Research Note 2023-08

Army Talent Attribute Framework FY22 Annual Update

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14. ABSTRACT

The Army Talent Attribute Framework (ATAF) was developed by the Army Research Institute for the Behavioral and Social Sciences (ARI) and Army Talent Management Task Force (ATMTF) to create a universal, standardized taxonomy of the knowledge, skills, and behaviors (KSBs) required of Army personnel. The ATAF consists of three hierarchical tiers: (Tier I) Talent Domains, (Tier II) Talents, and (Tier III) Knowledge, Skills, and Behaviors (KSBs). The ATAF is a critical component of a modernized, data-driven talent management system that increases overall Army readiness, guides strategic workforce planning, and reduces talent gaps. The ATAF is currently used in the Integrated Personnel and Pay System – Army (IPPS-A) and Assignment Interactive Module 2 (AIM2) and is being incorporated as common lexicon used in all aspects of the Army People Strategy's (2019a) new data-driven talent management processes. To ensure the ATAF continues to support an up-to-date, relevant, and effective personnel system, ATMTF and ARI planned annual review cycles of its structure. This report describes refinements made to the ATAF during the FY22 review cycle that will maintain the scientific bases and increase the utility of the process for talent management. In FY22, changes included: (a) renaming a KSB, (b) combining overlapping KSBs and removing redundant KSBs, (c) reassigning a KSB to a more appropriate Talent, (d) modifying a KSB's definition for clarity, or (e) adding a new KSB or Talent.

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ARMY TALENT ATTRIBUTE FRAMEWORK – FY22 ANNUAL UPDATE

EXECUTIVE SUMMARY

Research Requirement:

As part of supporting an updated and modernized Army Talent Management system (Army People Strategy, 2019a; Army Modernization Strategy, 2019b), the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) collaborated with Army Talent Management Task Force (ATMTF) to develop the Army Talent Attribute Framework (ATAF). The ATAF represents a unified taxonomy of Knowledge, Skills, and Behaviors (KSBs) required by Army personnel. As part of ensuring an up-to-date and relevant framework, the ATMTF has planned a yearly review cycle in which the ATAF and KSBs are refined and revised based on new data and changes in the workplace. This report summarizes the refinements made to the ATAF in fiscal year 2022 (FY22).

Procedure:

The ATMTF and ARI gathered information from multiple sources including 2021 Assignment Interactive Module 2.0 (AIM 2) marketplace data, proponent talent-based branching storyboards, proponent noncommissioned officer, warrant officer, and officer storyboards, market feedback from units and officers, an US Army War College (USAWC) attribute crosswalk, and assessment crosswalks. This information was then consolidated and synthesized by a group of ATMTF and ARI subject matter experts to determine necessary revisions to the ATAF and KSBs.

Findings:

Following the initial ATAF publication (Royston et al., 2023), a number of changes to Tier III (measurable KSBs) and one change to Tier II (Talents) were implemented based upon collected information during FY22. These FY22 revisions were of the following nature: renaming a KSB for clarity, identifying and combining overlapping KSBs, reassigning a KSB to a different Talent, modifying a KSB's definition for clarity, and adding a new KSB or new Talent. Additionally, there are continued discussions regarding several other KSBs that may be consolidated in a future revision cycle.

Utilization and Dissemination of Findings:

This report and revisions made to the ATAF will be distributed to proponents and incorporated into the AIM2 marketplace for FY22. Each branch or functional area proponent will make updates to their storyboards based on the revised ATAF. Army personnel assessments will also be crosswalked with the ATAF to determine appropriate measures of each KSB (Glerum & Royston, in preparation). Additionally, the updated ATAF will be distributed as an accessible and highly visible Army publication on milSuite.

ARMY TALENT ATTRIBUTE FRAMEWORK – FY22 ANNUAL UPDATE

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Introduction

The Army Talent Attribute Framework (ATAF) was developed and adopted as the common framework for describing the capabilities of Army personnel and the requirements of positions throughout the Army (Royston et al., 2023). The Framework is a joint effort between the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) and Army Talent Management Task Force (ATMTF). The ATAF is the first standardized framework used by the Army to summarize the knowledge, skills, and behaviors required by Army personnel. Before its development and implementation, various organizations within the Army (e.g., Centers of Excellence, branches, functional areas, and other proponents) frequently developed their own terminology and definitions to describe the attributes and behaviors required by their specific organization, frequently leading to the use of different terms to describe the same skill or attribute. The ATAF addresses this issue by serving as a uniform list of knowledge, skills, and behaviors (KSBs) required by Army personnel that can be updated and refined. Further, it consolidates attributes contained within the "21 Talents" of the Office of Economic and Manpower Analysis (OEMA), ADP 6-22's leadership competency model (2019c), and the Army Talent Alignment Process (ATAP) KSB-P list. It also contains attributes identified in the Department of Labor's Occupational Information Network (O*NET; National Center for O*NET Development, 2021), and from an extensive review of academic literature.

The ATAF has been implemented within the Integrated Personnel and Pay System-Army (IPPS-A) and is being piloted in Army talent management systems such as Assignment Interactive Module 2 (AIM2). The standardized framework provides commonality among talent management initiatives allowing them to ensure consistent data linkages across different talent applications. Additionally, the ATAF has been used by proponents to build non-commissioned officer (NCO), warrant officer (WO), and officer storyboards. An extensive Army-wide job analysis is also currently underway to collect data on the most critical KSBs for each officer, WO, and NCO position in the Army.

