (HRCI/PHR)	HR0244

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to business acumen as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—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
- Provides clear direction but gives space for initiative and creativity
- Coaches teams toward goal achievement

Feedback & Relationship Activities

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in building teamwork and cooperation

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

JOB AIDS

AUTHOR	TITLE	YEAR
Brian Cole Miller	Quick Teambuilding Activities for Busy Managers: 50 Exercises That Get Results in Just 15 Minutes	2004
Patrick M. Lencioni	Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators	2005

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Tom Kendrick	The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right	2004
Bill Withers and Keami D. Lewis	The Conflict and Communication Activity Book: 30 High-Impact Training Exercises for Adult Learners	2003
Steven W. Flannes and Ginger Levin	People Skills for Project Managers	2001
Kenneth Blanchard, John P. Carlos, and Alan Randolph	The 3 Keys to Empowerment: Release the Power within People for Astonishing Results	2001
Anne Bruce	Building a High Morale Workplace	2002
Barbara Glanz	Handle with CARE: Motivating and Retaining Employees	2002

Michael Feiner	The Feiner Points of Leadership: The 50 Basic Laws That Will Make People Want to Perform Better For You	2004
James M. Kouzes and Barry Z. Posner	Encouraging the Heart: A Leader's Guide	2003
Nancy S. Ahlrichs	Manager of Choice: 5 Competencies for Cultivating Top Talent	2003
Chip R. Bell	Managers as Mentors: How to Create Effective Relationships at Work and at Home	2001
Michael M. Beyerlein, Craig McGee, and Sue Freedman	Beyond Teams: Building the Collaborative Organization	2002
Vanessa U. Druskat and Steven B. Wolf	Harvard Business Review on Teams That Succeed: Ideas with Impact	2004
Jon R. Katzenbach and Douglas K. Smith	The Wisdom of Teams: Creating the High Performance Organization	2003
Patrick M. Lencioni	The Five Dysfunctions of a Team: A Leadership Fable	2002
Paul W. Mattessich, Marta Murray-Close, and Barbara R. Monsey	Collaboration What Makes It Work	2001
David Straus	How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions	2002
Michael West	Motivate Teams, Maximize Success: Effective Strategies for Realizing Your Goals	2004
Leslie A. Perlow	When You Say Yes but Mean No: How Silencing Conflict Wrecks Relationships and Companies...and What You Can Do about It	2003

William Bridges	Managing Transitions: Making the Most of Change, 2 nd edition	2003
Michael G. Fullan	Leading in a Culture of Change	2001
Louis V. Gerstner	Who Says Elephants Can't Dance? Inside IBM's Historic Turnaround	2003
Harvard Business School Press	Harvard Business Essentials: Creating Teams with an Edge—The Complete Skill Set to Build Powerful and Influential Teams	2004
Jay Cherney	Appreciative Team Building: Positive Questions to Bring Out the Best of Your Team	2004
Danilo Sirias, Connie Fuller, and Hank Karp	Bridging the Boomer-Xer Gap: Creating Authentic Teams for High Performance at Work	2002
Howard M. Guttman	When Goliaths Clash: Managing Executive Conflict to Build a More Dynamic Organization	2003
Philippe Rosinski	Coaching Across Cultures: New Tools for Leveraging National, Corporate, and Professional Differences	2003

VIDEOS

- A Peacock in the Land of Penguins, ASH-20
- Managing People Through Change, CMEL (MV-1133)
- Keeping Teams Together, ASH-20
- The Unified Team: Resolving Conflict and Restoring Team Unity, ASH-20
- Building Cooperation: How Everyone Can Win at Work, CMEL (MV-1776)
- How to Supervise People: Techniques for Getting Results Through Others, CMEL (MV-1509)
- Win Through Relationships: How to Deal with the Differences in People, CMEL (MV-1392)
- Would I Follow Me?, ASH-20

OTHER RESOURCES

- “Business Rational and Strategies,” Report 1130, Conference Board (1995)
- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>
- Website for dealing with and leading change, http://www.beyondresistance.com/change_migraines/compelling/articles.html

ON-LINE LEARNING

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

• Team Conflict: The Seeds of Dissent	TEAM0211
• Analyzing Workplace War Zones	TEAM0212
• Conquering Conflict through Communication	TEAM0214
• The Path to Peace and Harmony	TEAM0215
• Launching Successful On-site and Virtual Teams	TEAM0151
• Leading Successful On-site Team	TEAM0152
• Leading Virtual Teams	TEAM0153
• Facilitating On-site and Virtual Teams	TEAM0154
• The Individual's Role in a Team	TEAM0173
• Team Feedback: A Guide	COMM0524
• Coaching for Business	MGMT0281
• Successful Coaching Relationships	MGMT0282
• Key Stages in Coaching	MGMT0283
• Coaching Skills	MGMT0284
• Mindsets, Emotions, and Coaching	MGMT0285
• Coaching Trends	MGMT0286

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to building teamwork and cooperation as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.

COMPETENCY 7:

Building a Model EEO Program

PERFORMANCE INDICATORS

- Demonstrates leadership and commitment to the FAA model EEO Program
- Ensures equal opportunity for all employees or applicants through compliance with applicable EEO laws and regulations
- Prevents and eliminates discrimination, harassment and retaliation
- Cooperates fully and ensures the full cooperation of employees under his/her supervision in authorized EEO complaint processing
- Allocates mission personnel, as appropriate, to participate in activities such as community out-reach and recruitment programs
- Seeks assistance and/or guidance from the FAA Office of Civil Rights and other staff offices immediately as EEO questions arise and the need for EEO training is identified

Feedback & Relationship Activities

- 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

JOB AIDS

AUTHOR	TITLE	YEAR
Shawn Smith, JD, Rebecca Mazin	The HR Answer Book	2004
John F. Buckley	Equal Employment Opportunity 2005 Compliance Guide w/CD	2005
Nancy Lucas, Marjorie Leopold, and Sheila L. Sparks	Manager's Practical EEO Handbook	2000
Wanda Dobrich, Steven Dranoff, Jr., and Gerald Maatman	The Manager's Guide to Preventing a Hostile Work Environment: How to Avoid Legal Threats by Protecting Your Workplace from Harassment Based on Sex, Race, Age, Disability, or Religion	2002

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Sandra M. Harris.(ed)	2005 Federal Personnel Guide	2005
Vali Hawkins Mitchell and Philip Jan Rothstein (ed)	Emotional Terrors in the Workplace: Protecting Your Business' Bottom Line: Emotional Continuity Management in the Workplace	2004
Gini Graham Scott	A Survival Guide for Working with Humans	2004

Robert G. Lord, Richard J. Klimoski and Ruth Kanfer (eds)	Emotions in the Workplace: Understanding the Structure and Role of Emotions in Organizational Behavior	2004
Pamela J. Gordon	Lean and Green: Profit for Your Workplace and the Environment	2001
Phil Harris, Robert Moran, and Sarah Moran	Managing Cultural Differences: Global Leadership Strategies for the Twenty-First Century	2004
Arthur Gutman	EEO Law and Personnel Practices	2000
Donald H. Weiss	Fair, Square & Legal: Safe Hiring, Managing, & Firing Practices to Keep You and Your Company Out of Court	2004

VIDEOS

- A Peacock in the Land of Penguins, ASH-20
- Win through Relationships: How to Deal with the Differences in People, CMEL (MV-1392)
- Understanding the Family and Medical Leave Act, CMEL (MV-1524)
- Whale Done!, ASH-20
- Keeping the Good Ones, ASH-20
- Curse of the Vanishing Employees, ASH-20
- In this Together, ASH-20
- Discrimination Laws: What Supervisors and Managers Need to Know, CMEL (MV-1520)
- M.E.E.T. on Common Ground: Speaking Up for Respect in the Workplace, ASH-20
- Americans with Disabilities Act Accessibility Guidelines, CMEL (MV-1523)
- Preventing Harassment in the FAA, CMEL (MV-1898)
- Managing and Leading Effectively: How to Achieve a Discrimination Free Workplace, CMEL (MV-1908)

OTHER RESOURCES

- “Building the Business Case for Workplace Flexibility,” Conference Board, Report 1154 (1996)
- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>

ON-LINE LEARNING

FAA Corporate Management Training

• Frontline Managers Course 1	https://elms.dot.gov/learner/login.jsp
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On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

• Workplace Harassment	HR0151
• Equal Employment Opportunity (EEO)	HR0155
• Changing the Corporate Culture	HR0022
• Sexual Harassment Training for Human Resource Professionals	HR0183
• Dealing with Sexual Harassment Claims	HR0182
• Employment and Labor Law	LAW0103
• Workplace Aggression: The Scope of the Problem	HR0341

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 (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.

COMPETENCY 16:

Innovation

PERFORMANCE INDICATORS

- Models creative thinking and innovation
- Challenges the status quo (e.g., seeks better efficiency, effectiveness)
- Champions implementation of new systems, technology, and processes to improve quality and productivity
- Anticipates barriers and resistance to change and looks for solutions
- Supports and rewards individuals who take responsible risks

Feedback & Relationship Activities

- Form a discussion forum with managers and executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in innovation

Experiential Activities

- Detail from Region to Headquarters Office or Headquarters Office to Region
- Participate or lead a national work group or special assignment dealing with implementing a new technology or business process
- Shadowing assignment

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Brassard Michael and Diane Ritter	Memory Jogger II: A Desktop Guide of Tools for Continuous Improvement and Effective Planning	2003
David I. Cleland and Lewis R. Ireland	Project Management: Strategic Design and Implementation, 4 th edition	2002

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Henry Chesbrough	Open Innovation: The New Imperative for Creating and Profiting from Technology	2003
Ned Hamson and Robert Holder	Global Innovation	2002
Gerard H. Gaynor	Innovation by Design: What It Takes to Keep Your Company on the Cutting Edge	2002
Ruth Ann Hattori and Joyce Wycoff	Innovation Training	2004
Debra M. Amidon	The Innovation Superhighway: Harnessing Intellectual Capital for Sustainable Collaborative Advantage	2002
Gary Hamel	Leading the Revolution: How to Thrive in Turbulent Times by Making Innovation a Way of Life	2002
Clayton M. Christensen and Michael E. Raynor	The Innovator's Solution: Creating and Sustaining Successful Growth	2003

Thomas H. Davenport and Laurence Prusak	What's the Big Idea? Creating and Capitalizing on the Best New Management Thinking	2003
Elaine Dundon	The Seeds of Innovation: Cultivating the Synergy That Fosters New Ideas	2002
Tom Kelley	The Art of Innovation	2002
Michael E. McGrath	Next Generation Product Development: How to Increase Productivity, Cut Costs, and Reduce Cycle Times	2004
Kevin O'Connor and Paul B. Brown	The Map of Innovation: Creating Something out of Nothing	2003
Paul Sloane	The Leader's Guide to Lateral Thinking Skills: Powerful Problem-Solving Techniques to Ignite Your Team's Potential	2003
Ashley Braganza	Radical Change: A Best Practice Blueprint	2001
Roger Burlton	Business Process Management: Profiting from Process	2001
Alec Sharp and Patrick McDermott	Workflow Modeling: Tools for Process Improvement and Application Development	2001
William Bridges	Managing Transitions: Making the Most of Change, 2 nd edition	2003
Michael G. Fullan	Leading in a Culture of Change	2001
Louis V. Gerstner	Who Says Elephants Can't Dance? Inside IBM's Historic Turnaround	2003
John P. Kotter and Dan S. Cohen	The Heart of Change: Real Life Stories of How People Change Their Organizations	2002
Martin Linsky and Ronald Heifetz	Leadership on the Line: Staying Alive through the Dangers of Leading	2002

