



CURTIS E. LEMAY CENTER

FOR DOCTRINE DEVELOPMENT AND EDUCATION



ANNEX 1-1 FORCE DEVELOPMENT

APPENDIX: INSTITUTIONAL COMPETENCY LIST

Last Updated: 15 December 2014

Category	Competency	Subcompetency
Personal	Embodies Airman Culture	<ul style="list-style-type: none"> - Ethical Leadership - Followership - Warrior Ethos - Develops Self
	Communicating	<ul style="list-style-type: none"> - Speaking and Writing - Active Listening
People/Team	Leading People	<ul style="list-style-type: none"> - Develops and Inspires Others - Takes Care of People - Diversity
	Fostering Collaborative Relationships	<ul style="list-style-type: none"> - Builds Teams and Coalitions - Negotiating
Organizational	Employing Military Capabilities	<ul style="list-style-type: none"> - Operational and Strategic Art - Leverage Technology - Unit, Air Force, Joint, and Coalition Capabilities - Non-adversarial Crisis Response
	Enterprise Perspective	<ul style="list-style-type: none"> - Enterprise Structure and Relationships - Government Organization and Processes - Global, Regional, and Cultural Awareness - Strategic Communication
	Managing Organizations and Resources	<ul style="list-style-type: none"> - Resource Stewardship - Change Management - Continuous Improvement
	Strategic Thinking	<ul style="list-style-type: none"> - Vision - Decision-making - Adaptability

Personal Competencies

Personal competencies are those institutional competencies leaders need in face-to-face and interpersonal relationships that directly influence human behavior and values. These are foundational institutional competencies learned at the tactical level that will continue to play a critical role as leaders move to the operational competence and strategic vision levels. Personal competencies are essential for individual contribution, for building cohesive units and for empowering immediate subordinates. Each competency below is followed by the relevant subcompetencies that define it.

Embodies [Airman Culture](#)

✦ Ethical Leadership

- ✦ ✦ Promotes [Air Force core values](#) (integrity first, service before self, excellence in all we do) through goals, actions, and referent behaviors.
- ✦ ✦ Develops trust and commitment through words and actions.
- ✦ ✦ Accountable for areas of responsibility, operations of unit, and personal actions.
- ✦ ✦ Maintains checks and balances on self and others.

✦ Followership

- ✦ ✦ Comprehends and values the essential role of followership in mission accomplishment.
- ✦ ✦ Seeks command, guidance, and/or leadership while providing unbiased advice.
- ✦ ✦ Aligns priorities and actions toward chain of command guidance for mission accomplishment.
- ✦ ✦ Exercises flexibility and adapts quickly to alternating role as leader/follower: follower first, leader at times.

✦ Warrior Ethos

- ✦ ✦ Exhibits a hardiness of spirit despite physical and mental hardships—moral and physical courage.
- ✦ ✦ Continuously hones their skills to support the employment of military capabilities.
- ✦ ✦ Displays military/executive bearing, self-discipline, and self control.

★ Develops Self

- ★ ★ Assesses self to identify strengths and developmental needs.
- ★ ★ Seeks and incorporates feedback on own performance; aware of personal impact on others.
- ★ ★ Continually increases breadth and depth of knowledge and skills; develops life-long learning habits.

Communicating

★ Speaking and Writing

- ★ ★ Articulates ideas and intent in a clear, concise, and convincing manner through both verbal and written communication.
- ★ ★ Adjusts communication approach to unique operational environment and audience needs.
- ★ ★ Effectively creates communication bridges among units, organizations and institutions.

★ Active Listening

- ★ ★ Fosters the free flow of ideas in an atmosphere of open exchange.
- ★ ★ Actively attempts to understand others' points of view and clarifies information as needed.
- ★ ★ Solicits feedback to ensure that others understand messages as they were intended.

People/Team Competencies

This group of competencies involves more interpersonal and team relationships. They represent competencies that, when combined with the personal competencies, are essential as leaders move on to lead larger groups or organizations. People/team leadership competencies are usually exercised more indirectly than personal leadership competencies. Leaders use these competencies to set the organizational climate. Each competency below is followed by the relevant subcompetencies that define it.

