### Performance Dimension: Personal Effectiveness

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<th>COMPETENCY</th>
<th>SKILLS</th>
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| **Cognitive Skills**: Applies critical and appropriate judgment, decision-making and thinking strategies to organizational, interpersonal and competitive issues. | **Decision Making**  
- Makes decisions even when solutions may produce unpleasant consequences.  
- Support decisions other leaders make on their own.  
- Obtains relevant information and multiple and diverse opinions before making decisions.  
- Makes effective decisions during times of ambiguity.  
- Creates an environment where complex decisions can be discussed, made and executed.  
- Makes decisions in a timely manner.  
- Makes decisions based on the long-term health of the Agency. |
| **Strategic Thinking**  
- Devotes appropriate time and attention to strategic issues.  
- Considers Agency and Center implications when approaching problems or issues.  
- Consider issues from different points of view and perspectives, including many sources of information.  
- Anticipates potential threats and opportunities.  
- Balances short-term needs with long-term priorities. |
| **Creativity and Innovation**  
- Seeks new insights into his/her job, organization and the outside world.  
- Encourages an environment for innovation.  
- Is open to innovative approaches to existing as well as new problems. |
| **Relating to Others**: Works to build trust and supportive relationships. | **Influence and Negotiation**  
- Influences others by reasoning with them rather than using strong pressure tactics.  
- Encourages a win/win approach to influence and negotiation. |
| **Communication**  
- Facilitates the open exchange of ideas and information.  
- Fosters an atmosphere of open communication in the organization.  
- Practices two-way communication.  
- Ensures people are clear about what information s/he has communicated.  
- Holds lower level leaders accountable for effective communication.  
- Communicates decisions, strategies and approaches and the rationale behind them.  
- Communicates regularly to the organization regarding strategic issues, program progress and other important information. |
| **Listening**  
- Is an effective listener with diverse audiences.  
- Pays close attention and seeks to understand others' points of view. |
| **Trust Building**  
- Establishes trust and mutual respect in relating to others.  
- Treats people fairly and with respect.  
- Shows consistency among principles, practices and behavior.  
- Is reliable.  
- Takes accountability for actions and outcomes.  
- Is forthright with information, good or bad.  
- Admits a mistake when one is made.  
- Demonstrates a positive and caring attitude toward others.  
- Actions engender trust in NASA and its leadership team. |
### Personal Capabilities and Characteristics:
Manages self in a manner that fosters learning and high performance.

### Adaptability/Flexibility
- Leads effectively in uncertain or ambiguous situations.
- Modifies his/her leadership practices so that different situations can be handled in the most effective manner.
- Maintains a high level of effectiveness when angry or frustrated.
- Is open and adjusts rapidly to change, new information and/or unexpected obstacles.
- Adapts behavior and leadership to meet multiple demands, ambiguity and change.

### Integrity and Honesty
- Acts according to the highest ethical standards.
- Operates with truthfulness whether delivering good news or bad.
- Actions match words.
- Treats others’ concerns and issues with the utmost sensitivity and confidentiality.
- Honors commitments and promises.
- Creates a culture that fosters high ethical standards.
- Takes immediate action if s/he observes apparent unethical behavior.
- Behaves in a fair and ethical manner.

### Resiliency
- Emphasizes and demonstrates commitment and persistence in achieving goals.
- Demonstrates a sense of excitement about work.
- Deals effectively with pressure.
- Recovers quickly from setbacks.
- Displays optimism about NASA’s future.

### Self Development
- Recognizes own strengths and weaknesses.
- Seeks and acts on feedback from others.
- Makes considered and well-informed decisions regarding balance of work, family and self.
- Seeks experiences that will enhance exposure to new ways of doing business.
- Fully develops his or her leadership skills.

### Public Service Motivation
- Shows a commitment to serve the public.
- Ensures that actions meet public needs.
- Aligns organizational objectives and practices with public interests.