As part of ensuring an up-to-date and relevant framework, the ATMTF has planned a yearly review cycle in which the ATAF and KSBs are refined and revised based on new data and changes in the workplace. This report summarizes the refinements made to the ATAF in FY22. The ATMTF and ARI gathered information from multiple sources including 2021 AIM 2 marketplace data, proponent talent-based branching storyboards, proponent noncommissioned officer, warrant officer, and officer storyboards, marketplace feedback from units and officers, an US Army War College (USAWC) attribute crosswalk, and assessment crosswalks. This information was then consolidated and synthesized by a group of ATMTF and ARI subject matter experts to determine necessary revisions to the ATAF and KSBs.

ATAF Revisions for FY22

During the revision of the ATAF, various Army stakeholders were consulted who provided feedback on the structure, content, and definitions that make up the framework. Following the initial development of the ATAF taxonomy (Royston et al., 2023), a number of changes to Tier III (measurable KSBs)` and one change to Tier II (Talents) were implemented based upon this

feedback, as well as continued discussions. Following FY22 revisions, the current number of KSBs was reduced from 198 to 195.

The nature of these changes involved one of the following: (a) renaming a KSB (e.g., Interpersonal Tact to Tactful), (b) combining overlapping KSBs and removing redundant KSBs (e.g., Interdisciplinary and Working in Multidisciplinary Contexts), (c) reassigning a KSB to a different Talent (e.g., Spatially Intelligence was moved to Spatial Ability Talent), (d) modifying a KSB's definition for clarity (e.g., Pattern Recognition), (e) or adding a new KSB (e.g., Negotiation) or Talent (e.g., Technology Fluency). Table 1 below summarizes the changes made in FY22 in terms of change type, KSBs affected, and reasons for change.

Table 1

Army Talent Attribute Framework FY22 Revisions

Change Type	KSB Name (New)	KSB definition	KSB previous name (if applicable)	KSB previous definition (if applicable)	Reason for change
KSBs renamed	Tactful	Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others, and modifies personal behavior accordingly.	Interpersonal Tact	No change	These KSB names were modified to better reflect their intended use in practice.
	Physical Coordination	Performs activities that require eye-hand coordination, or coordinating the simultaneous movements of one's limbs.	Coordination	No change	
	Warrior Ethos	Internal shared attitudes and beliefs that embody the spirit of the Army profession for Soldiers and Army Civilians alike.	Warrior Ethos/Service Ethos	No change	The Warrior Ethos KSB was removed from the framework due to redundancy. The Warrior Ethos/ Service Ethos KSB was then renamed "Warrior Ethos"
KSBs combined	Interdisciplinary	Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. Works alongside or in teams of non-military individuals who possess significant professional expertise	Interdisciplinary + Working in Multidisciplinary Contexts	Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. + Works alongside or in teams of non-military individuals who possess significant professional	These KSBs were combined with one another due to redundancy caused by definition overlap.

Change Type	KSB Name (New)	KSB definition	KSB previous name (if applicable)	KSB previous definition (if applicable)	Reason for change
		very different from one's own.		expertise very different from one's own.	
	Self-efficacy	Confidence in one's ability to succeed, effectively meet challenges, and overcome obstacles.	Self-efficacy + Army Self-efficacy	Confident in one's abilities to successfully perform the tasks of a Soldier and accomplish their goals in the Army. + Confidence in one's ability to succeed, effectively meet challenges, and overcome obstacles.	
KSBs dropped from framework	Warrior Ethos	N/A	N/A	Removes or fights through obstacles, difficulties, and hardships to accomplish the mission. Demonstrates the commitment to persevere despite adversity, obstacles, and challenges. Demonstrates physical and emotional courage. Shares hardships with subordinates.	These KSBs were removed from the framework due to combination with other KSBs or redundancy with other KSB definitions.
	Interdisciplinary Reasoning	N/A	N/A	Understands and integrates multi-faceted information from multiple professional disciplines to complete tasks and projects.	
	Army Self-efficacy	N/A	N/A	Confident in one's abilities to successfully perform the tasks of a Soldier and accomplish their goals in the Army.	
	Working in Multidisciplinary Contexts	N/A	N/A	Works alongside or in teams of non-military individuals who possess significant professional expertise very different from one's own.	
KSB moved to new Talent	Warrior Ethos – moved to Military-specific Talent	Internal shared attitudes and beliefs that embody the spirit of the Army profession for Soldiers and Army Civilians alike.	Warrior Ethos/Service Ethos	No change	KSBs reassigned to different/new Talents to more accurately reflect their definitions and intended use.

