

## RELATIONSHIP

Develops meaningful relationships and inspires loyalty among colleagues, superiors, and subordinates.

## MENTORING & LEARNING

Focuses on life-long learning, continually develops new and enhances current skills, mentors others, and empowers others to learn and develop themselves.

## COLLABORATING

Fosters a sense of collaboration, inclusion, and community, invites feedback and discussions, facilitates information and knowledge sharing, coordinates efforts with others.

## RESOLVING CONFLICTS

Fosters trust, openness, empathy, and respect. Listens to and understands others. Utilizes many tools to resolve conflicts as situations demand.

**COLLABORATE**  
DO THINGS  
THAT LAST

## CREATIVITY

Generates creative and WOW ideas, methods, tools, and solutions on a regular basis. Inspires, encourages, and teaches others to do so (model the way).

## STRATEGIC FUTURE ORIENTATION

Follows and understands trends and has a line of sight to emerging technology. Formulates and communicates vision, possible scenarios, and strategy for the future clearly. Creates strategic capability in others and units to see the future first and respond to future threats.

## EXPERIMENTATION

Develops wide ranging experiments. Encourages risk taking, discovery, and experimentations. Gains resources and helps others find resources to implement (discovery-based) experiments.

## FLEXIBILITY & AGILITY

Creates a flexible and responsive environment and ability to adjust course quickly. Develops capability to assess and respond to uncertain or adaptive threats in ambiguous situations.

**CREATE**  
DO NEW  
THINGS

## DATA & ANALYSIS

Relies on data and facts to analyze issues systematically and logically. Makes informed decision. Simplifies complex issues. Schedules assessments, evaluation, and reviews on a regular basis, keeps tracks of progress.

## RELIABILITY & QUALITY

Eliminates mistakes and redundancies. Pays attention to details, accuracy, precision, and quality of execution.

## PRODUCTIVITY & CLARITY

Creates and communicates clear expectations, roles, procedures, and information to increase productivity. Right person, right info, right time.

## SYSTEM ORIENTATION

Creates systems and processes that make things run smoothly, efficiently, and cost effectively. Refines, streamlines, and integrates processes continuously. Enhances standards and procedures.

**CONTROL**  
DO THINGS  
RIGHT

**COMPETE**  
DO THINGS  
NOW

## RESULT FOCUS

Focuses on the core mission and results and on getting it done. Expects the best performance from oneself, colleagues, and subordinates.

## EYES & EARS ON ADVERSARIES

Pays attention to competitors and adversaries, continually assess performance and capability to maintain superiority over adversaries.

## BIAS TOWARD ACTION

Pushes for faster performance, and addresses challenges and issues quickly, focuses on rapid response, strike, and mobility.

## COMPETITIVENESS

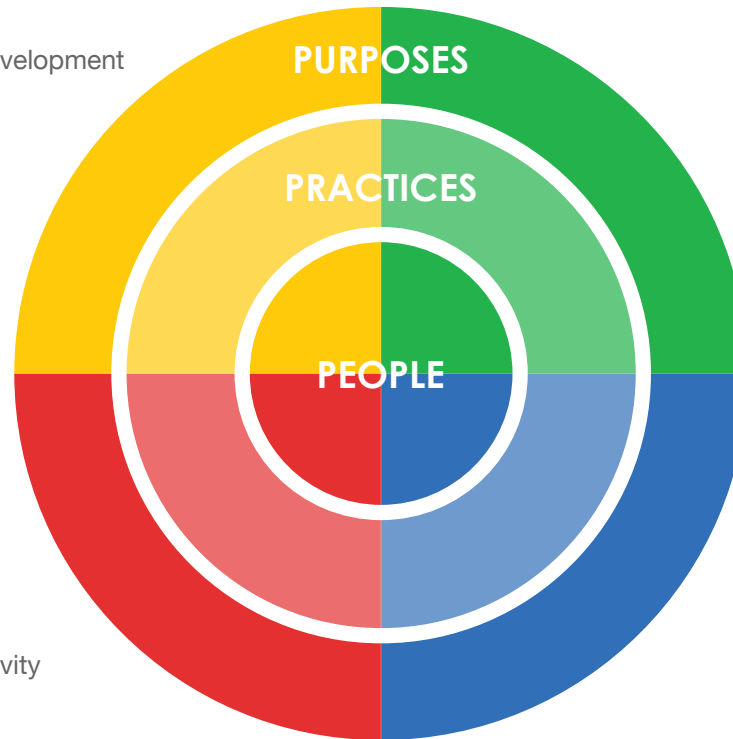
Establishes ambitious goals to challenge others and unit. Fosters a sense of competitiveness.

## PRACTICES

- Search for and reapply best practices
- Collaborate with civilians, allies, and partners
- Focus on training, culture, and competency development
- Develop communities and networks
- Develop a strong cultural identity
- Elicit participation and feedback
- Mentor and coach
- Build cohesive teams
- Establish shared values
- Enhance Airmen readiness
- Collaborate across boundaries

## PRACTICES

- Improve processes
- Benchmark best in class
- Remove unnecessary steps
- Run simulations
- Mine and analyze information
- Integrate various systems
- Reorganize the workplace to optimize productivity
- Integrate resources across units
- Develop contingency plan
- Utilize the right technology



## PRACTICES

- Create unique solutions
- Develop military entre(intra)preneurs
- Brainstorm novel solutions
- Forecast the future
- Establish a dedicated innovation fund
- Develop strategies to disrupt the status quo
- Enlist people who think differently
- Create a future oriented strategic unit
- Diversify experiments
- Build a virtual organization
- Utilize creativity methods

## PRACTICES

- Replace team members who do not perform
- Acquire a unit with needed expertise
- Tie incentive and bonus to performance
- Build a strong brand/reputation
- Reward top performers publicly
- Reduce time from planning to taking action
- Reevaluate success measures regularly
- Conduct competitive analysis
- Run tournaments and competitions
- Develop key performance dashboard

