

**EXECUTIVE FSD GUIDE:  
A TOOL FOR DEVELOPMENT  
AUGUST 2004**



**Transportation  
Security  
Administration**



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# INTRODUCTION

LEADERSHIP PARTNERSHIP FRIENDSHIP



# Introduction

## TSA Key Principles

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This guide has been created to provide current or potential Executive FSDs at TSA with a self-development tool to strengthen their competencies in their current role and to assist them in their overall career development. It incorporates three key principles, leadership partnership and friendship, which guide the activities of TSA's senior leaders and are critical to building consensus among all transportation providers.

### Leadership

The first key principle is leadership - leading people, leading the development and deployment of technology to more effectively use our resources, and leading change. Leaders empower, encourage and praise their subordinates – giving them the confidence to do great things. They appropriately select, develop, utilize, appraise and reward staff. Innovative leaders use efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. They also have the vision to be able to clearly explain the big picture rationale behind new/changing policies or procedures and energize staff by explaining how their changing roles and responsibilities contribute to the achievement of TSA's mission.

### Partnership

TSA leaders create a spirit of partnership by building and maintaining effective relationships with all stakeholders that are involved in the protection, operation and use of the Transportation Sector. They spend time developing a multitude of sources of security information and getting to know key players/stakeholders in local airport, law enforcement and political arenas. These partnerships create capabilities where the sum is greater than the parts. We are all on the same team working toward the same goals.

### Friendship

TSA leaders build a foundation of "Trust and Confidence" with the American people and their representatives in Congress through respecting individual privacy and performing TSA's mission with a high level of customer service. Leaders ensure that systems, processes and practices are effectively established and implemented to respect and protect the privacy of individuals affected by TSA's transportation security activities. TSA leaders care about others – our stakeholders, our customers and the American public They develop a level of friendship that reinforces the notion that as "friends" we are all engaged in a common struggle to protect America against terrorism.

## Introduction (cont'd)

### Organization of the Guide

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The Guide first presents an Executive FSD Summary Profile, which lists the major responsibilities and competencies associated with the position. It then presents a more detailed description of each of the responsibilities. Next, it lists broad-based development activities which will help people develop the experience and capabilities needed for the position. Finally, it provides suggested developmental resources and activities for each of the 27 General and 7 Technical Competencies.



# SUMMARY EXECUTIVE FSD PROFILE



# Summary Executive FSD Profile

## Major Responsibilities

1. Ensuring Overall Security of Airport
2. Analyzing and Addressing Security Threats
3. Forecasting and Planning for Operational Changes
4. Providing Regulatory Oversight of All U.S. Air Transportation Facilities and Operations
5. Providing Strong Leadership to TSA Employee Population
6. Building and Managing Stakeholder Relationships
7. Managing Finance and Budgets
8. Managing and Coordinating Direct Staff
9. Maintaining Quality Customer Service for Airlines, Passengers
10. Overseeing Management of TSA Facilities & Equipment Resources
11. Leading Establishment of High Performance TSA Culture
12. Recruiting and Hiring Staff
13. Implementing TSA Policies and Procedures
14. Ensuring Organized Training of Screening Staff
15. Working with TSA Headquarters

## General Executive Competencies

- |                               |                           |
|-------------------------------|---------------------------|
| 1. Accountability             | 15. Leveraging Diversity  |
| 2. Conflict Management        | 16. Oral Communication    |
| 3. Continual Learning         | 17. Partnering            |
| 4. Creativity and Innovation  | 18. Political Savvy       |
| 5. Customer Service           | 19. Problem Solving       |
| 6. Decisiveness               | 20. Resilience            |
| 7. Entrepreneurship           | 21. Service Motivation    |
| 8. External Awareness         | 22. Strategic Thinking    |
| 9. Financial Management       | 23. Team Building         |
| 10. Flexibility               | 24. Technical Credibility |
| 11. Human Resource Management | 25. Technology Management |
| 12. Influencing/Negotiating   | 26. Vision                |
| 13. Integrity/Honesty         | 27. Written Communication |
| 14. Interpersonal Skills      |                           |

## Technical Competencies

- |  |   |
|--|---|
| 1. Operations Management   | 5. Security Directives and Regulations        |
| 2. Respecting Privacy and Preserving Freedoms                      | 6. Security Equipment Knowledge               |
| 3. Safety Policies and Procedures                                  | 7. Security Screening Policies and Procedures |
| 4. Security Components and Programs in DHS and Other Organizations |   |





# MAJOR RESPONSIBILITIES



# Major Responsibilities

## 1. Ensuring Overall Aviation Security

- a) Identifying and addressing security needs and weaknesses at all airports
- b) Ensuring security at all passenger and baggage checkpoints, airport access points and key areas beyond perimeter of airport
- c) Building and maintaining processes for ensuring airport security
- d) Meeting regularly with airport managers and security directors to discuss security needs and issues
- e) Communicating and coordinating with outside authorities on security of key areas beyond the perimeter of the airport
- f) Developing coordinated command and control systems with emergency response agencies
- g) Coordinating law enforcement activity in support of aviation security

## 2. Analyzing and Addressing Security Threats

- a) Analyzing security needs and threats and developing strategies for addressing them
- b) Mobilizing problem solving efforts to address identified security threats
- c) Building systems to take information from intelligence organizations and apply it to local airport security
- d) Conducting comprehensive analysis of security threats and vulnerabilities in and around airport
- e) Directing regulatory agents to test potential security threats and weaknesses
- f) Proactively seeking out intelligence from sources other than TSA/DHS

## 3. Forecasting and Planning for Operational Changes

- a) Anticipating changes in TSA operational systems and processes and taking steps to prepare for their implementation
- b) Anticipating upcoming events or situations that will impact airport security operations and planning how to address them
- c) Translating intelligence about security threats into contingency plans for handling them
- d) Working with airport and airline managers to identify upcoming changes in demand for passenger and baggage security screening and ensuring staff are planning how to handle them

## 4. Providing Regulatory Oversight of All U.S. Air Transportation Facilities and Operations

- a) Ensuring airports, airlines (foreign and domestic), air cargo carriers and indirect air carriers comply with security directives and regulations
- b) Conducting stakeholder meetings with all regulated parties to discuss regulatory changes and/or educate them on current aviation threats
- c) Administering appropriate compliance and enforcement actions with the goal of discovering and correcting deficiencies and vulnerabilities in aviation security

## Major Responsibilities (cont'd)

### 5. Providing Strong Leadership to TSA Employee Population

- a) Providing clear vision and direction to employees at all levels
- b) Identifying and resolving Human Resources/personnel issues and problems that affect employee motivation and morale
- c) Recognizing and rewarding individual and team accomplishments on the job
- d) Spending time talking and listening to screening employees at passenger and baggage checkpoints (“managing by walking around”)
- e) Communicating changes in TSA policies, organization, or operational procedures in ways that explain rationale and gain employee buy-in and support
- f) Communicating regularly and frequently with employees through meetings, newsletters, and/or e-mail
- g) Ensuring that performance and disciplinary problems are constructively resolved in a timely fashion
- h) Establishing mentoring programs with clear pathways toward self improvement

### 6. Building and Managing Stakeholder Relationships

- a) Building positive working relationships with key stakeholders inside airport (e.g., airport management, airlines, concessionaires)
- b) Collaborating with airlines to identify and resolve issues that impact efficient passenger flow and customer service while maintaining security standards
- c) Building positive relationships with key stakeholders outside airport
- d) Describing TSA security mission and obtaining support, collaborative involvement and on-going partnership
- e) Conducting regularly scheduled security meetings with key stakeholders
- f) Conducting group and/or one-on-one meetings with airport managers and airline station managers
- g) Participating in airport activities that underscore teambuilding benefits necessary to support TSA programs and mission

### 7. Managing Finance and Budgets

- a) Managing local TSA operations to budget provided by TSA
- b) Managing budget and contractual issues
- c) Developing budget estimates for cost of delivering required/needed level of airport security
- d) Identifying most cost efficient solutions

## Major Responsibilities (cont'd)

### 8. Managing and Coordinating Direct Staff

- a) Delegating authority for major areas of TSA operations to direct staff
- b) Conducting regular meetings with direct staff to review status of operations and address key issues and problems
- c) Ensuring frequent communication and collaboration among direct staff to identify and address emerging issues and problems as they occur
- d) Coaching and developing direct reports to build their capabilities for current and future jobs
- e) Directly supervising AFSDs for Screening, Regulatory, Operations and Law Enforcement
- f) Team building with FSD staff direct reports

### 9. Maintaining Quality Customer Service for Airlines, Passengers

- a) Ensuring that airport security is provided with a high level of customer service and efficiency and that TSA is recognized as a trusted friend of the traveling public
- b) Developing feedback mechanisms to determine effectiveness in providing airport security and customer service
- c) Responding to passenger complaints and compliments
- d) Communicating passenger feedback (both complaints and compliments) to screeners

### 10. Overseeing Management of TSA Facilities & Equipment Resources

- a) Maintaining office, training, and break room space in coordination with airport, airlines or other sources
- b) Ensuring proper maintenance and documentation of TSA security screening equipment
- c) Designing and implementing passenger and baggage checkpoint areas for efficient screening
- d) Obtaining sufficient levels of equipment resources from TSA, airport, airlines and/or other sources
- e) Managing implementation of new security technology

### 11. Leading Establishment of High Performance TSA Culture

- a) Establishing client-based, problem-solving organizational culture while staying focused on aviation security
- b) Applying best practices from government and private sector organizations to TSA operations
- c) Ensuring and supporting employee flexibility to quickly adapt to organizational and procedural change
- d) Modeling and facilitating cooperation across airports and functional boundaries in order to ensure successful implementation of TSA's overall U.S. air transportation security mission

### 12. Recruiting and Hiring Staff

- a) Recruiting and hiring non-screening staff directly
- b) Coordinating with TSA Headquarters for hiring of screeners and aviation security inspectors
- c) Hiring people with strong capabilities so that authority and responsibility can be delegated

## Major Responsibilities (cont'd)

### 13. Implementing TSA Policies and Procedures

- a) Communicating information and changes from TSA Headquarters
- b) Adapting TSA policies and directives into effective processes for local implementation

### 14. Ensuring Organized Training of Screening Staff

- a) Ensuring implementation of TSA mandates for training
- b) Anticipating and preparing for training on new screening technologies and procedures (e.g., in-line system)
- c) Developing local training initiatives and programs targeted/tailored to the performance improvement and development needs of employees
- d) Validating training through local testing

### 15. Working with TSA/BTS/DHS Headquarters

- a) Influencing and negotiating with Headquarters' specialists and executives to obtain resources or clarification of policies or procedures
- b) Recommending policies and procedures for addressing emerging or unforeseen security risks and policy gaps
- c) Reviewing draft policy from TSA Headquarters and providing input
- d) Reporting information on TSA policy/procedure implementation, performance, resources, and issues to Area Directors
- e) Coordinating with Maritime & Land as appropriate



# BROAD-BASED DEVELOPMENT ASSIGNMENTS AND ACTIVITIES



# Broad-based Development Assignments and Activities

During interviews with current Executive FSDs and their supervisors, the assignments and activities listed in this section were described as being good foundational experience for persons aspiring to become an Executive FSD. These activities are not listed in preferential order. Persons completing these kinds of experiences will broaden their skill base, however, successful completion of such assignments does not automatically guarantee selection for higher level positions. Selection criteria are established by TSA Human Resources policy and will be listed in vacancy announcements.

## 1. TSA Field Assignments

- a) Shadowing Executive FSDs or Executive Deputy FSDs
- b) Working as Acting Executive FSD or Acting Non-Executive FSD when incumbent is on leave
- c) Working as Acting AFSD – Screening, Regulatory or Operations
- d) Temporary details in key positions at large, busy airports
- e) Moving from lower level positions (e.g., Screening Manager) in large airports to higher level positions (e.g., AFSD-Screening; FSD) at smaller airports
- f) Assignment to a position dedicated for development purposes, which enables temporary rotations into other key functional areas (e.g., regulatory, operations, stakeholder liaison, Human Resources, training)
- g) Shadowing TSA Field employees (e.g., passenger and baggage screeners, Lead Screener, Screening Supervisor, Screening Managers, AFSD-Screening, AFSD-Regulatory, AFSD-Operations, Stakeholder Liaison, Scheduling Operations Officer)
- h) Working as an Executive Assistant to the FSD (go to all meetings, see the stakeholder relationship building; understand need for partnering; observe value and style of working with Headquarters; write e-mails; distill policy documents into summaries for FSD; etc.)

## 2. TSA Headquarters Assignments

- a) Rotational assignments (90 days or less) or permanent job placements in Headquarters' functions, such as Aviation Operations, Intelligence, Policy, Legislative Affairs, Human Resources, Public Affairs, CFO, and Chief Operating Officer
- b) Shadowing key Headquarters' executives to understand the issues and stakeholders with which they are dealing
- c) Taking volunteer assignments in Internal Affairs and Program Review (IA) to gain a basic understanding of how security systems are tested by IA, to assist IA in the testing process, and to assist in strengthening security systems at airport upon return
- d) Working in Training function (WPT) in the Quality Assurance program and/or TSA Approved Instructor program (TAI) to learn how to train employees and to improve performance
- e) Temporary assignments in Operational Integration and Deployment functions with CTO
- f) Working in Dispute Resolution area to develop mediation and alternative dispute resolution skills
- g) Working in the Transportation Security Command Center, Aviation Regulatory Inspection Program Office, TSA's Canine Program
- h) Working in TSA's law enforcement-related activities (e.g., Federal Flight Deck Officer Program)

## Broad-based Development Assignments and Activities (cont'd)

### 3. Temporary Assignments Outside TSA

- a) Details to other parts of DHS, such as Immigration and Customs Enforcement, Customs and Border Protection, and Port Security Director
- b) Shadowing or working in air carrier roles that impact, or are impacted by, TSA security operations: airport check-in counter, baggage handling, flight scheduling, customer service, etc.
- c) Rotational assignments for 2-3 months with stakeholder organizations such as American Association of Airport Executives and/or Air Transport Association
- d) Volunteer experiences that have developmental dimensions to them (e.g., learning new skills/knowledge, managing a volunteer organization)
- e) Developmental assignments to private sector managerial positions relevant to Executive FSD position (e.g., Factory Manager)
- f) Shadowing key stakeholders (“Day in the Life”) to understand their realities and the issues they have to deal with (e.g., airport manager, airline station managers, ground security manager, customer service managers)

### 4. Task Forces and Special Projects

- a) Leading Headquarters’ projects to address emerging airport security issues or threats, organizational issues, regulatory strategies, etc.
- b) Participation in cross-functional task forces and problem-solving teams (within and across regional areas)

### 5. Training, Conferences, and Meetings

- a) Participating in Executive Leadership training programs
- b) Being mentored by an Executive FSD
- c) Attending conferences or meetings with FSDs to discuss common issues/problems and share best practices
- d) Attending joint meetings organized by TSA and ATA to share best practices in aviation operations and security and to problem-solve how to address emerging aviation security issues
- e) Participation in Speakers Bureau to practice public speaking and develop presentation skills
- f) Participating in AAAE conferences for airport managers
- g) Learning about security and computer technology through training from TSA’s CTO organization
- h) Participating in AAAE courses on airport finance and administration, such as the Airport Specialist Operations School program
- i) Learning about law enforcement through training or exposure

## Broad-based Development Assignments and Activities (cont'd)

### 6. On-the-Job Development Activities

- a) Dealing with security and other types of crises
- b) Managing implementation of new screening systems or procedures
- c) Managing TSA finances and budgets at the local level
- d) Managing hiring process for screening and support staff
- e) Planning FTEs needed for different times of year (e.g., Thanksgiving, Christmas)
- f) Reconfiguring the design of passenger/baggage screening processes
- g) Dealing with equipment maintenance and repair
- h) Scheduling screeners
- i) Training airline personnel in new security systems or procedures
- j) Doing media interviews and press conferences
- k) Leading meetings and conferences
- l) Preparing written reports for staff projects





# GENERAL COMPETENCIES AND DEVELOPMENT ACTIVITIES



# Accountability

## Definition:

Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.

## Core Behaviors as Practiced in TSA

- a) Holds managers accountable for leading effectively. Mentors key managers whose leadership style is having a significant impact on employee motivation and performance. Removes, if appropriate, those who do not respond to progressive efforts to improve their effectiveness
- b) Publicly supports and takes personal responsibility for implementing TSA process/procedure changes and management decisions
- c) Takes ownership for resolving problems rather than allowing them to persist or simply pointing them out to others
- d) Sets challenging performance goals and holds self and others accountable for achieving them
- e) Establishes performance metrics (e.g., Measures of Effectiveness) that focus employees on accomplishing priority goals and objectives
- f) Develops and utilizes metrics to measure effectiveness of screening performance throughout airport

## Online Learning Center Courses

- Achieving Success Without Authority: Personal Accountability (TSA-GEN- PERSACCOUNT-0001)
- Goal Setting: Reaching Individual Goals (TSA-GEN-GOALINDIV-0001)
- Goal Setting: Goal Setting Tools for Managers (TSA-GEN-GOALMGRS-0001)

## Other Development Activities

- Volunteer to take responsibility for developing solutions to challenging/difficult problems or issues within local TSA organization.
- Set challenging performance goals for own area of responsibility and establish measures for determining success in accomplishing them.

## Accountability (cont'd)

### Other Development Activities (cont'd)

- Volunteer to take responsibility for developing plans for implementing new TSA policies or procedures.
- Solicit ideas from others to more effectively achieve important goals.
- Work with your team to discuss and agree on measurement and evaluation criteria for group goals at the outset of a project.