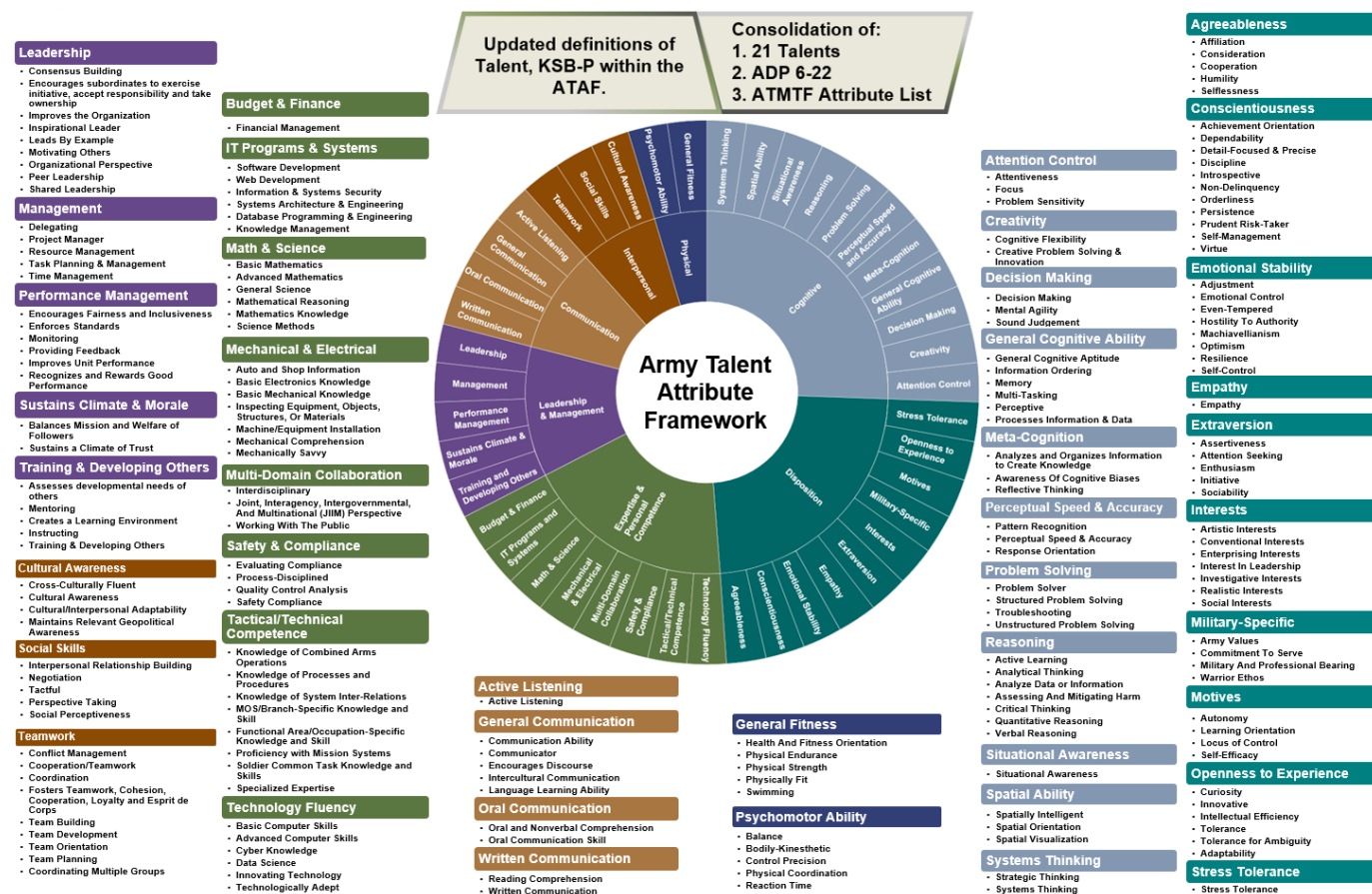| Change Type	KSB Name (New)	KSB definition	KSB previous name (if applicable)	KSB previous definition (if applicable)	Reason for change
	Spatially Intelligent – moved to Spatial Ability Talent	Easily perceives, understands, and operates within the multi-dimensional world.	No change	No change	
	Advanced Computer Skills - moved to the Technology Fluency Talent	Understands numerous computer operating systems and applications such as Unix, NT, and Army specific systems. Can perform routine troubleshooting.	No change	No change	
	Basic Computer Skills - moved to the Technology Fluency Talent	Uses personal computers and office software programs to create documents, spreadsheets, and presentations. Creates and maintains computer files. Locates and uses information on the Internet and uses other Internet functions including e-mail.	No change	No change	
	Cyber Knowledge - moved to the Technology Fluency Talent	Knowledge of the systems and services directly or indirectly connected to the internet, telecommunications, electronics, and computer networks.	No change	No change	
	Data Science - moved to the Technology Fluency Talent	Uses data science tools and applications to collect, integrate, analyze, and interpret qualitative and quantitative data to support enterprise needs and military operations.	No change	No change	
	Innovating Technology - moved to the Technology Fluency Talent	Creates new technologies or adapts existing technologies to perform new functions.	No change	No change	
	Technologically Adept - moved to the Technology Fluency Talent	Learns how to use and apply advances in technologies or technological systems.	No change	No change	

Change Type	KSB Name (New)	KSB definition	KSB previous name (if applicable)	KSB previous definition (if applicable)	Reason for change
KSB definition modified	Pattern Recognition	Detects similarities or differences in objects, words, or numbers.	No change	Perceives things quickly and accurately, and detects similarities or differences in objects, words or numbers.	KSB definitions revised to clarify, simplify, or more accurately depict their meaning.
	Perceptual Speed & Accuracy	Perceives objects quickly and accurately.	No change	Perceives things quickly and accurately and detects similarities or differences in objects, words, or numbers.	
	Language Learning Ability	Cognitive ability to learn new languages.	No change	Cognitive capacity to learn new languages.	
New KSB added	Negotiation	Communicating, bargaining, persuading, or compromising as appropriate in order to reach a mutually agreeable solution to a point of conflict between two or more parties.	N/A	N/A	Framework was missing a skill specific to negotiations. New KSB was added to Interpersonal Talent
New Talent added	Technology Fluency	An understanding, ability, and interest in using various forms of technology, allowing one to easily learn, adapt, and apply both familiar and new technologies to solve problems or improve processes.	N/A	N/A	To better categorize KSBs according to their definitions and intended use.