Patricia McLagan	Change is Everybody's Business: Claim Your Change Power	2002
Cynthia D. Scott and Dennis Jaffe	Managing Change at Work	2003
Harvard Business School Press	Harvard Business Review on Innovation	2001
Tony Davila, Marc J. Epstein, and Robert Shelton	Making Innovation Work: How to Manage It, Measure It, and Profit from It	2005
Thomas Kelley, Jonathan Littman	The Ten Faces of Innovation: IDEO's Strategies for Defeating the Devil's Advocate and Driving Creativity Throughout Your Organization	2005
Charles A. O'Reilly III and Michael L. Tushman	Winning through Innovation: A Practical Guide to Leading Organizational Change and Renewal	2002

VIDEOS

- Changemasters: Putting the Theory into Action, CMEL (MV10-84)
- Jack Jackson: The Challenge on Change, CMEL (MV1084)
- Managing Change and Transition, CMEL (MV-1794)
- Managing People Through Change, CMEL (MV-1133)
- Creative Manager, CMEL (MV-1448)
- Managing the Journey with Dr. Ken Blanchard, CMEL (MV-1134)
- Mastering Change: Managing Your Future in an Age of Uncertainty, CMEL (MV-1446)
- Leadership: Uncommon Reminders for Bringing out the BEST in Yourself and Others, ASH-20
- Tapping into Your Creativity, CMEL (MV-1371)
- Creativity and Innovation: Four Steps to Break Through Thinking, CMEL (MV-1785)

OTHER RESOURCES

- How to Lead a Business Process Improvement Effort (Self-Study) – American Management Association
- “Managing Change,” Harvard University (Harvard Business Review Series #49519) (no date)
- “Organizing for Innovation,” Harvard University (Harvard Business Review Reprint Series #49532) (no date)
- “Planning for Innovation,” Harvard University (Harvard Business Review Report Series #49531) (no date)
- Website for dealing with and leading change, http://www.beyondresistance.com/change_migraines/compelling/articles.html
- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>

ON-LINE LEARNING

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

• The Foundations of Creativity and Innovations	PD0031
• Generating Creative and Innovative Ideas	PD0032
• Evaluating Creative and Innovative Ideas	PD0033
• Implementing Creative and Innovative Ideas	PD0034
• Creativity and Innovation in the Workplace Simulation	PD0030
• Solution Thinking for Breakthrough Decisions	PD0222
• Breakthrough Innovation	PD0223
• Enabling Breakthrough Creativity	PD0224
• Breakthrough Motivation	PD0225
• Organizational Culture and Leadership	LEAD0122
• Energizing & Empowering Employees	LEAD0123

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to innovation as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.



OTHER MSP COMPETENCIES



COMPETENCY 5:

Customer Focus

PERFORMANCE INDICATORS

- Seeks and uses customers' feedback and suggestions to enhance organizational 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 organization's impact on stakeholders
- Builds customer and stakeholder understanding of organizational policy, business, and operational issues

Feedback & Relationship Activities

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in customer focus
- 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

- Detail from Region to Headquarters Office or Headquarters Office to Region
- Participate or lead a national work group or special assignment
- Shadowing assignment

Educational Activities

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Sarah Cook	Customer Care Excellence: How to Create an Effective Customer Focus, 4th Edition	2002
Bruce T. Barkley and James H. Saylor	Customer-Driven Project Management	1992
John G. Freeland (ed)	The Ultimate CRM Handbook: Strategies and Concepts for Building Enduring Customer Loyalty and Profitability	2002
Ram Charan	Profitable Growth Is Everyone's Business: 10 Tools You Can Use Monday Morning	2004
Mark Hurd and Lars Nyberg	The Value Factor: How Global Leaders Use Information for Growth and Competitive Advantage	2004
Jane Helsing, Barbara Geraghty, and Lisa Napolitano	Impact Without Authority: How to Leverage Internal Resources to Create Customer Value	2003
Jerry Acuff and Wally Wood	The Relationship Edge in Business: Connecting with Customers and Colleagues	2004
John Abram and Paul Hawkes	The Seven Myths of Customer Management: How to Be Customer-Driven without Being Customer-Led	2003
Bernd H. Schmitt	Customer Experience Management: A Revolutionary Approach to Connecting with Your Customers	2003
Ian Smith	Meeting Customer Needs	2003

Richard Whiteley and Diane Hessian	Customer-Centered Growth: Five Proven Strategies for Building Competitive Advantage	2001
Fred Wiersema	The New Market Leaders: Who's Winning and How in the Battle for Customers	2002
Mike J. Jacka and Paulette J. Keller	Business Process Mapping: Improving Customer Satisfaction	2001
Don Peppers and Martha Rogers	Managing Customer Relationships: A Strategic Framework	2004
Patrick Barwise and Sean Meehan	Simply Better: Winning and Keeping Customers by Delivering What Matters Most	2004
Ken Blanchard, Jim Ballard, and Fred Finch	Customer Mania!: It's Never Too Late to Build a Customer-Focused Company	2004
Bill Stinnett	Think Like Your Customer: A Winning Strategy to Maximize Sales by Understanding How and Why Your Customers Buy	2004

VIDEOS

- But I Don't Have Customers!, ASH-20
- Building a Customer Driven Organization: The Manager's Role, CMEL (MV-1570)
- Service Excellence: How to Deliver Outstanding Customer Service, CMEL (MV-1570)

OTHER RESOURCES

- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>

ON-LINE LEARNING

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

• Fundamentals of Exceptional Customer Service	CUST0102
• The Voice of the Customer	CUST0103
• Advancing Your Service Expertise	CUST0104
• Customers, Conflict and Confrontation	CUST0105
• Overcoming Challenging Service Situations	CUST0106
• Establishing Your Team's Desired Performance	CUST0221
• Coaching in a Service Oriented Culture	CUST0222
• Exceeding Customer Expectations	CUST0223
• Customer Service Strategy	CUST0224
• Improving the Process of Service Delivery	CUST0225
• Excellence in Internal Customer Service	CUST0141
• Serving Your Internal Customers	CUST0142
• Managing Challenges in Customer Service	CUST0153
• The Contact Center and Technical Support Agent	CUST0161
• Overcoming Internal Customer Service Problems	CUST0143

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to business acumen as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.

COMPETENCY 9:

Communication

PERFORMANCE INDICATORS

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

Feedback & Relationship Activities

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in communication
- Hold an informational interview with a representative from the Office of Communications on the FAA Writing Standards
- Participation in Toastmasters
- Serve as regional representative on the annual CFC and US Saving Bond campaign

Experiential Activities

- Detail from Region to Headquarters Office or Headquarters Office to Region
- Participation in a detail to the Office of Communications
- Participate or lead a national work group or special assignment
- Shadowing assignment

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Jana Kemp	No! How One Simple Word Can Transform Your Life	2004
at CMEL (MV-1512)	SUCCEED BY LISTENING: A STEP BY STEP APPROACH TO BETTER COMMUNICATIONS	
Shel Holtz	Corporate Conversations: A Guide to Crafting Effective and Appropriate Internal Communications	2003
Michael Brown	Making Presentations Happen (Making It Happen Series): A Simple and Effective Guide to Speaking with Confidence and Power	2003
Joann Baney	Guide to Interpersonal Communication	2003
Diane Bonet, et al.	The Business of Listening: A Practical Guide to Effective Listening, 3 rd edition	2001
Virginia P. Richmond and James C. McCroskey	Nonverbal Behavior in Interpersonal Relations, 5 th edition	2003
Gerald J. Alred, Charles T. Brusaw, and Walter E. Oliu	The Business Writer's Handbook	2003
Rene Cappon	The Associated Press Guide to Punctuation	2003
Helen Cunningham and Brenda Greene	The Business Style Handbook: An A-to-Z Guide for Writing on the Job with Tips from Communications Experts at the Fortune 500	2002
Cheryl Glenn, et al, eds.	Hodges' Harbrace Handbook with Infotrac	2003

Patricia C. O'Conner	Is I: The Grammarphobe's Guide to Better English in Plain English (expanded)	2003
University of Chicago Press	The Chicago Manual of Style, 15 th edition	2003
Mary Munter	Guide to Managerial Communication	2005
Cheryl Hamilton	Communicating for Results: A Guide for Business and the Professions	2004
Rick Maurer	Feedback Toolkit: 16 Tools for Better Communication in the Workplace	1994

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
John Adair	The Concise Adair on Communication and Presentation Skills	2005
Bettina S.T. Buchel	Using Communication Technology: Creating Knowledge Organizations	2001
John Baldoni	Great Communication Secrets of Great Leaders	2003
Lucy Leu	Nonviolent Communication: Companion Workbook	2003
Arnold Sanow and Sandra Strauss	Get Along with Anyone, Anytime, Anywhere: 8 Keys to Creating Enduring Connections with Customers, Co-Workers...Even Kids	2004
Paul A. Argenti and Janis Forman	The Power of Corporate Communication: Crafting the Voice and Image of Your Business	2002

Boyd Clarke and Ron Crossland	The Leader's Voice: How Communication Can Inspire Action and Get Results!	2002
David Clutterback and Sheila Hirst	Talking Business: Making Communication Work	2002
Terry Pearce and David S. Pottruck	Leading Out Loud: Inspiring Change through Authentic Communications	2003
Susan Scott	Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time	2004
Jane Shannon	73 Ways to Improve Your Employee Communications Program	2002
Dianna Booher	Speak with Confidence	2002
Ron Huff	Say It in Six: How to Say Exactly What You Mean in Six Minutes or Less	2003
David G. Lee and Kristie Nelson-Neuhaus	Presentations: How to Calm Down, Think Clearly, and Captivate Your Audience	2003
Nick Morgan	Working the Room: How to Move People to Action through Audience-Centered Speaking	2003
Joel D. Whalen	I See What You Mean: Persuasive Business Communication	2001
Larry Barker and Kittie Watson	Listen Up—What You've Never Heard about the Other Half of Every Conversation: Mastering the Art of Listening	2001
John A. Kline	Listening Effectively: Achieving High Standards in Communications	2002
John W. Lovitt	Who's Listening Anyway? A Guide to Effective Listening	2001
Geary A. Rummier and Alan P. Brache	Business Communication for Managers: An Advanced Approach	2003
Phillip G. Clampitt	Communicating for Managerial Effectiveness	2004

James S. O'Rourke	Management Communication	2003
Michael E. Hattersley and Linda M. McJannet	Management Communication: Principles and Practice	2004

VIDEOS

- How to Get Along, Get Noticed and Get Ahead, ASH-20
- Listening: The Key to Productivity, CMEL (MV-1356)
- Succeeding as a First-Time Manager: Volume 7-Cultivating Your Communication Skills, CMEL (MV-1711)
- Making Your Point Without Saying a Word, CMEL (MV-1393)
- How to Speak with Confidence, CMEL (MV-1387)
- How to Listen Powerfully: Reduce Misunderstandings, Sharpen Concentration and Hear More of What People are Saying, CMEL (MV-1343)
- You're Not Listening, ASH-20
- Communication: The Name of the Game, CMEL (MV-1040)
- You Know What I Mean, CMEL (MV-1236)
- Confident Public Speaking, CMEL (MV-1345)

OTHER RESOURCES

- Dynamic Listening Skills for Successful Communication, and Delivering Successful Presentations (Self-Study) – American Management Association (all)
Note: AMA offers a number of speech and presentation courses in both seminar and self-study form.
- Review the FAA Plain Language Manual on the following website
https://employees.faa.gov/tools_resources/branding_writing/media/Writing_User_friendlyer_Documents.pdf
- Review the plain language website <http://www.plainlanguage.gov/>
- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>

ON-LINE LEARNING

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

• The Process of Interpersonal Communication	COMM0001
• The Mechanics of Effective Communication	COMM0002
• Presenting to Succeed	COMM0301
• Delivering Your Message	COMM0302
• Presentation Resources Available to You	COMM0303
• The Basics of Listening	COMM0151
• Listening for Comprehension	COMM0152
• Listening for Higher Purposes	COMM0153
• Enhancing Your Listening Skills	COMM0154
• The Facilitative Leader	MGMT0236

OTHER SOURCES FOR ON-LINE TRAINING

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

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to communication as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.