### Books

#### **Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies**

Paul R. Niven, John Wiley & Sons, June, 2003. ISBN: 0471423289

Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies identifies the opportunities—and helps eliminate the obstacles—of bringing the popular and proven Balanced Scorecard approach to public and nonprofit organizations. The author shows you how to translate today's leading results-based management methodology to these vital sectors, and effect a truly transformational change in the way your organization measures, manages, and accomplishes its goals.

#### **Getting Results: Five Absolutes for High Performance**

Clinton O. Longenecker and Jack L. Simonetti, Jossey-Bass, Inc., June, 2001.  
ISBN: 0787953881

Two thousand high-performing managers show readers how to improve their own performance, as well as that of the people for whom they are directly responsible. They show how, by building a model of key practices, what they call the “five absolutes”, managers can elicit high performance and improve results.

#### **Make Success Measurable!: A Mindbook-Workbook for Setting Goals and Taking Action**

Douglas K. Smith, John Wiley & Sons, February, 1999. ISBN: 0471295590

Presents a guide designed to emphasize outcomes as opposed to actions in setting goals. Enables individuals or corporations to avoid activity-based goals that can go on indefinitely, and articulate aggressive outcome-based goals that are specific, measurable, achievable, relevant, and time-bound.

#### **Performance-Based Management: What Every Manager Should Do to Get Results**

Judith Hale, Jossey-Bass/Pfeiffer, October, 2003. ISBN: 787960365

With the help of the tools, techniques, and guidelines covered in this book, you will be able to facilitate the deployment and adoption of major initiatives; assess the worth of an opportunity or problem and recommend an appropriate array or combination of solutions.

## Accountability (cont'd)

### Coaching Suggestions

- Ask staff members to develop compelling visible ways of tracking and publicizing progress against goals on projects and assignments. Encourage them to involve their team in the generation of innovative approaches that will motivate team members to achieve targets and milestones. Ask them to think through what they will do to overcome problems or shortfalls in order to keep the team motivated and identify solution alternatives and action steps to achieve results. Encourage them to plan how they will work and win as a team.
- Ask staff members to identify measurable goals and objectives at the start of any new assignment or project and to describe how and when they will measure progress against them. Ask them to identify what they will do to ensure that they achieve or exceed their measurable targets. Agree on their measurement and evaluation criteria at the onset of their assignment/project.
- Each time colleagues or direct reports take action to meet a short-term objective, ask them to identify a long-term goal to which the action can contribute. Encourage them to maximize the benefits from their activities by always trying to accomplish more than one goal.
- Empower your employees to do more. Review your employees' assignments and duties to see if they would be able to assume more authority or responsibility. Employees who are performing well, especially at tasks they have been performing for a long time, may be ready to assume greater responsibility and decision-making authority. Discuss possibilities with them to determine opportunities that will enable them to learn, gain visibility, and add to the high performance of the organization.
- Have staff members commit to personal accountability at the start of a new assignment or project by agreeing to analyze what happened when issues or problems arise, to identify what they could have done differently to prevent or deal with the issue or problem, and to identify what they will do differently in the future based on their experience in this situation.
- Set the performance expectation that staff members will provide status updates on important projects or deliverables in advance of deadlines. Require advance warning on issues or problems that will impact completion of tasks by agreed upon deadlines. Remind staff that identifying problems or potential delays in schedules ahead of time is considered effective management, while failing to surface them early is not. Also require that staff members propose solutions when raising problems.



# Conflict Management

## Definition:

Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolve conflicts and disagreements in a positive and constructive manner to minimize negative impact.

## Core Behaviors as Practiced in TSA

- a) Develops the skills and competencies for conflict management as described in the Model Workplace Integrated Conflict Management System
- b) Addresses conflicts or problems with stakeholders in a direct and constructive fashion that includes open discussion of issues and development of win-win solutions
- c) Handles employee conflicts calmly, objectively, constructively and fairly in order to resolve them quickly and minimize negative impact on employee morale
- d) Listens to the perspectives of all parties involved in a conflict and makes decisions based on objective analysis of the situation
- e) Diffuses potentially volatile/difficult situations by providing interested parties with opportunities to voice their concerns
- f) Addresses problematic employee performance, behavior or conduct in a timely fashion
- g) Holds employees responsible for overcoming conflicts with each other in order to get the job done

## Online Learning Center Courses

- Team Conflict: Overcoming Conflict with Communication (TSA-GEN-COMMCONFL-0001)
- Team Conflict: Resolving Team Conflict (TSA-LEAD-TEAMCONFLICT-0001)
- Team Conflict: Working in Diverse Teams (TSA-LEAD-DIVERSTEAMS-0001)
- Team Participation: Resolving Conflict in Teams (TSA-GEN-TEAMCONFL-0001)

## Other Development Activities

- Analyze your conflict management style using an assessment instrument (see your human resources staff or training coordinator for ideas on which instrument to use). Find out whether you avoid dealing with conflict, treat the problem superficially, use power, seek compromise, or use confrontation? Learn the characteristics of each style, and how you can adapt your style to different situations.
- Take time to observe conflict resolution processes at work or in community organizations and to analyze the factors that account for successful resolution.

## Conflict Management (cont'd)

### Other Development Activities (cont'd)

- Facilitate a constructive problem solving dialogue with key individuals or groups when there is a conflict. Clarify the consequences of not resolving differences, identify potential opportunities for compromise, and summarize the benefits of reaching a mutual resolution for everyone involved.
- Have someone observe you in a conflict management situation and debrief how you handled it afterwards. Discuss what you were trying to accomplish, what worked well and what you would do differently.

### Books

#### Getting to Yes: Negotiating Agreement Without Giving In

Roger Fisher and William Ury, Penguin USA, December, 1991. ISBN: 0140157352

This book provides practical guidelines for executives offering a concise strategy for coming to mutually acceptable agreements in every sort of conflict.

### Websites

#### Alternative Dispute Resolution / Conflict Management Resource Guide

This site lists a variety of resources (e.g., websites, articles) for handling conflict.

[http://www.headstartinfo.org/infocenter/guides/adr\\_inter.htm](http://www.headstartinfo.org/infocenter/guides/adr_inter.htm)

#### Conflict Resolution Program: Communication Tips

This site provides definitions for conflict management strategies and tips on implementing them.

<http://www.afmtestlab.ars.usda.gov/programs/COOPRES/TIPS/INDEX.HTM>

### Coaching Suggestions

- Assist team members with handling problematic situations or conflicts effectively by helping them see the other point of view and developing mutually beneficial solutions to issues. To the extent possible, allow team members to resolve their own issues to build respect among team members and ownership for the solution. Intercede only when the problem or conflict threatens important business results or customer relationships.
- Empower your employees to deal with on-the-job conflicts by providing them latitude to deal with negotiation or conflict situations. Empower them to think through alternative ways to resolve conflict situations. This will give them a feeling of ownership of the problem.
- Where observation is permissible, have team members observe you or another manager mediate a dispute or conflict. Then hold a debrief, walking through the critical events and outcomes. Staff/team members can learn through exercises in which you and other colleagues take on (role-play) the various roles in a mediation process.

# Continual Learning

## Definition:

Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

## Core Behaviors as Practiced in TSA

- a) Identifies own strengths and weaknesses and takes steps to develop knowledge or surround self with experts in areas of relative weakness
- b) Maintains up-to-date knowledge of security issues, systems and procedures through reading and contact with experts both inside and outside TSA
- c) Anticipates emerging issues and challenges and takes steps to learn about them
- d) Creates a work environment in which TSA employees are encouraged to keep abreast of emerging issues and are given information and tools to do so
- e) Asks stakeholders to brief him/her on new developments, issues and concerns, as well as provide feedback on how new TSA directives will impact them
- f) Gains access to and takes advantage of formal training

## Online Learning Center Courses

- Career Development: Developing a Career Strategy  
(TSA-GEN-CAREERSTRAT-0001)
- Career Development: Excelling in Your Career  
(TSA-GEN-EXCELCAREER-0001)
- TSA Career Planning Guide  
Linked to Online Learning Center Splash Page
- Self Development: Balancing Your Personal and Professional Life  
(TSA-GEN-BALANCEPERSPROF-0001)
- Self Development: Improving Your Memory  
(TSA-GEN-IMPRVMEMORY-0001)

## Other Development Activities

- Keep a list of resources that you can consult when you are learning new skills on the job. These resources might be technical manuals, web sites, or your colleagues.
- Set learning objectives for yourself or your work group at the beginning of every project or assignment.

## Continual Learning (cont'd)

### Other Development Activities (cont'd)

- Read a variety of periodicals to maintain up-to-date knowledge of the transportation security field, intelligence, current events, organizational leadership, management, and other relevant subjects.
- Identify 2-3 areas for potential learning development and plan an on-going process for building knowledge or skills through reading, training, etc.
- Network with other leaders and managers inside and outside TSA in order to share best practices and learn how they are handling issues and challenges relevant to the Executive FSD positions.
- Analyze your career goals and the kinds of skills and expertise you are still lacking to achieve your goals. Create a list of the things that you want to learn over the next several years. Focus development on these areas.
- Search for, and take advantage of, meaningful training and development workshops being offered in your area and make an effort to attend them.
- Take on additional responsibilities. Get involved in a variety of experiences to maximize your development. For example, volunteer to act for another manager when he/she is out or on leave.

### Books

#### Development First: Strategies for Self-Development

David B. Peterson and Mary Dee Hicks, Personnel Decisions International, August 1996.  
ISBN: 0938529137

This book deals with practical approaches to individual and team development within the changing corporate environment. Its five concise development strategies enable users to plan and execute their own development in a busy, demanding world. No matter what your job is, you feel pressures to work faster, smarter, and better. To stay competitive, you have to develop new capabilities to do more with less and stay abreast of technology. If you don't continually improve these capabilities, you will fall behind. Development is not optional.

#### Managing Your Own Learning

James R. Davis and Adelaide B. Davis, Berrett-Koehler Publishing, March 2000. ISBN:  
1576750671

In today's rapidly changing workplace, learning is more important than ever before. But many people don't understand how learning takes place and how to manage the process. This book shows readers how to analyze their previous learning, design an action plan for future learning, expand their educational opportunities, and use libraries and the Internet effectively in order to become a proactive and perpetual learner.

## Continual Learning (cont'd)

### Coaching Suggestions

- Ask staff to become an expert in an area that is interesting to them, will have increased importance in the next couple years, and will add value to TSA. Ask them to read about it, take courses in it, conduct personal research, and develop original thoughts about it.
- Have development discussions with each of your direct staff. Identify important competency areas for their current job and the Executive FSD job. Ask them to seek feedback about their strengths and weaknesses in these areas from their peers and their direct reports. Use this guide to help them identify appropriate developmental activities and create a Career Plan. Include specific measurements of success.
- Ask staff to research specific issues that you and your TSA employees need to understand better. Have them learn enough about the issue to brief you and others on what they learned. Have them become the resident expert on the issue in your organization.



# Creativity and Innovation

## Definition:

Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

## Core Behaviors as Practiced in TSA

- a) Creates a climate that encourages and enables employees to develop, propose, and implement new ideas and new ways of doing things as appropriate
- b) Continuously examines the status quo to identify problem areas and opportunities to improve efficiency or security
- c) Appropriately challenges TSA directives that need revision and recommends alternative approaches
- d) Looks beyond own airport(s) for new ideas, best practices and innovative approaches (e.g., from private sector, TSA web boards, conferences)
- e) Responds to problems or obstacles as opportunities to create and implement new or innovative processes, systems or solutions
- f) Exhibits resourcefulness in implementing new TSA directives and Standard Operating Procedures
- g) Promotes calculated risk-taking at all levels

## Online Learning Center Courses

- Creativity and Innovation: Fostering a Creative Environment (TSA-GEN-CREATIVEENVNMT-0001)
- Creativity and Innovation: Increasing Personal Creativity (TSA-GEN-PERSCREATIVITY-0001)
- Creativity and Innovation: Thinking Creatively (TSA-GEN-THINKCREATIVELY-0001)
- Essentials of Management: Creating a Positive Workplace (TSA-LEAD-POSWK-0001)

## Other Development Activities

- Find out about your employees' education, interests, and skills that go beyond their stated job responsibilities and try to leverage them creatively within their present job roles.
- Get out and discuss planned changes one-on-one with your staff. Listen to their concerns and suggestions. Implement those that have merits.
- Mobilize a team to redesign an existing process or system that needs to be improved.

# Creativity and Innovation (cont'd)

## Other Development Activities (cont'd)

- Identify a location/function that could be more efficient or add greater value, and analyze what is problematic, what could be done differently, and who needs to change what they are doing. Ask those who are involved for ideas on what to change and how.
- Take action to build support for promising solutions and/or technology whose value may not be immediately obvious to your organization.
- Talk to your internal and external colleagues about opportunities and suggestions for improvement that they observe within your work group.
- Tour TSA operations in other airports to observe and ask questions about how they complete work processes that are similar to yours.

## Articles

### Six Surprising Insights About Innovation

Loren Gary, Harvard Management Update, May, 2002. HMU U0205C

Believe it or not, firms in high-profile industries such as telecommunications or biotech don't have a monopoly on creativity. Sometimes, it is the companies operating beyond the media spotlight, in less-than-glamorous sectors, that can teach you a surprising amount about innovation. Here are six insights about innovation that can prompt your team to think in productive new ways.

## Books

### A Whack on the Side of the Head: How You Can Be More Creative

Roger Von Oech, Warner Books, December, 1998. ISBN: 0446674559

Roger von Oech focuses on how to stimulate creativity, imagination and innovation. In this revised edition, he discusses the ten "mental locks" that stop people from being more creative - and the keys that open them.

### Cracking Creativity: The Secrets of Creative Genius

Michael Michalko, Ten Speed Press, July, 2001. ISBN: 1580083110

Michalko has researched and analyzed over 100 of history's greatest thinkers-from Leonardo da Vinci to Charles Darwin, Thomas Edison to Walt Disney-to show readers how creative people think and how to put their secrets to use. Packed with practical exercises and strategies for stimulating creativity, this book will change the way you think and open up a world of innovative solutions to challenges that you face every day.

## Creativity and Innovation (cont'd)

### Books (cont'd)

#### **How to Think Like Leonardo Da Vinci: Seven Steps to Genius Every Day**

Michael J. Gelb, Dell, February, 2000. ISBN: 0440508274

Author Michael Gelb describes seven critical principles that can refine the use of intellect and teach the reader the unchanged art of thinking clearly and fulfilling one's potential by incorporating advice and examples from one of history's undisputed geniuses, Leonardo da Vinci.

#### **Innovating With Integrity: How Local Heroes Are Transforming American Government**

Sandford F. Borins, Alan D. Altshuler, Georgetown University Press, October, 1998.  
ISBN: 0878406883

Innovating with Integrity presents a comprehensive portrait of the local heroes— front-line public servants and middle managers—who are reinventing state and local government. The book offers practical recommendations for innovating successfully.

#### **The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance**

James A. Autry, Prima Publishing, September, 2001. ISBN: 0761535357

This book shows you how to remain true to the servant leadership model when handling day-to-day and long-term management situations. You'll learn how to manage with respect and honesty and how to empower employees to achieve new levels of satisfaction. Servant leadership will produce fulfilling emotional, psychological, and spiritual rewards for everyone involved. It will enhance productivity, encourage creativity, and benefit the bottom line.

#### **The Southwest Airlines Way : Using the Power of Relationships to Achieve High Performance**

Jody Hoffer Gittell, McGraw-Hill Trade, December, 2002. ISBN: 0071396837

For managers looking to increase productivity, encourage teamwork among employees, and build a fiercely loyal, dedicated, and innovative workforce, here is one way to go--The Southwest Airlines Way.

### Coaching Suggestions

- Ask for a change proposal from your staff members by having them look around your organization for ideas and then propose changes in work flow, assignments, procedures, standards or other aspects of the work or environment. Ask for justification including the pros and cons.
- Challenge staff members to be more innovative by encouraging them to question how things are done. (What can be better? Why do it this way? What else are others doing?)

## Creativity and Innovation (cont'd)

### Coaching Suggestions (cont'd)

- Avoid telling people exactly what to do and how to do it. Instead, describe the end results you are looking for, and ask them to generate their own ideas for how to approach it. Point them to resources that might help, but have them get back to you with their ideas. Review what they come up with, and if it looks like it will work, let them run with it.
- Encourage and support calculated risk taking when it increases the chance of success without being blind to the problems, obstacles and effort required. If the person can describe how the benefits outweigh the costs of doing so, accept an unusual plan.
- Encourage experimentation. When faced with a tough challenge, ask others to brainstorm options or changes that could succeed where current practice fails. Allow them to try new things. Debrief learning's from experiments with new approaches to identify what was effective and ineffective in achieving change goals.
- Ensure that local TSA managers get to know and evaluate their employees' capabilities so that they can be fully utilized within their jobs and organization.

# Customer Service

## Definition:

Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end products; is committed to continuous improvement of services.

