

EXECUTIVE CORE COMPETENCY EVALUATION WORKSHOP



Objectives: Solving the Puzzle of ECQs

What are they?

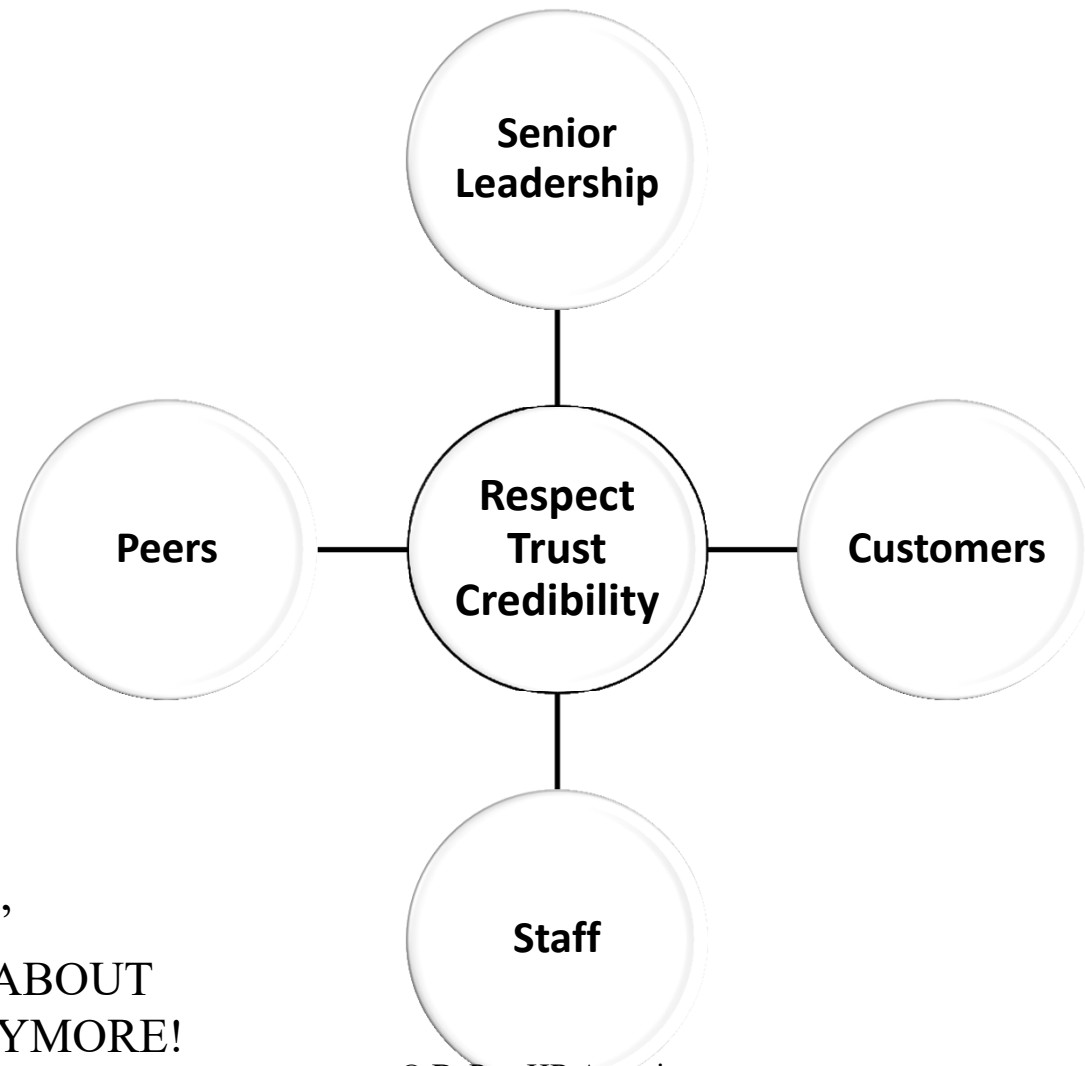
Do I have them?