COMPETENCY 10:

Building Alliances

PERFORMANCE INDICATORS

- Represents FAA and organizational positions effectively to stakeholders
- Builds and maintains external stakeholder trust and confidence
- Fosters networks, alliances, and other business relationships
- Develops common ground among a wide range of stakeholders (e.g., other operational units, labor, industry, public, international, or other government entities)
- Works collaboratively to resource and achieve critical priorities (e.g., business and aerospace safety objectives)
- Works effectively across functions and cultures (e.g., facility, office, organization)

Feedback & Relationship Activities

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in building alliances
- Hold an informational interview with a representative from the Office of Labor Management Relations, AHL
- Serve as regional representative on the annual CFC and US Saving Bond campaign

Experiential Activities

- Detail from Region to Headquarters Office or Headquarters Office to Region
- Participation in a detail to the Office of Labor Management Relations, AHL
- Participate or lead a national work group or special assignment
- Shadowing assignment

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Jana Kemp	No! How One Simple Word Can Transform Your Life	2004
at CMEL (MV-1512)	SUCCEED BY LISTENING: A STEP BY STEP APPROACH TO BETTER COMMUNICATIONS	
Travis Brandberry and Jean Greaves	Emotional Intelligence Quickbook	2003
Stephen M. Dent and Sandra M. Naiman	The Partnering Intelligence Fieldbook: Tools and Techniques for Building Strong Alliances for Your Business	2002
Tony Lendrum	The Strategic Partnering Pocketbook: Building Strategic Partnerships and Alliances	2004

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Stephen M. Dent	Partnering Intelligence: Creating Value for Your Business by Building Strong Alliances	2004
Yves L. Doz and Gary Hamel	Alliance Advantage: The Art of Creating Value through Partnering	1998
Lorraine Segil	Measuring the Value of Partnering: How to Use Metrics to Plan, Develop, and Implement Successful Alliances	2004

Michael A. Hitt and Duane Ireland, and Robert E. Hosk	Strategic Management: Competitiveness and Globalization Concepts with Info Trac	2002
Mark Hurd and Lars Nyberg	The Value Factor: How Global Leaders Use Information for Growth and Competitive Advantage	2004
William Mobley and Peter W. Dorfman, eds.	Advances in Global Leadership, vol. 3	2003
Peter Singer	One World: The Ethics of Globalization	2004
Kevin Hogan	The Psychology of Persuasion: How to Persuade Others to Your Ways of Thinking	2003
Jerry Acuff and Wally Wood	The Relationship Edge in Business: Connecting with Customers and Colleagues	2004
Fred A. Kuglin and Jeff Hook	Building, Leading, and Managing Strategic Alliances: How to Work Effectively and Profitably With Partner Companies	2002
Harvard Business School Press	Harvard Business Review on Strategic Alliances	2002

VIDEOS

- Networking Your Way to Success, CMEL (MV-1563)

OTHER RESOURCES

- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>
- “Strategic Alliances: Gaining a Competitive Advantage,” Conference Board, Report 1168 (1996)
- “Strategic Alliances: Institutionalizing Partnering Capabilities,” Conference Board, Report 1191 (1997)

ON-LINE LEARNING

FAA Corporate Management Training

<ul style="list-style-type: none"> Frontline Managers Course 1 	https://elms.dot.gov/learner/common/dispatchItemDetailActions.do
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On-line learning courses are offered by SkillSoft and can be accessed through eLMS.

• Internal Consulting Skills	CONS0122
• Establishing a Relationship with Internal Clients	CONS0123
• A Workable Solution for Internal Clients	CONS0124
• Connect and Communicate	COMM0502
• Interpersonal Skills on the Fast Track	PD0134
• Building Relationships to Get Results	COMM0511
• Building Effective Interfunctional Relationships	COMM0191
• Working Effectively with Customers	COMM0194
• Working Effectively with Business Partners	COMM0195
• Non-union Work Environments (HRCI/PHR)	HR0245
• Union Work Environments (HRCI/PHR)	HR0246

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to building alliances as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—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 the organization will change in the future
- Builds a shared vision with others across the organization
- Engages others in translating vision into action
- Communicates organizational direction and priorities clearly
- Articulates the connection between the efforts of employees and the mission of the agency

Feedback & Relationship Activities

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in vision
- Hold an informational interview with a representative from the Assistant Administrator for Aviation Policy, Planning & Environment (AEP)

Experiential Activities

- Detail in the Assistant Administrator for Aviation Policy, Planning & Environment (AEP)
- Participate or lead a national work group or special assignment
- Shadowing assignment

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Edwin E. Bobrow	10 Minute Guide to Planning	1997
Gary Ryan Blair	Goal Setting Forms: Tools to Help You Get Ready, Get Set, & Go for Your Goals!	2000

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Hugh Davidson	The Committed Enterprise: How to Make Vision and Values Work	2002
Eric Allenbaugh	Deliberate Success: Realize Your Vision With Purpose, Passion and Performance	2002
Thomas J. LaBonte	Building a New Performance Vision	2001
Martha Amram	Value Sweep: Mapping Corporate Growth Opportunities	2002
Scott M. Davis and David A. Aaker	Brand Asset Management: Driving Profitable Growth Through Your Brands	2002
Michael Treacy	Double-Digit Growth: How Great Companies Achieve It—No Matter What	2003
James Hulbert	Strategic Management: Creating Value in Turbulent Times	2004
Marty Neumeier	The Brand Gap: How to Bridge the Distance between Business Strategy and Design	2003
Michael E. Porter	Competitive Strategy: Techniques for Analyzing Industries and Competitors	1998

Mark Hurd and Lars Nyberg	The Value Factor: How Global Leaders Use Information for Growth and Competitive Advantage	2004
William Mobley and Peter W. Dorfman, eds.	Advances in Global Leadership, vol. 3	2003
Peter Singer	One World: The Ethics of Globalization	2004
George Stonehouse, et al.	Global and Transnational Business: Strategy and Management	2001
Paul Verdin and Nick Van Heck	From Local Champions to Global Masters: A Strategic Perspective on Managing Internationalization	2001
Mark Lipton	Guiding Growth: How Vision Keeps Companies on Course	2003
Kenneth H. Blanchard	Full Steam Ahead!: Unleash the Power of Vision in Your Company and Your Life	2004
Mats Lindgren and Hans Bandhold	Scenario Planning: The Link Between Future and Strategy	2003
Kenneth McGee	Heads Up: How to Anticipate Business Surprises and Seize Opportunities First	2004
Keith Ellis	The Magic Lamp: Goal Setting for People Who Hate Setting Goals	1998
Todd Skinner	Beyond the Summit: Setting and Surpassing Extraordinary Business Goals	2003
Denis Waitley	The New Dynamics of Goal Setting: Flex tactics for a Fast-Changing World	1996
Douglas K. Smith	Make Success Measurable: A Mindbook-Workbook for Setting Goals and Taking Action	2000
Duke Corporate Education	Translating Strategy into Action	2005

VIDEOS

- Mastering Change: Managing Your Future in an Age of Uncertainty, CMEL (MV-1446)
- Repowered Employees: A Case Study, CMEL (MV-1419)
- Leadershift: Five Lessons for Leaders in the 21ST Century, ASH-20
- Leadership: the Critical Difference, CMEL (MV-1558)

OTHER RESOURCES

- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>
- Review your LOB's/SO's Business Plan
<http://employees.faa.gov/plansperform/plans/>
- Read the FAA Flight Plan
http://www.faa.gov/about/plans_reports/media/flight_plan_2007.pdf

ON-LINE LEARNING

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

• The Mark of a Leader	LEAD0141
• Communicating a Shared Vision	LEAD0142
• The Enabling Leader	LEAD0143

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to vision as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts,
http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.

COMPETENCY 14:

Strategy Formulation

PERFORMANCE INDICATORS

- Balances a long-term view of mission and purpose with short-term requirements
- Identifies immediate and longer range objectives
- Plans for changing trends that can affect operations
- Develops and implements realistic business plans to achieve strategic goals and objectives
- Develops strategies to implement organizational change

Feedback & Relationship Activities

- Form a discussion forum with employees, managers, and/or executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in strategy formulation
- Hold an informational interview with one or more of your LOB/SO executives

Experiential Activities

- Detail in the Assistant Administrator for Aviation Policy, Planning & Environment (AEP)
- Participate or lead a national work group or special assignment
- Shadowing assignment

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Edwin E. Bobrow	10 Minute Guide to Planning	1997

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Mike Freedman and Benjamin B. Tregoe	The Art and Discipline of Strategic Leadership	2004
Dirk Vriens (eds)	Information and Communications Technology for Competitive Intelligence	2003
Marios Katsioloudes	Global Strategic Planning: Cultural Perspectives for Profit and Nonprofit Organizations	2001
Michael J. Lanning	Delivering Profitable Value: A Revolutionary Framework to Accelerate Growth, Generate Wealth, and Rediscover the Heart of Business	2000
James Hulbert	Strategic Management: Creating Value in Turbulent Times	2004
Marty Neumeier	The Brand Gap: How to Bridge the Distance between Business Strategy and Design	2003
Michael E. Porter	Competitive Strategy: Techniques for Analyzing Industries and Competitors	1998

Mark Hurd and Lars Nyberg	The Value Factor: How Global Leaders Use Information for Growth and Competitive Advantage	2004
William Mobley and Peter W. Dorfman, eds.	Advances in Global Leadership, vol. 3	2003
Peter Singer	One World: The Ethics of Globalization	2004
George Stonehouse, et al.	Global and Transnational Business: Strategy and Management	2001
Paul Verdin and Nick Van Heck	From Local Champions to Global Masters: A Strategic Perspective on Managing Internationalization	2001
David A. Aaker	Developing Business Strategies	2001
Robert Kaplan, Kathy Eisenhardt, et al.	Harvard Business Review on Advances in Strategy	2002
Mats Lindgren and Hans Bandhold	Scenario Planning: The Link Between Future and Strategy	2003
Kenneth McGee	Heads Up: How to Anticipate Business Surprises and Seize Opportunities First	2004
Peter J. Reed	Extraordinary Leadership: Creating Strategies for Change	2003
Robert S. Kaplan and David P. Norton	The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment	2000