## Core Behaviors as Practiced in TSA

- a) Actively involves airline personnel in collaborative development of baggage and passenger screening solutions that maximize efficiency and customer service without sacrificing security
- b) Responds to passenger and stakeholder concerns in a prompt and courteous manner while remaining firm about security procedures
- c) Asks stakeholders for feedback to identify areas for improvement
- d) Makes decisions that best meet the needs of passengers and stakeholders while ensuring the security of the traveling public
- e) Develops appropriate process improvement plans in response to passenger and stakeholder needs and feedback
- f) Responds with a sense of urgency to passenger and stakeholder problems
- g) Analyzes situations from the passenger and stakeholder perspective to determine the optimal response
- h) Within the parameters of TSA policy and procedures, develops specialized procedures and equipment to address the specialized needs of different types of passengers (e.g., elderly, children, people with disabilities)
- i) Ensures that TSA employees perform their jobs in ways that contribute to TSA being recognized as a trusted friend to the traveling public

## Online Learning Center Courses

- Excellence in Service: Communicating with Your Customers (TSA-CS-COMMCUST-0001)
- Excellence in Service: Fundamentals for Managers (TSA-CS-MGRFUND-0001)
- Excellence in Service: Providing Superior Customer Service (TSA-CS-PROVSUP-0001)
- Excellence in Service: Working with Upset Customers (TSA-CS-UPSETCUST-0001)

## Other Development Activities

- Organize customer service planning sessions with your staff to elicit ideas for how to improve customer service without sacrificing security.

## Customer Service (cont'd)

### Other Development Activities (cont'd)

- Set up reminders to check in with customers even when there are no specific problems or issues.
- Shadow individuals with a reputation for customer satisfaction and observe the ways in which they work with their customers.
- Talk with others to better understand how they have turned around difficult customers (i.e., share success stories).
- Use a variety of contact methods for keeping in contact with and maintaining visibility with the customer.
- Visit other airports where TSA has established a reputation for exceptional customer service.

### Articles

#### **Delivering Excellent Service: Lessons from the Best Firms**

Robert Ford , Cherrill P. Heaton , Stephen W. Brown, California Management Review, October, 2001. CMR214

Delivering excellent service is a challenge for most organizations. Although many aspire to it, the evidence from customer satisfaction surveys indicates that too few firms are able to deliver service excellence. On the other hand, some organizations consistently deliver excellent service. This article reviews ten lessons these benchmark service organizations have learned and shows how these organizations use them to meet and exceed the ever-rising expectations of their customers. These lessons can be emulated by any organization seeking such excellence.

### Books

#### **Best Practices in Customer Service**

Ron Zemke, John A. Woods, AMACOM, January, 1999. ISBN: 814470289

A one-stop resource that brings together the wisdom of dozens of customer service experts who explain & demonstrate how to implement the best practices available in customer service.

#### **Super Service: Seven Keys to Delivering Great Customer Service...Even When You Don't Feel Like It!...Even When They Don't Deserve It!**

Jeff Gee, Valerie Gee, McGraw-Hill Trade, July, 1999. ISBN: 0070248176

In this book, Jeff and Valerie Gee share their straightforward, techniques and guidelines for coping with angry customers, minimizing stress, and making customer service providers feel great about doing their jobs. They discuss a new upbeat approach to front-line customer service, and how people who enjoy their work the most, provide the best customer service.

### Coaching Suggestions

- Ask staff members what their customers want or will need that your organization does not offer now. Request ideas for changes and improvements, then commit resources to allow the person to make those changes. Stay in touch to support the change.
- Assign staff members the task of talking to internal or external customers to listen to their needs, expectations and ideas for how your team's work group could more effectively meet those needs and expectations. Ask them to prepare an action plan to improve service to those internal or external customers.
- Have staff members debrief situations in which their work group had difficulty meeting customer needs. Have them focus on how the team can prevent a recurrence. Encourage them to follow up with a positive message to the team outlining the key learnings and improvements.
- Introduce staff members to key stakeholders that they would not meet on their own. Have your staff members ask them what their needs are or what's important to them. Then have your staff analyze what they have done that met or exceeded the stakeholders' expectations and needs, as well as identify what else they could do in the future to address them more effectively



# Decisiveness

## Definition:

Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement oriented. Demonstrates confidence in own abilities and decisions. Tackles new or difficult issues and problems in a timely fashion.

## Core Behaviors as Practiced in TSA

- a) Responds calmly and acts decisively when dealing with crises
- b) Exhibits willingness to accept responsibility for the consequences of own decisions
- c) Exhibits courage to make tough personnel and other decisions even when they are unpopular
- d) Expresses confidence in own judgment and decisions when dealing with difficult and/or ambiguous situations
- e) Persists to overcome obstacles and resistance in an effort to achieve important goals and results

## Online Learning Center Courses

- Decision Making & Problem Solving: Decision Making Fundamentals (TSA-GEN-DECISIONMKG-0001)
- Decision Making & Problem Solving: Problem Solving Fundamentals (TSA-GEN-PROBSOLV-0001)

## Other Development Activities

- Seek opportunities to serve in “acting” capacity for higher level positions to gain experience making higher level decisions.
- Observe experienced colleagues or supervisors who are particularly effective at handling challenging situations and people.
- Take responsibility for responding to a difficult person or internal customer.
- Take the initiative to ask others for input on your past performance when having to address difficult situations. Focus on what you could do to handle them more effectively.

## Decisiveness (cont'd)

### Articles

#### **Make Better Decisions--Faster**

Multiple authors, Harvard Business Review OnPoint, April, 2003. HBR 3361

Crises are facts of life. Some disasters are unavoidable; others, quite preventable--if we systematically anticipate and respond to threats. Crisis-prepared companies suffer fewer disasters and recover more quickly than crisis-prone firms. When the unavoidable strikes, admit you're in trouble. Then contain the crisis by acting decisively and quickly. The three articles in this collection: "Predictable Surprises: The Disasters You Should Have Seen Coming", "Preparing for Evil", and "Managing the Crisis You Tried to Prevent".

### Books

#### **Making Better Business Decisions**

Steve Williams, Sage Publications, December, 2001. ISBN: 0761924221

This book will help you to analyze options more clearly and creatively; reduce decision time; recognize and focus on priority decisions; and understand why and how others make the decisions they do.

### Coaching Suggestions

- Ask the person to plan how they will deal with people who hold opposing views in a meeting on a specific issue or decision. Have them plan how they will elicit, acknowledge and utilize their views on the issue, and how they will communicate their own ideas candidly in the same situation. Help them build a preference for candor by asking them what their opponents think and how they addressed those concerns.
- Have staff members describe their personal experiences in making tough decisions, emphasizing those elements that they find most difficult to deal with (e.g., the personal toll, weighing the risks). Open the stories up for discussion, so that others can share similar experiences and how they dealt with them. Have them brainstorm ways of handling them more effectively.
- Put your colleague or direct report in a position where he or she has to make a tough decision and be held accountable for it. Many employees fail to develop this competency because they avoid responsibility and push the decision up to their manager or a senior member within their work group. Help think through the issues and options, and provide coaching support, but encourage them to make the actual decision.

# Entrepreneurship

## Definition:

Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks, initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

## Core Behaviors as Practiced in TSA

- a) Builds a Model Workplace in his/her airport(s)
- b) Encourages employees at all levels to generate ideas for new procedures and services
- c) Identifies issues that need to be addressed across TSA and proposes solutions for addressing them
- d) Approaches local TSA operation as if he/she “owned the TSA business”
- e) Does whatever it takes to solve problems and get things done
- f) Initiates local programs to address key security issues
- g) Takes initiative to define important issues and problems and plans local initiatives/actions to address them

## Other Development Activities

- Visit other airports where TSA has a reputation for initiating innovative approaches to implementation of the TSA mission and find out what they are and how they’re doing it. Then work out a plan for applying what you’ve learned in your own organization.
- When you take on a new role or move into a part of the TSA organization that is new to you, authorize, implement, or participate in a forum for others to air opinions. What do people see as priorities? What could be improved? What do they fear or oppose? Although you might not want or be able to do all they ask, how can you show you’re listening? Consider e-mail, conference calls, meetings and one-on-one discussions as ways to get people’s input.
- Take the initiative to research issues and problems you are facing in your own airport to see if they are TSA-wide issues. If they are, mobilize an effort to develop and recommend potential solutions to TSA Headquarters.
- Assess your tolerance for risk. Do a self assessment of your vision and goals. Do you play it too safe? Should you be asking more of your people? Leaders underachieve because their vision and goals are less ambitious than they could be. Identify ways that you can “stretch” your goals and your people’s performance.

## Other Development Activities (cont'd)

- Use multiple approaches to collect new ideas to improve the overall effectiveness of the organization. Get input from direct reports, employees, customers, and stakeholders and evaluate the viability of the ideas and their impact on the organization. Take the top two or three ideas that make sense for the organization and develop a plan for implementation. Champion a culture within the organization that listens to fresh approaches and takes action to implement those that make sense.

## Articles

### Who's Bringing You Hot Ideas (and How Are You Responding)?

Thomas H. Davenport , Laurence Prusak , and H. James Wilson, Harvard Business Review, February 1, 2003. HBR 0302D

Managerial innovation is an increasingly important source of competitive advantage--especially given the speed with which product innovations are copied--but it doesn't happen automatically. It takes a certain kind of person to welcome new management ideas and usher them into an organization. The authors recently studied 100 such people to find out how they translate new ideas into action in their organizations.

### The Four Secrets of Successful Idea Practitioners

Theodore Kinni, Harvard Management Update , May 1, 2003. HMU 0305C

It's not enough to get excited about an idea's potential; you have to be able to turn that idea into concrete business results. Many companies rely on idea practitioners (IPs) for their new concepts. Five IPs share how they brought their ideas to life at their companies and how they overcame resistance to those ideas.

## Books

### The Innovation Equation : Building Creativity and Risk-Taking in Your Organization

Jacqueline Byrd and Paul Lockwood Brown, Jossey-Bass/Pfeiffer, September, 2002. ISBN: 0787962503

The authors show how innovation can help organizations grow and how the lack of innovation can stifle companies. Recognizing that it takes all types of people to have a functioning organization, this book helps individuals, groups and organizations recognize their innovative strengths and weaknesses. Equally important are the stop signs that inhibit organizational growth.

### Books (cont'd)

#### **The Reinventor's Fieldbook: Tools for Transforming Your Government**

David Osborne and Peter Plastrik, Jossey-Bass, July, 2000. ISBN: 0787943320

This book offers 74 tools and strategies for transforming public institutions. Topics range from budgeting and strategic planning to motivating employees and building an entrepreneurial culture. Case studies from five different countries, checklists and examples are also included.

### Coaching Suggestions

- Stand behind your team when they make decisions, take risks and try new things. Your confidence level will rise with each success they have. If, on the other hand, you find that they are not up to the challenge, coach them to higher performance levels.
- Challenge staff to identify opportunities and recommendations for improvement in all aspects of your operation or organization. Systematically review their ideas and actively support the implementation of ones that are feasible and that will produce measurable improvements. Recognize and reward people for contributing and/or implementing the improvement ideas.
- Encourage and coach the managers and supervisors who work for you to elicit ideas from their employees on how to improve TSA's operational procedures and effectiveness. Support them in the process of evaluating and implementing the ideas and in recognizing the people who contributed or implemented them.
- Arrange for key staff to visit high performing TSA operations of other airports to gather ideas for improving operational and other processes of your airport. Have them prepare a report of what they learned and how it can be applied in your TSA operation.



## External Awareness

### Definition:

Identifies and keeps up-to-date on key national and international policies and economic, political and social trends that affect the organization. Understands near-term and long range plans and determines how to best be positioned to achieve a competitive business advantage in a global economy.

### Core Behaviors as Practiced in TSA

- a) Spends time getting to know key players/stakeholders in local airport, law enforcement and political arenas
- b) Keeps abreast of key issues and developments in local environment that may impact airport security
- c) Keeps up-to-date on relevant best practices in both the public and private sector in order to identify ways to improve TSA operations or leadership
- d) Continually tracks intelligence information and analyzes implications for maintaining security at own airport
- e) Tracks national and international policies and economic and political trends that may affect TSA mission and/or operations
- f) Develops a multitude of sources of security related information beyond DHS, such as local law enforcement and other national sources

### Other Development Activities

- Conduct educational outreach meetings to get to know the key stakeholders in the airport and explain their roles and responsibilities and procedures, in areas other than those in which you typically work.
- Keep abreast of current events especially those that may affect TSA and have implications for Homeland Security.
- Log onto the TSA web site on a regular basis. This site includes information about the TSA budget, history of the agency, as well as background on transportation laws and regulations. The site is regularly updated to include the latest TSA news and information.
- Maintain relationships with individuals in other TSA divisions. Learn from these contacts about TSA activities in which you are not directly involved.
- Read local, regional and national papers to keep track of issues and developments that may impact airport security.
- Review and analyze intelligence information to identify implications for maintaining security at own airport.

## External Awareness (cont'd)

### Websites

#### Transportation Security Administration

Visit this site regularly to remain informed on all of the news and events that impact the TSA.

<http://www.tsa.gov/public/>

#### U.S. Department of Homeland Security

This site provides current and valuable DHS news, issues and alerts. Information on new research and technology is included. Learn about the regulations and procedures affecting other agencies (e.g., marine regulations, cargo security and border management).

<http://www.dhs.gov/dhspublic/>

#### CEOExpress

This portal was created with executives in mind. It provides links to U.S. and global news sites, business magazine sites, everything an executive needs to stay current and informed on events outside of the organization.

<http://ceoexpress.com/default.asp>

### Coaching Suggestions

- Encourage staff to read local, regional and national papers and to log onto the TSA website on regular basis and review intelligence information from DHS and other sources.
- Encourage staff to read international press to identify international trends and developments in international airport security.
- Recommend participation in conferences that focus on issues and developments related to terrorism and security threats.
- Assign staff the task of researching emerging issues and developments that involve or impact airport security and have them present what they learn to the rest of the TSA staff.

# Financial Management

## Definition:

Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches.

## Core Behaviors as Practiced in TSA

- a) Allocates local TSA budget in ways that optimize use of resources to accomplish priority goals and requirements
- b) Identifies and implements innovative ways to leverage available resources to accomplish TSA mission
- c) Leverages local relationships to provide resources to aid in accomplishment of TSA mission
- d) Analyzes cost-benefit and return on investment of different options or initiatives to ensure optimal return on expenditures
- e) Creates systems and procedures for tracking efficient utilization of resources and makes changes as needed to increase cost efficiency
- f) Holds contractors and suppliers accountable for delivering products and services on schedule and within budget
- g) Develops metrics for measuring efficiency and effectiveness of contract performance

## Online Learning Center Courses

- Budgeting: Creating and Analyzing a Budget  
(TSA-FINAN-CREATEBUDGET-0001)

## Other Development Activities

- Develop systems for tracking time and expenditures associated with new projects or initiatives so that you can accurately analyze the real costs of implementing them.
- When planning new initiatives, analyze all the potential costs and benefits associated with the implementation. Stretch yourself to quantify and measure costs and benefits that seem difficult to measure.
- Analyze existing TSA processes from a cost perspective in order to determine how to make them more cost-efficient. Identify all labor and non-labor cost components and analyze how much the existing process costs. Then estimate the cost savings that would be achieved by altering or streamlining the process.

# Financial Management (cont'd)

## Articles

### Learn to Speak the Language of ROI

John O'Leary, Harvard Management Update, October 1, 2002. HMU 0210C

No one is getting approval to spend money these days unless he or she can demonstrate an economic return for the company. So now, nonfinancial professionals are having to master the mysterious language of return on investment (ROI). Read this expert advice and learn all you need to know about the basics of ROI.

### Understanding Costs, Business Fundamentals Series

William J. Bruns Jr. , Robert S. Kaplan, et al. Harvard Business School Press, Dec 18, 1998. 9261

This collection of articles introduces managers to the fundamentals of cost accounting and control systems. As part of the Business Fundamentals series, it contains materials used in Harvard Business School's MBA and executive education programs.

## Books

### Essential Managers: Managing Budgets

Stephen Brookson, DK Publishing, August 1, 2000. ISBN: 0789459698

Learn all you need to know about the budgeting process, from preparing a forecast to monitoring variances and making adjustments. Managing Budgets gives you a clear understanding of the budgeting cycles and explains standard concepts and terms. It shows you how to create a personalized budgeting system, anticipate revenues and estimate expenditures, correct errors, and motivate staff to achieve financial targets. Useful tips help you to handle real-life situations and develop first-class budgeting skills that will dramatically improve efficiency and results.

## Coaching Suggestions

- The notion that your organization can absorb certain costs or afford particular expenses runs counter to the way the most effective entrepreneurs run their businesses. Keep yourself and others focused on productivity and efficiency. Encourage all team members to ask themselves "If this were my money, would I make this expenditure?" Pose the question and adjust project plans and actions accordingly. Give each other recognition for controlling unnecessary costs.
- Assign staff the responsibility for costs of existing TSA processes and identifying concrete ways to reduce costs by streamlining the processes.
- Challenge staff to develop systems for tracking time and expenditures associated with new projects or initiatives.

## Financial Management (cont'd)

### Coaching Suggestions (cont'd)

- Challenge staff with the assignment of developing and presenting a plan for reducing costs within their organization by 10%.