Figure 1 provides a revised graphical representation of the ATAF Tiered Structure based on the results of the FY22 review.

Figure 1

FY22 Army Talent Attribute Framework

Updated definitions of Talent, KSB-P within the ATAF.

Consolidation of:
1. 21 Talents
2. ADP 6-22
3. ATMTF Attribute List

Army Talent Attribute Framework

Leadership
- Consensus Building
- Encourages subordinates to exercise initiative, accept responsibility and take ownership
- Improves the Organization
- Inspirational Leader
- Leads By Example
- Motivating Others
- Organizational Perspective
- Peer Leadership
- Shared Leadership

Management
- Delegating
- Project Manager
- Resource Management
- Task Planning & Management
- Time Management

Performance Management
- Encourages Fairness and Inclusiveness
- Enforces Standards
- Monitoring
- Providing Feedback
- Improves Unit Performance
- Recognizes and Rewards Good Performance

Sustains Climate & Morale
- Balances Mission and Welfare of Followers
- Sustains a Climate of Trust

Training & Developing Others
- Assesses developmental needs of others
- Mentoring
- Creates a Learning Environment
- Instructing
- Training & Developing Others

Cultural Awareness
- Cross-Culturally Fluent
- Cultural Awareness
- Cultural/Interpersonal Adaptability
- Maintains Relevant Geopolitical Awareness

Social Skills
- Interpersonal Relationship Building
- Negotiation
- Tactful
- Perspective Taking
- Social Perceptiveness

Teamwork
- Conflict Management
- Cooperation/Teamwork
- Coordination
- Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps
- Team Building
- Team Development
- Team Orientation
- Team Planning
- Coordinating Multiple Groups

Budget & Finance
- Financial Management

IT Programs & Systems
- Software Development
- Web Development
- Information & Systems Security
- Systems Architecture & Engineering
- Database Programming & Engineering
- Knowledge Management

Math & Science
- Basic Mathematics
- Advanced Mathematics
- General Science
- Mathematical Reasoning
- Mathematics Knowledge
- Science Methods

Mechanical & Electrical
- Auto and Shop Information
- Basic Electronics Knowledge
- Basic Mechanical Knowledge
- Inspecting Equipment, Objects, Structures, Or Materials
- Machine/Equipment Installation
- Mechanical Comprehension
- Mechanically Savvy

Multi-Domain Collaboration
- Interdisciplinary
- Joint, Interagency, Intergovernmental, And Multinational (JIIM) Perspective
- Working With The Public

Safety & Compliance
- Evaluating Compliance
- Process-Disciplined
- Quality Control Analysis
- Safety Compliance

Tactical/Technical Competence
- Knowledge of Combined Arms Operations
- Knowledge of Processes and Procedures
- Knowledge of System Inter-Relations
- MOS/Branch-Specific Knowledge and Skill
- Functional Area/Occupation-Specific Knowledge and Skill
- Proficiency with Mission Systems
- Soldier Common Task Knowledge and Skills
- Specialized Expertise

Technology Fluency
- Basic Computer Skills
- Advanced Computer Skills
- Cyber Knowledge
- Data Science
- Innovating Technology
- Technologically Adept

Active Listening
- Active Listening

General Communication
- Communication Ability
- Communicator
- Encourages Discourse
- Intercultural Communication
- Language Learning Ability

Oral Communication
- Oral and Nonverbal Comprehension
- Oral Communication Skill

Written Communication
- Reading Comprehension
- Written Communication

General Fitness
- Health And Fitness Orientation
- Physical Endurance
- Physical Strength
- Physically Fit
- Swimming

Psychomotor Ability
- Balance
- Bodily-Kinesthetic
- Control Precision
- Physical Coordination
- Reaction Time

Attention Control
- Attentiveness
- Focus
- Problem Sensitivity

Creativity
- Cognitive Flexibility
- Creative Problem Solving & Innovation

Decision Making
- Decision Making
- Mental Agility
- Sound Judgement

General Cognitive Ability
- General Cognitive Aptitude
- Information Ordering
- Memory
- Multi-Tasking
- Perceptive
- Processes Information & Data

Meta-Cognition
- Analyzes and Organizes Information to Create Knowledge
- Awareness Of Cognitive Biases
- Reflective Thinking

Perceptual Speed & Accuracy
- Pattern Recognition
- Perceptual Speed & Accuracy
- Response Orientation

Problem Solving
- Problem Solver
- Structured Problem Solving
- Troubleshooting
- Unstructured Problem Solving

Reasoning
- Active Learning
- Analytical Thinking
- Analyze Data or Information
- Assessing And Mitigating Harm
- Critical Thinking
- Quantitative Reasoning
- Verbal Reasoning

Situational Awareness
- Situational Awareness

Spatial Ability
- Spatially Intelligent
- Spatial Orientation
- Spatial Visualization

Systems Thinking
- Strategic Thinking
- Systems Thinking

Agreeableness
- Affiliation
- Consideration
- Cooperation
- Humility
- Selflessness

Conscientiousness
- Achievement Orientation
- Dependability
- Detail-Focused & Precise
- Discipline
- Introspective
- Non-Delinquency
- Orderliness
- Persistence
- Prudent Risk-Taker
- Self-Management
- Virtue

Emotional Stability
- Adjustment
- Emotional Control
- Even-Tempered
- Hostility To Authority
- Machiavellianism
- Optimism
- Resilience
- Self-Control