VIDEOS

- Game Plan: Strategic, Business, and Department Level Planning, CMEL (MV-1455)
- Strategic Planning in the Government, ASH-20
- Shifting Gears: Managing Organizational Change, CMEL (MV-1461)
- Implementing Strategy: Managing through Organizational Culture (Video) – Stanford University

OTHER RESOURCES

- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>
- Review your LOB's/SO's Business Plan
<http://employees.faa.gov/plansperform/plans/>
- Read the FAA Flight Plan
http://www.faa.gov/about/plans_reports/media/flight_plan_2007.pdf

ON-LINE LEARNING

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

• Strategic Management - Planning	STGY0301
• Strategic Management - Analysis & Choice	STGY0302
• Strategic Management - Corporate Implementation	STGY0303
• Business Management and Strategy	STGY0321
• Globalization and Your Company	STGY0352
• The Process of Globalizing a Product or Service	STGY0353
• Managing from a Global Viewpoint	STGY0354
• Competitive Intelligence: Planning and Direction	STGY0341
• Competitive Intelligence: Information Gathering	STGY0342
• Competitive Intelligence: Analysis & Dissemination	STGY0343
• Strategic Planning and Risk Management	PD0244

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to strategy formulation as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—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

- Form a discussion forum with managers and executives from various lines of business (LOBs) and staff offices (SOs) to focus on lessons learned and strategies in agility

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

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Jana Kemp	No! How One Simple Word Can Transform Your Life	2004
Frances Kay	Kickstart Your Time Management (Kickstart Series): The Complete Guide to Great Work Habits	2003
Al Secunda	The 15-Second Principle: Short, Simple Steps to Achieving Long-Term Goals	2004
Liz Davenport	Order from Chaos: A Six-Step Plan for Organizing Yourself, Your Office, and Your Life	2001
Stephen P. Robbins	The Self-Assessment Library: Insights into Your Skills, Abilities, and Interests	2001

SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Anne Deering, Robert Dilts and Julian Russell	Alpha Leadership: Tools for Business Leaders Who Want More from Life	2002
Gary Chin	Agile Project Management: How to Succeed in the Face of Changing Project Requirements	2003
Ron Ricci and John Volkmann	Momentum: How Companies Become Unstoppable Market Forces	2002
Paul M. Swamidass (ed)	Innovations in Competitive Manufacturing	2002
Ashley Braganza	Radical Change: A Best Practice Blueprint	2001

Roger Burlton	Business Process Management: Profiting from Process	2001
Alec Sharp and Patrick McDermott	Workflow Modeling: Tools for Process Improvement and Application Development	2001
Martin Linsky and Ronald Heifetz	Leadership on the Line: Staying Alive through the Dangers of Leading	2002
Patricia McLagan	Change is Everybody's Business: Claim Your Change Power	2002
David Allen	Ready for Anything: 52 Productivity Principles for Work and Life	2003
Jim Loehr and Tony Schwartz	The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal	2003
Tom Peters	The Brand You 50: Fifty Ways to Transform Yourself from and "Employee" into a Brand That Shouts Distinction, Commitment, and Passion!	1999
Monica E. Seeley and Gerald Hargreaves	Managing in the Email Office	2003
Brian Tracy	Time Power: A Proven System for Getting More Done in Less Time Than You Ever Thought Possible	2004
Max Depree	Leadership Is an Art	2004
Steve Farber	Radical Leap: A Personal Lesson in Extreme Leadership	2004

Kevin Freiberg and Jackie Freiberg	Guts! Companies That Blow the Doors Off Business-as-Usual	2003
Bill George	Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value	2003
Merom Klein and Rod Napier	The Courage to Act: 5 Factors of Courage to Transform Business	2003
James M. Kouzes and Barry Z. Posner	The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations, 3 rd edition	2003
Judith M. Barwick	Seeking the Calm in the Storm: Managing Chaos in Your Business Life	2002
Cary Cooper and Sharon Clarke	Managing the Risk of Workplace Stress	2003
Sydney Finkelstein	Why Smart Executives Fail: And What You Can Learn from Their Mistakes	2003
Kathryn M. Franklin	Surviving on the Fast Track...While Enjoying the View	2002
Peter Koestenbaum	Leadership: The Inner Side of Greatness, A Philosophy for Leaders	2002
Rosamund Stone Zander and Benjamin Zander	The Art of Possibility	2002
Morgan W. McCall Jr., Michael M. Lombardo, and Ann M. Morrison	The Lessons of Experience: How Successful Executives Develop on the Job	1998
Cynthia D. McCauley	The Center for Creative Leadership Handbook of Leadership Development	2003
David B. Peterson and Mary Dee Hicks	Development FIRST: Strategies for Self-Development	1995
Peter Senge	The Fifth Discipline: The Art and Practice of the Learning Organization	1994
Calhoun W. Wick and Lu Stanton Leon	The Learning Edge: How Smart Managers and Smart Companies Stay Ahead	2001

Hyrum W. Smith	The 10 Natural Laws of Successful Time and Life Management: Proven Strategies for Increased Productivity and Inner Peace	1994
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VIDEOS

- Life & work: a manager's search for meaning, ASH-20
- Taking control of your workday: how to achieve more in less time - with less stress, CMEL (MV-1557)
- Controlling interruptions: how to free up an hour a day, CMEL (MV-1420)
- Well aware: choose wellness, CMEL (MV-1408)
- Continuous self-improvement: how to find balance in what you do, CMEL (MV-1431)
- Attitude! Take charge of your life, CMEL (MV-1672)
- Changemasters: putting the theory into action, CMEL (MV-10-84)
- Jack Jackson: the challenge on change, CMEL (MV-1084)
- Managing change and transition, CMEL (MV-1794)
- Succeeding as a first-time manager: volume 3- managing change, CMEL (MV-1707)

OTHER RESOURCES

- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>
- Subscriptions to <http://www.govleaders.org/>
- Subscriptions to <http://www.federaltimes.com/>
- Subscriptions to <http://www.govexec.com/email/>
- Subscriptions to <http://www.fedweek.com/signup.php>
- Website for dealing with and leading change
http://www.beyondresistance.com/change_migraines/compelling/articles.html

ON-LINE LEARNING

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

• Analyze Your Use of Time	PD0101
• Set Goals & Prioritize Your Use of Time	PD0102
• Major Time Management Challenges	PD0103
• Time as a Resource	PD0121
• Eliminate the Time Wasters	PD0122
• Finding Your Life Balance	PD0181
• Success Over Stress	PD0182
• Strategies for Better Balance	PD0183
• Developing Good Time-management Habits	PD0153
• Project Planning	PROJ0002
• Project Execution	PROJ0003
• Project Controlling	PROJ0004
• Project Closing	PROJ0005
• Project Scope Definition	PROJ0432
• Project Solicitation	PROJ0502
• The Effects of Organizational Change	PD0331
• Making the Change	PD0332
• The Paradigm Shift of Change	PD0333
• The Path from Pessimism to Optimism	MGMT0311
• Incorporating Change in Your Organization	MGMT0183
• Communicating During Organizational Change	PD0193
• Dealing with Organizational Change Simulation	PD0190
• The Path from Pessimism to Optimism	MGMT0311
• Proactive Approaches to Stop Negativity	MGMT0312
• Overcoming Organizational Negativity	MGMT0313
• Etiquette for Supervisors	COMM0184
• Discovering Balance	PD0111
• Setting a Course	PD0112
• Foundations for Business Execution	LEAD0151
• Creating a Business Execution Culture	LEAD0152
• Business Execution in Action	LEAD0153

DISTANCE LEARNING

- Attend Supervisory Skills Training (SST) on topics pertaining to agility as it becomes available
- Participate in live broadcasting and videoconferencing events relating to leadership. For a schedule of upcoming broadcasts, http://www.linkageinc.com/learning_events/distance_learning/individual_participation.aspx

CLASSROOM LEARNING

- Attend an employee association training conference
- Attend an Office of Personnel Management (OPM) course (see [Appendix D--OPM Courses](#))
- Attend an out-of-agency course (see [Appendix E—Training Institutions](#)) for a list of vendors.

Mandatory FAA Corporate Curriculum for New Frontline Managers

It may be helpful for you to know what type of developmental activities newly appointed frontline managers in the FAA must complete within their first year. This information will give you insight into how the agency develops them. In addition, you can complete/review many of the educational activities (except residential courses) listed below prior to becoming a manager. Their first year is called the probationary period. The activities below are assigned to each manager in a curriculum using eLMS. For additional information regarding required training for newly appointed managers, click on the following URL or copy and paste it to your web browser.

http://employees.faa.gov/org/staffoffices/ahr/policy_guidance/hr_policies/hrpm/msc/msc-10-4/

FRONTLINE MANAGERS (FM)

Feedback & Relationship Activities

- Probationary Period Checklist
- Performance Coaching: Define Performance Expectations
- Performance Coaching: Mid-year Progress Review
- Performance Coaching: Completion of Mandatory Training & Management Development Plan
- Performance Coaching: Closing Out the Managerial Probation Period

Experiential Activities

- On-the-job training: Local Organization Orientation
- On-the Job Training: End-of-cycle Performance Appraisal & Recognition

Educational Activities

- Becoming a Frontline Manager (e-Learning)
- Frontline Mgrs Course-1: Fundamentals of Front Line Mgt (e-Learning); Note: This course should be taken once selected for a management position, prior to starting
- Frontline Managers Course Phase 2: Managing for Results (Residential)
- Frontline Managers Course Phase 3: Managing for High Performance (Residential)
- Managerial Workforce Planning Policy

General Management Development

These activities develop general management skills.

Feedback & Relationship Activities

The feedback & relationship learning activities below are appropriate for all levels of managers depending on your individual developmental needs.

- Join and participate in management organizations (American Management Association, www.amanet.org)
- Attend presentations by outside speakers
- Participate in a mentoring program (as a mentor or mentee)
- Participate in a corporate outing or teambuilding activities
- Attend an employee association and special emphasis national and regional event (i.e. Black/Hispanic/PWD/TWO/NAAN)
- Attend at a union sponsored event
- Participate in industry conferences, events, and activities (AAAE, ACI, ACC)

Educational Activities

JOB AIDS

AUTHOR	TITLE	YEAR
Consultants at Personnel Decisions International	Successful Manager's Handbook, 7 th Edition	2004
Loren B. Belker, Gary S. Topchick	The First-Time Manager, 5 th Edition	2005
Joseph T. Straub	The Rookie Manager	1999
George T. Fuller	The Supervisor's Big Book of Lists	1994
Alpha (Pearson Education, Inc.)	Every Manager's Desk Reference	2002
Thomas Pydek, et al	The Six Sigma Handbook:	2003

	The Complete Guide for Greenbelts, Blackbelts, and Managers at All Levels, Revised and Expanded Edition	
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SELF-DIRECTED LEARNING

BOOKS

AUTHOR	TITLE	YEAR
Andrew S. Grove	High Output Management	1995
Gerald Kraines	Accountability Leadership: How to Strengthen Productivity Through Sound Managerial Leadership	2001
Jim Collins	Good to Great: Why Some Companies Make the Leap...and Others Don't",	2001
Robert Burgelman and Leonard Sayles	Inside Corporate Innovation: Strategy, Structure, and Managerial Skills	1985
Laird W. Mealiea and Gary P. Latham	Skills for Managerial Success: Theory, Experience, and Practice	1995
Michael Watkins	The First 90 Days: Critical Success Strategies for New Leaders at All Levels	2003

OTHER RESOURCES

- Articles on leadership, <http://www.leadershipdecisionworks.com/articles/>

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 MDP with others, your manager, mentor, offers two major advantages: first, input on improvement from others who have similar development needs and experiences; and second, 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.