How do I gain them?

How do I write about them?

Leading From the Middle

Linchpins of Success



“I, WE, US”
IT IS NOT ABOUT
“YOU” ANYMORE!

Networking, Partnering/Influencing Being a Team...

Player

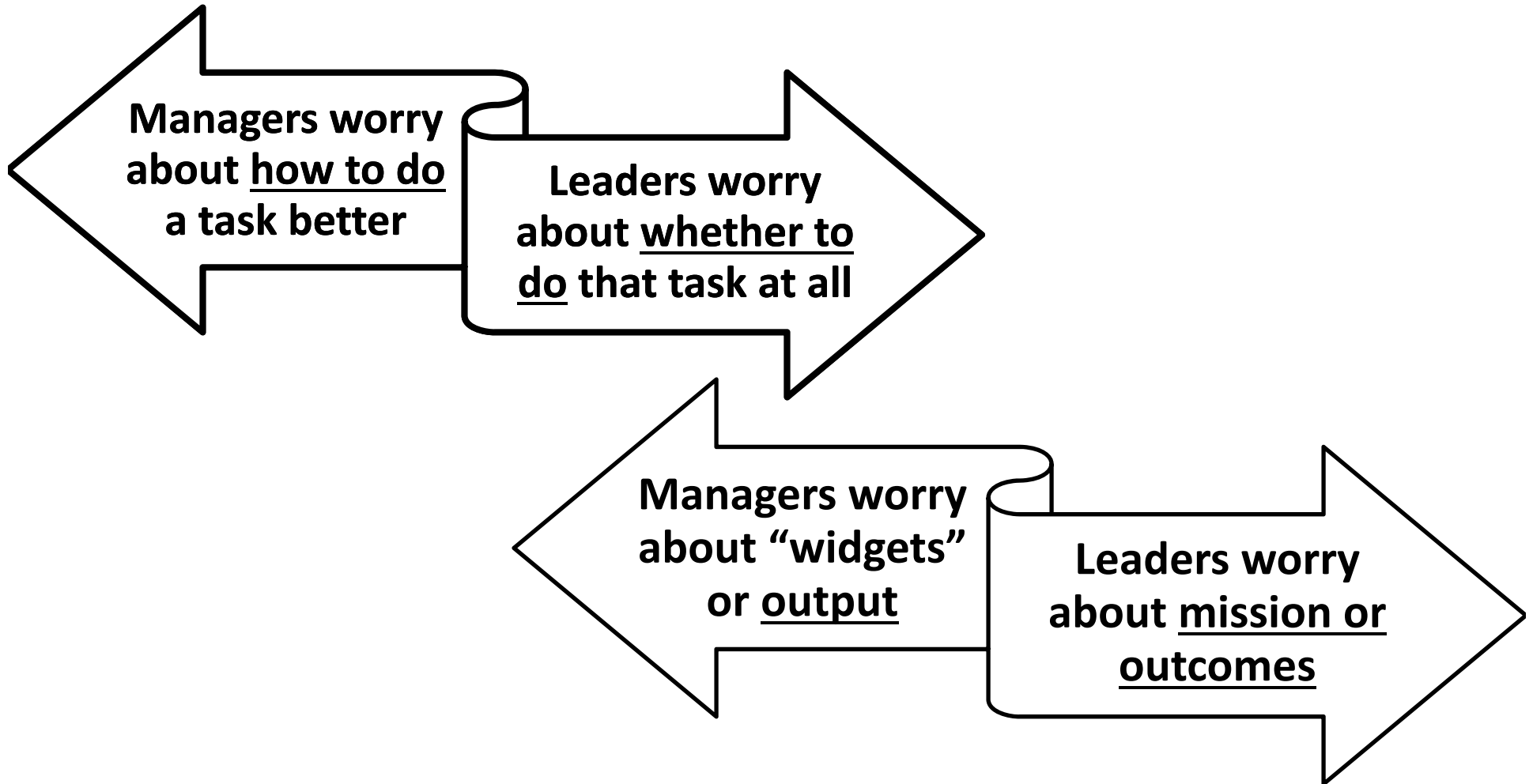
Key Contributor

Leader

Creator

Team Builder

The Difference Between a Leader and a Manager



Survival of the Savvy

High-Integrity Political Tactics for Career and Company Success (by Rick Brandon, Ph.D. & Marty Seldman, Ph.D.)

