

Performance Dimension: Personal Effectiveness

COMPETENCY	SKILLS
<p>Cognitive Skills: Applies critical and appropriate judgment, decision-making and thinking strategies to organizational, interpersonal and competitive issues.</p>	<p>Decision Making</p> <ul style="list-style-type: none"> • 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 to the team.
	<p>Problem Solving/Critical Thinking</p> <ul style="list-style-type: none"> • 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.
	<p>Creativity and Innovation</p> <ul style="list-style-type: none"> • Encourages creative thinking and innovation on the team. • Experiments with new and novel ideas and approaches.
<p>Relating to Others: Works to build trust and supportive relationships.</p>	<p>Influence and Negotiation</p> <ul style="list-style-type: none"> • Builds consensus through give and take. • Gains cooperation from others through influence techniques. • Facilitates win/win solutions to problems. • Secures through negotiation and influence, the resources needed to accomplish the team's work.
	<p>Communication</p> <ul style="list-style-type: none"> • 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.
	<p>Listening</p> <ul style="list-style-type: none"> • Is an effective listener with diverse audiences. • Pays close attention and seeks to understand others' points of view.
	<p>Trust Building</p> <ul style="list-style-type: none"> • 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.
<p>Personal Capabilities and Characteristics: Manages self in a manner that fosters learning and high performance.</p>	<p>Adaptability/Flexibility</p> <ul style="list-style-type: none"> • 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.
	<p>Integrity and Honesty</p> <ul style="list-style-type: none"> • 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.

<p>Resiliency</p> <ul style="list-style-type: none"> Emphasizes and demonstrates commitment and persistence in achieving goals. Demonstrates a sense of excitement about work. Deals effectively with pressure.
<p>Self Development</p> <ul style="list-style-type: none"> 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.
<p>Public Service Motivation</p> <ul style="list-style-type: none"> 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
<p>Understanding of Discipline: Maintains high-level competency in functional discipline (e.g., science, engineering, professional or administrative).</p>	<p>Discipline Excellence</p> <ul style="list-style-type: none"> Understands the discipline(s) associated with the team's tasks. Applies technical knowledge to lead team.
<p>Safety: Maintains a focus on safety. Keeps safety top of mind.</p>	<p>Safety Focus</p> <ul style="list-style-type: none"> Ensures a focus on safety. Discusses safety concerns with team members. Acts on safety concerns expressed by any team member. Provides honest information about safety concerns. Keeps people informed of safety objectives.
<p>Maintain Credibility: Sustains and grows the capability of the team to advance excellence.</p>	<p>Discipline Credibility</p> <ul style="list-style-type: none"> Sets a vision for excellence for the team. Plans and executes activities that enhance the level of discipline excellence in the team. Keeps abreast of major developments in discipline area. Leverages discipline excellence from HQ and other centers.
<p>Communication and Advocacy: Communicates and advocates discipline-related knowledge.</p>	<p>Discipline Advocacy</p> <ul style="list-style-type: none"> Is an effective advocate for the team's work. Communicates to appropriate stakeholders about the team's work.
<p>Results Driven: Assures that the work unit's goals and objectives are achieved in a timely and effective manner.</p>	<p>Work Management</p> <ul style="list-style-type: none"> Establishes priorities (i.e., determines where limited resources and staff will be used). Involves direct reports in the work unit's planning process. Reviews and adjusts priorities on a regular basis. Helps people gain clarity about role expectations. Delegates authority to enable direct reports to make decisions and take action in a timely manner. Monitors work on a regular basis. Solicits appropriate information from direct reports such as facts, opinions, and concerns about their work.
	<p>Accountability</p> <ul style="list-style-type: none"> Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

Performance Dimension: Managing Information & Knowledge

COMPETENCY	SKILLS
<p>Awareness and Use of Information Technology: Is aware of information technologies available at NASA. Selects and uses those appropriate for managing work.</p>	<p>Awareness and Use of Information Technology</p> <ul style="list-style-type: none"> • Uses information technology to: effectively organize and manage workflow, effectively lead "remote and virtual teams" and hold effective teleconferences and videoconferences. • Models the use of information technology tools for the team. • Understands and makes effective use of policies regarding the use of information technology (NF-1767-ITAR).
<p>Knowledge Management: Captures and shares knowledge for NASA and public learning.</p>	<p>Foster Knowledge Sharing</p> <ul style="list-style-type: none"> • Creates an environment that encourages capturing, storing and sharing best practices and lessons learned from team activities. • Emphasizes openness to learning from previous experience. • Emphasizes the importance of sharing lessons learned with other teams.