Leading People

★ Develops and Inspires Others

- ★ ★ Helps and motivates others to improve their skills and enhance their performance through feedback, coaching, mentoring, and delegating.

- ✧ ✧ Empowers others and guides them in the direction of their goals and mission accomplishment.
- ✧ ✧ Inspires others to transcend their own self-interests and embrace personal sacrifice and risk for the good of the organization and mission.

✧ **Takes Care of People**

- ✧ ✧ People first—attends to the physical, mental, ethical, and spiritual well-being of fellow Airmen and their families.
- ✧ ✧ Creates an environment where Airmen take care of Airmen 24/7, 365 days a year, including leaders, peers, and subordinates; integrates wellness into mission accomplishment.
- ✧ ✧ Establishes work-life balance through time management and setting clear expectations and priorities.

✧ **Diversity**

- ✧ ✧ Leverages differences in individual characteristics, experiences, and abilities.
- ✧ ✧ Leverages diversity for mission accomplishment and fosters an inclusive environment.
- ✧ ✧ Shows respect for others regardless of the situation; treats people in an equitable manner.

Fostering Collaborative Relationships

✧ **Builds Teams and Coalitions**

- ✧ ✧ Builds effective teams for goal and mission accomplishment and improves team performance.
- ✧ ✧ Contributes to group identity while fostering cohesiveness, confidence, and cooperation.
- ✧ ✧ Sees and attends to the interests, goals, and values of other individuals and institutions.
- ✧ ✧ Develops networks and alliances that span organizational, Service, department, agency, and national boundaries.

✧ **Negotiating**

- ✧ ✧ Understands the underlying principles and concepts applied before, during, and after a negotiation.

- ★ ★ Attains desired mission outcomes while maintaining positive, long-term relationships with key individuals and groups.
- ★ ★ Uses appropriate interpersonal styles and methods to reduce tension or conflict between two or more people, anticipates and addresses conflict constructively, and anticipates and prevents counter-productive confrontations.
- ★ ★ Persuades and influences others; builds consensus; gains cooperation; effectively collaborates.

Organizational Competencies

These competencies represent those applicable at all levels of the Air Force but are most in demand at the strategic level. Strategic leaders apply organizational competencies to establish structure and articulate strategic vision. Effective organizational competency skills include technical competence on force structure and integration; on unified, joint, multinational, and interagency operations; on resource allocation; and on management of complex systems. In addition, they apply to conceptual competence in creating policy and vision and interpersonal skills emphasizing consensus building and influencing peers and other policy makers, both internal and external to the organization. This level is the nexus of warfighting leadership skills for the Air Force. It is achieved through having learned the lessons from the other types of institutional competencies (i.e., personal and people/team). Each competency below is followed by the relevant subcompetencies that define it.

Employing Military Capabilities

★ Operational and Strategic Art

- ★ ★ Understands and applies operational and strategic art in conventional and irregular warfare, peacekeeping, and homeland operations.
- ★ ★ Demonstrates expertise in integrating and leveraging doctrine, concepts, and capabilities within an effects-based approach to operations.
- ★ ★ Uses innovation and creativity in the employment of lethal and nonlethal force.

★ Leverage Technology

- ★ ★ Understands how the Air Force traditionally uses technology (i.e., scientific knowledge, technological expertise, engineering skills, and mathematical and analytical capabilities) to reshape and rethink possibilities and advance military objectives.

- ✧ ✧ Comprehends the skill sets critical for developing and transitioning technology to meet airpower, joint, interagency, and coalition mission requirements.
- ✧ ✧ Recognizes windows of opportunity for the application of technology to provide innovative solutions to enhance efficiency and effectiveness, as well as maintain current and future superiority.

✧ **Unit, Air Force, Joint, and Coalition Capabilities**

- ✧ ✧ Considers and applies capabilities of the Air Force across air, space, and cyberspace.
- ✧ ✧ Understands how Air Force capabilities relate and complement other Service capabilities.
- ✧ ✧ Understands interdependencies and interoperability across Services, agencies, departments, and coalition partners.