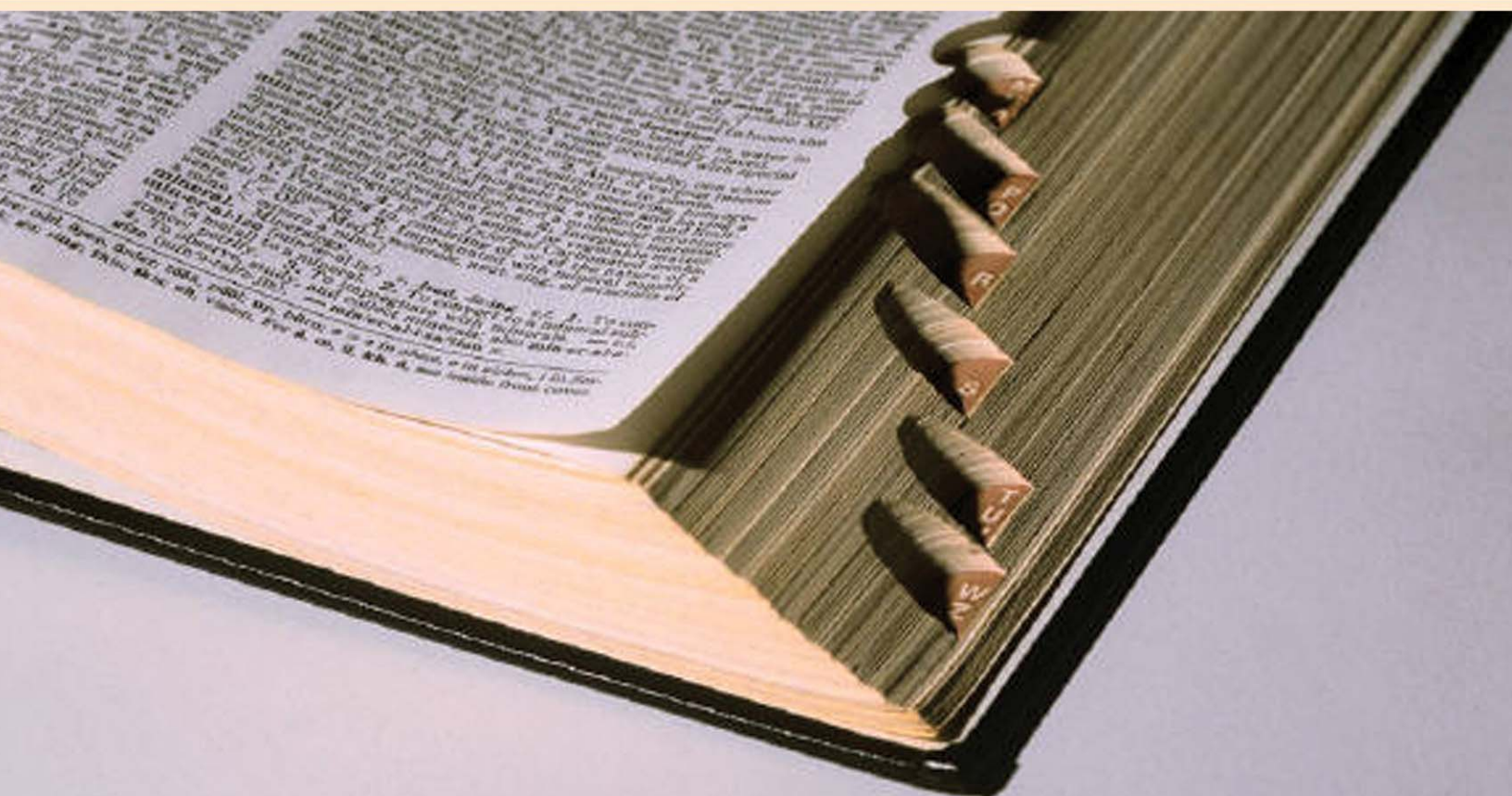
You will know you are there, when you and or your manager sees an improvement in the key skills that are essential for being a new front line manager. Similarly, your success in the MODEL Program, if you are a prospective manager, will be measured when you retake the competency assessment and show improvement in competencies identified as needing improvement.

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 document to ensure that you are prepared to learn, and reflect and act on what you learned.

DEVELOPMENT PROGRESS—How will I know I'm developing?			
Developmental Activity & Date Completed	How you plan on applying the learning?	How am I applying the learning? (3 months after developmental activity)	Lessons Learned

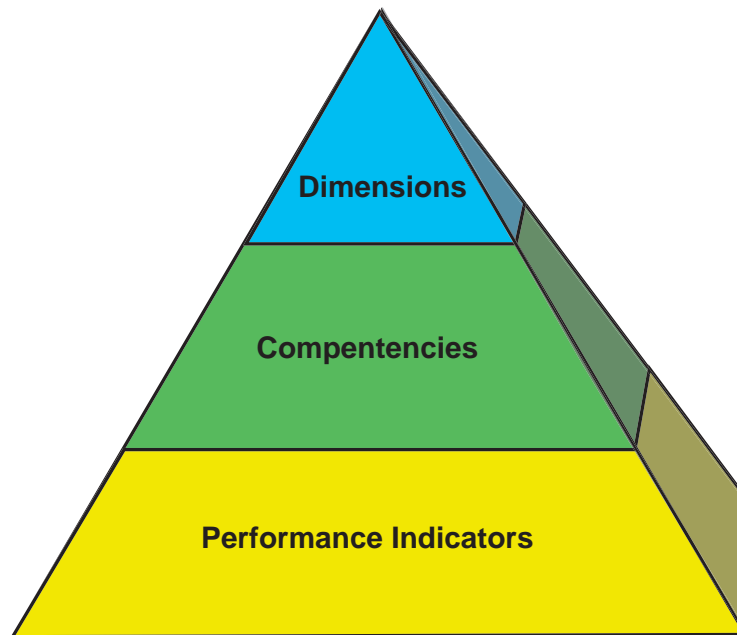
Section 3

Glossary



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 Specific, Measurable, Ambitious, Realistic, and Time-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



Appendix A – Managerial Success Profile

MANAGERIAL SUCCESS PROFILE (MSP)

DIMENSION 1. ACHIEVING RESULTS

Successful managers promote a sense of individual responsibility, professionalism, and pride for organizational performance. They set clear individual and unit or organizational performance objectives. They adjust the way work is performed to meet changing conditions and demands. They hold individuals accountable for achieving their performance objectives; and, they recognize and reward high performance. They take into account a variety of complex factors; and, they stay alert to changing customer needs and challenges. They evaluate business successes and failures and apply lessons learned.

Competency 1: Managing Organizational Performance

- Sets clear individual and unit or organizational performance objectives.
- Promotes a sense of individual responsibility, professionalism, and pride for organizational performance.
- Effectively addresses individual and unit or organizational performance issues.
- Adjusts the way work is performed to meet changing conditions and demands.
- Resolves conditions and work practices that pose risks to employee safety and returns injured employees to work as soon as they are able.
- Recognizes and rewards high performance.

Competency 2: Accountability and Measurement

- Translates objectives into meaningful performance measures.
- Takes responsibility for achieving individual and unit or organizational performance objectives.
- Holds individuals accountable for achieving their performance objectives.
- Reaches agreement with other managers on common goals and mutual accountability.
- Fulfills commitments

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.

Appendix A – Managerial Success Profile

- Analyzes the potential effects of different options and determines appropriate course of action
- Considers the impacts and consequences of decisions.
- Helps resolve problems beyond own function that affect overall unit or organizational performance.

Competency 4: Business Acumen

- Justifies resource requirements with hard data and business cases, (e. g. cost-effectiveness, return on investment).
- Aligns people, finances, and other resources to achieve cost and performance objectives.
- Tracks costs of doing business and implements strategies to control them.
- Takes corrective action to ensure that critical programs 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 organization's 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 organization's impact on stakeholders.
- Builds customer and stakeholder understanding of organizational policy, business, and operational issues.

DIMENSION 2. LEADING PEOPLE

Successful managers create an environment in which people thrive and accomplish their best. They use teamwork effectively to achieve business results. They ensure equal opportunity for all employees or applicants through compliance with applicable EEO laws and regulations. They capitalize on the full range of talent to enhance team performance; and, they provide feedback to employees to support their development. They consider the future talent needs of the unit or organization and implement appropriate workforce planning.

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.

Appendix A – Managerial Success Profile

- Encourages differing opinions to be expressed and respected.
- Provides clear direction but gives space for initiative and creativity.
- Coaches teams toward goal achievement.

Competency 7: Building a Model EEO Program

- Demonstrates leadership and commitment to the FAA model EEO Program
- Ensures equal opportunity for all employees or applicants through compliance with applicable EEO laws and regulations
- Prevents and eliminates discrimination, harassment and retaliation
- Cooperates fully and ensures the full cooperation of employees under his/her supervision in authorized EEO complaint processing
- Allocates mission personnel, as appropriate, to participate in activities such as community out-reach and recruitment programs
- Seeks assistance and/or guidance from the FAA Office of Civil Rights and other staff offices immediately as EEO questions arise and the need for EEO training is identified

Competency 8: Developing Talent

- Provides feedback to employees to support their development.
- Coaches, mentors, and guides development of employees.
- Focuses training and development investments on defined business priorities.
- Uses duty assignments to provide developmental opportunities (e.g., details, OJT).
- Considers the future talent needs of the unit or organization and implements appropriate workforce planning.
- Uses feedback to identify and close one's own managerial skill gaps.

DIMENSION 3. BUILDING RELATIONSHIPS

Successful managers 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 work collaboratively to resource and achieve critical priorities. They present viewpoints with courage and conviction; and, they make tough decisions and stands behind them.

Competency 9: Communication

- Communicates openly and honestly.

Appendix A – Managerial Success Profile

- Listens effectively and communicates understanding.
- Effectively interprets intent, influence, and non-verbal elements of communications.
- Tailors communication style to fit different groups and circumstances.
- Presents financial and operational data 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 (e.g. other operational units, labor, industry, public, international, or other government entities).
- Works collaboratively to resource and achieve critical priorities (e. g., business and aerospace safety objectives).
- Works effectively across functions and cultures (e.g., facility, office, organization).

Competency 11: Interpersonal Relations and Influence

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

Competency 12: Integrity and Honesty

- Leads 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.
- Models commitment to public service and the mission of the FAA.

