

CES Advanced Course Leadership Competencies

The CES Advanced Course educates Army civilians in organizational strategic leadership.

During this course, students participate in experiential and interactive session on National Strategies Security, the Army Campaign Plan, Joint and Army Systems, and Strategic Leadership Concepts. Students focus on strategic thinking and leading a complex organization in support of national security and defense strategies; analyzing and integrating Army and Joint systems in support of the Joint Force to form a interagency culture; inspiring vision and creativity; implementing change; managing programs; organizational performance; implementing plans; information management; organizational culture; and business transformation processes. **See below for CES Advanced Course Leadership Competencies with definitions.**

Strategic Thinking	Definition: Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.
	<ol style="list-style-type: none"> 1. Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. 2. Applies a long-term perspective in analyzing policy issues and developing strategic plans. 3. Develops objectives and sets priorities consistent with the organization's long term strategies. 4. Adjusts strategic policies and plans in response to change, both internal and external.
Political Savvy	Definition: Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality, recognizes the impact of alternative courses of action.
	<ol style="list-style-type: none"> 1. Keeps current with internal and external politics and issues that impact the work of the organization. 2. Anticipates the internal and external implications of statements or actions. 3. Considers political and organizational reality, the media, and special interests, in decision making.
External Awareness	Definition: Identifies and keeps up-to-date on key national and international policies and economic, political and social trends that affect the organization. Understands near-term and long range plans and determines how to best be positioned to achieve a competitive business advantage in a global economy.

	<ol style="list-style-type: none"> 1. Maintains currency with laws, regulations, policies, procedures, trends, and developments, both international and domestic, and their impact on own organization. 2. Determines how to sustain or achieve a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations. 3. Integrates Administration priorities and initiatives into accomplishing organizational goals and objectives.
Partnering	<p>Definition: Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.</p>
	<ol style="list-style-type: none"> 1. Develops networks and builds alliances with key individuals or groups. 2. Collaborates with a variety of individuals and groups across organizational boundaries. 3. Identifies concerns of stakeholders to find common ground across interests. 4. Manages competition between individuals or groups to eliminate barriers to building partnerships.
Financial Management	<p>Definition: Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.</p>
	<ol style="list-style-type: none"> 1. Prepares budgets for own organization, projects, and activities. 2. Applies an understanding of the roles and powers of the agency, OMB, and Congress in the budget process. 3. Explains or justifies budget requests. 4. Tracks expenses and monitors against budget to ensure cost-effective resource management. 5. Oversees or participates in managing procurement of equipment, facilities, supplies, or services. 6. Monitors performance of contractors or grantees.
Entrepreneurship	<p>Definition: Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks, initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.</p>
	<ol style="list-style-type: none"> 1. Initiates actions that involve risk to achieve a recognized benefit or advantage. 2. Identifies new products, services, and capabilities. 3. Develops new products, services, and capabilities.
Vision	<p>Definition: Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.</p>

	<ol style="list-style-type: none"> 1. Creates a shared vision of the future aligned with the agency's vision 2. Articulates and actively supports the agency's vision in a way that employees at all levels understand the organization's goals, values, and strategies. 3. Acts as a catalyst for organizational change based upon a strategic view of the future.
Creativity and Innovation	<p>Definition: Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.</p>
	<ol style="list-style-type: none"> 1. Develops insights, innovative solutions, and non-traditional approaches to improve organizational effectiveness. 2. Creates an environment that encourages and rewards creativity and innovation. 3. Designs and implements new or innovative programs/processes.
Technology Management	<p>Definition: Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.</p>
	<ol style="list-style-type: none"> 1. Ensures self and staff are trained and capable in new information technology. 2. Strategically integrates information technologies into the workplace to improve organizational effectiveness.