NASA Leadership Model   INFLUENCE LEADER

Performance Dimension: Personal Effectiveness

COMPETENCY	SKILLS
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. • Supports decisions others make on their own. • Obtains relevant information and diverse opinions before making a decision. • Describes the impact and implications of decisions.
	Problem Solving/Critical Thinking • Distinguishes between relevant and irrelevant information in solving problems. • Provides timely solutions to problems. • Clarifies issues and keeps focused on the things that are most important.
	Creativity and Innovation • Encourages creative thinking and innovation. • Experiments with new and novel ideas and approaches.
Relating to Others: Works to build trust and supportive relationships.	**Influence and Negotiation** • Builds consensus through give and take. • Gains cooperation from others through influence techniques. • Facilitates win/win solutions to problems.
	Communication • Facilitates the open exchange of ideas and information. • Communicates results, decisions and rationale behind decisions in a timely manner. • Communicates what s/he needs and why. • Ensures that people are clear about the information s/he has communicated. • Is effective at oral communication. • Is effective at written communication.
	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 when relating to others. • Treats people fairly and with respect. • Treats each person like an individual. • Shows consistency among principles, practices and behavior. • Is reliable. • Takes responsibility for actions and outcomes. • Is forthright with information, good or bad. • Builds supportive relationships with people. • Admits a mistake when one is made. • Demonstrates a positive and caring attitude toward others. • Demonstrates an understanding of others' needs.
Personal Capabilities and Characteristics: Manages self in a manner that fosters learning and high performance.	**Adaptability/Flexibility** • Adjusts to multiple demands, ambiguity and change. • Adjusts to new information or unexpected obstacles. • Maintains a high level of effectiveness even when angry or frustrated.
	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.

	Resiliency • Emphasizes and demonstrates commitment and persistence in achieving goals. • Demonstrates a sense of excitement about work. • Deals effectively with pressure.
	Self Development • Recognizes own strengths and weaknesses. • Seeks and acts on feedback from others. • Actively learns from experience. • Makes considered and well-informed decisions regarding balance of work, family and self. • Seeks assignments and experience that will enhance exposure to new ways of doing business. • Applies new technical and business knowledge quickly.
	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

COMPETENCY	SKILLS
Understanding of Discipline: Maintains high-level competency in functional discipline (e.g., science, engineering, professional or administrative).	**Discipline Excellence** • Understands the discipline(s) associated with his/her tasks. • Applies technical knowledge to influence others.
Safety: Maintains a focus on safety. Keeps safety top of mind.	**Safety Focus** • Ensures a focus on safety. • Provides honest information about safety concerns. • Keeps people informed of safety objectives.
Maintain Credibility: Sustains and grows his/her capability to advance excellence.	**Discipline Credibility** • Sets a vision for excellence for his/her work. • Keeps abreast of major developments in discipline area. • Leverages discipline excellence from HQ and other centers.
Communication and Advocacy: Communicates and advocates discipline-related knowledge.	**Discipline Advocacy** • Is an effective advocate for his/her work. • Communicates to appropriate stakeholders about his/her work.
Results Driven: Assures that the work unit's goals and objectives are achieved in a timely and effective manner.	**Work Management** • Establishes priorities (i.e., determines where limited resources will be used). • Reviews and adjusts priorities on a regular basis. • Helps people gain clarity about priorities and expectations.
	Accountability • Holds self and others accountable for measurable high-quality, timely, and cost-effective results. • Accepts responsibility for mistakes. • Complies with established control systems and rules.

Performance Dimension: Managing Information & Knowledge

COMPETENCY	SKILLS
Awareness and Use of Information Technology: Is aware of information technologies available at NASA. Selects and uses those appropriate for managing work.	**Awareness and Use of Information Technology** • Uses information technology to effectively organize and manage workflow, lead remote work and hold teleconferences and videoconferences. • Understands and makes effective use of policies regarding the use of information technology (NF-1767-ITAR).
Knowledge Management: Captures and shares knowledge for NASA and public learning.	**Foster Knowledge Sharing** • Emphasizes openness to learning from previous experience. • Emphasizes the importance of sharing lessons learned with others.

Performance Dimension: Business Acumen

COMPETENCY	SKILLS
Internal and External Awareness: Understands and responds to internal, policies and plans that impact NASA and is able to 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 (e.g., 7120, Strategic Management Handbook). • Understands memorandums of understanding (MOUs) and other agreements relevant to his/her work.
	Formal Organizational Structure • Understands general roles and responsibilities of: Headquarters, mission directorates, centers, and functional organizations. • Builds and sustains effective interfaces with: other NASA organizations, NASA senior management, colleagues within their center/HQ, and colleagues at other centers/HQ.
Organizational Culture: Understands and leverages the impact of the informal organization and the way that work is really accomplished.	**Organizational Culture** • Understands and can explain the impact of NASA's organizational culture upon decision-making, innovation and informal relationships. • Leverages what is unique and special about the NASA culture.
Organizational Strategy: Ensures that processes are put in place to achieve what is outlined in the NASA Strategy.	**Aligns Work to NASA Strategy** • Understands and can explain the major elements of: NASA Strategic Plan, mission directorate plans and center implementation plans. • Sets technical direction and goals for his/her work that align with: NASA Vision and Mission, NASA Strategic Plan, center Implementation Plans, Program and Project Plans.
Business Development: Anticipates and fulfills the needs of customers and stakeholders.	**Match Capabilities to Customer Needs** • Gathers information on customer and stakeholder needs and wants. • Uses knowledge of NASA products, services and capabilities to deliver capabilities and solutions that match customer and stakeholder needs and wants.
Business Management: Ensures the efficient allocation and management of NASA human, financial, physical and administrative resources.	**Resource Allocation and Management** • Understands the basic principles and processes for resource allocation, acquisition and management. • Understands and makes effective use of the procurement process. • Understands and makes effective use of the budget process. • Understands the principles of full cost management.

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 Partnerships/Relationships** • Works to build effective partnerships within their center, with other NASA centers and HQ. • Builds and uses effective networks to obtain resources. • Understands the methods and strategies associated with establishing partnerships and alliances.
	International Policy • Understands the rules and policies that relate to the import and export of materials, technology and information (ITAR).
	Cross-cultural Relationships • 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.

Performance Dimension: Leading People

COMPETENCY	SKILLS
Leading and Managing Change: Actively leads and manages change that integrates key stakeholder, customer, and organizational and programmatic goals and values.	**Vision for Change** • Aligns need for change with key customer, organizational and programmatic goals. • Creates a sense of urgency for change. • Communicates why change is necessary.
	Change Process • Teaches and models new behaviors by example. • Translates higher-level vision for change into concrete actions. • Highlights short-term wins and visible improvements.
Leading People: Maximizes NASA's human capital and people's commitment to achieving organizational and programmatic goals.	**Teamwork and Collaboration** • Emphasizes a team approach to work. • Promotes an atmosphere of cooperative and collaborative effort.
	Conflict Management • Facilitates the discussion of sensitive issues. • Resolves conflicts constructively. • Confronts others when appropriate.
	Diversity with Inclusion • Honors cultures and values different than their own. • Actively integrates diverse opinions into his/her work.
	Coaching and Career Development • Recognizes others for their accomplishments • Provides feedback to others when appropriate • Encourages people to take on assignments that make the best use of their skills and abilities.