Empathy
- Empathy

Extraversion
- Assertiveness
- Attention Seeking
- Enthusiasm
- Initiative
- Sociability

Interests
- Artistic Interests
- Conventional Interests
- Enterprising Interests
- Interest in Leadership
- Investigative Interests
- Realistic Interests
- Social Interests

Military-Specific
- Army Values
- Commitment To Serve
- Military And Professional Bearing
- Warrior Ethos

Motives
- Autonomy
- Learning Orientation
- Locus of Control
- Self-Efficacy

Openness to Experience
- Curiosity
- Innovative
- Intellectual Efficiency
- Tolerance
- Tolerance for Ambiguity
- Adaptability

Stress Tolerance
- Stress Tolerance

Note: Tier 1 Talent Domains depicted in the inner circle, Tier 2 Talents in the outer circle, and Tier 3 measurable KSBs listed on outside of circle.

Future Directions and Changes

Based upon stakeholder feedback and further expansion of the implementation of the ATAF in the warrant officer and noncommissioned officer cohorts, researchers are currently considering additional changes to Tier III (measurable KSBs). These changes, or some variation of them, may be implemented in the FY23 annual review cycle. Table 2 below summarizes some of the changes that will be discussed during the FY23 annual review cycle. These changes generally involve revising KSB names to be clearer, less technical, and more accessible to Soldiers who may not be familiar with academic construct names (e.g., Locus of Control). Additional changes involve further differentiating between KSBs with similar definitions (e.g., Analytic Thinking and Analyze Data or Information). In addition, the current Army-wide job analysis is collecting ratings on KSB importance per position, branch, and rank. Initial results of the job analysis may further assist ATAF refinement efforts in terms of identifying redundancies in similar KSBs or editing KSBs for clarity and accessibility. In the FY24 annual review qualitative and quantitative methods will be used to further refine the ATAF to ensure that it generalizes across all cohorts

(officer, warrant officer, and enlisted personnel) and maximizes the utility of the taxonomy for end-users (e.g., Army stakeholders and decision makers, strength managers, and individual soldiers).

Table 2

Army Talent Attribute Framework Future Changes

KSB(s) affected	Proposed change	Reasoning
Analytic Thinking, Analyze Data or Information, Analyzes and Organizes Information to Create Knowledge, Processes and Organizes Data, Data Science	Determine which of these KSBs should be combined together, and parse the definitions.	There is likely redundancy in these KSBs and their definitions creating unnecessary confusion for proponents when selecting critical KSBs for storyboards, for strength managers when developing position profiles, and service members when determining KSBs representing strengths or areas for development on the marketplace.
Locus of Control	Revise name	Reduce technical language
Innovative, Creative Problem Solving and Innovation	Revise definitions to be unique	There is overlap in the definitions creating redundancy and lack of fit.

The refinements to the ATAF made this year reflect the first round of changes based on data, feedback, and changes to the ATAF will be distributed to proponents and incorporated into talent management systems (e.g., IPPS-A and AIM2 Marketplace) for FY22. Each proponent will make any updates to their storyboards based on the revised ATAF. Additionally, the updated ATAF will be distributed as an Army publication on milSuite to ensure appropriate dissemination.

Conclusion

The ATAF's purpose is to provide a unified, structured, and encompassing list of KSBs that are relevant to Army personnel and supports an effective and efficient Army Talent Management System. To ensure the ATAF remains part of an up-to-date, relevant, and effective personnel system, ATMTF and ARI have planned annual review cycles of its structure. This report catalogs the refinements made to the ATAF in FY22 that will now be incorporated into various talent management related data systems (e.g., IPPS-A and AIM2).