Long-term political success requires:

- **High integrity and**
- **Awareness of and respect for**
 - **Self**
 - **Others**

Two Political Styles

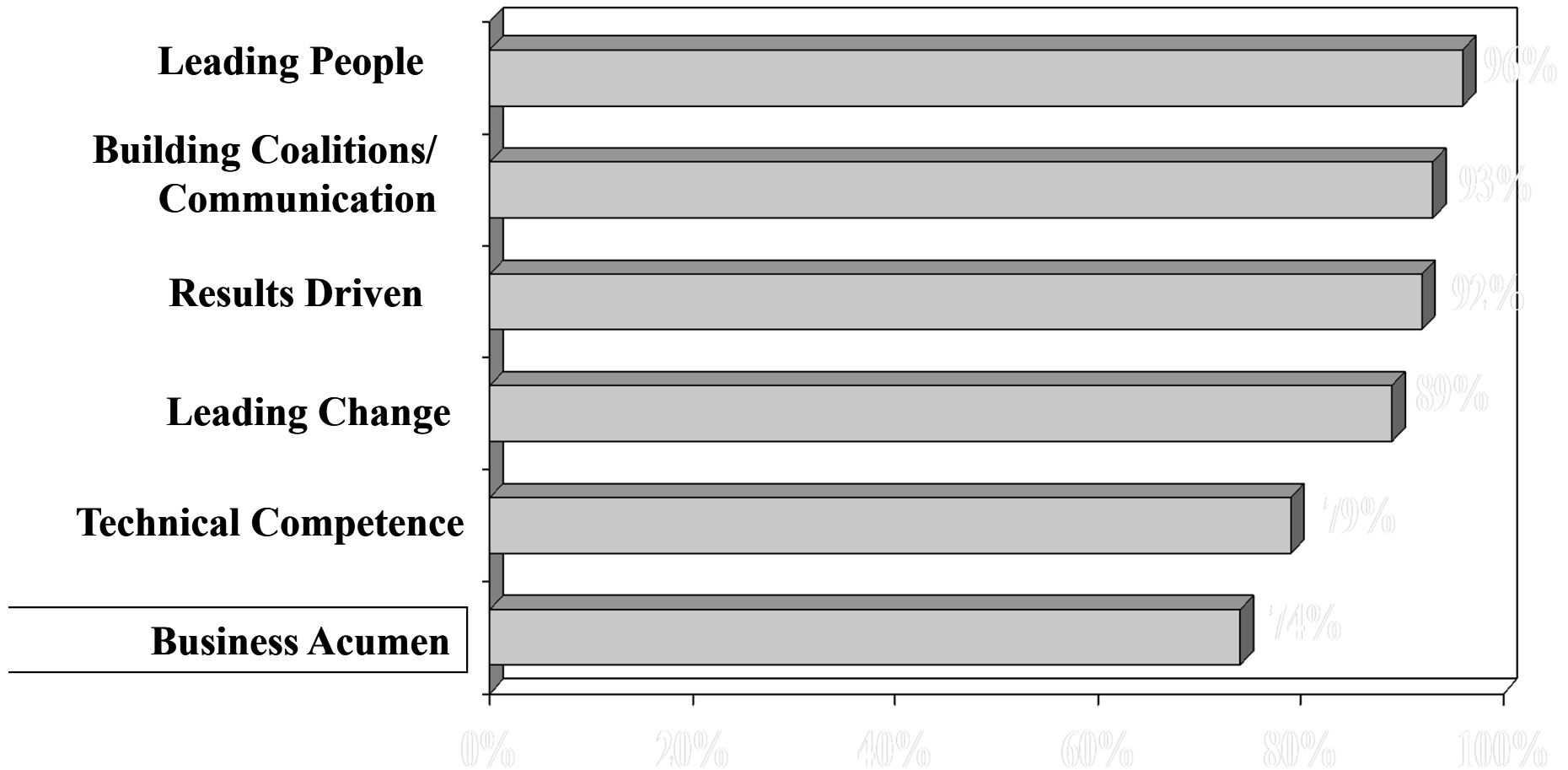
Power of Ideas
(less political)
WHAT you know