### Performance Dimension: Discipline Competency

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| Understanding of Discipline: Maintains high-level competency in functional discipline (e.g., science, engineering, professional or administrative). | Discipline Leadership
- Understands the work associated with the organization.
- Creates a vision for functional and programmatic excellence. |
| Safety: Provides leadership in safety. Keeps safety top of mind. | Safety Leadership
- Ensures a focus on safety.
- Welcomes discussions focused on safety and safety concerns.
- Acts on safety concerns expressed by any person.
- Provides honest information about safety concerns.
- Encourages ongoing training and education in safety. |
| Maintain Credibility: Sustains and grows the capability of the organization to advance excellence. | Talent Acquisition/Development
- Leverages human resource systems that promote the acquisition and retention of talent in discipline area.
- Creates organization-wide strategies to maintain and grow discipline expertise.
- Makes sound hiring decisions to maintain and lead discipline excellence.
- Leverages talent from within NASA before looking outside. |
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<th>Communication and Advocacy:</th>
<th>Organizational Advocacy</th>
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| Communicates and advocates discipline-related knowledge. | - Considers communication, outreach and advocacy activities in organizational plans.  
| | - Actively participates in communication and advocacy campaigns about the organization’s work within NASA.  
| | - Encourages public speaking about NASA and its accomplishments.  
| | - Actively promotes the organization’s discipline excellence with other NASA groups, installations and external organizations.  
| | - Actively promotes the organization’s discipline excellence with external organizations (e.g., other government agencies, DoD, academia).  
| | - Delivers effective testimony that promotes NASA’s leadership role in relevant discipline.  
| | - Works with NASA legislative and public affairs on advocacy campaigns.  
| | - Works with external constituents, including the media, to communicate technical results and to advocate programs external to NASA. |

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<th>Results Driven: Assures that the organization’s goals and objectives are achieved in a timely and effective manner.</th>
<th>Accountability</th>
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| | - Holds self and others accountable for measurable high-quality, timely, and cost-effective results.  
| | - Determines organizational level objectives, sets priorities, and delegates work.  
| | - Accepts responsibility for mistakes. |

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<th>Performance Dimension: Managing Information &amp; Knowledge</th>
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| **Awareness and Use of Information Technology:** Is aware of information technologies available at NASA. Selects and uses those appropriate for managing work. | Leads Use of Information Technology  
| | - Encourages the effective use of information technology.  
| | - Effectively uses technology to improve own performance.  
| | - Understands and emphasizes information security in relation to data publishing, technology transfer and release of information (NF-ITAR-1767).  
| | - Develops strategies to integrate new technology into the workplace. |
| **Knowledge Management:** Captures and shares knowledge for NASA and public learning. | Leads Knowledge Capture and Sharing  
| | - Creates an environment that encourages capturing, storing and sharing best practices and lessons learned from organization activities.  
| | - Emphasizes openness to learning from previous experience.  
| | - Emphasizes the importance of sharing lessons learned with other organizations.  
| | - Emphasizes the communication of knowledge internal and external to NASA.  
| | - Creates a climate that supports the open sharing of information and knowledge.  
| | - Creates systems that facilitate communication of knowledge, internal and external to NASA. |

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<th>Performance Dimension: Business Acumen</th>
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| Internal and External Awareness: Understands and responds to internal and external policies and regulations that impact NASA. Can identify and leverage critical relationships in the Agency and at their Center. | NASA Policies & Regulations  
| | - Understands and can explain NASA policies that impact management operations such as 7120, Strategic Management Handbook, etc.  
| | - Understands memorandums of understanding (MOUs) and other policies and regulations relevant to the organization. |
# NASA Leadership Model

## Executive

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<th><strong>External Awareness</strong></th>
<th><strong>Formal Organizational Structure</strong></th>
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| - Understands government policies and regulations.  
- Understands the impact that customers and stakeholders (such as Congress, White House and congressional staff) have on NASA strategy and policy.  
- Understands the roles of government agencies (e.g., OMB, GAO, etc.).  
- Understands the political process and how it impacts NASA, including the roles of Congress, the White House, and other executive branch organizations.  
- Applies best practices from outside the organization.  
- Monitors and keeps up to date on national and international policies and economic, political and social trends that may affect his/her organization.  
- Can identify and leverage relationships with key players in the political arena. | - Understands and can explain the roles, responsibilities, goals and objectives of: Headquarters; mission directorates; Centers; and functional organizations.  
- Identifies and sustains effective relationships with people in critical roles across the Agency.  
- Understands the interdependencies of his/her own organization with others in NASA.  
- Provides support to other leaders to achieve Agency and program objectives. |

| **Organizational Culture:**  
Understands and leverages the impact of the informal organization and NASA’s culture. | **Organizational Culture**  
- Understands the impact of the NASA’s organizational culture on decision making, innovation and relationships.  
- Leverages what is unique and special about the NASA culture.  
- Maintains networks outside NASA’s formal organizational structure.  
- Identifies and manages internal and external politics.  
- Anticipates controversial issues and political questions and deals with them effectively.  
- Helps others identify the real issues behind the problems or issues they face. |