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APPENDIX: FY22 REVISED ARMY TALENT ATTRIBUTE FRAMEWORK

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Cognitive	Attention Control	Ability to focus and control one's attention, process multiple sources of sensory information while avoiding distractions, and identify real and potential problems.	Attentiveness	Focuses on the problem or situation and shifts attention between activities when appropriate.
Cognitive	Attention Control		Focus	Mentally processes multiple sources of sensory information/data at the same time while avoiding distractions (e.g., flying a helicopter or commanding an armored vehicle).
Cognitive	Attention Control		Problem Sensitivity	Identifies when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
Cognitive	Creativity	Ability to produce ideas, plans, approaches and solutions to problems, and outcomes that are both original and useful or effective to accomplish work or achieve goals when established methods and procedures are inapplicable or ineffective.	Cognitive Flexibility	Considers new approaches to solving problems, creates new plans and ideas, and initiates and accepts change and innovation.
Cognitive	Creativity		Creative Problem Solving & Innovation	Develops and utilizes new or novel and useful methods and strategies to accomplish work or achieve goals in both unexpected, unique or infrequent situations and in evolving and new work environments.
Cognitive	Decision Making	Ability to choose between alternatives by applying multiple perspectives, accurately and appropriately assessing the costs/benefits, and considering short- and long-term consequences of actions and solutions.	Decision Making	Makes decisions based on accurate and appropriate assessment of the costs/benefits and short- and long-term consequences of alternative actions and solutions. Makes timely decisions with incomplete information, while refraining from making hasty decisions in the absence of necessary information.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Cognitive	Decision Making		Mental Agility	Flexibility of mind; the ability to break habitual thought patterns. Anticipate or adapt to uncertain or changing situations; to think through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.
Cognitive	Decision Making		Sound Judgement	Capacity to assess situations shrewdly and draw sound conclusions. Tendency to form sound opinions, make sensible decisions and reliable guesses. Ability to assess strengths and weaknesses of subordinates, peers, and enemy to create appropriate solutions and action.
Cognitive	General Cognitive Ability	Perceives, orders, and recalls information quickly and accurately in order to achieve situational understanding and insight.	General Cognitive Aptitude	Capacity to understand and interpret information that is being presented, ability to identify and solve problems, and capability to learn new things quickly and efficiently.
Cognitive	General Cognitive Ability		Information Ordering	Capacity to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
Cognitive	General Cognitive Ability		Memory	Capacity to retain and recall information without using external tools or aids.
Cognitive	General Cognitive Ability		Multi-Tasking	Rapidly processes and prioritizes multiple demands simultaneously. Takes appropriate action when multiple things compete for his or her attention.
Cognitive	General Cognitive Ability		Perceptive	Effectively discerns the deeper meaning or significance of one's observations (e.g., events, people, and communication).
Cognitive	General Cognitive Ability		Processes Information & Data	Compiles, codes, categorizes, calculates, tabulates, audits, or verifies information or data.
Cognitive	Meta-Cognition	Awareness of one's own thinking and biases. Uses reflective thinking, prior experience, and organizes information to create knowledge for future application.	Analyzes and Organizes Information to Create Knowledge	Reflects on prior learning; organizes insights for future application. Considers source, quality or relevance, and criticality of information to improve understanding. Identifies reliable resources for acquiring knowledge.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
				Sets up systems of procedures to store knowledge for reuse.
Cognitive	Meta-Cognition		Awareness of Cognitive Biases	Realizes one's personal biases, predispositions, or inclinations in thinking when looking for solutions to problems.
Cognitive	Meta-Cognition		Reflective Thinking	Regularly and actively reflects on the connections between new information and existing knowledge.
Cognitive	Perceptual Speed and Accuracy	Awareness of objects, relationships, and events allowing for organization and interpretation of objects and situations quickly and accurately.	Pattern Recognition	Detects similarities or differences in objects, words, or numbers.
Cognitive	Perceptual Speed and Accuracy		Perceptual Speed & Accuracy	Perceives objects quickly and accurately.
Cognitive	Perceptual Speed and Accuracy		Response Orientation	Capacity to choose quickly between two or more movements in response to two or more different signals (lights, sounds, pictures). It includes the speed with which the correct response is started with the hand, foot, or other body part.
Cognitive	Problem Solving	Ability to identify and define simple and complex problems, troubleshoot errors, generate solutions, evaluate and select a solution, and implement and monitor the selected solution to obtain a preferred outcome.	Problem Solver	Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.
Cognitive	Problem Solving		Structured Problem Solving	Analyzes readily obtained information and evaluates results to select the best solution from a set of existing approaches to solve a problem.
Cognitive	Problem Solving		Troubleshooting	Determines causes of operating errors and decides what to do about it.
Cognitive	Problem Solving		Unstructured Problem Solving	Identifies complex problems, gathers related information, evaluates information relevance, evaluates the credibility of alternative information sources, and generates alternative solutions.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Cognitive	Reasoning	Uses logic, critical thinking, inductive and deductive reasoning to draw conclusions based upon analysis of information, and understanding of underlying principles.	Active Learning	Understands the implications of new information for both current and future problem-solving and decision-making.
Cognitive	Reasoning		Analytical Thinking	Analyzes information and applies general rules and logic to address work-related issues and problems.
Cognitive	Reasoning		Analyze Data or Information	Identifies underlying principles, relationships, general rules, reasons, or facts by breaking down information or data into separate parts.
Cognitive	Reasoning		Assessing And Mitigating Harm	Determines the potential for damaging outcomes and takes steps to minimize the risk of harm to self, others, or equipment (e.g., performing cost-benefits analysis; mandating training to mitigate risk, etc.).
Cognitive	Reasoning		Critical Thinking	Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
Cognitive	Reasoning		Quantitative Reasoning	Uses induction or deduction in reasoning with quantitative concepts (e.g., numbers, mathematical relations). Is able to solve problems that involve mathematical concepts or numbers.
Cognitive	Reasoning		Verbal Reasoning	Reasons and draws conclusions based on verbal or written materials.
