

## **Leadership at All Levels**

The NRC Leadership Development team is focused on transforming NRC's approach to talent management and leadership development from one of passive learning and classroom training to an organizational learning culture that actively promotes and provides all employees the skills, developmental opportunities, and confidence to be a leader at every level of the organization.

The NRC Leaders' Academy is evolving as the NRC continues to adapt to changes in the budget forecast and its implications for reducing the number of necessary management positions in the future. In addition, as organizations flatten their management ranks, a shift in leadership development has emerged throughout the Federal government, as well as within NRC, to encourage staff to become "Leaders at all Levels." The NRC Leaders' Academy has also adapted to this shift, resulting in a new emphasis on:

- Developing leadership competencies early in an employee's career development, not just when she/he becomes a supervisor.
- Reducing need for new supervisor training, increase just-in-time training with a focus on individual development.
- Renewing focus on providing NRC a leadership pipeline at the GS 13-15 level to ensure staff are educated on the NRC focused leadership competencies prior to selection as a new supervisor.
- Continuing to promote the 70-20-10 model for professional development at all levels. The 70-20-10 Model for Learning and Development is a commonly used formula within the training profession to describe the optimal sources of learning by successful managers. It holds that individuals obtain 70 percent of their knowledge from job-related experiences, 20 percent from networking, and 10 percent from formal educational events. NRC is increasing the emphasis on the 70 and 20 portions of the model.

### **New Leadership at All Levels Competency Model**

To address the agency's changing leadership development needs, NRC's required leadership competencies have been organized into six categories and focus on a holistic approach (including development of leadership competencies for entry and mid-level employees).

The purpose of this shift to competency development is to ensure a NRC leadership pipeline, which not only prepares staff to develop leadership competencies before becoming a first-line supervisor, but also ensures that any developmental gaps are identified early. It benefits the agency by building strong leaders and reinforces the "Leaders at all Levels" initiative at the NRC, which also benefits employees by empowering them to become a leader in their current work environment. Whether it is leading a team, a project, a meeting, or a committee, staff will have opportunities to demonstrate their leadership competencies and prepare for future management positions.