- **Substance Power**
- **Focus on Feedback & Learning**
- **Highlights Integrity**
- **More Open Agendas**
- **Meritocracy-based decisions**
- **Results/ ideas speak for themselves**

Power of Person
(more political)
WHO you know

- **Position of Power**
- **Focus on Image and Perceptions**
- **Highlights Success**
- **More Private Agendas**
- **Relationship-based decisions**
- **Self-Promotion**

Importance of Executive Core Qualifications for Job Performance



Percent Responding "Important"

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Most Important ECQ

Depends on who you ask

Depends on what you ask

Leading Change Exercise

What elements go into leading change?

What order?

What considerations?

Overlap with other elements

Writing About Your Accomplishments

Start by outlining things you are proud of

Focus on stories with - GREAT RESULTS and WIDE IMPACT

Outline what actions you took as a leader

**All projects have multiple dimensions and many facets.
Focus on what is important to the audience**

ECQ 1 - Leading Change

Ability to develop and implement an organizational vision

Ability to balance change and continuity--

- to improve customer service and program performance
- to create a work environment that encourages creative thinking
- to maintain focus, intensity, and persistence,
 - even under adversity

Good Stories

- Changing organization, changing culture, leading painful change, fixing dysfunctional organization

ECQ 2 Leading People

Ability to design and implement strategies which maximize employee potential and

- foster high ethical standards in meeting the organization's vision, mission, and goals

New OPM rule – emphasizes

- Development of People

Good Stories

- Fixing dysfunctional organization/staff
- Building Team
- Leading staff thru painful changes

ECQ 3 - Results Driven

Accountability and continuous- improvement, timely and effective decisions

Produce results thru strategic planning and the implementation and evaluation of programs and policies

Focus on bottom line results-not process

Emphasis on entrepreneurship

Keep current - have technical credibility

GOOD STORIES – Entrepreneurship, Program Evaluation, Metrics, Customer Service

ECQ 4 - Business Acumen

Acquire and administer human, financial, material, and information resources in a manner which instills trust and accomplishes the organization's mission

Ability to use new technology to enhance decision making

Getting most results for money

GOOD STORIES – Business Reengineering, Cost Savings, HC –performance change, diversity building, restructuring, IT Leveraging – Use big statement challenge

ECQ 5 - Building Coalitions

Ability to negotiate with individuals and groups internally and externally

Ability to develop an expansive professional network with other organizations

ECQ 5 - Building Coalitions

Ability to identify the internal and external politics that impact the work of the organization-

Political Savvy -Seeing both -Big Picture & Little Picture

**GOOD STORIES – Internal coalitions to build change,
External – Congress, International work, industry, communities**

ECQ FOCUS

Focus is the most important factor!

- **What is the most important aspect of your accomplishment?**
- **Perspective...approach from leadership view**

Then decide which aspect you wish to focus on

Structure Of ECQ Statement

Format – 10 pages max – min 12 type pitch

What -When - Where –Why - How - Outcome

Logical – Chronological Sequence

Compelling read – don't bore them!