✧ **Non-adversarial Crisis Response**

- ✧ ✧ Recognizes the national security implications of peacekeeping operations, humanitarian relief operations, and support to civil authorities, both foreign and domestic.
- ✧ ✧ Understands the need for engagement before and after warfighting or crisis response, the need for integrated involvement with interagency and multinational partners, and the need for multipurpose capabilities that can be applied across the range of military operations.

Enterprise Perspective

✧ **Enterprise Structure and Relationships**

- ✧ ✧ Understands the organizational structure and relationships between the Air Force, the Department of Defense (DOD), the joint staff, the combatant commands, the defense agencies, and other elements of the defense structure.
- ✧ ✧ Understands how one's function or unit fits into its parent organizations.
- ✧ ✧ Understands how one's parent organization relates to its external environment—supporting and supported organizations, the public, Congress, etc.

✧ **Government Organization and Processes**

- ✧ ✧ Understands essential operating features and functions of the Air Force, DOD, the national security structure, other related executive branch functions, and Congress, to include leadership and organization; roles of members, committees, and staffs; authorization, appropriation, and budget processes; acquisition policy and procedures; and interdependencies and relationships.

✧ **Global, Regional and Cultural Awareness**

- ✧ ✧ Conscious of regional and other factors influencing defense, domestic, and foreign policy.
- ✧ ✧ Seeks to understand foreign cultural, religious, political, organizational, and societal norms and customs.
- ✧ ✧ Develops linguistic skills.

✧ **Strategic Communication**

- ✧ ✧ Informs and appropriately influences key audiences by synchronizing and integrating communication efforts to deliver truthful, timely, accurate, and credible information, analysis, and opinion.
- ✧ ✧ Formulates the institutional message, telling the Air Force story.

Managing Organizations and Resources

✧ **Resource Stewardship**

- ✧ ✧ Identifies, acquires, administers, and conserves financial, informational, technological, material, warfare, and human resources needed to accomplish the mission.
- ✧ ✧ Implements “best practice” management techniques throughout the organization.

✧ **Change Management**

- ✧ ✧ Embraces, supports, and leads change.
- ✧ ✧ Understands the change management process, critical success factors, and common problems and costs.
- ✧ ✧ Perceives opportunities and risks before or as they emerge.

★ Continuous Improvement

- ★ ★ Originates action to improve existing conditions and processes, using appropriate methods to identify opportunities, implement solutions, and measure impact.
- ★ ★ Supports ongoing commitment to improve processes, products, services, and people.
- ★ ★ Anticipates and meets the needs of both internal and external stakeholders.

Strategic Thinking

★ Vision

- ★ ★ Takes a long-term view and builds a shared vision that clearly defines and expresses a future state.
- ★ ★ Provides innovative and creative insights and solutions for guiding and directing organizations to meet institutional needs.
- ★ ★ Formulates effective plans and strategies for consistently achieving goals and maximizing mission accomplishment.
- ★ ★ Anticipates potential threats, barriers, and opportunities; encourages risk-taking.

★ Decision-making

- ★ ★ Identifies, evaluates, and assimilates data and information from multiple streams and differentiates information according to its utility; uses information to influence actions and decisions.
- ★ ★ Uses analytic methods in solving problems and developing alternatives.
- ★ ★ Makes sound, well-informed, and timely decisions despite conditions of ambiguity, risk, and uncertainty.
- ★ ★ Analyzes situations critically to anticipate second and third order effects of proposed policies or actions.
- ★ ★ Establishes metrics to evaluate results and adapts and implements feedback.

★ Adaptability

- ★ ★ Maintains effectiveness when experiencing major changes in work tasks or environment.

- ✦ ✦ Adjusts to change within new work structures, processes, requirements, and cultures.
- ✦ ✦ Responds quickly and proactively to ambiguous and emerging conditions, opportunities, and risks.

As leaders move through successively higher echelons in the Air Force, they need a wider portfolio of competencies that are typically gained at previous levels of leadership. As military and civilian leaders progress within the Air Force, they serve in more complex and interdependent organizations, have increased personal responsibility and authority, and have significantly different institutional competencies than their subordinates.