Cognitive	Situational Awareness	The perception of environmental elements and events with respect to time or space, the comprehension of their meaning, and the projection of their future status.	Situational Awareness	Perceives what is happening in the immediate environment and is rarely surprised. Rapidly understands how information, events, and actions will impact current and near-term goals and objectives.
Cognitive	Spatial Ability		Spatially Intelligent	Easily perceives, understands, and operates within the multi-dimensional world.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Cognitive	Spatial Ability	Knows one's physical location in relation to the environment or knows where other objects are in relation to oneself. Also, the ability to identify and mentally manipulate the position or direction of objects or points in space.	Spatial Orientation	Knows one's physical location in relation to the environment or knows where other objects are in relation to oneself; readily orients oneself in an unfamiliar environment; ability to read and interpret maps or diagrams; ability to form mental pictures of things (e.g., equipment, terrain).
Cognitive	Spatial Ability		Spatial Visualization	Capacity to mentally visualize the relative positions of objects in three-dimensional space, and how they will be positioned if they are moved in different ways; imagine objects from different perspectives, and remain unconfused by different views.
Cognitive	Systems Thinking	Considers the factors of a situation or a solution as a system of interrelated parts with inputs, processes, outputs and feedback. Operates from a view that an understanding or model can be created or used to explain—or improve upon—what occurs (as applies to situational understanding) or what could occur (as applies to problem solving). Generates a cohesive understanding of situational dynamics presenting options of advantage and long-term organizational success	Strategic Thinking	Develops a complex, systems-level understanding of the relationship between his/her Army unit or organization and the broader environment and uses that understanding to envision a desirable future state for the unit/organization.
Cognitive	Systems Thinking		Systems Thinking	Conceptualizes and understands relationships and arrangements within and between relevant components and structures.
Communication	Active Listening	Attends to and understands both overt and implied meanings of oral communications from others by accurately perceiving the content, context, tone of the speaker, and other non-verbal cues in order	Active Listening	Carefully attends to and understands both the overt and implied meaning of oral communications from others by accurately perceiving the content, context, and tone of the speaker; not interrupting at inappropriate times.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
		to improve mutual understanding.		
Communication	General Communication	Ability to effectively communicate through written and spoken word as well as use verbal and nonverbal communication. Encourages conversation and verifies for understanding. Shows ability to learn a different language and recognizes cultural differences in communication.	Communication Ability	Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.
Communication	General Communication		Communicator	Precise, efficient, and compelling in both written and spoken word.
Communication	General Communication		Encourages Discourse	Promotes discussion and recognizes the importance of considering input from diverse perspectives.
Communication	General Communication		Intercultural Communication	Communicates effectively with people from different cultures or nationalities.
Communication	General Communication		Language Learning Ability	Cognitive ability to learn new languages.
Communication	Oral Communication	Speaks in a clear, organized, and logical manner. Communicates information and ideas or asks questions efficiently. Adapts communication to the situation; can be formal or informal.	Oral and Nonverbal Comprehension	Listens to and comprehends instructions and other related messages. Pays attention to nonverbal cues to help clarify/interpret messages. Asks questions as appropriate.
Communication	Oral Communication		Oral Communication Skill	Speaks in a clear, organized, and logical manner. Communicates information or asks questions in an efficient and understandable way. Adapts communication styles to different situations. Uses nonverbal gestures to supplement and reinforce spoken messages.
Communication	Written Communication	Communication of written information and ideas to others in an effective manner. Comprehension of written information.	Reading Comprehension	Understands written sentences and paragraphs in instructions, operator's manuals, basic textbooks, letters of instructions, written orders, and job directives.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Communication	Written Communication		Written Communication	Communicates written information and ideas to others in a clear, accurate, concise, grammatically correct, and well-organized manner.
Disposition	Agreeableness	Tendency towards a general concern for social harmony and is connected to others.	Affiliation	Engages socially with others, participates in groups easily, and is seen by others as friendly and open, rather than shy and reserved.
Disposition	Agreeableness		Consideration	Considerate of others, affectionate, compassionate, sensitive, and caring.
Disposition	Agreeableness		Cooperation	Compliant, non-critical, trusting, cordial, and easy to get along with.
Disposition	Agreeableness		Humility	Is honest, puts others' needs or needs of the mission before his/her own, and does not focus on being the center of attention.
Disposition	Agreeableness		Selflessness	Generous with one's time and resources.
Disposition	Conscientiousness	Tendency towards self-discipline and duty, strives to follow rules, do what is right, and thoroughly accomplish work goals.	Achievement Orientation	Sets high personal goals and standards, is willing to give one's best effort, works hard to achieve difficult objectives, is confident and resourceful in striving for accomplishment.
Disposition	Conscientiousness		Dependability	Trustworthy, reliable, planful, and accountable. Respects the value of discipline. Does not shy away from responsibility. Makes an effort to keep promises.
Disposition	Conscientiousness		Detail-Focused & Precise	Attentive to detail and is thorough, accurate, and precise in completing a task.
Disposition	Conscientiousness		Discipline	Decisions and actions are consistent with the Army Values; willing obedience to lawful orders.
Disposition	Conscientiousness		Introspective	Contemplative by nature; self-aware.
Disposition	Conscientiousness		Non-Delinquency	Complies with rules, customs, norms, and expectations, and tends not to challenge authority.
Disposition	Conscientiousness		Orderliness	Organizes tasks and activities and desires to maintain neat and clean surroundings.
Disposition	Conscientiousness		Persistence	Focuses on tasks and activities until they are completed and is determined to accomplish their goals even in the face of obstacles.
Disposition	Conscientiousness		Prudent Risk-Taker	Acts boldly yet maintains appropriate focus upon personal, Soldier, and Unit safety.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Disposition	Conscientiousness		Self-Management	Effectively manages the full range of one's work and nonwork responsibilities (e.g., setting and prioritizing goals, allocating effort and personal resources, and assessing own performance).