| **Organizational Strategy:**  
Ensures that processes are put in place to achieve what is outlined in the NASA Strategy. | **Strategic Planning and Implementation.**  
- Explains to employees how their organization fits into the NASA Vision and Mission and NASA Strategic Plan.  
- Formulates strategy, direction, vision and goals for the organization that align with: NASA Vision and Mission, NASA Strategy. |

| **Business Development:**  
Anticipates and fulfills the needs of customers and stakeholders. | **Business Development Leadership**  
- Is familiar with NASA’s range of products and services.  
- Takes into account all cross-Center NASA capabilities in business development activities.  
- Creates a sense of urgency around realigning the work in response to changes from the external customer environment.  
- Creates an environment that encourages innovative solutions that significantly improve value to customers, stakeholders and partners.  
- Identifies opportunities to develop and “market” new products and services. |

| **Business Management:**  
Ensures the efficient allocation and management of NASA human, financial, physical and administrative resources. | **Asset Management**  
- Understands the principles and processes for NASA resource allocation, acquisition and management processes and practices (e.g., budgeting, full cost, capital planning).  
- Creates an environment that promotes and fosters responsibility for asset, capital, human and fiscal management. |

| **Financial Management**  
- Demonstrates broad understanding of the principles of financial management necessary to ensure appropriate funding levels.  
- Understands and applies the principles and practices of full-cost management. | **Risk Management**  
- Understands and makes effective use of risk management principles and practices.  
- Actively assesses and manages risk.  
- Encourages multiple opinions and dissenting options in high-risk situations. |
Human Capital Management
• Places people in positions/assignments that make the best use of their skills and talents.
• Encourages opportunities for development such as cross-functional assignments, job rotations, stretch assignments and broadening to new roles and positions.
• Leverages new human capital flexibilities.
• Supports lower-level managers in employee retention and development strategies.

Customer, Stakeholder and Partner Relationships: Builds and maintains relationships with internal and external customers and stakeholders including other NASA organizations, industry, not-for-profit organizations, academia, trade associations and other government organizations.

Customer, Stakeholder and Partner Leadership
• Builds effective partnerships with other NASA Centers and HQ.
• Capitalizes on opportunities to work with others outside NASA (e.g., industry).
• Establishes plans and strategies for building partnerships and alliances.
• Understands the methods and strategies associated with establishing partnerships and alliances.
• Understands the contractual, legal and governance responsibilities of partnership, alliance and other types of formal agreements.
• Balances the interests of a variety of customers, stakeholders and partners.
• Regularly seeks and acts on customer feedback concerning the quality of products or services provided.

International: Familiar with policies that regulate or dictate how to work with an international partner.

Policy/ Partnering/Alliances
• Understands the rules and policies that relate to import and export of materials, technology and information (ITAR).
• Understands how Agency policy relates to working with international partners.

Cross-cultural Relationships: Understands the important aspects of language, behaviors, beliefs and environment that comprise the culture of international partners.

Cross-Cultural Leadership
• Understands how cultures differ in approaches to time, authority, physical space, friendship and individualism, and how these differences impact work behavior.
• Applies knowledge relating to national culture to increase the effectiveness of relationships.
• Addresses the special challenges and adjustments of employees living abroad.

Performance Dimension: Leading & Managing People

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| **Leading and Managing Change:** Actively leads and manages organizational change that integrates key stakeholder, customer and organizational and programmatic goals and values. | **Vision for Change**
| • Provides a vision of the future that captures the commitment of people. | • Aligns vision for organizational change with NASA strategy.  
• Establishes and maintains a sense of urgency for change.  
• Communicates why change is necessary and how it will impact employees/organizations.  
• Creates guiding coalitions to lead change efforts.  
• Takes a long-term view and acts as a catalyst for change. |
| **Change Process** | • Teaches and models new behaviors by example.  
• Translates higher-level vision for change into concrete actions.  
• Creates an environment that encourages change.  
• Removes obstacles that create resistance to change.  
• Highlights short-term wins and visible improvements.  
• Addresses employees’ concerns about the impact of change.  
• Creates strategies and action to sustain an environment that promotes change.  
• Identifies the risks associated with change and plans risk mitigation strategies.  
• Actively monitors and manages the change process.  
• Takes the lead role in change efforts; performs as a champion of change.  
• Explains the impact of change on individual/organizational roles and accountabilities. |
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<th>Leading Teams and Organizations</th>
<th>Teamwork and Collaboration</th>
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<td>Maximizes NASA’s human capital and people’s commitment to achieving organizational and programmatic goals.</td>
<td>• Emphasizes a team approach in accomplishing work.</td>
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<td>• Models collaborative behaviors.</td>
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<td>• Emphasizes teamwork and collaboration across NASA and with partner organizations.</td>
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