Leadership Development:
So you want to be an Executive?

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1. Let’s Talk About You
2. Executive Qualifications
3. Some Basics
4. Questions
Your Career - Where Are You Now?

1. What are you doing?
2. Are you happy?
3. What is most important to you?
4. How do you define success?
5. Where do you want to go?
6. Values.
7. Windows.
1. Do you want to lead?
2. What is stopping you?
3. Do you need a title?
4. Are you a better manager?
5. What are your superpowers?
6. Look in the mirror.
7. Are you ready?
Policy, Data, Oversight

SENIOR EXECUTIVE SERVICE

Overview

OPM has identified the executive core qualifications (ECQs). The executive core qualifications define the competencies needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The Executive Core Qualifications are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions. The ECQs were designed to assess executive experience and potential for technical expertise.

Successful performance in the SES requires competence in each ECQ. The ECQs are independent; successful executives bring all five to bear when providing service to the Nation. Announcements of individual SES vacancies and SES Candidate Development Programs (CDPs) generally include the ECQs. Go to USAJOBS \(^{11}\) for information on SES and CDP opportunities. Office Guide to the Senior Executive Service Qualifications \(^{12}\) (104 KB) provides detailed information on the Executive Core Qualifications.

**ECQ 1: Leading Change**

**Definition:** This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

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

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

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

**Resilience**
Deals effectively with pressure, remains optimistic and persistent, even under adversity. Recovers
Executive Core Qualifications

ECQs

- Leading People
- Leading Change
- Results Driven
- Business Acumen
- Building Coalitions
Leading people involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

**Team Building**
- Inspires and fosters team commitment. Facilitates cooperation and motivates to accomplish goals

**Conflict Management**
- Anticipates and takes steps to prevent counter-productive confrontations

**Developing Others**
- Develops the ability of others to perform and contribute to the organization

**Leveraging Diversity**
- Fosters an inclusive workplace where diversity and differences are valued
Leading change involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

- **Creativity and Innovation**
  - New insights, encourages new ideas and innovations

- **External Awareness**
  - Up to date on local, national and international policies and trends

- **Flexibility**
  - Open to change and adapts to changing conditions or unexpected obstacles

- **Resilience**
  - Deals effectively with pressure

- **Strategic Thinking**
  - Formulates objectives and priorities and implements plans

- **Vision**
  - Acts as catalyst for organizational change and translates vision into action
Results driven involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

**Accountability**
- Holds self and others accountable for measurable high-quality, timely and cost-effective results

**Customer Service**
- Anticipates and meets the needs of both internal and external customers

**Decisiveness**
- Makes well-informed, effective, timely decisions with limited data

**Entrepreneurship**
- Positions the organization for success by identifying new opportunities

**Problem Solving**
- Identifies and analyzes problems

**Technical Credibility**
- Appropriately applies principles, procedures, regulations related to specialized expertise
Business acumen involves the ability to manage human, financial, and information resources strategically.

**Financial Management**
- Prepares, justifies, and administers program budget. Oversees procurement and contracting.

**Human Capital Management**
- Recruits, builds, and manages multi-sector workforce and manages a variety of work situations.

**Technology Management**
- Makes effective use of technology to achieve results.
Building coalitions involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

**Partnering**
- Develops networks and builds alliances

**Political Savvy**
- Perceives organizational and political realities and acts accordingly

**Influencing/Negotiating**
- Persuades others and builds consensus through give and take. Gains cooperation from others to accomplish goals
Like it or not, leaders need to manage the mood of their organizations. The most gifted leaders accomplish that by using a mysterious blend of psychological abilities known as emotional intelligence. They’re self-aware and empathetic. They can read and regulate their own emotions while intuitively grasping how others feel and gauging their organization’s emotional state. - HBR

- Listens
- Inclusive
- Empathetic
- Integrity
- Trustworthy
- Honest
- Compassionate
- Humility
1. Found something that interests you?
   • Do your research
   • Contact someone in the org
2. Resumes
   • Update – Review
   • Neatness Counts (Dates, Fonts, etc)
3. Interviews
   • Prepare – Practice, write down the question
   • The answer isn’t on the ceiling
   • Don’t read
   • Be on video
   • Have a question to ask
   • Followup email
   • Feedback
Questions?