

Birkman Method® Mapped to OPM Executive Core Qualifications (ECQs) and Leadership Competencies

ECQ	Description	Birkman® Competency	Description
Leading Change <ul style="list-style-type: none"> • <i>Creativity and Innovation</i> • <i>External Awareness</i> • <i>Flexibility</i> • <i>Resilience</i> • <i>Strategic Thinking</i> • <i>Vision</i> 	<p>This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.</p>	<ul style="list-style-type: none"> • Personal and Professional Growth • Leading Others 	<p>Actively seeks feedback to enhance own performance.</p> <p>Your ability to define, communicate, and inspire others with your vision of the future.</p>
Leading People <ul style="list-style-type: none"> • <i>Conflict Management</i> • <i>Leveraging Diversity</i> • <i>Developing Others</i> • <i>Team Building</i> • <i>Developing Others</i> • <i>Delegating to Others</i> 	<p>This core qualification involves the ability to lead people toward meeting the organization’s vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution and conflicts.</p>	<ul style="list-style-type: none"> • Leading Others • Building Strong Teams 	<p>Your ability to define, communicate, and inspire others with your vision of the future.</p> <p>Your ability to help the members of your work group translate strategic goals and initiatives into specific responsibilities and priorities.</p>
Results Driven <ul style="list-style-type: none"> • <i>Accountability</i> • <i>Customer Service</i> • <i>Decisiveness</i> • <i>Entrepreneurship</i> • <i>Problem Solving</i> • <i>Technical Credibility</i> 	<p>This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems and calculating risks.</p>	<ul style="list-style-type: none"> • Ensuring Long-Term Results • Manage Outcomes • Making Decisions 	<p>Your ability to bring a sound knowledge of the industry, the organization, and its customers to bear on the strategic thinking process.</p> <p>Your ability to establish measurable outcomes and create systems for monitoring progress toward them.</p> <p>Your ability to stay strategic, results-oriented, and productive and still do justice to the complexity of issues and the views of others.</p>

ECQ	Description	Birkman® Competency	Description
Business Acumen <ul style="list-style-type: none"> • <i>Financial Management</i> • <i>Human Capital Management</i> • <i>Technology Management</i> 	This core qualification involves the ability to manage human, financial, and information resources strategically.	<ul style="list-style-type: none"> • Managing Outcomes • Making Decisions 	Your ability to establish measurable outcomes and create systems for monitoring progress toward them. Your ability to stay strategic, results-oriented, and productive and still do justice to the complexity of issues and the views of others.
Building Coalitions <ul style="list-style-type: none"> • <i>Partnering</i> • <i>Political Savvy</i> • <i>Influencing/Negotiating</i> 	This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.	<ul style="list-style-type: none"> • Dealing with Conflicting Ideas 	Your ability to speak out in the face of opposition, acknowledge conflict, and work openly toward strategically aligned solutions.
Fundamental Competencies <ul style="list-style-type: none"> • <i>Interpersonal Skills</i> • <i>Oral Communication</i> • <i>Integrity/Honesty</i> • <i>Written Communication</i> • <i>Continual Learning</i> • <i>Public Service Motivation</i> 	These competencies are the foundation for success in each of the Executive Core Qualifications.	All of the above.	