# Flexibility

## Definition:

Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

## Core Behaviors as Practiced in TSA

- a) Responds quickly and calmly to crises and redirects resources as needed to address and resolve them
- b) Quickly adapts to changing circumstances, directives, policies or procedures
- c) Hires staff who are good at adapting quickly to change
- d) Establishes systems and procedures for quickly shifting resources to cover changes in passenger and baggage screening load levels
- e) Quickly recognizes changing circumstances and threats

## Online Learning Center Courses

- Managing Change: Managing Yourself Through Change (TSA-GEN-MGSELFCHG-0001)

## Other Development Activities

- Analyze situations where you needed to adapt to change during the past year. Ask yourself how you dealt with those situations. Were you flexible and willing to change, or did you tend to continue to do business as usual?
- Observe or shadow other TSA managers who have a reputation for responding positively and flexibly to operational and/or personnel problems or changes. Discuss with them how they approach these situations.
- Volunteer for a temporary assignment in a work unit that is known to have a "pressure cooker" environment.
- The next time you need to plan a project or implement a new policy, develop multiple contingency plans so you are not locked into any single course of action.
- The next time you face a major policy or procedure change, find a way to access a broad range of ideas. Pose difficult challenges and ask for others thoughts or related experience. Do not assume that only the people you know will know what you need. Borrow aspects of what others suggest to craft a situation specific solution for your needs.
- Focus on achieving "early wins" to demonstrate the viability of change efforts. There is nothing like success to foster momentum and commitment. The early victories can be pilots of the implementation or simply a "proof of concept" that reinforces the benefits of the change. Debrief the "win" with your group to generate "lessons learned".

## Flexibility (cont'd)

### Other Development Activities (cont'd)

- Explain the rationale for change in concrete business terms, including the implications for responsibilities and performance expectations. Do not pass the buck or continually refer to things that are beyond your control. Try to motivate the group to look for the opportunities the change presents as well the less desirable consequences. If most of your energy is around mitigating the downsides of change as opposed to exploiting the positives, your organization will respond in kind.
- Recognize that change is not a one-time proposition. The change you are a part of now will alter again with the advent of new technology, new policies, and new processes. If you are a change leader, you must prepare your staff or colleagues for a culture of continual change where their ability to respond swiftly and flexibly to new challenges will be the key to success. Remember, a healthy and evolving organization will regularly and systematically disrupt your routine, challenge your assumptions and put you in a position where your ability to learn is more important than what you know.

### Articles

#### Change Without Pain

Eric Abrahamson, Harvard Business Review, July 1, 2000 HBR 00401

Drawing on his research over ten years, the author suggests that companies alternate major change initiatives with carefully paced periods of smaller, organic change, using processes he calls tinkering and kludging (kludging is tinkering on a large scale). The result is dynamic stability, which allows change without fatal pain.

#### How to Overcome "Change Fatigue"

Nick Morgan, Harvard Management Update, July 1, 2001. HMU 0107A

Invert what you thought you knew about successful change efforts and begin to focus on quieter, more evolutionary approaches to change that rely on employee motivation. The ideas in this article are based on a panel discussion that took place at the Burning Questions 2001 conference, a gathering of leading practitioners and management experts, sponsored by Harvard Business School Publishing.

### Books

#### **Managing Transitions: Making the Most of Change**

William Bridge, Perseus Publishing, May, 2003. ISBN: 0738208248

This book explains in detail how successful organizational change takes place when employees have a purpose, a mental picture, a plan for, and a part to play in that change. The author provides step-by-step strategies for reaching change goals. Read about the emotional impact of change and what can be done to keep it from disrupting the entire organization.

#### **Leading at the Edge of Chaos: How to Create the Nimble Organization**

Daryl R. Conner, John Wiley & Sons, September, 1998. ISBN: 0471295574

This book addresses the key question of how to prepare individuals for changes that have yet to occur and that are still unknown. The author's answers are the "nimble organization" and "human due diligence." Connor defines "nimbleness" as the ability to succeed consistently in unpredictable environments, and warns that it requires not just flexibility but "speed, grace, dexterity, and resourcefulness". "Human due diligence" addresses the human element of change and refers to the "extensive and comprehensive investigation" required to lay the groundwork for change.

### Coaching Suggestions

- Recognize and reward team members who lead or actively contribute to change efforts in your group (e.g., increased efficiencies, new programs and new communication methods). Be specific about the contributions you are citing and articulate what they did in a way that others can emulate. If appropriate, ask them to give a brief report out to the rest of the group about how they got the idea to do what they did.
- Assign people to "pressure cooker" environments temporarily in order to stretch their experience and ability to handle situations quickly and flexibly. Debrief their experience afterward to identify what was most challenging or difficult for them and how they could handle those aspects more effectively.
- By your words and actions, offer a flexible model that is accessible to people. Show people through example how things can be done effectively in more than one way. By showing others how a little bending can help move things forward, and by exposing others to people who are able to be flexible in seemingly black and white situations, you are modeling a "can-do" attitude toward doing things differently than you thought possible.
- When change is required to meet a customer need, let those who must work on the change decide what to do and how. Encourage them to think through different ways to staff, schedule or accomplish what the customer wants. Be sure that their choice is customer focused and time sensitive. Be flexible in accepting atypical plans that are well thought out and doable.



# Human Resources Management

## Definition:

Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff is appropriately selected, developed, utilized, appraised and rewarded; takes corrective action.

## Core Behaviors as Practiced in TSA

- a) Coaches and counsels managers and supervisors on how to lead their people effectively and how to deal constructively with personnel issues
- b) Publicly recognizes and rewards individual or team behavior that exemplifies effective execution of TSA mission
- c) Ensures accurate estimates of full-time and part-time employees needed to provide adequate coverage of baggage and passenger screening requirements during peak and non-peak periods
- d) Ensures that employee issues and complaints are constructively resolved at lowest possible level
- e) Within the parameters of TSA policy and procedures, establishes systems, procedures and forums to ensure that employee issues, concerns and ideas are elicited, heard and addressed/resolved
- f) Within the parameters of TSA policy and procedures, establishes thorough systems and processes for executing and documenting important Human Resources responsibilities
- g) Applying merit principles, establishes plans and processes for developing employees for higher level positions within TSA, including developing potential successors for key positions
- h) Holds each level of management/supervision accountable for developing staff for key positions
- i) Develops creative solutions to ensure that TSA employees meet or exceed mandated training in screening procedures and other required areas
- j) Takes responsibility for all personnel actions initiated/signed off on at airports under their charge

## Online Learning Center Courses

- Human Resource Law: Management's Role (TSA-HR-LAWMGMTROLE-0001)

## Other Development Activities

- Ask the Human Resources unit to provide you with guidance on how to deal with conduct and discipline issues. Create a list of "dos and don'ts".

# Human Resources Management (cont'd)

## Other Development Activities (cont'd)

- Identify and assess the internal and external factors that will influence the need for and availability of competent employees in the near future and long term, and then share them with your supervisor. Consider factors such as: expansion or down-sizing plans, expected turnover, expected changes in technology, economic forecasts.
- Read the TSA's HRM management directives on a regular basis. These documents outline any updates or changes in TSA's personnel policies.

## Websites

### Building and Maintaining a Diverse High-Quality Workforce

This online guide is designed to help Federal agencies develop an effective program to build and maintain a diverse, high-quality workforce. Building includes activities to attract, recruit, and hire employees. Maintaining includes activities to develop, manage, reward, and retain employees.

<http://www.opm.gov/Diversity/guide.htm>

### OPM's Performance Management Technical Assistance Center

This site provides an overview of performance management in the federal workplace. In addition, topics such as planning, monitoring, and rewarding are covered in-depth.

<http://www.opm.gov/perform/index.asp>

## Coaching Suggestions

- Familiarize staff members with what happens during a formal disciplinary discussion. Explain what documents must be completed and provide suggestions on how to prepare for, conduct and document such a discussion. Be available to role play different scenarios with staff members to give them practice.
- Assign staff the responsibility for handling challenging HR situations they have not handled before, such as implementing an HR policy or procedure change.
- Assign staff the challenge to work with HR to develop more efficient and effective ways of handling the types of HR or personnel issues that are most problematic or time-consuming for your organization.

# Influencing/Negotiating

## Definition:

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

## Core Behaviors as Practiced in TSA

- a) Builds ownership for new initiatives or changes by involving those responsible for implementation in planning the details
- b) Is honest and direct with stakeholders about their own/TSA's ability and constraints to fix specific issues or problems in order to gain their cooperation and help to develop workable solutions
- c) Uses compelling information/statistics to build an effective business case that others find persuasive
- d) Personally proposes and negotiates alternative approaches to implementation of proposed TSA security directives when standard approaches may not work in local airport facilities/circumstances
- e) Collaborates with stakeholders to come up with workable alternatives when they resist TSA solutions to new screening processes and other security procedures

## Online Learning Center Courses

- Effective Presentations: Essentials of Persuasion (TSA-COMM-PERSUASION-0001)
- Negotiating: Preparing for a Negotiation (TSA-COMM-PREPNEG-0001)
- Negotiating: The Negotiation Process (TSA-COMM-NEGPROC-0001)
- Negotiation: Advanced Negotiating Tactics (TSA-COMM-ADVNEG-0001)

## Other Development Activities

- Investigate your own biases, prejudices and blind spots about particular people or functions within your organization, to remove impediments to influencing and negotiating successfully.
- Build relationships with people in key functions at TSA Headquarters in order to understand their perspective on issues and problems that you are dealing with at your airport.
- Mediate a "tough" conversation between two work units.
- Network with other people within your region and with other agencies outside your organization.

## Influencing/Negotiating (cont'd)

### Other Development Activities (cont'd)

- Observe how others successfully negotiate during customer/stakeholder interactions, and apply learning to situations you are facing. If this is not normally done in your work day, ask to shadow someone who does negotiate with customers/stakeholders.
- Participate in cross-discipline task teams in which influencing and negotiation skills are needed to be a successful contributor.
- When dealing with an important or challenging influence situation, identify all the key stakeholders and analyze the situation from each of their perspectives to identify their goals, preferences, issues and concerns. Then identify potential solutions that might be mutually beneficial.

### Books

#### **How to Sell Yourself : Winning Techniques for Selling Yourself, Your Ideas...Your Message**

Arch Lustberg, Career Press, February, 2002. ISBN: 1564145859

This book explains the skills you need to develop to get your message across in any speaking situation. According to the author, the secret of winning communication is "likeability"--some people call it warmth, others call it charm or charisma. He argues that likeability can be learned, and that if you know how to use it to communicate effectively, it will improve your chances for success in every aspect of your life.

#### **Getting to Yes: Negotiating Agreement Without Giving In**

Roger Fisher and William Ury, Penguin USA, December, 1991. ISBN: 0140157352

This book provides practical guidelines for executives offering a concise strategy for coming to mutually acceptable agreements in every sort of conflict.

#### **The Influence Edge: How to Persuade Others to Help You Achieve Your Goals**

Alan A. Vengel, Berrett-Koehler Publishers, January, 2001. ISBN: 158376156X

This book details specific tactics and techniques for using influence rather than coercion to accomplish your goals, as well as offers tips for successful influence in real business situations, showing how to influence without authority, sell your ideas, and build better relationships.

## Influencing/Negotiating (cont'd)

### Books (cont'd)

#### **Three Steps to Yes: The Gentle Art of Getting Your Way**

Gene Bedell, Three Rivers Press, February, 2002. ISBN: 0609807196

Getting your message across requires selling yourself and your ideas in a way that guarantees a positive response from the most stubborn listener. Three Steps to Yes shows you how to move anyone from no to yes in just three simple steps. It enables you to get people to do what you ask them to do and believe what you want them to believe without being a bully, damaging your relationships, or compromising your principles.

#### **The Consensus Building Handbook: A Comprehensive Guide to Reaching Agreement**

Lawrence Susskind, Sarah McKernan, Jennifer Thomas-Larmer, Sage Publications, August, 1999. ISBN: 761908447

This handbook on group decision-making for those wanting to operate in a consensus fashion stresses the advantages of informal, common sense approaches to working together. It describes how any group can put these approaches into practice, and relates numerous examples of situations in which such approaches have been applied.

### Websites

#### **6 Tips for Getting Buy-in and Commitment across Cultures**

Kathleen A. Curran, Organization Solutions, 2002.

This article highlights 6 tips for achieving optimal buy-in and commitment from employees across all cultures.

[http://www.organisationsolutions.com/kathleen\\_sixtips.htm](http://www.organisationsolutions.com/kathleen_sixtips.htm)

### Coaching Suggestions

- Ask the staff member to explain who the key decision-makers are in a situation and how he/she plans on dealing with them. If he/she does not know, send him/her to find out. Suggest he/she talk with someone who knows the situation or people and get their ideas or critique of his/her plan.
- Ask the staff member to plan how to achieve win-win solutions in an upcoming situation involving parties/stakeholders with different agendas or objectives. Have them focus on identifying and discussing each others' interests before presenting positions. Have them prepare for the situation by trying to articulate the other parties' interests beforehand, as well as some possible solutions that might give both parties what they need/want.
- Introduce direct reports to influential or well-connected individuals elsewhere in the organization. Be clear that you think they should build a network of these and other contacts who can help influence decisions or other individuals.

## Influencing/Negotiating (cont'd)

### Coaching Suggestions (cont'd)

- Involve staff in meetings with stakeholders that they have not met.
- Assign staff the responsibility for developing and implementing solutions to operational or organization issues that will require the input and buy-in of multiple internal and external stakeholders.

# Integrity/Honesty

## Definition:

Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

## Core Behaviors as Practiced in TSA

- a) Holds self and others accountable for meeting high standards of integrity
- b) Delivers on commitments made to others
- c) Leads by example through modeling desired practices and standards in own behavior
- d) Takes direct and appropriate action to deal with people whose behavior is not appropriate
- e) Avoids any action or situation that would give the appearance of unethical or inappropriate behavior
- f) Demonstrates the courage to do the right thing in difficult situations
- g) Admits own mistakes and takes action to address/resolve them

## Online Learning Center Courses

- Becoming an Executive Leader  
(TSA-LEAD-EXLEADER-0001)
- Business Ethics: Ethical Decision Making  
(TSA-GEN-ETHDEC-0001)
- Business Ethics: Organizational Ethics  
(TSA-GEN-ORGETH-0001)

## Other Development Activities

- Become well-versed in the TSA Code of Ethics and apply them to your job.
- For the next week, ensure that whenever you make a commitment, you do whatever it takes to meet it. This includes keeping the people involved updated on your status, especially if the commitment needs to be re-negotiated. At the end of the week, analyze how you did and determine what you need to do in the future to ensure that you can better deliver on the commitments you make (e.g., don't promise what you cannot deliver, mobilize resources/help you will need to meet particularly challenging commitments).
- In the next meeting you have with a trusted colleague, openly acknowledge a limitation you have or a recent mistake you made, and take action to address or resolve the issue.
- Prior to informing others of a difficult or controversial change, write out a list of steps you will take to ensure fairness and compassion.

## Integrity/Honesty (cont'd)

### Other Development Activities (cont'd)

- Quiz yourself at the end of each month on instances where you have failed to follow through on an action. Follow up on these instances and ensure they are avoided in the future.

### Articles

#### **Leading Quietly: An Unorthodox Guide to Doing the Right Thing**

Joseph L. Badaracco, Jr., Harvard Business School Press, January, 2002. HBSP 4878

Quiet leaders don't fit the stereotype of the bold and gutsy leader, and they don't want to. What they want is to do the "right thing"--for their organizations, their coworkers, and themselves--but inconspicuously and without casualties. Drawing from extensive research, the author presents eight practical yet counterintuitive guidelines for situations in which right and wrong seem like moving targets.

### Books

#### **There's No Such Thing As "Business" Ethics: There's Only One Rule For Making Decisions**

John C. Maxwell, Warner Books, August, 2003. ISBN: 0446532290

Maxwell shows how people can live with integrity by using the Golden Rule as their standard--regardless of religion, culture, or circumstances. Along the way, he delves into the desires of the human heart, reveals the five most common pitfalls that throw people off the ethical track, and teaches how to develop the Midas touch when it comes to personal integrity.

### Websites

#### **Brave Hearts**

Christopher Hoenig, CIO, November, 2000.

The author presents ideas for demonstrating integrity and building courage while contending that courage and integrity are at the core of successful leadership.

[http://www.cio.com/archive/110100\\_lead.html](http://www.cio.com/archive/110100_lead.html)

## Integrity/Honesty (cont'd)

### Websites (cont'd)

#### **Ethics: Don't Leave Home Without Them**

Rob Norton, Corporate Board Member, Jan/Feb, 2003.

A candid interview with James A. Mitchell, former executive vice president at American Express and current Executive Business Fellow for Leadership at the Center for Ethical Business Cultures. He believes that ethical and profitable cultures are far from mutually exclusive.

[http://www.boardmember.com/issues/archive.pl?article\\_id=11325](http://www.boardmember.com/issues/archive.pl?article_id=11325)

#### **On-the-Job Trust is Built on Faith**

Kara Kitts, Employment Review Online, November, 2000.

Establishing faith in someone or something can be hard for people, especially in the workplace. But without it, a company and its workers are more than likely going to struggle. This article discusses the obstacles to trust, as well as strategies to build and retain trust.

<http://www.employmentreview.com/2000-11/features/CNfeat11.asp>

#### **TSA Guide to Major Ethics Rules**

This is a brief guide to the rules of ethical conduct. The guide highlights the key rules contained in the Standards of Ethical Conduct for Employees in the Executive Branch and other laws. This guide is not comprehensive and the rules can sometimes be difficult to apply to particular situations. You are strongly encouraged to consult with TSA ethics officials for advice in any of the areas addressed below. Contact TSA ethics counsel (contact information on last page) with any questions regarding ethics rules. Check the TSA website for an updated list of TSA ethics counsel contacts.