DIMENSION 4. LEADING CHANGE

Successful managers build a shared vision with others across their organization. They plan for changing trends that can affect operations. They will 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 to achieving results.

Appendix A – Managerial Success Profile

Competency 13: Vision

- Anticipates changes that will impact mission (e.g., economic, technological, political, etc)
- Looks for trends to determine how the organization will change in the future
- Builds a shared vision with others across the organization.
- Engages others in translating vision into action.
- Communicates organizational direction and priorities clearly.
- Articulates the connection between the efforts of employees and the mission of the agency.

Competency 14: Strategy Formulation

- Balances a long-term view of mission and purpose with short-term requirements.
- Identifies immediate and longer range objectives.
- Plans for changing trends that can affect operations.
- Develops and implements realistic business plans to achieve strategic 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).

Competency 16: Innovation

- Models creative thinking and innovation.
- Challenges the status quo (e.g., seeks better efficiency, effectiveness).
- Champions implementation of new systems, technology, and processes to improve quality and productivity.
- Anticipates barriers and resistance to change and looks for solutions.
- Supports and rewards individuals who take responsible risks.

RECEIVING YOUR ASSESSMENT FEEDBACK

Assessments are designed to help you understand both your strengths and your opportunities for development. The assessment allows you to see how a selected number of people with different professional interactions perceive you. Unlike traditional feedback, assessments can allow more than one source the opportunity to offer you feedback.

Interpreting the assessment enables you to put your feedback into action. You will apply the results when you begin your developmental activities and return to your office. However, before you can begin to apply what you have discovered during the assessment, you need to be prepared to receive the feedback that you are given.

Guidelines for Receiving Feedback

When receiving feedback it is important to remember that it is another person's perception. There are three things you can do with feedback you've received:

- Use it – if you feel it applies to the situation.
- Store it – if you feel it does not apply now, but may at some future time.
- Reject it – if you feel it does not apply at all.

In general, when receiving feedback:

- Be open and assume the giver had positive intent, recognizing the value of what is being offered
- Remember that you are a worthy person and you are separate from your actions and behaviors.
- Read carefully and don't be defensive. Seek to understand the feedback.
- Acknowledge what is being provided and commit to considering the feedback.
- Take time to reflect on the feedback. You may need to take some time and truly evaluate the feedback.
- Be honest with yourself and use the feedback to create a better awareness of yourself and your emotions.
- Be open to making changes to become a more efficient leader/manager.

Individual Report Analysis

Part I

Strengths	
Known	Unknown
List the specific item(s) for which <i>both</i> you and those who assessed you gave you <u>high</u> ratings.	List the specific item(s) for which <i>others</i> gave you <u>high</u> ratings, but <i>you</i> gave yourself <u>low</u> ratings.
1.	1.
2.	2.
3.	3.
4.	4.

Appendix B— Receiving and Interpreting Assessment Feedback

Opportunities for Development	
Known	Unknown
List the specific item(s) for which <i>both</i> you and those who assessed you gave you <u>low</u> ratings.	List the specific item(s) for which <i>others</i> gave you <u>low</u> ratings, but <i>you</i> gave yourself <u>high</u> ratings.
1.	1.
2.	2.
3.	3.
4.	4.

Individual Report Analysis

Part II

1. What feedback surprises me?
2. Throughout the report, what patterns do I see?
3. In the area of "Unknown Strengths", what might be the cause(s) for the difference in the ratings? (Why might others see me this way when I don't?)

Appendix B— Receiving and Interpreting Assessment Feedback

4. In the area of “Unknown Opportunities for Development”, what might be the cause(s) for the difference in the ratings? (Why might others see me this way when I don't?)
5. About which items do I need clarification and/or more information?
6. In what areas have I received similar feedback in the past that I still need to focus on improving?
7. In what areas am I already working on improving?

Appendix B— Receiving and Interpreting Assessment Feedback

8. In the areas that I have already been working on, is there any indication of improvement?

Appendix C— Skillsoft Business Courses in eLMS

Legend for Target Audiences

- ll = course is **specifically** targeted to this job role
- l = course is relevant to this job role
- m = course may be useful to some people in this job role
- = course will usually **not** be relevant for this job role

Competency	Course Title	Course #	FM	MM	SM /Exec
Competency 1: Managing Organizational Performance					
	Management Excellence: Performance-Based Appraisals				
	Effective Management: Performance-based Appraisal	<u>MGMT0141</u>	l	l	m
	Performance Appraisal				
	Reviewing Performance	<u>MGMT0342</u>	l	l	m
	Managing Problem Performance				
	Preventing Problem Performance	<u>MGMT0161</u>	l	l	l
	Workplace Issue Fundamentals				
	Business Ethics	<u>HR0153</u>	l	l	l
	Drug-free Workplace	<u>HR0164</u>	l	l	l
	Workplace Harassment	<u>HR0151</u>	l	l	l
	Family and Medical Leave Act (FMLA)	<u>HR0154</u>	l	l	l
	HRCI/PHR Certification Program				
	Sexual Harassment in the Workplace (HRCI/PHR)	<u>HR0242</u>	l	l	l
	Non-union Work Environments (HRCI/PHR)	<u>HR0245</u>	l	l	l
	EEO and Affirmative Action (HRCI/PHR)	<u>HR0241</u>	l	l	l
	Employee Relations (HRCI/PHR)	<u>HR0244</u>	l	l	l
	Employee Benefit Programs (HRCI/PHR)	<u>HR0247</u>	l	l	l
	Managing Employment (HRCI/PHR)	<u>HR0243</u>	l	l	l
	Union ,Work Environments (HRCI/PHR)	<u>HR0246</u>	l	l	l
	Employee Development (HRCI/PHR)	<u>HR0248</u>	l	l	l
	Occupational Health and Safety (HRCI/PHR)	<u>HR0252</u>	l	l	l
	Hostility and Aggression in the Workplace				
	Workplace Aggression: The Scope of the Problem	<u>HR0341</u>	l	l	m

Appendix C— SkillSoft Business Courses in eLMS

Competency	Course Title	Course #			
			<i>FM</i>	<i>MM</i>	<i>SM /Exec</i>
Competency 2: Accountability and Measurement	New Employee Orientation				
	Laws and Ethics in the Workplace	HR0002	I	I	I
	Practical Budgeting Skills for Business				
	Effective Budget Management	FIN0163	I	I	m
	Managing Yourself through Change				
	The Effects of Organizational Change	PD0331	I	I	I
	Making the Change	PD0332	I	I	I
	The Paradigm Shift of Change	PD0333	I	I	I
	Essential Skills for Tomorrow's Managers				
	Competencies for Tomorrow's Managers	MGMT0111	I	I	m
	Development Tools for Tomorrow's Managers	MGMT0112	I	I	m
	A Manager's Primer for Ensuring Accountability	MGMT0115	I	I	m
	Management Excellence: Performance-Based Appraisals				
	Effective Management: Performance-based Appraisal	MGMT0141	I	I	m
	Performance Appraisal				
	Reviewing Performance	MGMT0342	I	I	m
	Managing Problem Performance				
	Preventing Problem Performance	MGMT0161	I	I	I
	Business Execution				
	Creating a Business Execution Culture	LEAD0152	I	I	m
	Problem-solving and Decision-making for Business				
	Foundations of Effective Thinking	PD0231	I	I	I
	Framing the Problem	PD0232	I	I	I
	Generating Alternatives in Problem Solving	PD0233	I	I	I
	Dynamic Decision Making	PD0234	I	I	I
	Implementing and Evaluating a Decision	PD0235	I	I	I
	Problem Solving and Decision Making in Groups	PD0236	I	I	I
	Achieving Organizational Excellence Through Critical Thinking				
	The Role of Critical Thinking in Organizations	PD0251	I	I	I
	Developing Fundamental Critical Thinking Skills	PD0252	I	I	I

Appendix C— SkillSoft Business Courses in eLMS

Competency	Course Title	Course #	FM	MM	SM /Exec
	Strategies for Facilitating Critical Thinking	<u>PD0253</u>			
	Critical Thinking Skills for Managing	<u>PD0254</u>			
	Working without a Net - The Business of Risk				
	Risk Basics	<u>PD0241</u>			
	Approaches to Risk Management	<u>PD0242</u>			
	Decisions and Risk	<u>PD0243</u>			
	Strategic Planning and Risk Management	<u>PD0244</u>			
	Consulting with the Internal Client				
	Internal Consulting Skills	<u>CONS0122</u>			
	Establishing a Relationship with Internal Clients	<u>CONS0123</u>			
	A Workable Solution for Internal Clients	<u>CONS0124</u>			
Competency 3: Problem Solving					
	Problem-solving and Decision-making for Business				
	Foundations of Effective Thinking	<u>PD0231</u>			
	Framing the Problem	<u>PD0232</u>			
	Generating Alternatives in Problem Solving	<u>PD0233</u>			
	Dynamic Decision Making	<u>PD0234</u>			
	Implementing and Evaluating a Decision	<u>PD0235</u>			
	Problem Solving and Decision Making in Groups	<u>PD0236</u>			
	Achieving Organizational Excellence Through Critical Thinking				
	Strategies for Facilitating Critical Thinking	<u>PD0253</u>			
Competency 4: Business Acumen					
	Finance Fundamentals for Non-financial Professionals				
	Principles of Financial Management	<u>FIN0151</u>			-
	Basics of Budgeting	<u>FIN0152</u>			-
	Managing Cash Flows	<u>FIN0153</u>			-
	Understanding Financial Statements	<u>FIN0154</u>			-
	Using Financial Statements-Co-Developed with Wharton				
	Principles of Financial Statements	<u>FIN0251</u>			
	Components of Financial Statements	<u>FIN0252</u>			
	Analyzing the Income Statement and Balance Sheet	<u>FIN0253</u>			

Appendix C— SkillSoft Business Courses in eLMS

Competency

Course Title

Course

	<i>FM</i>	<i>MM</i>	<i>SM /Exec</i>
<u>FIN0254</u>	I	I	I
<u>FIN0255</u>	I	I	I
<u>FIN0256</u>	I	I	I
<u>FNDT0102</u>	I	I	m
<u>FIN0163</u>	I	I	m
<u>LEAD0301</u>	I	I	m
<u>LEAD0302</u>	I	I	m
<u>LEAD0304</u>	I	I	m
<u>HR0232</u>	I	I	m
<u>HR0201</u>	I	I	I
<u>HR0202</u>	I	I	I
<u>HR0203</u>	I	I	I
<u>HR0221</u>	I	I	I
<u>HR0222</u>	I	I	I
<u>HR0223</u>	I	I	I
<u>HR0224</u>	I	I	I
<u>HR0231</u>	I	I	I
<u>HR0226</u>	I	I	I
<u>KNOW0201</u>	m	m	m
<u>KNOW0202</u>	m	m	m
<u>HR0153</u>	I	I	I
<u>HR0164</u>	I	I	I