Performance Dimension: Business Acumen

COMPETENCY	SKILLS
<p>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.</p>	<p>NASA Policies & Regulations</p> <ul style="list-style-type: none"> • 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 for the team's work.
	<p>Formal Organizational Structure</p> <ul style="list-style-type: none"> • 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.
<p>Organizational Culture: Understands and leverages the impact of the informal organization and the way that work is really accomplished.</p>	<p>Organizational Culture</p> <ul style="list-style-type: none"> • 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. • Engages in discussions with team about NASA culture and its impact.
<p>Organizational Strategy: Ensures that processes are put in place to achieve what is outlined in the NASA Strategy.</p>	<p>Aligns Work to NASA Strategy</p> <ul style="list-style-type: none"> • Understands and can explain the major elements of: NASA Strategic Plan, mission directorate plans and center implementation plans. • Is able to explain to the team how their work aligns with NASA Vision and Strategy. • Sets technical direction and goals for the team that align with: NASA Vision and Mission, NASA Strategic Plan, center Implementation Plans, Program and Project Plans.
<p>Business Development: Anticipates and fulfills the needs of customers and stakeholders.</p>	<p>Match Capabilities to Customer Needs</p> <ul style="list-style-type: none"> • 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. • Explains to the team who their customer is as well as their needs and wants. • Emphasizes maintaining a customer focus in the team.
<p>Business Management: Ensures the efficient allocation and management of NASA human, financial, physical and administrative resources.</p>	<p>Resource Allocation and Management</p> <ul style="list-style-type: none"> • 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.

NASA Leadership Model

TEAM LEADER

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 <ul style="list-style-type: none"> • 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. • Understands the contractual, legal and governance responsibilities of partnership, alliance and other types of formal agreements.
	International Policy <ul style="list-style-type: none"> • Understands the rules and policies that relate to the import and export of materials, technology and information (ITAR).
	Cross-cultural Relationships <ul style="list-style-type: none"> • 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

COMPETENCY	SKILLS
Leading and Managing Change: Actively leads and manages change within the team that integrates key stakeholder, customer, and organizational and programmatic goals and values.	Vision for Change <ul style="list-style-type: none"> • Provides a vision of the future that captures the commitment of the team. • 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 <ul style="list-style-type: none"> • Teaches and models new behaviors by example. • Translates higher-level vision for change into concrete actions. • Creates an environment that encourages risk taking and change. • Removes obstacles that create resistance to change. • Highlights short-term wins and visible improvements. • Address employees' concerns about the impact of change.
Leading Teams and People: Maximizes NASA's human capital and people's commitment to achieving organizational and programmatic goals	Teamwork and Collaboration <ul style="list-style-type: none"> • Emphasizes a team approach to work. • Promotes an atmosphere of cooperative and collaborative effort. • Actively promotes teamwork across NASA centers and functions.
	Coaching <ul style="list-style-type: none"> • Sets performance expectations for team members. • Provides timely feedback on performance. • Removes obstacles to team and individual performance. • Coaches team members
	Conflict Management <ul style="list-style-type: none"> • Facilitates the discussion of sensitive issues. • Promotes an atmosphere where mistakes can be discussed openly. • Resolves conflicts constructively. • Confronts others when appropriate.
	Diversity with Inclusion <ul style="list-style-type: none"> • Honors cultures and values different than their own. • Attends to the diversity mix of the team. • Encourages all team members to express ideas. • Promotes inclusion of all employees in all work related areas. • Leverages talents of all team members, regardless of background.
	Values Based Leadership <ul style="list-style-type: none"> • Discusses NASA values and their implications for team's performance. • Discusses how team norms and behaviors align with NASA values.