[http://tsaweb/tsa.dot.gov/introweb/assetlibrary/TSA\\_Ethics\\_Guide\\_March\\_03.doc](http://tsaweb/tsa.dot.gov/introweb/assetlibrary/TSA_Ethics_Guide_March_03.doc)

### Coaching Suggestions

- Assign a staff member a one-week task of analyzing the impact of their actions and behavior on others' perception of their integrity. Agree to meet with them to review key actions, decisions and responses to situations during that week and ask questions to help them assess how others perceived them. Provide your own observations and feedback to enhance their awareness in areas where they have blind spots. Have personal, one-on-one discussions with them when they do something that may damage their credibility. Discuss what they can do to correct mistakes or overcome/change negative perceptions.
- Encourage staff members to analyze role models by thinking about people they know whom they find trustworthy. Ask them to write a paragraph on what these role models do or say that demonstrates credibility and authentic concern for others. By contrast, has someone lost their trust? Why?

## **Integrity/Honesty (cont'd)**

### **Coaching Suggestions (cont'd)**

- Conduct explicit discussions with staff members on how to make the organization's values visible in the way they run their work group and/or do their job. Ask them to identify specific practices, actions and behaviors that they will demonstrate on the job to model, implement or to reinforce the values. Together, identify opportunities to demonstrate them in the workgroup. Check periodically to see if he/she has followed through.

# Interpersonal Skills

## Definition:

Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

## Core Behaviors as Practiced in TSA

- a) Demonstrates compassion by listening to employees and showing that he/she personally cares about them and their issues, concerns and circumstances (i.e., is a “covenant leader”)
- b) Expresses interest in and an ability to relate effectively to a wide variety of TSA employees and stakeholders
- c) Listens attentively to and values employee ideas, suggestions, issues and concerns
- d) Spends time with employees (e.g., managing by walking around, working at checkpoints, talking in break rooms) to get to know them and build rapport

## Online Learning Center Courses

- Advanced Interpersonal Communication: Communicating to Build a Positive Culture (TSA-COMM-POSCULTURE-0001)
- Advanced Interpersonal Communication: Communicating with Co-Workers (TSA-COMM-COMMCOWORK-0001)
- Interpersonal Communication: Listening Skills (TSA-COMM-LISTEN-0001)
- Listening Skills: The Fundamentals of Listening (TSA-COMM-LISTENFUND-0001)

## Other Development Activities

- Make it a point to spend a lunch or break period with people you don't regularly spend informal time with on the job. If you're uncomfortable talking on a personal level with them, focus on learning more about what they do within TSA, what they enjoy about their job and what they see as their areas of expertise.
- Build time into your daily or weekly schedule to walk around the baggage and passenger checkpoints to informally talk with screening employees, get to know who they are and understand their key issues and concerns.
- Identify someone who is effective in relating well with people from diverse backgrounds and cultures. Observe the person. Listen closely to what he/she says, watch the person's actions and behaviors, and observe others' reactions to the individual. If you have the opportunity, also talk with the person to try and understand why he/she chose to approach interactions with different people in certain ways.

## Interpersonal Skills (cont'd)

### Other Development Activities (cont'd)

- Practice asking questions when meeting with employees and stakeholders. Ask questions about their experiences and interests, as well as questions about their work, their ideas about how things could be done better, their interests and concerns. Acknowledge what you hear and identify issues that are important to address to maintain morale and productivity.
- After a team meeting, ask a colleague for feedback on how your comments and behavior affected other people. Ask for specific feedback and suggestions for ways in which you could accomplish task goals while building relationships. Ask your manager and others at the meeting for similar feedback.
- Avoid interrupting others. Work on improving your listening skills. One way to do this is to cut down the number of times you interrupt someone who is mid-sentence or mid-thought. This is something to pay attention to, whether in formal hallway or telephone conversations or meetings. Ask others to support your improvement efforts by pointing out whenever you interrupt them or cut them off. If your concern is that you will lose your thought or comment, jot it down, and share it when the other person has completed his/her thought/comment. Ask others to show you the same consideration.

### Articles

#### The Truth Behind the Smile and Other Myths

Nick Morgan, Harvard Management Communication Letter, August 1, 2002. HMCL 0208A

To navigate interpersonal relations successfully, particularly at work, it helps to get a good read on body language. Unfortunately, our understanding of the gestures, postures, and facial expressions that make up most nonverbal communication is incomplete and often faulty. This article examines some common beliefs about body language and the reality behind them.

#### What Makes a Leader?

Daniel Goleman, Harvard Business Review Article, January 1, 2004. HBR 0401H

When asked to define the ideal leader, many would emphasize traits such as intelligence, toughness, determination, and vision--the qualities traditionally associated with leadership. Often left off the list are softer, more personal qualities--but they are also essential. The author calls these qualities "emotional intelligence". The chief components of emotional intelligence--self-awareness, self-regulation, motivation, empathy, and social skills--can sound unbusinesslike, but the author found direct ties between emotional intelligence and measurable business results.

## Interpersonal Skills (cont'd)

### Books

#### **Peoplesmart: Developing Your Interpersonal Intelligence**

Melvin L. Silberman, Berrett-Koehler Publishing, June, 2000. ISBN: 1576750914

The authors show how to develop the eight key skills and abilities of interpersonal intelligence: understanding people, explaining oneself clearly and honestly, asserting needs, seeking and giving feedback, influencing others, resolving conflict, being a team player, and shifting gears when relationships are stuck. They present a realistic and doable five-step plan for self-improvement.

#### **Interpersonal Skills in Organizations**

Suzanne C. De Janasz, Karen O. Dowd, and Beth Z. Schneider, McGraw-Hill/Irwin, July, 2001. ISBN: 0072441224

This workbook-style text focuses on key skill sets necessary for personal and managerial success in organizations today. These skill sets are: intrapersonal skills, interpersonal skills, and team skills. The interpersonal skills section focuses on conveying verbal messages, listening, and non-verbal communication. The author talks about overcoming barriers in communication.

#### **Leadership Through People Skills**

Robert E. Lefton and Victor Buzzotta, McGraw-Hill Trade, August, 2003. ISBN: 0071420355

The most successful leaders are experts at sizing people up, establishing two-way communications, creating environments that motivate greater productivity, and adapting their own behavior to different people and circumstances. The good news is that these "people skills" can be learned, practiced, and perfected. You'll assess the level of your existing people skills and improve them, and develop different leadership styles that you can use with direct reports, peers, and bosses.

#### **The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance**

James A. Autry, Prima Publishing, September, 2001. ISBN: 0761535357

This book shows you how to remain true to the servant leadership model when handling day-to-day and long-term management situations. You'll learn how to manage with respect and honesty and how to empower employees to achieve new levels of satisfaction. Servant leadership will produce fulfilling emotional, psychological, and spiritual rewards for everyone involved. It will enhance productivity, encourage creativity, and benefit the bottom line.

## Interpersonal Skills (cont'd)

### Coaching Suggestions

- Challenge managerial and supervisory staff to get to know the experience and background of all their employees, including their skills and expertise beyond their TSA job, and any issues or concerns employees have that impact the health or productiveness of the work environment.
- Have your managerial and supervisory staff brief you about their employees' background and interests. This will help you get to know TSA employees better and it will ensure that you know what your managers and supervisors are getting to know. Together you can identify and discuss employee issues that need to be addressed.
- Observe your managers' and supervisors' interactions with their employees to assess their interpersonal skills. Provide diplomatic feedback and coaching suggestions as needed to help them enhance their interpersonal skills and their employees.

# Leveraging Diversity

## Definition:

Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

## Core Behaviors as Practiced in TSA

- a) Builds staff with people who have different and complementary knowledge, experience and capabilities needed to effectively implement TSA mission at airport
- b) Treats all employees with respect, fairness, and consistency (e.g., listens to and respects others' views and ideas)
- c) Creates a work environment/culture that appreciates and values people of different backgrounds, experiences, and cultures
- d) Ensures that screening personnel and procedures exhibit understanding and sensitivity to other cultural practices and beliefs in the way that they screen passengers from those cultures
- e) Recognizes and taps the abilities of diverse individuals and groups to achieve organizational goals
- f) Recruits and hires diverse staff that reflects the diversity of the local community
- g) Leverages different employees experience and expertise by having them develop/deliver training in that expertise to other employees
- h) Participates in diversity meetings/forums with people from different cultures to understand their customs and concerns and how they impact security procedures

## Online Learning Center Courses

- Cross-Cultural Business Communication: Understanding Cultural Differences (TSA-COMM-UNDCULTDIFF-0001)
- Diversity: What Employees Should Know (TSA-HR-DIVERSEMP-0001)

## Other Development Activities

- Participate in organization-wide activities that support the attraction, retention, and development of a diverse workforce.
- In discussions with your peers and subordinates, promote differences as being assets, not liabilities.

## Leveraging Diversity (cont'd)

### Other Development Activities (cont'd)

- Make an effort to interact with people who are different from you. Learn about their backgrounds, perspectives, and cultures.
- Initiate a process of identifying specific experiences, skills, expertise and interests of employees that could be utilized to address key issues or needs in the organization. Then plan how to leverage them.
- Volunteer to be a coach or mentor for someone whose ethnic background is different from yours.
- Analyze your own values, beliefs, and actions. Make sure that you demonstrate respect for diversity in your language and actions.

### Websites

#### Building and Maintaining a Diverse High-Quality Workforce

This online guide is designed to help Federal agencies develop an effective program to build and maintain a diverse, high-quality workforce. Building includes activities to attract, recruit, and hire employees. Maintaining includes activities to develop, manage, reward, and retain employees.

<http://www.opm.gov/Diversity/guide.htm>

#### Ethnicity and Cultural Resources

This site lists resources for understanding various ethnic groups and cultures.

<http://www.crh.noaa.gov/diversity/eandc.htm>

### Coaching Suggestions

- Recommend that your screening managers and supervisors have discussions with their team members to identify how to screen passengers from different cultures in ways that are sensitive to, and respectful of, their cultural practices and beliefs.
- Assign lower level managers and supervisors within your organization the task of getting to know their employees' skills, expertise, experience and interests to identify how to leverage them in ways that fit within TSA needs.
- Recommend that lower level managers organize informal meetings in which the members of their work group/team can get to know more about the backgrounds, interests and capabilities of their fellow team members so that they can take them into consideration in the ways they work together and interact with each other.

# Oral Communication

## Definition:

Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

## Core Behaviors as Practiced in TSA

- a) Communicates information concisely and clearly
- b) Maintains frequent contact with senior management to keep them informed about important or controversial cases and situations
- c) Exhibits awareness of the impact of own words, actions or decisions on others
- d) Listens carefully and asks questions to understand the ideas, issues and concerns of others, and their root causes
- e) Delivers difficult or sensitive information openly, honestly and with empathy
- f) Explains complex concepts (e.g., schedules, policies, and procedures) clearly and at an appropriate level of detail
- g) Adjusts communication style and language to most effectively connect with different/diverse audiences and individuals
- h) Communicates articulately as a public spokesperson for TSA in local community (e.g., with media, on TV, with community groups)

## Online Learning Center Courses

- Communicating With Difficult People: Working With Difficult People (TSA-COMM-DFCLTPEOP-0001)
- Effective Presentations: Planning a Presentation (TSA-COMM-PLANPRESENT-0001)
- Effective Presentations: The Presentation Process (TSA-COMM-PRESENTPROC-0001)
- Executive Level Leadership: Leadership and Communication (TSA-LEAD-LEADCOMM-0001)
- Interpersonal Communication: Listening Skills (TSA-COMM-LISTEN-0001)
- Listening Skills: The Fundamentals of Listening (TSA-COMM-LISTENFUND-0001)
- Organizational Communication: The Fundamentals (TSA-COMM-ORGCOMMFUND-0001)

## Oral Communication (cont'd)

### Other Development Activities

- Be a spokesperson for your organization to stakeholders and/or the public.
- Establish a routine of visiting and talking with people at all levels of your organization. Try informal walk-about, visits/lunch in the break room, monthly breakfast meetings in different locations, or "town meetings" for employees.
- Observe and learn from the speeches and presentations made by your organization's leaders or experienced peers.
- Observe effective presenters in your organization, in public forums, and on television. Analyze the practices and behaviors that make them effective and identify how to incorporate them into your own presentations.
- Practice your oral communication skills by volunteering to speak in front of groups. Opportunities in your community can be good practice. Join a public speaking club such as Toastmasters.
- When preparing for significant speeches and presentations, take time to practice your delivery beforehand, preferably in front of another person(s) who can provide feedback. If possible, practice before a video camera and ask for someone to view it with you and give you feedback. Create an outline which includes your overall goal and the key points you wish to get across.

### Articles

#### Seven Ways to Better Communicate in Today's Diverse Workplace

Kim Ribbink, Harvard Management Communication Letter, November, 2002. HMCL 0211C

Immigrants have always been an important part of the U.S. workforce; they bring with them a wealth of knowledge and expertise that are invaluable. The challenge is to prevent miscommunication problems from occurring between managers and this very diverse group of employees. This article will show you seven steps to take to meet this challenge.

### Books

#### Communicate With Confidence!

Dianna Booher, McGraw-Hill, July, 1994. ISBN: 007006606X

In this book you will find a compilation of 1,042 tips, all with explanations, directed toward better governance with words, both written and oral. Language of all kinds, from appropriate body language to the effective use of silence is included in the 23 sections of this book, ranging from small talk and gender communications to the best ways to criticize, apologize, and negotiate.

## Oral Communication (cont'd)

### Books (cont'd)

#### **Communicating at Work: Principles and Practices for Business and the Professions (7th Edition)**

Ronald B. Adler and Jeanne Marquardt Elmhurst, McGraw-Hill, September, 1998. ISBN: 0073034339

This book takes a pragmatic approach that features a strong multicultural focus, a heavy emphasis on effective presentations, and a pedagogical program that is designed to encourage group activities and skill building. That, plus clear writing and effective use of tables, make the text an excellent teaching tool.

#### **Crosstalk: Communicating in a Multicultural Workplace**

Sherron B. Kenton, Deborah Valentine (Contributor), Prentice Hall Press, September, 1996. ISBN: 0135776287

This book helps define the different aspects of communication as viewed from the perspectives of different ethnic groups such as the European, African, Asian and Latin employees.

#### **Simply Speaking: How to Communicate Your Ideas With Style, Substance, and Clarity**

Peggy Noonan, Harper Collins, 1998. ISBN: 788167758

In her book, Noonan offers clear and simple advice on how to communicate effectively with others. She provides lessons she has learned, as well as examples from famous speakers like Lincoln, Churchill, Reagan and more.

### Coaching Suggestions

- Ask staff members to assess the effectiveness of oral communication methods that they and others in their work group use (e.g., voice mail, E-mail, speeches, ad hoc conversations). Have them identify changes that will improve the overall impact of communication within their group.
- Ask staff members to discuss with their team the situations in which communication gaps may occur and the potential problems which they may create. Have them focus on identifying what would help prevent or close these communication gaps. Encourage them to develop a set of communication principles or ground rules with their team to maximize the effectiveness of their communications with each other.
- Assign an employee the task of having to make a formal presentation. Coach the person during preparation and dry-run rehearsals of the presentation to ensure success. You can also debrief him/her after the presentation to discuss what went well and what needed improvement. Make sure you provide concrete feedback when addressing the content and delivery of the information.

## Oral Communication (cont'd)

### Coaching Suggestions (cont'd)

- Identify a colleague that you or others feel could use improvement in communications. Offer to watch that person conduct dry runs of presentations. Give them feedback on how they could clarify, simplify, or otherwise communicate their messages more effectively. Also, review drafts of written reports, documents, etc. Encourage them to both use your suggestions and try to find their own style.

# Partnering

## Definition:

Develops networks, and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

## Core Behaviors as Practiced in TSA

- a) Creates an environment that encourages open communication and joint problem-solving among different stakeholder groups
- b) Actively “sells” stakeholders on the need to work together to effectively address airport security in ways that are mutually beneficial
- c) Mobilizes relevant stakeholders to collaborate on the development of win-win solutions to challenging security and/or customer issues/problems
- d) Builds a network of relationships with counterparts in other airports to maximize information and resource sharing opportunities
- e) Shares resources (e.g., key personnel) and information (e.g., best practices) with other airports and functions to accomplish TSA goals

## Other Development Activities

- Become an active participant in a taskforce, committee or cross-functional team in your organization or region.
- Lead a process improvement meeting involving several interrelated functional areas.
- Participate in or lead problem-solving teams that involve key stakeholders and focus on addressing important security issues/problems at the airport.
- Volunteer for national task forces and special projects that involve working with people from other airports and TSA Headquarters.
- Organize an information-sharing event to share best practices with a peer group.
- Develop and/or participate in a working policy group to help generate ideas for policies and procedures for national or local TSA.
- Develop relationships with stakeholders, such as airline and airport representatives. Doing this will help you to understand their roles and responsibilities. Be sure to communicate with these stakeholders on a regular basis either informally or formally. For example, attend scheduled meetings with airline and airport representatives.

### Books

#### **40 Tools for Cross-Functional Teams: Building Synergy for Breakthrough Creativity**

Walter J. Michalski and Dana G. King, Productivity Press, Inc., July, 1998. ISBN: 1563271982

Forty training and development tools, arranged in eight process stages which cover initiating cross-functional teams, developing synergy and consensus, creatively solving problems, and recognizing and rewarding teams. The author describes the functions and methods for implementation of each tool, along with an illustration. Lots of illustrations and charts. A solid team-building resource.

#### **How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions, 3rd Edition**

David Straus, Berrett-Koehler Publishers, September, 2002. ISBN: 1576751287

Collaboration is an everyday practice that many people find to be a frustrating, even exhausting, experience. The book provides a remedy: five principles of collaboration that have been tested and refined in organizations throughout the world. The author shows that these methods can help any group make better decisions and function more effectively.