The Income Statement and Balance Sheet Connection

Analyzing Cash Flow

Ratio Analysis for Financial Statements

Basic Business Math Skills

Decimals and Percents

Practical Budgeting Skills for Business

Effective Budget Management

Succession Planning Foundations

Succession Planning Overview

Succession Planning Strategies

Succession Planning Management

Effective Hiring and Interviewing Skills

Effective Interviewing

How to Interview and Hire the Right People

The Pre-Interview Process

Conducting Effective Interviews

Critical Parameters for Evaluating Candidates

Recruiting & Retention Strategies for the Tight Labor Market

Recruiting for the 21st Century: The Market

Recruiting for the 21st Century: Strategies

Recruiting Successfully

Online Recruiting

Hiring Considerations

Retention

The 21st Century Learning Curve

Knowledge as Strategy: Performance Improvement

The Power of the Learning Organization

Workplace Issue Fundamentals

Business Ethics

Drug-free Workplace

Appendix C— SkillSoft Business Courses in eLMS

Competency

Course Title

Course

<i>FM</i>	<i>MM</i>	<i>SM /Exec</i>

Workplace Harassment

HR0151

Family and Medical Leave Act (FMLA)

HR0154

Equal Employment Opportunity (EEO)

HR0155

Sexual Harassment

Sexual Harassment Training for Human Resource Professionals

HR0183

Dealing with Sexual Harassment Claims

HR0182

HRCI/PHR Certification Program

Sexual Harassment in the Workplace (HRCI/PHR)

HR0242

Non-union Work Environments (HRCI/PHR)

HR0245

EEO and Affirmative Action (HRCI/PHR)

HR0241

Employee Relations (HRCI/PHR)

HR0244

Employee Benefit Programs (HRCI/PHR)

HR0247

Managing Employment (HRCI/PHR)

HR0243

Union ,Work Environments (HRCI/PHR)

HR0246

Employee Development (HRCI/PHR)

HR0248

Hostility and Aggression in the Workplace

Workplace Aggression: The Scope of the Problem

HR0341

		m
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New Employee Orientation

Laws and Ethics in the Workplace

HR0002

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Technology Forecasting

Technology Forecasting

STGY0311

m		
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The 21st Century Learning Curve

The Power of the Learning Organization

KNOW0202

m	m	m
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Strategic IT Planning

Strategic Decision Making

STGY0222

IT Challenges: Present and Future

STGY0223

m		
m	m	m

e-Business Foundations

The Fundamentals of e-Business

EBUS0101

Approaches to e-Business

EBUS0102

e-Business Opportunities

EBUS0103

m	m	m
m	m	m
m	m	m

Appendix C— SkillSoft Business Courses in eLMS

Competency	Course Title	Course #	FM	MM	SM /Exec
Competency 5: Customer Focus					
	How to Excel at Customer Service				
	Fundamentals of Exceptional Customer Service	<u>CUST0102</u>	m	-	-
	The Voice of the Customer	<u>CUST0103</u>	m	-	-
	Advancing Your Service Expertise	<u>CUST0104</u>	m	-	-
	Customers, Conflict and Confrontation	<u>CUST0105</u>	m	-	-
	Overcoming Challenging Service Situations	<u>CUST0106</u>	m	-	-
	Managing a Customer Service-Oriented Culture				
	Establishing Your Team's Desired Performance	<u>CUST0221</u>	l	l	m
	Coaching in a Service Oriented Culture	<u>CUST0222</u>	l	l	m
	Exceeding Customer Expectations	<u>CUST0223</u>	m	m	-
	Customer Service Strategy	<u>CUST0224</u>	-	l	l
	Improving the Process of Service Delivery	<u>CUST0225</u>	-	m	-
	Internal Customer Service				
	Excellence in Internal Customer Service	<u>CUST0141</u>	m	l	m
	Serving Your Internal Customers	<u>CUST0142</u>	m	l	m
	Managing Challenges in Customer Service	<u>CUST0153</u>	m	l	m
	The Contact Center and Technical Support Agent	<u>CUST0161</u>	m	l	m
	Overcoming Internal Customer Service Problems	<u>CUST0143</u>	m	l	m
Competency 6: Building Teamwork and Cooperation					
	Making Teams Work: Capitalizing on Conflict				
	Team Conflict: The Seeds of Dissent	<u>TEAM0211</u>	m	m	m
	Analyzing Workplace War Zones	<u>TEAM0212</u>	m	m	m
	Conquering Conflict through Communication	<u>TEAM0214</u>	m	m	m
	The Path to Peace and Harmony	<u>TEAM0215</u>	m	m	m
	Creating High-performance On-site and Virtual Team				
	Launching Successful On-site and Virtual Teams	<u>TEAM0151</u>	m	m	m
	Leading Successful On-site Team	<u>TEAM0152</u>	m	m	m
	Leading Virtual Teams	<u>TEAM0153</u>	m	m	m
	Facilitating On-site and Virtual Teams	<u>TEAM0154</u>	m	m	m

Appendix C— SkillSoft Business Courses in eLMS

Competency	Course Title	Course #			
			FM	MM	SM /Exec
	Participating in Teams				
	The Individual's Role in a Team	TEAM0173	I	I	m
	Effective Use of Feedback for Business				
	Team Feedback: A Guide	COMM0524	I	I	I
	Mentoring Essentials				
	Effective Mentoring	MGMT0251	I	I	m
	The Mentoring Manager	MGMT0252	I	I	m
	Implementing an Organization-wide Mentoring Program	MGMT0253	I	I	m
	Mentoring Strategies in the 21st Century	MGMT0254	I	I	m
	Achieving Success with the help of a Mentor	MGMT0255	I	I	m
	Coach with Confidence				
	Coaching for Business	MGMT0281	I	I	m
	Successful Coaching Relationships	MGMT0282	I	I	m
	Key Stages in Coaching	MGMT0283	I	I	m
	Coaching Skills	MGMT0284	I	I	m
	Mindsets, Emotions and Coaching	MGMT0285	I	I	m
	Coaching Trends	MGMT0286	I	I	m
Competency 7: Building a Model EEO Program					
	Workplace Issue Fundamentals	-			
	Workplace Harassment	HR0151	I	I	m
	Equal Employment Opportunity (EEO)	HR0155	I	I	m
	Changing the Corporate Culture	HR0022	I	I	m
	Sexual Harassment				
	Sexual Harassment Training for Human Resource Professionals	HR0183	I	I	I
	Dealing with Sexual Harassment Claims	HR0182	I	I	I
	Fundamentals of Business Law	-			
	Employment and Labor Law	LAW0103	I	I	m

Appendix C— SkillSoft Business Courses in eLMS

Competency	Course Title	Course #	FM	MM	SM /Exec
Competency 8: Developing Talent					
	Creating High-performance On-site and Virtual Team				
	Launching Successful On-site and Virtual Teams	<u>TEAM0151</u>	m	m	m
	Leading Successful On-site Team	<u>TEAM0152</u>	m	m	m
	Leading Virtual Teams	<u>TEAM0153</u>	m	m	m
	Facilitating On-site and Virtual Teams	<u>TEAM0154</u>	m	m	m
	Effective Use of Feedback for Business				
	Team Feedback: A Guide	<u>COMM0524</u>	l	l	l
	Mentoring Essentials				
	Effective Mentoring	<u>MGMT0251</u>	l	l	m
	The Mentoring Manager	<u>MGMT0252</u>	l	l	m
	Implementing an Organization-wide Mentoring Program	<u>MGMT0253</u>	l	l	m
	Mentoring Strategies in the 21st Century	<u>MGMT0254</u>	l	l	m
	Achieving Success with the help of a Mentor	<u>MGMT0255</u>	l	l	m
	Coach with Confidence				
	Coaching for Business	<u>MGMT0281</u>	l	l	m
	Successful Coaching Relationships	<u>MGMT0282</u>	l	l	m
	Key Stages in Coaching	<u>MGMT0283</u>	l	l	m
	Coaching Skills	<u>MGMT0284</u>	l	l	m
	Mindsets, Emotions and Coaching	<u>MGMT0285</u>	l	l	m
	Coaching Trends	<u>MGMT0286</u>	l	l	m
	Succession Planning Foundations				
	Succession Planning Overview	<u>LEAD0301</u>	l	l	m
	Succession Planning Strategies	<u>LEAD0302</u>	l	l	m
	Succession Planning Management	<u>LEAD0304</u>	l	l	m
	Recruiting & Retention Strategies for the Tight Labor Market				
	Recruiting for the 21st Century: The Market	<u>HR0221</u>	l	l	l
	Recruiting for the 21st Century: Strategies	<u>HR0222</u>	l	l	l
	Recruiting Successfully	<u>HR0223</u>	l	l	l
	Online Recruiting	<u>HR0224</u>	l	l	l
	Hiring Considerations	<u>HR0231</u>	l	l	l

Appendix C— SkillSoft Business Courses in eLMS

Competency	Course Title	Course #			
			FM	MM	SM /Exec
	Retention	HR0226	I	I	I
Competency 9: Communication					
	Interpersonal Communication Skills for Business				
	The Process of Interpersonal Communication	COMM0001	I	I	m
	The Mechanics of Effective Communication	COMM0002	I	I	m
	Delivering Successful Presentations				
	Presenting to Succeed	COMM0301	I	I	m
	Delivering Your Message	COMM0302	I	I	m
	Presentation Resources Available to You	COMM0303	I	I	m
	Effective Listening Skills				
	The Basics of Listening	COMM0151	I	m	m
	Listening for Comprehension	COMM0152	I	m	m
	Listening for Higher Purposes	COMM0153	I	m	m
	Enhancing Your Listening Skills	COMM0154	I	m	m
	The Successful Facilitator				
	The Facilitative Leader	MGMT0236	I	I	m
Competency 10: Building Alliances					
	Negotiating to Win: Getting the Results You Want				
	Connect and Communicate	COMM0502	I	I	m
	Fast-tracking Your Career				
	Interpersonal Skills on the Fast Track	PD0134	I	m	-
	Getting Results Without Authority				
	Building Relationships to Get Results	COMM0511	I	m	m
	Building Better Work Relationships				
	Building Effective Interfunctional Relationships	COMM0191	I	I	m
	Working Effectively with Customers	COMM0194	I	I	m
	Working Effectively with Business Partners	COMM0195	I	I	I
Competency 11: Interpersonal Relations and Influence					
	Building Better Work Relationships				
	Building Effective Interfunctional Relationships	COMM0191	I	I	m
	Working Effectively with Customers	COMM0194	I	I	m

Appendix C— SkillSoft Business Courses in eLMS

Competency	Course Title	Course #			
			<i>FM</i>	<i>MM</i>	<i>SM /Exec</i>
	Working Effectively with Business Partners	<u>COMM0195</u>	I	I	I
	Assertive Communication				
	Professional Assertiveness	<u>COMM0171</u>	I	m	m
	Interpersonal Communication Skills for Business (replacing COMM0100 & Comm110)				
	The Process of Interpersonal Communication	<u>COMM0001</u>	m	-	-
	The Mechanics of Effective Communication	<u>COMM0002</u>	m	-	-
	Communication Skills for the Workplace	<u>COMM0003</u>	m	-	-
	Communication Skills for Leadership	<u>COMM0005</u>	m	-	-
	Emotional Intelligence in the Workplace				
	The Emotionally Intelligent Leader	<u>COMM0145</u>	I	I	I
Competency 12: Integrity and Honesty					
	Ethics in Business				
	Ethical Decision Making	<u>PD0171</u>	I	I	I
	Organizational Ethics	<u>PD0173</u>	I	I	I
	Workplace Issue Fundamentals				
	Business Ethics	<u>HR0153</u>	I	I	I
	Project Management Professional Responsibility				
	Ethics and Professional Knowledge	<u>PROJ0041</u>	I	I	I
Competency 13: Vision					
	Going from Management to Leadership				
	The Mark of a Leader	<u>LEAD0141</u>	I	I	m
	Communicating a Shared Vision	<u>LEAD0142</u>	I	I	m
	The Enabling Leader	<u>LEAD0143</u>	I	I	m
Competency 14: Strategy Formulation					
	Strategic Management				
	Strategic Management - Planning	<u>STGY0301</u>	m	I	I
	Strategic Management - Analysis & Choice	<u>STGY0302</u>	m	I	I
	Strategic Management - Corporate Implementation	<u>STGY0303</u>	m	I	I
	Global Business Strategy				
	Business Management and Strategy	<u>STGY0321</u>	m	I	I
	The Fundamentals of Globalization				