Gov Approach Challenge-Context-Action-Result (CCAR) Model

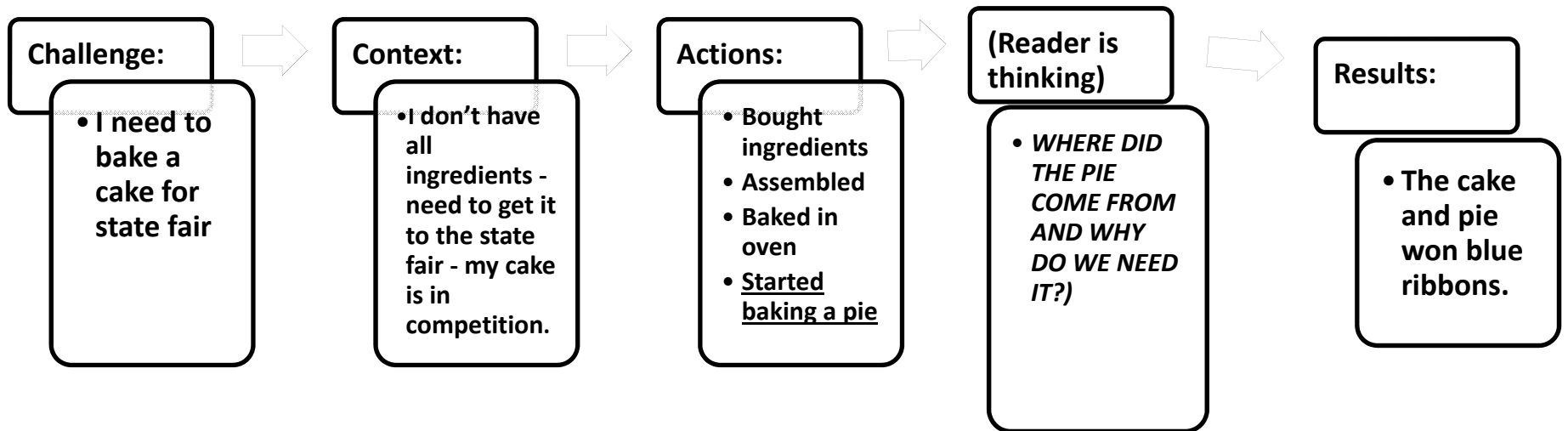
Challenge - A specific problem or goal

Context - Individuals & groups you worked with, and/or environment in which you worked to address a challenge

Action - What you did to address the challenge

Result - A specific accomplishment of your actions

Baking a Cake and Baking a Pie



CCAR Model - Example

Challenge - Reduce backlog in 60 days and eliminate it in four months

Context - No funds or time to hire staff

Action - Reviewed inventory, created 5 teams, developed standards

Results - Established team spirit & pride and eliminated backlog within four months

Where Do I Spend Most of My Space?

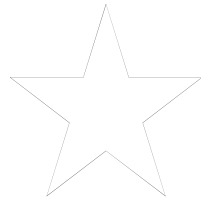
Challenge

Context

Action

Result

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ECQ Tips

Focus on Leadership - not just mgt & technical qualifications

Address each ECQ separately, but tell the board if one ECQ has more than one focus!

Ensure it is an executive level example

Recent – 7 yrs or less preferable – unless is once in a career story

Show Diversity accomplishments

ECQ Tips

No vague statements

- **Bad: I manage various communication processes to field offices.**
- **Good: I produce 2 weekly radio shows, 1 monthly TV program, and a bimonthly newsletter for 10,000 employees in 12 regions**

ECQ Tips

Use pronouns “I-we-us ” to show your role & contributions - Leaders do everything with & through others – staff, peers, stake holders, bosses!

Active

vs.

**Passive
voice**

Bad: The formal establishment of a revised organizational structure consisting of new self-directed teams was responsible for the elimination of six supervisory positions. (22 words-passive, stilted)

Good: I established a new team structure which abolished six supervisory jobs. (11 words-active, concise)

Context and Use of Tech Terms

Is your context is clear – under what conditions or in what situation was this accomplished?

Will someone outside your agency/company will understand exactly what you have done?

Will someone not in your profession/career field will be able to understand what you have done?

Remember, if Not You...

Then Who?????

Most people are their own worst advocate

Become your best cheerleader!



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