#### **The Basics of Cross-Functional Teams**

Henry J. Lindborg, Productivity Press, Inc., October, 1997. ISBN: 0527763322

This book provides guidance on what it takes to build effective teams that cross departmental and functional boundaries in any organization. It offers advice on management's responsibilities in team formation as well as pointers on how good teams get started, understand organizational values, make decisions, and manage projects.

### Coaching Suggestions

- Ask the staff member to identify the other work groups that they interact with and how they could improve the effectiveness of their interactions. Have them pick one work group to meet with for the express purpose of analyzing the purpose and process of their interactions and communications and to identify ways that they could improve or leverage their interactions with each other to better serve the TSA organization and mission.
- Ask key staff to build networks and relationships with their counterparts in other airports in order to share information about issues, challenges and best practices.
- Encourage or assign staff to participate in cross-functional, area-wide or TSA-wide task forces and special project teams.

# Political Savvy

## Definition:

Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality, recognizes the impact of alternative courses of action.

## Core Behaviors as Practiced in TSA

- a) Builds relationships with key political players at local, state and congressional level and keeps them informed of TSA accomplishments, initiatives and needs
- b) Coordinates with TSA Headquarters to identify and address issues with media in ways that clarify TSA procedures and accomplishments and minimize negative press
- c) Identifies when important legislators are traveling through airport and makes effort to meet with them to provide brief updates on TSA issues and accomplishments
- d) Avoids getting enmeshed in political issues that will reflect unfavorably on TSA

## Other Development Activities

- Volunteer for temporary duty positions or assignments at TSA Headquarters to learn about Headquarters' organizations, people and processes.
- Minimize the politics in specific situations. Try to de-politicize issues rather than add to the existing politics. Set the standard in your organization for working through difficult issues in as straightforward a manner as possible. Invite stakeholders into the decision-making process. Clarify criteria and decision rules. Don't throw your weight around.
- Identify those people who are key to your success and develop strategies that are designed to enlist their support. Don't wait until you need buy-in on a project to build relationships with key stakeholders. Work to build agreement with these people at the conceptual phase of a project. They'll appreciate the heads up and will be more inclined to assist you during the scope of the project.
- Make a list of people who depend on information you generate on a daily basis (e.g., other teams, functional areas, organizations and customers). Informally survey key stakeholders to identify whether the content and timeliness of the information is up to their expectations. If not, revise the format and establish a process to ensure that critical information gets out to them on a more timely basis.
- Conduct a stakeholder analysis of both internal and external stakeholders. Identify who the stakeholders are and analyze what their key interests, concerns and goods are. For specific initiatives or projects, anticipate what their reactions will be and what their "hot buttons" are. Identify who you need to involve or communicate with on specific issues.

### Articles

#### Avoiding PR Disasters

Steve Gosset. Harvard Management Communication Letter, May 2001. HMCL 0105D

Companies that try to figure out how to respond to a media relations crisis after it's occurred will find themselves playing catch-up long after everyone stops caring. With some careful planning and preparation, it doesn't have to be that way. Don't let crises take you by surprise--prepare your company by having a crisis plan in place.

#### Managing Crises Before They Happen (Book Summary)

Ian I. Mitroff and Gus Anagnos, Harvard Business Review, February 1, 2001. HBR SV2305

The author states that with the right crisis management tools--and attitudes--in place, a company can ensure that it can either anticipate crises or effectively manage them once they occur. The authors present a crisis management framework that includes five components: types or risk categories of crises, mechanisms, systems, stakeholders, and scenarios. They also offer straightforward advice on crisis management.

### Books

#### Managing With Power: Politics and Influence in Organizations

Jeffrey Pfeffer, Harvard Business School Press, February 1994. ISBN: 0875844405

An in-depth look at the role of power and influence in organizations. The author shows the necessity of power in mobilizing political support and resources to get things done in any organization, and he looks at the personal attributes and structural factors that help managers advance organizational goals and achieve individual success.

#### The Secret Handshake : Mastering the Politics of the Business Inner Circle

Kathleen Kelly Reardon Ph.D., December, 2000. ISBN: 0385495277

Topics covered by the author include knowing your political style and when to change it, forming relationships the politically savvy way, the art of conversational politics, creating positional power, and managing conflict and cultivating influence.

### Coaching Suggestions

- Have staff conduct stakeholder analyses for their own organizations to make sure they are covering their political bases effectively. Review their analysis with them and ask questions or provide feedback to expand their thinking about who their stakeholders are and what's important to them.

# Problem Solving

## Definition:

Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

## Core Behaviors as Practiced in TSA

- a) Considers the big picture when dealing with new or complex situations, rather than rigidly applying policies or procedures
- b) Involves stakeholders in process of identifying and solving problems that impact them
- c) Asks probing questions to clarify situations and identify root causes of security and/or personnel problems
- d) Assigns ownership for solving problems to TSA individuals and teams
- e) Exhibits a “can-do” attitude in response to addressing problems and challenging situations
- f) Surveys TSA front-line employees to identify problems that need to be solved or processes that need to be improved
- g) Suspends judgment and maintains objectivity in situations until essential facts are gathered and analyzed
- h) Leverages TSA employees in creative ways to develop or implement solutions to security or administrative issues/problems

## Online Learning Center Courses

- Decision Making & Problem Solving: Decision Making Fundamentals (TSA-GEN-DECISIONMKG-0001)
- Decision Making & Problem Solving: Problem Solving Fundamentals (TSA-GEN-PROBSOLV-0001)
- Strategic Decision Making: Making the Right Decision (TSA-GEN-RIGHTDECSN-0001)
- Strategic Decision Making: Preparing to Make Decisions (TSA-GEN-PREPDECSN-0001)

## Other Development Activities

- Head up a team of people to tackle and resolve a longstanding problem or issue in the organization.
- Offer to conduct the research and data gathering needed to understand and develop possible solutions to a problem affecting your work group.
- Volunteer to work on a taskforce to identify and resolve a longstanding problem or issue at work.

### Articles

#### **The Hidden Traps in Decision Making**

John S. Hammond, Ralph L. Keeney, and Howard Raiffa, Harvard Business Review OnPoint, November, 2000. HBR 5408

The human mind is prone to distortions and biases that can undermine even the most well-thought-out decision-making process. The authors examine eight psychological traps that are particularly likely to affect the way we make business decisions, including: the anchoring trap, which leads us to give disproportionate weight to the first information we receive; the confirming-evidence trap, which leads us to seek out information supporting an existing predilection and to discount opposing information; and the framing trap occurs when we misstate a problem, undermining the entire decision-making process.

### Books

#### **Breakthrough Thinking: The Seven Principles of Creative Problem Solving**

Gernald Nadler and Shozo Hibino, Prima Publishing, September, 1998. ISBN: 0761506489

In this book, you will learn the seven steps consistently used by those who solve problems most creatively. By taking an analytical approach, the authors discovered that there is a specific method used to successfully make decisions that is both teachable and duplicable.

#### **The Problem Solving Journey: Your Guide for Making Decisions and Getting Results**

Christopher W. Hoenig, Perseus Publishing, November, 2000. ISBN: 0738202800

This book offers a guide to the adventure of problem solving, with practical insights from the worlds of business, government, science, medicine, law, and the arts featuring examples of successful problem solvers such as Colin Powell and Lou Gerstner, and from leading organizations as diverse as VISA, the Orpheus Chamber Orchestra, and NASA.

#### **Why Didn't I Think of That?: Think the Unthinkable and Achieve Creative Greatness**

Charles W. McCoy, Prentice Hall Press, January, 2002. ISBN: 0735202575

This book breaks down the complex process of creative problem-solving and decision-making into simple steps anyone can follow, and it illustrates those steps with the stories of history's best minds at work.

## Problem Solving (cont'd)

### Coaching Suggestions

- Ask staff members to develop a systematic approach to analyzing and solving problems that they have to deal with in their jobs. Review their systematic approach and make suggestions on what they could add to improve the approach (e.g., anticipate impact or consequences, identify contingency plans).
- Ask the person to identify key issues in a complex assignment or situation prior to proceeding. Suggest he/she talk with those close to the situation or decision makers to get a better understanding and then critique plans he/she is developing.
- When presented with a person's recommendation or discussion ask him/her to walk you through the thinking behind it. Look for patterns in data, and comparisons of options. If the analysis is too simplistic, suggest additional analysis prior to providing your approval.
- Assign staff the responsibility for solving challenging operational problems. Have them mobilize key staff and/or stakeholders who are impacted by or have perspectives/skills needed to solve the problem.
- Assign staff temporarily to situations that require skillful problem-solving under time pressure.



# Resilience

## Definition:

Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

## Core Behaviors as Practiced in TSA

- a) Multi-tasks effectively by juggling many important activities, relationships, issues and initiatives without losing focus
- b) Bounces back quickly and responds constructively to reversals and setbacks (e.g., identifies lessons learned, looks ahead to other issues and opportunities)
- c) Maintains a positive attitude in the face of continual changes and does not become frustrated or impatient
- d) Maintains a healthy balance between work and personal life in ways that optimize personal effectiveness on the job

## Online Learning Center Courses

- Stress Management: Fundamentals for Employees (TSA-LEAD-EMPSTRESS-0001)
- Stress Management: Fundamentals for Managers (TSA-LEAD-MGRSTRESS-0001)

## Other Development Activities

- Plan systematic debriefs of situations which do not go the way you planned or expected. Involve relevant players and stakeholders to discuss what happened, what worked, what didn't work and what can be learned for the future.
- Set aside time each day and each week for activities which alleviate stress.
- Identify three ways in which you can include some form of relaxation in your day.
- Practice looking at changes by first analyzing the benefits of the change and then addressing what needs to be done to implement the change.

### Articles

#### **The Quest for Resilience**

Gary Hamel and Liisa Valikangas, Harvard Business Review, September 1, 2003. HBR 0309C

Continued success no longer hinges on momentum. Rather, it rides on resilience--on the ability to dynamically reinvent business models and strategies as circumstances change. Strategic resilience is not about responding to a onetime crisis or rebounding from a setback. It's about continually anticipating and adjusting to trends that can permanently impair the overall success of the organization.

#### **How Resilience Works**

Diane L. Coutu, Harvard Business Review, May 1, 2002. HBR 0205B

In the business arena, resilience has found its way onto the list of qualities sought in employees. As one of the author's interviewees puts it, "More than education, more than experience, more than training, a person's level of resilience will determine who succeeds and who fails." Learn about how three fundamental characteristics seem to set resilient people and companies apart from others.

### Books

#### **Don't Sweat the Small Stuff at Work: Simple Ways to Minimize Stress and Conflict While Bringing Out the Best in Yourself and Others**

Richard Carlson, Hyperion, 1998. ISBN: 786883367

The author shows readers how to interact more peaceably and joyfully with colleagues, clients, and bosses and reveals tips to minimize stress and bring out the best in themselves and others.

#### **Getting Things Done: The Art of Stress-Free Productivity**

David Allen, Penguin USA, 2003. ISBN: 0142000280

This book offers a crash course in basic time management and personal organization. The message is concise: Organize yourself to free your mind for greater pursuits. It's a quick glimpse at setting goals, clearing clutter, and staying focused.

## Resilience (cont'd)

### Books (cont'd)

#### **Minimize Stress, Maximize Success: Effective Strategies for Realizing Your Goals**

Clare Harris, Chronicle Books, April 2003. ISBN: 0811836460

This book shows executives how to address the sources of stress—whether they're external, such as unrealistic deadlines or poor organization, or internal, such as not being able to leave work behind or rely on others. It offers individuals a wealth of solutions and constructive exercises. Readers learn how to: Think more effectively and creatively; Build energy and resilience; Put stress in perspective; Let go and delegate. They learn to minimize stress—and maximize success.

#### **The Power of Resilience: Achieving Balance, Confidence, and Personal Strength in Your Life**

Robert B. Brooks and Sam Goldstein, McGraw-Hill/Contemporary Books, September, 2003. ISBN: 0071391045

The authors emphasize taking responsibility for one's actions and their impact on others. Read about setting realistic short- and long-term goals. The book offers a number of useful strategies to put into practice and an appendix of worksheets that address the concepts covered in each of the chapters.

### Coaching Suggestions

- Assign people to “pressure cooker” situations temporarily and then debrief them on how to handle them more efficiently.
- Ask staff to establish systematic debriefing processes for dealing with problematic situations and setbacks. Encourage them to use the debriefs to reduce the negative impact of those situations and to capture learning for the future.
- Ask staff to identify things that help them recover from stress at work and encourage them to build those things into their daily routine.



# Service Motivation

## Definition:

Creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions.

## Core Behaviors as Practiced in TSA

- a) Demonstrates strong personal commitment/dedication to providing high quality airport security and efficient customer service for airlines and passengers
- b) Listens carefully and responds objectively to issues and complaints from passengers and stakeholders
- c) Approaches FSD job as “working for screeners” and spends substantial time talking to them, listening to them and addressing their issues and concerns so that they can focus on providing exceptional public service
- d) Motivates screeners every day to provide exceptional customer service in ways that lead the public to experience TSA as a trusted friend

## Other Development Activities

- Spend time talking with small groups of screening employees to discuss how they feel about the jobs they are doing. Discuss what they see as the mission of the organization and how their job contributes to it. Discuss the value and importance of the public service that TSA and they are providing.
- Spend time talking with screening employees to understand the issues and concerns that may be interfering with or detracting from their ability to provide exceptional customer service. Ask them what you can do to enable them to focus on providing better public service.
- Visit airports known for their service orientation and practices.
- Organize efforts to plan and implement practices that will enhance the “service quality” of TSA’s operations at your airport.
- At key points during projects, hold “process-check” meetings with your team and/or customers to review what is going well and where there might be opportunities for improvement or a need to modify the plan. React quickly to any immediate problems they are experiencing. Ask how you can provide better service throughout the remainder of the project.
- Spend time talking to passengers to learn about their experience going through passenger or baggage screening.
- Spend time talking to airport and airline employees to learn how TSA operations impact them.

### Articles

#### **Delivering Excellent Service: Lessons from the Best Firms**

Robert Ford , Cherrill P. Heaton and Stephen W. Brown, Harvard Business Review, October 1, 2001. HBR CMR214

Delivering excellent service is a challenge for most organizations. Although many aspire to it, the evidence from customer satisfaction surveys indicates that too few firms are able to deliver service excellence. On the other hand, some organizations consistently deliver excellent service. This article reviews ten lessons these benchmark service organizations have learned and shows how these organizations use them to meet and exceed the ever-rising expectations of their customers.

### Books

#### **Servant Leadership : A Journey into the Nature of Legitimate Power and Greatness**

Robert K. Greenleaf, Paulist Press, November, 2002. ISBN: 809105543

This is a classic introduction to many of the key concepts of modern leadership, including teamwork, loyalty, and empowerment. Greenleaf teaches managers how to lead by serving the needs of all stakeholders.

#### **The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance**

James A. Autry, Prima Publishing, September, 2001. ISBN: 0761535357

This book shows you how to remain true to the servant leadership model when handling day-to-day and long-term management situations. You'll learn how to manage with respect and honesty and how to empower employees to achieve new levels of satisfaction. Servant leadership will produce fulfilling emotional, psychological, and spiritual rewards for everyone involved. It will enhance productivity, encourage creativity, and benefit the bottom line.

#### **Coaching Knock Your Socks Off Service**

Ron Zemke, Kristin Anderson, AMACOM, January 1997. ISBN: 0814479359

Workers need ongoing encouragement and assistance in order to upgrade their customer-service skills, maintain their daily motivation, and enhance their ability to react when new problems arise. This book offers solid suggestions for achieving first-rate customer service in any business environment through sustained coaching by management and employees themselves.

## Service Motivation (cont'd)

### Coaching Suggestions

- Have staff members spend some time in the role of the customer your organization serves (e.g., passenger, airport operations personnel, airline operations personnel, screening employees) so that they can understand the customer's perspective, issues and experience. Then have them identify process improvements that will address what they learn about the customers.
- Have staff visit counterparts in other airports who are known for having a high level of service orientation and innovative best practices.
- Challenge staff to identify specific ways to improve the level of service they deliver in their roles and in their functions.
- Challenge staff to identify ways to motivate screening workforce to provide high standards of service while screening passengers and baggage.
- Establish recognition and reward programs for new/best service practices and accomplishments.



