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DDA EXECUTIVE COMPETENCIES

| | <u>MEAN SCORE*</u> |
|---|--------------------|
| <u>External Orientation</u> | |
| 1. Able to view directorate and Agency policies and programs within the context of broad national priorities. | 4.23 |
| 2. Understand purposes of the Agency as a component of the government and as an institution in a democratic society. | 4.0 |
| 3. Recognize the special responsibilities of the public trust, and legal constraints on your component's activities. | 4.31 |
| <u>Management</u> | |
| 4. Know organization and responsibilities of the Agency and its major components, and their role in the intelligence process. | 4.38 |
| 5. Able to develop long-range program goals. | 4.21 |
| 6. Able to develop and implement action plans for accomplishing program goals. | 4.5 |
| 7. Able to organize resources and structures to accomplish program goals. | 4.9 |
| 8. Able to establish priorities among alternatives. | 4.92 |
| 9. Able to set objectives and evaluate their accomplishment. | 4.45 |
| 10. Able to delegate effectively. | 4.54 |
| 11. Able to set individual performance standards and appraise performance realistically. | 4.25 |

*(On a scale of 1=low to 5=high)

| | | <u>MEAN SCORE</u> |
|-----|---|-------------------|
| 12. | Able to interact with non-career managers, executives and staff personnel. | 4.27 |
| 13. | Able to utilize the basic management support systems in personnel, procurement, and information handling. | 4.16 |
| 14. | Able to participate effectively in budget and resource allocation decision processes. | 4.64 |
| 15. | Understand the forces of change, and able to plan for adapting your organization to a changing environment. | 4.38 |

Interpersonal

| | | |
|-----|--|------|
| 16. | Able to speak and write clearly and concisely. | 4.78 |
| 17. | Able to coach and counsel subordinates. | 4.61 |
| 18. | Able to give and receive feedback constructively. | 4.54 |
| 19. | Able to manage group processes, deal with diverse views and ambiguity, resolve conflicts. | 4.67 |
| 20. | Able to recognize and overcome blocks to communication. | 4.23 |
| 21. | Able to use appropriate leadership techniques. | 4.46 |
| 22. | Able to create an organizational climate which results in a motivated work force. | 4.83 |
| 23. | Understand when and how to tap various sources of power to build support for your component's goals. | 4.5 |
| 24. | Able to negotiate on a wide variety of issues. | 4.58 |

MEAN SCOREPersonal

| | | |
|-----|---|------|
| 25. | Possess self-insight and awareness; able to make an accurate self-assessment. | 4.17 |
| 26. | Have a strategic focus. | 4.33 |
| 27. | Have an interest in the development of the organization, self, and subordinates. | 4.58 |
| 28. | Able to evaluate and take reasonable risks to accomplish your component's objectives. | 4.41 |
| 29. | Possess personal objectivity and integrity. | 5.0 |

XD CONFERENCE REPORT FEEDBACK

| | | <u>YES</u> |
|--|---|------------|
| 1. | Executive development should be Agency-wide. | 9 |
| 2. | Executive development should be left to the discretion of the Career Services. | 12 |
| <u>Types of Improvement to Current XD System</u> | | |
| 3. | Do you believe that improvement to current XD system would be helpful? | 13 |
| 4. | Do you regard XD as a line management responsibility? | 12 |
| 5. | Do you think an Agency-wide Development Complement for executives would be helpful? | 9 |
| 6. | Are longer than four-week courses all right? | 11 |
| 7. | Would you prefer a broader selection of shorter courses? | 6 |
| 8. | Would a modular approach offer advantages? | 7 |
| 9. | Are Agency-wide courses highly desirable? | 14 |
| 10. | Is attendance at prestigious schools, such as the War College, State Exec. Seminar, Harvard, highly valuable? | 10 |