

CES Intermediate Course Leadership Competencies

The CES Intermediate Course educates civilians in leading people; developing cohesive and efficient organization; managing human and financial resources; and implementing change while demonstrating effective thinking and communication skills.

During this course, students experiential and interactive session on Organizations as Systems; Organizations as Processes; Critical Thinking; Leadership; Leadership Theory; Motivation Theory; Interpersonal Skills; Communication Skills; Team Development; Organizational Assessment; Counseling; Mentoring; Composite Risk Management; Briefing Techniques; Planning; Human Resource Management; Writing; Problem Solving; Decision Making; Ethics; Evaluating Employee Performance. **See below for CES Intermediate Course Leadership Competencies with definitions.**

Team Building	Definition: Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.
	<ol style="list-style-type: none"> 1. Empowers others by sharing power and authority. 2. Inspires, motivates, and guides others toward goal accomplishment. 3. Fosters cooperation and teamwork within the organization. 4. Creates an environment that encourages and rewards cooperation, collective problem-solving and participative decision-making. 5. Builds trust and open communication among team members and with stakeholders. 6. Seeks consensus among diverse viewpoints to build commitment. 7. Develops leadership in others through coaching, mentoring, and rewarding.
Influencing/Negotiating	Definition: Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.
	<ol style="list-style-type: none"> 1. Identifies and understands the interests and positions of others in the negotiation process. 2. Applies appropriate negotiation approaches to find mutually beneficial solutions to problems and/or conflicts. 3. Persuades management, employees, peers, and others to commit to a course of action. 4. Uses power, authority, and influence appropriately to achieve goals. 5. Gains cooperation from internal and external sources to obtain information and accomplish goals.

Human Resources Management	Definition: Assesses current and future staffing needs based upon organizational goals and budget priorities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised and rewarded as well as takes corrective action.
	<ol style="list-style-type: none"> 1. Plans for needed or mandated changes in size and composition of staff. 2. Takes an active role in recruiting and/or retaining staff. 3. Determines needs and provides opportunities for employee orientation and career development. 4. Identifies performance expectations, assesses employee performance, gives timely feedback, and conducts formal performance appraisals. 5. Recognizes and rewards performance based on standards and organizational goals. 6. Takes appropriate corrective/disciplinary actions with employees. 7. Uses human resources practices that further affirmative employment. 8. Uses human resources practices that promote good labor-management and employee relations. 9. Supports programs and activities that promote employee well being such as safety, health, and family life.
Problem Solving	Definition: Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.
	<ol style="list-style-type: none"> 1. Recognizes and defines problems and issues. 2. Gathers relevant data to analyze problems and issues. 3. Develops alternative solutions and plans to solve problems. 4. Uses qualitative and quantitative data and analytical tools in problem solving.
Written Communication	Definition: Expresses facts and ideas in writing in a clear, convincing and organized manner.
	<ol style="list-style-type: none"> 1. Expresses facts and ideas in writing in a clear, convincing, and organized manner that is appropriate to the audience and occasion. 2. Reviews and critiques the writing of others in a constructive and substantive manner.
Leveraging Diversity	Definition: Initiates and manages cultural change within the organization to impact organizational effectiveness. Values cultural diversity and other individual differences in the workforce. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.
	<ol style="list-style-type: none"> 1. Recognizes the value of culture, ethnicity, gender, and other individual differences at all levels of the organization. 2. Creates an environment in which individuals are equally respected and recognized for their perspectives and contributions. 3. Provides employment and development opportunities to foster a diverse workforce.

Decisiveness	Definition: Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement oriented.
	<ol style="list-style-type: none"> 1. Acts decisively on own authority when timely action is needed, even in uncertain situations. 2. Makes difficult or controversial decisions when necessary. 3. Exercises good judgment by making sound and well-informed decisions
Conflict Management	Definition: Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.
	<ol style="list-style-type: none"> 1. Manages conflicts, confrontations, and disagreements in a constructive manner. 2. Takes steps to resolve conflict situations. 3. Addresses and seeks to resolve formal and informal complaints from employees. 4. Initiates and supports strategies and programs to manage conflict resulting from organizational change.
Accountability	Definition: Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.
	<ol style="list-style-type: none"> 1. Exercises management controls to ensure the integrity of the organization's processes. 2. Takes responsibility for work products, services, and results. 3. Identifies how organizational or program results will be measured. 4. Monitors programs and/or activities and takes corrective action when necessary. 5. Encourages others to take ownership of work products, services, and results.
Technical Credibility	Definition: Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission.
	<ol style="list-style-type: none"> 1. Demonstrates technical proficiency and currency in areas of responsibility. 2. Appropriately applies procedures, requirements, regulations, policies, and standards related to specialized area of expertise.