# Strategic Thinking

## Definition:

Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

## Core Behaviors as Practiced in TSA

- a) Anticipates potential opportunities and obstacles based on past experience, and develops contingency plans for addressing them
- b) Ensures that decisions/solutions address the immediate issue while also considering long-term implications
- c) Determines the resources or skills that will be needed in the future and takes steps to ensure they are available
- d) Focuses time and energy on anticipating and planning for the future versus “fighting fires”
- e) Considers the ways that future changes or developments may impact own organization and takes concrete steps to prepare for them
- f) Takes a process-oriented approach towards planning and preparing the organization to address current and future security issues and needs

## Online Learning Center Courses

- Change Management: Managing Change (TSA-GEN-CHGMGMT-0001)
- Executive Level Leadership: Change and the Executive Leader (TSA-LEAD-CHGEXLEAD-0001)
- Organizational Crisis Management: Anticipating and Planning (TSA-GEN-ANTCRISIS-0001)
- Strategic Decision Making: Advanced Decision Making (TSA-GEN-ADVDECMKG-0001)
- Strategic Management: Analyzing Strategic Options (TSA-LEAD-STRATOPTIONS-0001)
- Strategic Management: Developing a Successful Plan (TSA-LEAD-STRATMGTPPLAN-0001)
- Strategic Management: Establishing Strategic Focus (TSA-LEAD-STRATFOCUS-0001)

## Strategic Thinking (cont'd)

### Other Development Activities

- Develop your office or region's "battle readiness" by proactively addressing your coworkers' as well as your own skill and knowledge development needs.
- Find out about and attend industry meetings (e.g., aircraft owners, other stakeholders) to find out how others are approaching equivalent challenges and processes.
- Find out who your counterparts are in other agencies and establish ongoing relationships to share best practices and gain new ideas to apply within your organization.
- Include risk mitigation plans in progress reports.
- Participate in incident command system exercises.
- Participate on a committee to review and revise strategies for other areas of the organization.
- Participate in strategic initiatives (within the terminal/concourse, at the airport, or TSA-wide, as appropriate).
- Subscribe to weekly or monthly news services to keep current on the latest trends in the industry.
- Use critical event analysis to think through the implications of emerging issues for your organization.
- Work with project team to brainstorm different risk scenarios and factors, and develop mitigation plans for your greatest risk exposure

### Books

#### **Choosing the Future: The Power of Strategic Thinking**

Stuart Wells, Butterworth-Heinemann, January, 1998. ISBN: 0750698764

This how-to book advances thinking skills and presents an approach to improve the quality of your strategic thinking. It shows readers how to discover their own ideas and strategic direction. Strategy requires an ability to conceive the future, see and create possibilities, and focus to choose a direction. Successful strategy is a mental discipline consisting of broad ranging, flexible, and creative thinking. This book will help you achieve this success by studying fundamentals such as effective group thinking, knowing when to delay a decision for more information, balancing contrasting modes of thought, and transforming thought into action.

#### **Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life**

Avinash K. Dixit, Barry Nalebuff (Contributor), W.W. Norton & Company, April, 1993. ISBN: 0393310353

Thinking Strategically is a crash course in outmaneuvering any rival. This guide builds on scores of case studies taken from business, sports, the movies, politics, and gambling. It outlines the basic good strategy making and then shows how you can apply them in any area of your life.

## Strategic Thinking (cont'd)

### Coaching Suggestions

- Arrange for staff members to participate in special projects or task forces that focus on anticipating and planning for future security threats/scenarios, organizational changes, or security process/system improvements.
- Ask a staff member to identify the ten most significant future trends, events, or emerging technologies within the industry. Have them develop a plan for gathering information on these advances and determining/addressing their implications for your organization. Ask them how they plan to prepare themselves for the changes.
- Ask staff members how key people inside and outside the workgroup will react to a planned change. Ask how those people's concerns have been considered or will be addressed. Make sure they have a plan for addressing them. Periodically ask people how they are dealing with or feeling about the change and give feedback to the staff member, if necessary.
- Ask staff members how they find out about upcoming opportunities or threats. If they have no network or process, recommend things to read, forums to attend, questions to ask. When reviewing their plans, ask what the long-term outlook is. Continue this process, making it clear that looking ahead is something they must do as part of the job.
- Ensure that staff members determine the consequences of their decisions by questioning them on how their decisions and actions have affected or will affect other parts of the organization. If they don't know, require them to find out.



# Team Building

## Definition:

Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding and guiding employees.

## Core Behaviors as Practiced in TSA

- a) Delegates authority and responsibility to direct staff and empowers them to make decisions and take action within their areas of accountability
- b) Gives positive feedback to employees for doing good work and achieving results
- c) Provides employees with the tools, information and support they need to take action and make decisions
- d) Recognizes and rewards people for outstanding performance and/or achieving significant goals
- e) Fosters an environment where airline employees or other stakeholders treat TSA employees professionally and with respect
- f) Models, advocates and facilitates cooperation with other airports and functions in order to ensure successful implementation of TSA's security mission
- g) Stretches people's capabilities and performance by giving them challenging tasks/assignments
- h) Organizes and challenges teams to address specific operational or administrative issues and problems
- i) Provides direct, observation-based, constructive performance feedback on an on-going basis
- j) Gives staff room to learn from making mistakes that are not too big
- k) Elicits employee suggestions, implements them and recognizes employees for contributing them
- l) Accurately assesses what employees are capable of handling and gives them challenging assignments and responsibilities that stretch those capabilities
- m) Shares performance metrics with employees to show what a good job they are doing
- n) Asks questions to help others think through their own solutions to problems or situations
- o) Directly addresses problematic behavior in others and focuses on turning behavior around
- p) Builds overall morale by directly addressing underachieving employees and getting them to contribute their skills and add value
- q) Establishes or encourages friendly competition among/between checkpoints and terminals to motivate them to achieve high levels of performance

## Team Building (cont'd)

### Online Learning Center Courses

- Coaching: Applying the Coaching Process (TSA-LEAD-APLYCOACH-0001)
- Coaching: Building Relationships (TSA-LEAD-BLDREL-0001)
- Coaching: Communicating With Employees (TSA-LEAD-EMPCOMM-0001)
- Leadership Development: Goal Setting (TSA-LEAD-GOALSETTING-0001)
- Leadership Development: Leading the Way (TSA-LEAD-LEADINGWAY-0001)
- Leadership Development: Motivation (TSA-LEAD-MOTIVATION-0001)
- Women in Leadership: Becoming a Leader (TSA-LEAD-WOMLEAD-0001)
- Women in Leadership: Leadership Roles and Styles (TSA-LEAD-WOMROLESTYLE-0001)

### Other Development Activities

- Choose a staff member whose performance you've noted to be strong and can handle extra responsibilities. Empower him/her by delegating a significant part if not all of a project.
- Create a log of team members' skills and abilities as well as their areas for development, and use it to assign project tasks and activities that leverage strengths and provide development opportunities.
- Identify a development opportunity you would have liked to have had when you were more junior, and recommend it as an opportunity to a staff member who could use the development.
- Identify a work group with whom your group does not work as well as you would like. Actively seek out ways to improve the working relationship between the two groups.
- Seek assignment as a mentor or development advisor to an interested employee.
- Share leadership responsibilities when appropriate. One method for doing this is to periodically set time aside to identify responsibilities you are personally handling that could potentially be handled by others. You can also identify tasks where mistakes are not costly, and delegate those.
- Take on an expanded role that necessitates delegation of some of your existing responsibilities to less experienced or less skilled person(s).

## Team Building (cont'd)

### Books

#### **Bringing Out the Best in People: How to Apply the Astonishing Power of Positive Reinforcement (2nd edition)**

Aubrey C. Daniels, McGraw-Hill, November, 2000. ISBN: B00005RYTD

A powerfully positive system for gaining maximum performance from every employee. Backed by performance management case studies at 3M, Xerox, ConAgra, and other major firms, this book gives managers the tools to permanently revitalize productivity.

#### **Gung Ho! Turn On the People in Any Organization**

Ken Blanchard, William Morrow, October, 1997. ISBN: 068815428X

This book is an invaluable management tool that outlines foolproof ways to increase productivity by fostering excellent morale in the workplace.

#### **Intrinsic Motivation at Work: Building Energy and Commitment**

Kenneth W. Thomas, Berrett-Koehler Publishers, January, 2003. ISBN: 1576752380

Kenneth W. Thomas presents a model for using intrinsic motivation in the workplace to assure a more committed, self-managed workforce. He advocates leading for meaningfulness, choice, competence, and progress. He emphasizes the need to use this approach to give employees the greater independence and decision-making authority they need.

#### **Servant Leadership : A Journey into the Nature of Legitimate Power and Greatness**

Robert K. Greenleaf, Paulist Press, November, 2002. ISBN: 809105543

This is a classic introduction to many of the key concepts of modern leadership, including teamwork, loyalty, and empowerment. Greenleaf teaches managers how to lead by serving the needs of all stakeholders.

#### **The Complete Guide to Coaching at Work**

Perry Zeus and Suzanne Skiffington, McGraw-Hill Professional Publishing, May, 2001. ISBN: 0074708422

This book provides a blueprint of successful coaching methods, models and tools, using case studies and an accessible format to make it easy to use and informative. It contains useful insights on how to permanently enhance personal and organizational effectiveness, performance and growth in the workplace.

## Team Building (cont'd)

### Books (cont'd)

#### **The Basics of Cross-Functional Teams**

Henry J. Lindborg, Productivity Press, Inc., October, 1997. ISBN: 0527763322

This book provides guidance on what it takes to build effective teams that cross departmental and functional boundaries in any organization. It offers advice on management's responsibilities in team formation as well as pointers on how good teams get started, understand organizational values, make decisions, and manage projects.

#### **The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance**

James A. Autry, Prima Publishing, September, 2001. ISBN: 0761535357

This book shows you how to remain true to the servant leadership model when handling day-to-day and long-term management situations. You'll learn how to manage with respect and honesty and how to empower employees to achieve new levels of satisfaction. Servant leadership will produce fulfilling emotional, psychological, and spiritual rewards for everyone involved. It will enhance productivity, encourage creativity, and benefit the bottom line.

### Websites

#### **7 Tips to Begin Earning Employees' Commitment, Initiative and Motivation**

Joan Lloyd, Joan Lloyd at Work, October 10, 2001.

Most employees start a new job filled with cheerful optimism, and over time, some learn that their ideas aren't valued or they are better off just doing what they are told. This article offers day-to-day steps that will retain motivation and create a path to organizational commitment.

<http://www.joanlloyd.com/articles/open.asp?art=926.htm>

### Coaching Suggestions

- Assign a staff member for a month the task of keeping track of the accomplishment of important goals, improvements or other noteworthy achievements by members of their work group. Challenge them to identify and provide rewards that are motivating, such as more decision-making authority, on-the-spot awards, etc. Any type of reward is effective if it draws attention to high performance and boosts the morale of the work group.
- Challenge employees to define high performance standards. Ask, "What are our criteria for doing best in class work on this project?" Help people see beyond the idea that solving a short-term problem or completing a project is the goal. Continue to evaluate standards and raise the bar. Work with members of your team to meet and exceed current levels of performance.

## Team Building (cont'd)

### Coaching Suggestions (cont'd)

- Encourage staff members' career growth by asking them about their career goals. When a desired opportunity arises, alert them. Provide advice and time to enable them to take it on.
- Engage your employees in your day-to-day issues, activities, decisions and goals to give them greater insight and visibility (e.g., delegated tasks, attend meetings).
- Help others recognize their impact by observing or asking how others react to their behavior. Talk informally with your staff member to ask how he/she thinks he/she is perceived. Make suggestions in areas where he/she is having a negative impact. Praise and encourage continuation of positive examples. Focus particularly on areas in which people's reactions differ from the person's self perception. Use examples to illustrate your points.
- Invite less experienced staff to lead or take ownership for key tasks, and provide guidance through the process.
- Publicly recognize employees who take the initiative to develop and recommend solutions when they discover a problem.
- Suggest that a staff member become a coach or mentor to someone in your team. Have them start by defining what they want to learn from their coaching/mentoring experience. Tell them to negotiate how they will support the mentoring relationship. It makes sense to set some regular time aside and be available on an as-needed basis. Recommend useful articles or books on coaching or mentoring to help them get ideas on how to approach the coaching/mentoring assignment.
- Suggest that others talk with members of highly effective teams. Have them ask how the team became so effective and what the team members did well or could do better/differently next time. Afterwards, ask what was learned and follow up to see if it is applied.



# Technical Credibility

## Definition:

Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission.

## Core Behaviors as Practiced in TSA

- a) Actively develops knowledge and understanding of airport and airline operations in order to understand how they impact (and are impacted by) TSA security operations and procedures
- b) Demonstrates overall understanding of TSA organizational and administrative procedures
- c) Demonstrates thorough understanding of the TSA passenger and baggage screening procedures, systems and equipment

## Other Development Activities

- Spend time with airport and airline operations people in order to get to know how their operations impact, and are impacted by, TSA security operations and procedures.
- Shadow persons holding key positions in TSA, airport operations or airline operations to learn their procedures equipment and the challenges they have in doing their work.
- Keep up to date on technical changes that are likely to affect your work processes and business objectives. Pay attention to foreseeable changes in technology and machinery. Investigate these changes through conversations with your organization's leaders and leaders in the industry. Be voracious in reading the business press and security journals.

## Coaching Suggestions

- Assign staff to complete one or more online training courses. Talk with them beforehand on how to optimize this type of learning and debrief with them afterwards.
- Provide initially easy assignments for people to input into inspection documentation system and then move to progressively more challenging assignments.
- Work with the training department to administer online learning. Insist that your staff get hands-on experience using TSA's Online Learning Center.



# Technology Management

## Definition:

Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

## Core Behaviors as Practiced in TSA

- a) Ensures that TSA employees are fully trained on new technology by the time it needs to be fully implemented
- b) Understands how technology contributes to TSA mission accomplishment
- c) Volunteers to be pilot test site for new technology systems developed by TSA
- d) Hires staff who have deep understanding of details of technology systems and delegates the details of implementing them effectively
- e) Gets personally involved in design of new screening systems (e.g., in-line baggage screening) in order to ensure that system is designed for maximum security and efficiency
- f) Personally learns what security and computer technology can do and how to leverage it to maximize effectiveness and efficiency of TSA operations
- g) Identifies and proposes new technology to improve the efficiency and effectiveness of transportation security and TSA operations

## Online Learning Center Courses

- Introduction to PCs and Software (TSA-IT-PCINTRO-0001)
- MS Access 2000 Fundamentals (TSA-IT-ACCESS2000A-0001)
- MS Excel 2000 Fundamentals (TSA-IT-EXCEL2000A-0001)
- MS Outlook 2002 Fundamentals (TSA-IT-OUTLOOK2002A-0001)
- MS Word 2002 Fundamentals (TSA-IT-WORD2002A-0001)

## Other Development Activities

- When assessing opportunities for improvements in the work process, consider technology improvements as one of several possible means of improvement and evaluate the cost/benefit implications of each.

## Technology Management (cont'd)

### Other Development Activities (cont'd)

- If a new technology may impact your work significantly, consider a temporary assignment in a department applying the technology in order to obtain understanding of its potential benefits and impact.
- Volunteer your organization as a beta site for new equipment. Experiment with new technologies. Establish your unit as the magnet for change. The excitement of the environment will have the additional effect of enriching your employees' jobs.

### Coaching Suggestions

- Enable staff to get temporary assignments to learn about new TSA technology so they can implement it at your airport and train others
- Challenge individual staff or teams to generate ideas for using existing or emerging TSA technology to enhance efficiency and effectiveness of screening systems and processes
- Send staff to other airports that are known for leveraging technology effectively to enhance their performance

# Vision

## Definition:

Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

## Core Behaviors as Practiced in TSA

- a) Clearly communicates local TSA mission and goals to employees and stakeholders, reinforcing that message whenever appropriate
- b) Energizes people by explaining how their roles and activities contribute to achievement of the TSA mission
- c) Shows commitment to TSA's mission and goals by implementing appropriate processes and policies and committing the necessary resources and support
- d) Translates TSA mission, strategies and goals into local initiatives and action plans
- e) Clearly explains the big-picture rationale behind new/changing policies or procedures

## Online Learning Center Courses

- Managerial Leadership: Creating a Vision (TSA-LEAD-VISION-0001)

## Other Development Activities

- Draft a vision and mission statement with your work group.
- Ensure that new TSA policies and procedures are being implemented effectively within the organization.
- Identify aspects of your organization's long-term plans and strategy that are unclear, and work to clarify them.
- Identify short-term initiatives that would contribute to the longer term strategy and goals of your area, and take action on them.
- Make presentations on your work unit's mission, purpose, goals and objectives.

## Vision (cont'd)

### Other Development Activities (cont'd)

- Seek out and take advantage of opportunities to discuss your organization's long-term goals with senior management.
- Take a lead role in communicating TSA strategy to workgroups or stakeholders.
- Translate TSA policies, mandates and initiatives into clear implementation plans, directions and procedures that will work effectively in your local TSA operation.

### Articles

#### **Guiding Growth: How Vision Keeps Companies on Course**

Mark Lipton, Harvard Business School Press, December, 2002. HBSP 7060

Moving beyond token "mission statements", Lipton outlines a step-by-step process for establishing an actionable vision, presenting it to the company, and embedding it into the organizational fabric.

### Books

#### **Deliberate Success: Realize Your Vision with Purpose, Passion and Performance**

Eric Allenbaugh and Denis Waitley, Career Press, February, 2002. ISBN: 1564146170

This book presents success principles and implementation tools that you can immediately apply in bringing out the best of yourself, your team, and your organization. Achieving success is not an accident; it results from a deliberate process of identifying a compelling purpose, passionately pursuing your vision, preparing for high level outcomes, and performing at your best.

#### **On Mission and Leadership: A Leader to Leader Guide**

Frances Hesselbein and Rob Johnston (Editors), Jossey-Bass, Inc., February, 2002. ISBN: 0787960683

The book's contributors reveal how an effective organization is built around an enterprise's fundamental mission-its reason for being. They show how successful leaders mobilize around and communicate mission at all times, and they demonstrate how these leaders embody the values and character the organization needs to succeed.

### Websites

#### Always Sound Like A Leader

Michael Bucci, AskMen.com, December 16, 2002.

Good leaders like Bill Gates, Steve Jobs and Michael Jordan are bound to inspire their troops to follow and often to emulate them. An essential part of leading is having the right vision and doing the right things. Equally important is the leader's ability to communicate that vision if his organization and its people are to be successful.