Appendix C— SkillSoft Business Courses in eLMS

Competency	Course Title	Course #			
			FM	MM	SM /Exec
	Globalization and Your Company	<u>STGY0352</u>	m	l	l
	The Process of Globalizing a Product or Service	<u>STGY0353</u>	m	l	l
	Managing from a Global Viewpoint	<u>STGY0354</u>	l	l	l
	Competitive Intelligence				
	Competitive Intelligence: Planning and Direction	<u>STGY0341</u>	m	l	l
	Competitive Intelligence: Information Gathering	<u>STGY0342</u>	m	l	l
	Competitive Intelligence: Analysis & Dissemination	<u>STGY0343</u>	m	l	l
	Working without a Net - The Business of Risk				
	Strategic Planning and Risk Management	<u>PD0244</u>	l	l	l
	Succession Planning for the Business Environment				
	Succession Planning Overview	<u>LEAD0301</u>	l	l	l
	Succession Planning Management	<u>LEAD0304</u>	l	l	l
	Succession Planning and Human Resources	<u>LEAD0303</u>	l	l	l
Competency 15: Agility					
	Taking Control of Your Workday				
	Analyze Your Use of Time	<u>PD0101</u>	l	l	m
	Setting Goals & Prioritize Your Use of Time	<u>PD0102</u>	l	l	m
	Major Time Management Challenges	<u>PD0103</u>	l	l	m
	Overcoming Overload - Managing Memory and Time				
	Time as a Resource	<u>PD0121</u>	l	l	m
	Eliminate the Time Wasters	<u>PD0122</u>	l	l	m
	Living a Balanced Life				
	Finding Your Life Balance	<u>PD0181</u>	l	l	m
	Success Over Stress	<u>PD0182</u>	l	l	m
	Strategies for Better Balance	<u>PD0183</u>	l	l	m
	Working More Effectively -- Taking Control of Your Time				
	Developing Good Time-management Habits	<u>PD0153</u>	l	l	l
	Project Management Basics for Business Professionals (replacing series PROJ010x and PROJ011x)				
	Project Planning	<u>PROJ0002</u>	l	m	-
	Project Execution	<u>PROJ0003</u>	l	m	-

Appendix C— SkillSoft Business Courses in eLMS

Competency

Course Title

Course

<i>FM</i>	<i>MM</i>	<i>SM /Exec</i>
I	m	-
I	m	-

PROJ0004

PROJ0005

PROJ0432

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PROJ0502

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PD0331

I	I	I
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PD0332

I	I	I
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PD0333

I	I	I
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Project Controlling

Project Closing

Project Management-Project Scope Management

Project Scope Definition

Project Procurement Planning

Project Solicitation

Managing Yourself through Change

The Effects of Organizational Change

Making the Change

The Paradigm Shift of Change

How to Overcome Negativity in the Workplace

The Path from Pessimism to Optimism

Supporting Employees through the Change Process

Incorporating Change in Your Organization

MGMT0311

I	I	m
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MGMT0183

II	II	-
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Dealing with Organizational Change

Communicating During Organizational Change

Dealing with Organizational Change Simulation

PD0193

I	I	m
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PD0190

I	I	m
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How to Overcome Negativity in the Workplace

The Path from Pessimism to Optimism

Proactive Approaches to Stop Negativity

Overcoming Organizational Negativity

MGMT0311

I	I	m
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MGMT0312

I	I	m
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MGMT0313

I	I	m
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Business Etiquette and Professionalism

Etiquette for Supervisors

COMM0184

I	I	I
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Living a Balanced Life

Discovering Balance

Setting a Course

PD0111

I	I	I
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PD0112

I	I	I
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Business Execution

Foundations for Business Execution

Creating a Business Execution Culture

Business Execution in Action

LEAD0151

I	I	I
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LEAD0152

I	I	I
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LEAD0153

I	I	I
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Appendix C— SkillSoft Business Courses in eLMS

Competency	Course Title	Course #	FM	MM	SM /Exec
Competency 16: Innovation					
	The Foundations of Creativity and Innovations	<u>PD0031</u>			
	Generating Creative and Innovative Ideas	<u>PD0032</u>			
	Evaluating Creative and Innovative Ideas	<u>PD0033</u>			
	Implementing Creative and Innovative Ideas	<u>PD0034</u>			
	Creativity and Innovation in the Workplace Simulation	<u>PD0030</u>			
	Breakthrough Strategies for a Web Economy				
	Solution Thinking for Breakthrough Decisions	<u>PD0222</u>			
	Breakthrough Innovation	<u>PD0223</u>			
	Enabling Breakthrough Creativity	<u>PD0224</u>			
	Breakthrough Motivation	<u>PD0225</u>			
	Leading from the Front Line				
	Organizational Culture and Leadership	<u>LEAD0122</u>			m
	Energizing & Empowering Employees	<u>LEAD0123</u>			m

OFFICE OF PERSONNEL MANAGEMENT (OPM) COURSES

- ★ [Alternative Dispute Resolution](#)
- ★ [Building High-Performance Organizations in the 21st Century](#)
- ★ [Building a Great Place for People to Work](#)
- ★ [Coaching and Mentoring for Excellence](#)
- ★ [Collaborating Across Organizational Boundaries](#)
- ★ [Collaborative Leadership Seminar](#)
- ★ [Competitive Sourcing](#)
- ★ [Conflict Resolution Skills](#)
- ★ [Creative Breakthroughs: Innovating in Government](#)
- ★ [Crisis Leadership Workshop](#)
- ★ [Developing Customer-Focused Organizations](#)
- ★ [Developing High Performing Teams](#)
- ★ [Developing and Communicating Your Leadership Competencies](#)
- ★ [Dynamics of Public Policy](#)
- ★ [Effective Writing in the Federal Government](#)
- ★ [Emotional Competence: Working With Others for Results](#)
- ★ [Environmental Policy Issues](#)
- ★ [Ethics and Public Service Values](#)
- ★ [Executive Communication Skills: Leading the Process of Change](#)
- ★ [Executive Development Seminar: Leading Change](#)
- ★ [Executive Development Seminar: \(Blended\)](#)
- ★ [Facilitative Leadership Seminar](#)
- ★ [Federal Budgetary Policies and Processes](#)
- ★ [GrassRoots Leadership: It's Your Ship](#)
- ★ [Homeland Security: Critical Infrastructure Protection](#)
- ★ [Homeland Security: Understanding the Enemy](#)
- ★ [Leaders Growing Leaders](#)
- ★ [Leadership Assessment Program](#)
- ★ [Leadership Communications Workshop: Interpersonal Communications](#)
- ★ [Leadership Foundations Seminar](#)
- ★ [Leadership Potential Seminar](#)

Appendix D— Office of Personnel Management (OPM) Courses

- ★ [Leadership Skills for Non-Supervisors and Non-Managers](#)
- ★ [Leadership for Information Technology](#)
- ★ [Leadership for Lawyers](#)
- ★ [Leadership for a Democratic Society](#)
- ★ [Leading Across Generations](#)
- ★ [Leading Strategically: From Vision to Performance](#)
- ★ [Management Assessment Program](#)
- ★ [Management Development Seminar](#)
- ★ [Management Development Seminar: Blended Course](#)
- ★ [Managing a Virtual Workforce](#)
- ★ [Maximizing Your Organization's Greatest Asset: People](#)
- ★ [Pay for Performance](#)
- ★ [Planning and Organizational Strategy for Public Sector Employees](#)
- ★ [Power Thinking for Leaders](#)
- ★ [Project Management Principles](#)
- ★ [Refresh for Success](#)
- ★ [Resiliency Advantage](#)
- ★ [Science, Technology, and Public Policy](#)
- ★ [Seminar for New Managers: Leading People](#)
- ★ [Seminar for New Managers: Blended Course](#)
- ★ [Senior Executive Assessment Program](#)
- ★ [Seven Steps to Performance-Based Acquisition and Management](#)
- ★ [Strategic Leadership](#)
- ★ [Strategic Management of Human Capital](#)
- ★ [Supervisory Leadership Seminar \(Split Program\) - Week 1: Supervision](#)
- ★ [Supervisory Leadership Seminar \(Split Program\) - Week 2: Leadership](#)
- ★ [Supervisory Leadership Seminar Online: Leadership](#)
- ★ [Team Building and Team Leadership](#)
- ★ [The ABCs of Effective Relationships](#)
- ★ [The Aspen Institute Executive Seminar](#)
- ★ [The Aspen Institute Leading Change in Government Seminar](#)
- ★ [Transition Strategies in the Public Sector](#)
- ★ [Understanding the 360-Degree Leader](#)
- ★ [Women's Leadership Seminar](#)

Appendix E— Training Institutions

There are a large number of organizations that offer executive development programs. For the purpose of this Guide, a limited number of offerings from better-known institutions have been selected. Shown below are the websites of the institutions cited in the Guide. These sites will help you identify programs of interest, the schedule and prices of listed programs, and enrollment requirements. Guide entries are provided for your convenience and are subject to change. ***You are not restricted to the programs and institutions cited.***

- American Management Association www.amanet.org
- Aspen Institute <http://www.aspeninstitute.org/>
- Brookings Institution <http://www.brookings.org/>
- Center for Management & Executive Leadership <http://www.faa.gov/about/office%5Forg/headquarters%5Foffices/arc/programs/academy/cmef/>

- Center for Management Research www.execseminars.com
- Conference Board <http://www.conference-board.org/>
- Dale Carnegie Training www.dalecarnegie.com
- Fred Pryor Seminars www.etrain.com
- FAA Academy www.academy.jccbi.gov
- George Mason University www.som.gmu.edu/
- Linkage, Inc <http://www.linkageinc.com>
- Management Concepts www.managementconcepts.com
- MIT Harvard www.pon.execseminars.com
- NTL Institute <http://www.ntl.org/>
- OPM Federal Executive Institute www.leadership.opm.gov
- Performance Institute www.performanceweb.org
- Skill Path www.skillpath.com
- Stanford University www.gsb.stanford.edu/exed
- The Capitol.Net www.theCapitol.net
- UCLA <http://www.anderson.ucla.edu/>
- USDA Graduate School <http://www.grad.usda.gov>
- Wharton School <http://executiveeducation.wharton.upenn.edu/>