[http://askmen.com/money/successful/35\\_success.html](http://askmen.com/money/successful/35_success.html)

### Coaching Suggestions

- Ask staff members to draft a few key messages to explain how the broader vision and objectives of the organization apply to their work group. Recommend that they present, discuss, post and reiterate those points often.
- Challenge lower level managers to formulate a compelling vision for their part of the organization. Ask them to think about the long-term future of their departments or functions. Ask them to put together a list of ten things they will need to do to remain a value added resource in the next three years. Then ask them to write a paragraph that integrates all their suggestions into a single message.
- Each time staff members take action to meet a short-term objective, ask them to identify a long-term goal to which the action can contribute. Encourage them to maximize the benefits from their activities by always trying to accomplish more than one goal. If they continually assess the value of their short term actions against the longer term vision, they will be less likely to allocate time and resources to initiatives that will not contribute to moving the organization in the right strategic direction.
- Ensure that staff members are getting clear information about long-term strategy. Ask when your direct reports are frustrated by a lack of clear direction in the organization and talk with them about ways they can get a clearer picture of the strategic direction and priorities. Share with them information regarding the strategic direction you have and help them devise a plan to stay informed on an ongoing basis. Follow-up to see that they are getting the information they need.
- Make employees aware of TSA's and the airport's long-term goals. Ask questions to help them articulate how the team's activities contribute to the achievement of the overall goals of the organization. Lead their thinking to help them recognize plans that are not consistent or not well aligned with the overall organization's direction. Discuss what to do with inconsistencies. Work with them to help them recognize opportunities to make their plans more relevant to the long-term strategy and vision of the organization.



# Written Communication

## Definition:

Expresses facts and ideas in writing in a succinct and organized manner.

## Core Behaviors as Practiced in TSA

- a) Expresses facts and ideas in writing in a clear, convincing, unemotional and organized manner that is appropriate to the audience and occasion
- b) Uses a variety of written communications to communicate and reinforce TSA's mission and accomplishment to employees and stakeholders (e.g., e-mails, newsletters, presentations)

## Online Learning Center Courses

- Grammar Skills: Writing Effective Sentences  
(TSA-COMM-EFCTVSENTENCES-0001)
- Business Writing: The Fundamentals  
(TSA-COMM-BUSWRTNGFUND-0001)

## Other Development Activities

- Review each report that you write and change passive verbs to active ones whenever possible to make your writing more expressive. A way to ensure that your sentence ends up in the active voice is to start the sentence with the subject.
- Take a lead role in communicating organizational strategy to regional or Headquarter organizations.
- When writing for diverse or non-technical groups, keep technical language to a minimum. If you use technical terminology and jargon, provide definitions. Have a non-technical person give you suggestions on what jargon to explain or eliminate.

## Books

### Effective Business Writing

Maryann Piotrowski, HarperCollins, 1996. ISBN: 62733818

This useful guide helps the reader write clearly and in an appropriate format, style and tone. Numerous examples show how to overcome writer's block, organize messages for maximum impact, achieve an easy-to-read style, find an efficient writing system and much more.

## Written Communication (cont'd)

### Books (cont'd)

#### Communicate With Confidence!

Dianna Booher, McGraw-Hill, July, 1994. ISBN: 007006606X

In this book you will find a compilation of 1,042 tips, all with explanations, directed toward better governance with words, both written and oral. Language of all kinds, from appropriate body language to the effective use of silence is included in the 23 sections of this book, ranging from small talk and gender communications to the best ways to criticize, apologize, and negotiate.

### Coaching Suggestions

- Have staff members save and share examples of effective written communication (copies of presentations, handouts, etc.) drafted by people inside and outside their work group. Have them discuss the specifics of what works and doesn't work. Encourage them to identify benchmark examples of effective communications that they can use when they need to write formal documentation, presentations, handouts, etc.
- Review staff/team members' writing. Critique their clarity, logic and presentation. Review any issues with grammar and spelling, if necessary. Work with them on drafts as they develop more effective written communication.



# TECHNICAL COMPETENCIES AND DEVELOPMENT ACTIVITIES



# Operations Management

## Definition:

Application of specialized knowledge of laws, procedures, practices, relevant to an operational environment.

## Core Behaviors as Practiced in TSA

- a) Builds processes to efficiently accomplish TSA operational responsibilities
- b) Continuously improves local operational processes
- c) Demonstrates an understanding of the big picture of TSA operations

## Other Development Activities

- Work as acting AFSD-Screening, Operations or Regulatory when incumbent is on leave.
- Shadow Scheduling Operations Officer to understand process of scheduling screeners.
- Spend time observing all key areas of TSA operations to identify key issues, processes or problems that need to be addressed.
- Visit large, busy airports to understand the operations management issues and challenges that they have and how they deal with them
- Spend time in the Operations Center for a large, busy airport to understand operations from an overall perspective.
- Organize operational process-improvement teams to analyze and improve local TSA processes.
- Involve stakeholders in new initiatives from the beginning. Avoid the introduction of a new work process, service, or product without having relied heavily on customer input throughout the design and development process. Involve stakeholders in implementing solutions they've developed.
- Rotate through your work unit and take on assignments of various employees so that you may understand their jobs and how they interact with their customers. For example, ask for a collateral duty assignment in workforce planning.

## Coaching Suggestions

- Assign key staff the job of analyzing key TSA operational processes and identifying process improvements, either individually or through the formation of process improvement teams.
- Have staff contact their counterparts in other larger airports to learn about the key operational challenges they are facing and how they are handling them
- Assign staff to area-wide operational improvement task forces.
- Have staff shadow key positions that they have not served in (e.g., SOO, AFSD-Screening, Operations or Regulatory).



# Respecting Privacy and Preserving Freedoms

## Definition:

Ensures that systems, processes and practices are effectively established and implemented to respect and protect the privacy of individuals affected by TSA's transportation security activities.

## Core Behaviors as Practiced in TSA

- a) Ensures that all TSA employees are trained on applicable laws, regulations and policies governing privacy
- b) Monitors TSA compliance with privacy laws, regulations and policies and implements corrective, remedial and preventive actions when necessary
- c) Establishes systems to communicate TSA privacy policies to the public and to respond to public privacy concerns or complaints
- d) Ensures that personal information, when needed, is collected lawfully and establishes systems and processes for determining the information's accuracy, security and for ensuring that it is used only for the purpose(s) for which it was collected
- e) Ensures that all TSA employees treat the traveling public with dignity and respect in the security screening process
- f) Ensures that screening is conducted in private whenever the person being screened requests it or in circumstances that require it
- g) Models respectful treatment of the traveling public in own behavior

## Online Learning Center Courses

- Respecting Privacy, Preserving Freedoms: TSA Privacy Program Training for Leaders, Supervisors, Managers and Staff  
(TSA-PRIVACY-RESPECTPRIV-0001)
- Privacy Act Training  
(TSA-PRIVACT-WBT-001)

## Other Development Activities

- Organize planning sessions with your staff to elicit ideas for how to better demonstrate sensitivity to travelers' privacy concerns without sacrificing security.
- Shadow individuals with a reputation for respectful treatment of travelers and observe the ways in which they work with their travelers.
- Talk with others to better understand how they have dealt with travelers who have expressed concerns or complaints about privacy (i.e., share success stories).

## Respecting Privacy and Preserving Freedoms (cont'd)

### Coaching Suggestions

- Ask staff members to generate ideas for improving the ways that TSA screening personnel respect the privacy of individual travelers while conducting their screening activities.
- Have staff members debrief situations in which travelers expressed concerns about, or experienced problems with, TSA's respect for their privacy or civil liberties. Focus the discussion on strategies to minimize travelers' concerns. Provide a positive message to the team outlining the key learnings and improvements.
- Have staff members interview travelers to identify their privacy-related concerns and issues and to elicit their suggestions for more effectively addressing those concerns and issues.

# Safety Policies and Procedures

## Definition:

Knowledge of occupational safety and health protocols and requirements (e.g., lifting techniques, blood-borne pathogens, safety hazard identification).

## Core Behaviors as Practiced in TSA

- a) Identifies safety issues and risks and takes steps to address them
- b) Leverages experts within the TSA employee population to train the workforce on safety issues
- c) Understands essential safety policies and procedures and ensures that employees are well trained to comply with them

## Other Development Activities

- Prepare and deliver a presentation on a critical safety policy or procedure during a daily briefing.
- Observe security checkpoints, both passenger and baggage, to see how safety policies are implemented on a practical level.
- Set up data-gathering processes for collecting information on safety issues and risks throughout baggage and passenger screening operations.

## Websites

### OSHA Technical Links to Safety and Health Topics

This page includes a comprehensive index of safety and health topics from the key government agency responsible for safety policy.

<http://www.osha.gov/SLTC/index.html>

## Coaching Suggestions

- Ask your team members to keep you up to date when they become aware of safety concerns and solutions. Discuss ideas and support experiments, to the extent possible within the Standard Operating Procedures, with new safety procedures or approaches.
- Organize safety forums in which each team member takes a turn at educating his/her peers about a new approach, tool, process or technique.
- Assign responsibility for analyzing and addressing key safety issues or problems within local operation.
- Assign staff member to be a trainer on an area of safety policies so that they can learn more about the safety policy and train others.



# Security Components and Programs in DHS & Other Organizations

## Definition:

Knowledge of security programs and activities in other components of DHS and other government agencies that impact, are impacted by, or otherwise relate to TSA security operations and programs.

## Core Behaviors as Practiced in TSA

- a) Demonstrates an understanding of how security programs and components in other organizations relate to own airport
- b) Demonstrates understanding of the boundaries and interdependencies between TSA and other components
- c) Keeps up to date on changes and developments in security programs in DHS and other organizations

## Other Development Activities

- Spend time visiting other DHS organizations and other government agencies to learn about their security programs.
- Attend security focused conferences and meetings with participants from other public and private sector organizations.
- Read communications from DHS and other agencies that describe what they are doing in security operations.
- Seek membership in DHS-wide task forces that focus on security operations.

## Websites

### U.S. Department of Homeland Security

This site provides current and valuable DHS news, issues and alerts. Information on new research and technology is included. Learn about the regulations and procedures affecting other agencies (e.g., marine regulations, cargo security and border management).

<http://www.dhs.gov/dhspublic/>

## Coaching Suggestions

- Assign staff the responsibility of researching security programs in other parts of DHS, other government agencies and in relevant private sector organizations.
- Encourage staff to participate in security focused conferences and meetings.
- Encourage or set up site visits to other DHS organizations or other agencies to observe and discuss their security programs and how they relate to and/or could be applied to TSA security operations.



# Security Directives and Regulations

## Definition:

Knowledge of TSA's air transportation security policies, directives, and regulations, including on-going regulations and new or emerging directives, as well as understanding of how to implement the policies, directives and regulations in local TSA airport operations.

## Core Behaviors as Practiced in TSA

- a) Demonstrates overall understanding/awareness of TSA security policies, directives and regulations (e.g., HazMat regulations, airport vs. air carrier directives, confidentiality and security SOPs, identification of prohibited items, current threats to airport security)
- b) Knows where to go to find information on security directives and regulations and leverages inspectors who know them in detail
- c) Recognizes discrepancies in implementation of security directives and regulations by airport and/or air carriers and knows when enforcement investigations should be initiated
- d) Provides feedback and recommendations regarding implementation of security directives and regulations based on feedback from inspectors, airport, air operators and indirect air carriers

## Other Development Activities

- Stay abreast of new and emerging trends in security policies, directives and regulations by reading a publication such as Homeland Security Research Newsletter.
- Stay abreast of the following: Title 49 Code of Federal Regulations, Sections 1520, 1540, 1542, 1544, 1546, 1548, current Security Directives (SDs) and Emergency Amendments (EAs), applicable Airport Security Programs (ASPs), the Aircraft Operator Standard Security Program (AOSSP), the Private Charter Standard Security Program (PCSSP), the Twelve-five Standard Security Program (TFSSP), the Indirect Air Carrier Standard Security Program (IACSSP), current Information Circulars (ICs), guidance documents (e.g. the 1540 and 1542 Policy and Guidance Handbook), applicable Aviation Operations Directives (AVOs), etc.
- Meet with Inspectors to keep up to date on how they are implementing security directives and regulations with air carriers and what types of issues they are discovering and addressing in their inspections
- Charge inspectors with providing summary reports of inspection and investigation activity and results so that you can monitor patterns and changes over time
- Elicit feedback from inspectors on potential issues or problems with TSA security regulations and directives and how they are being implemented, based on their experiences and interactions with airport, air operator and indirect air carrier personnel

# Security Directives and Regulations

## Books

### Terrorism and Airport Security

Kathleen Sweet, Edwin Mellen Press, 2002. ISBN: 0773471324

This comprehensive book offers a complete but concise reference guide to the latest security issues and constantly changing law related to airport security. It is a highly informative reference tool for quickly accessing the Federal Aviation Regulations, corresponding clarifications and historical perspectives. It presents and analyses the current status of aviation law pertaining to terrorism, air rage, search and seizure and impending changes.

## Coaching Suggestions

- Ask your inspectors to keep you up to date when they become aware of new issues and developments from their airport and air carrier inspections that have potential for improving your airport security operations. Discuss ideas and support experiments, to the extent possible within the Standard Operating Procedures, with new technologies, procedures or approaches.
- Organize reviews with your inspector team to examine implementation of TSA security directives and regulations. Use these sessions to compare notes and find potential flaws before they have serious impact on aviation security.
- Rotate your inspector staff. Assign your team members to a project or assignment in which they do not have technical expertise to provide them with opportunities to learn from others' expertise and ideas.

# Security Equipment Knowledge

## Definition:

Knowledge in operation of security equipment (e.g., passenger X-ray technology, baggage X-ray technology, Explosive Trace Detection, passenger screening wands, magnetometer / walk through metal detector, two-way radios).

## Core Behaviors as Practiced in TSA

- a) Ensures that equipment maintenance documentation is up to date
- b) Knows the equipment contractors, how to obtain supplies, and how to resolve problems
- c) Knows the different types of security equipment and their basic processes and components
- d) Provides accurate explanations of the basics of security equipment to others
- e) Stays informed of screening equipment breakdowns to be able to explain why a screening line is down, what the problem is, and how it will be fixed

## Other Development Activities

- Participate in training on key TSA security equipment in order to understand how equipment works and how screeners use it for effective passenger or baggage screening.
- Have AFSD-Screening and/or Screening Manager brief you on key issues and practices related to effective and efficient use of security equipment.
- Meet with security equipment contractors to have them brief you on key issues for using and maintaining equipment effectively, including new developments or practices whenever they emerge.

## Coaching Suggestions

- Assign staff responsibility for reviewing and evaluating TSA's utilization of security equipment.
- Assign staff responsibility for organizing sessions in which screening employees can share best practices for using the equipment efficiently and effectively. They can discuss needs and opportunities for improvement.
- Assign staff responsibility of being security equipment liaison with security equipment contractors.



# Security Screening Policies and Procedures

## Definition:

Knowledge of permitted and prohibited items, knowledge of current Standard Operating Procedures (SOP) including security breach, knowledge of current performance protocols (e.g., hand wand techniques and special search methods), knowledge of information on travel documents. Knowledge of procedures for reporting equipment failure.

## Core Behaviors as Practiced in TSA

- a) Demonstrates general understanding/awareness of policies and regulations
- b) Identifies policy gaps and submits recommendations for Headquarters' consideration
- c) Knows where to go to find Standard Operating Procedures information and leverages other people who know it
- d) Recognizes discrepancies in screening procedures and knows when to alert a supervisor to address procedural issues or discrepancies

## Other Development Activities

- Observe security checkpoints, both passenger and baggage to see how TSA policies are implemented on a practical level.
- Read the Standard Operating Procedures (SOPs). Make sure that you keep up-to-date on any changes or updates to the SOPs.
- Stay abreast of new and emerging trends in security policies and procedures by reading a publication such as Homeland Security Research Newsletter.
- Stay abreast of the following: Title 49 Code of Federal Regulations, Sections 1520, 1540, 1542, 1544, 1546, 1548, current Security Directives (SDs) and Emergency Amendments (EAs), applicable Airport Security Programs (ASPs), the Aircraft Operator Standard Security Program (AOSSP), the Private Charter Standard Security Program (PCSSP), the Twelve-five Standard Security Program (TFSSP), the Indirect Air Carrier Standard Security Program (IACSSP), current Information Circulars (ICs), guidance documents (e.g. the 1540 and 1542 Policy and Guidance Handbook), applicable Aviation Operations Directives (AVOs), etc.
- Talk about the news with your colleagues. Discuss headlines and their implications for TSA. What news items should you be aware of because of the potential relevance to aviation security?

## Security Screening Policies and Procedures (cont'd)

### Books

#### Terrorism and Airport Security

Kathleen Sweet, Edwin Mellen Press, 2002. ISBN: 0773471324

This comprehensive book offers a complete but concise reference guide to the latest security issues and constantly changing law related to airport security. It is a highly informative reference tool for quickly accessing the Federal Aviation Regulations, corresponding clarifications and historical perspectives. It presents and analyzes the current status of aviation law pertaining to terrorism, air rage, search and seizure and impending changes.

### Coaching Suggestions

- Ask your team members to keep you up to date when they become aware of new developments that have potential for improving your operations. Discuss ideas and support experiments, to the extent possible within the Standard Operating Procedures, with new screening technologies, procedures or approaches.
- Organize reviews with your team to rigorously test your enforcement of the Standard Operating Procedures. Use these sessions to compare notes and find potential flaws before they have serious impact on aviation security.
- Organize technical knowledge and skills forums in which each team member takes a turn at educating his/her peers about a new approach, tool, process or technique.
- Rotate your staff. Assign your team members to a project or assignment in which they do not have technical expertise to provide them with opportunities to learn from others' expertise and ideas.
- Together with your team members, discuss and identify 10 emerging developments most likely to impact TSA. Develop a plan for gathering information on these advances and determining and addressing their implications for your group.