Disposition	Conscientiousness		Virtue	Adheres to standards of honesty, morality, and selfless and charitable behavior.
Disposition	Emotional Stability	Tendency towards being well-adjusted, in control of emotions, optimistic, even-tempered, resilient to challenges, and demonstrates self-control.	Adjustment	Is worry free, and handles stress well; low scoring individuals are generally high strung, self-conscious, and apprehensive.
Disposition	Emotional Stability		Emotional Control	Acts rationally, displays a generally calm and even mood, maintains composure, and is not overly distraught by stressful situations.
Disposition	Emotional Stability		Even-Tempered	Calm and stable; does not often exhibit anger, hostility, or aggression.
Disposition	Emotional Stability		Hostility to Authority	Suspicious of the motives and actions of legitimate authority figures. Views rules and directives from authority as illegitimate.
Disposition	Emotional Stability		Machiavellianism	Deceives and manipulates others for personal gain.
Disposition	Emotional Stability		Optimism	Tends to have positive outlook on life and tends to experience joy and a sense of well-being.
Disposition	Emotional Stability		Resilience	Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows in resilience.
Disposition	Emotional Stability		Self-Control	Tends to be cautious, levelheaded, patient, and able to delay gratification.
Disposition	Empathy	Tendency towards genuinely understanding the situation of another through a sense of shared feelings and/or motives.	Empathy	Can experience something from another person's point of view. Ability to identify with and enter into another person's feelings and emotions. Desire to care for and take care of Soldiers and others.
Disposition	Extraversion	Tendency towards enjoying attention and interactions with others,	Assertiveness	Socially dominant, influential, energetic, and takes charge.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
		and being part of a group.		
Disposition	Extraversion		Attention Seeking	Engages in behaviors that attract social attention; loud, talkative, entertaining, and even boastful.
Disposition	Extraversion		Enthusiasm	Experiences positive emotions and enjoys the company of others.
Disposition	Extraversion		Initiative	Relies on own abilities to overcome obstacles, and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.
Disposition	Extraversion		Sociability	Interest in and engages in friendly social interactions.
Disposition	Interests	Preferences for work environments and outcomes	Artistic Interests	Interest in expressing oneself creatively.
Disposition	Interests		Conventional Interests	Interest in organizing data, people, or physical environments.
Disposition	Interests		Enterprising Interests	Interest in persuading people or exerting influence over others.
Disposition	Interests		Interest in Leadership	Interest in leading individuals and teams.
Disposition	Interests		Investigative Interests	Interest in rational and systematic reasoning and working with facts, data, and abstract concepts.
Disposition	Interests		Realistic Interests	Interest in practical, hands-on, concrete activities with physical objects.
Disposition	Interests		Social Interests	Interest in working with and helping others.
Disposition	Military-Specific	Exemplifies Army values, commitment to service, successfully performs duties, and models the actions and internal shared attitudes and beliefs that embody the Army profession	Army Values	Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated principles, standards, and qualities in others.
Disposition	Military-Specific		Commitment to Serve	Feels an obligation to serve or continue serving in the U.S. Military.
Disposition	Military-Specific		Military And Professional Bearing	Models a professional image of authority. Energizes others through a commanding presence. Exemplifies adherence to standards through appearance, demeanor, actions, and words.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Disposition	Military-Specific		Warrior Ethos	Internal shared attitudes and beliefs that embody the spirit of the Army profession for Soldiers and Army Civilians alike.
Disposition	Motives	Individual preference or reason for initiating and maintaining goal-oriented behaviors.	Autonomy	Prefers to be self-sufficient, independent, and work alone. Depends upon his/her own abilities to overcome difficult or severe situations. Is confident in own abilities.
Disposition	Motives		Learning Orientation	Seeks out learning opportunities, enjoys acquiring new knowledge and skills, and is comfortable applying new knowledge and skills on the job.
Disposition	Motives		Locus of Control	Belief in the amount of control one has over situations, outcomes, rewards, and punishments - versus other people or external factors having that control.
Disposition	Motives		Self-Efficacy	Confidence in one's ability to succeed, effectively meet challenges, and overcome obstacles.
Disposition	Openness to Experience	Tendency towards intellectual curiosity, adaptability, and willingness to try new things.	Curiosity	Inquisitive and perceptive; interested in learning new information and attend courses and workshops whenever possible.
Disposition	Openness to Experience		Innovative	Creative, inquisitive, and insightful. Easily identifies new solutions and catalyzes change.
Disposition	Openness to Experience		Intellectual Efficiency	Scholarly and academically oriented; described by others as knowledgeable, astute, and intellectual; processes information quickly.
Disposition	Openness to Experience		Tolerance	Interested in other cultures and opinions that may differ from one's own. Willing to adapt to novel environments and situations.
Disposition	Openness to Experience		Tolerance for Ambiguity	Capacity to tolerate work situations where the right goal or the correct path to the goal is unclear, vague, or ill-defined.
Disposition	Openness to Experience		Adaptability	Modifies behavior or plans as necessary to reach goals. Is able to maintain effectiveness in varying environments with various tasks, responsibilities, or people.
Disposition	Stress Tolerance	Capacity to withstand pressures and strains, and maintains	Stress Tolerance	Capacity to maintain emotional control and composure under pressure.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
		composure under pressure.		
Expertise & Personal Competence	Budget & Finance	Knowledge of, and ability to, apply the basic principles, practices, and methods of financial management to set priorities and accomplish the goals of the organization.	Financial Management	Uses financial resources effectively to set priorities and accomplish goals.
Expertise & Personal Competence	IT Programs & Systems	Ability and knowledge of the tools, techniques, and necessary programming languages to develop, implement, innovate, and support IT-related projects and goals.	Database Programming & Engineering	Designs, builds and maintains database applications to support enterprise and unit information requirements.
Expertise & Personal Competence	IT Programs & Systems		Information & Systems Security	Applies hardware and software methods to secure information systems, and information at rest and in transit.
Expertise & Personal Competence	IT Programs & Systems		Knowledge Management	Applies controls to the flow of digital information. Uses knowledge management systems to sort, classify, combine, exclude, and present information so that it is useable by others.
Expertise & Personal Competence	IT Programs & Systems		Software Development	Designs software applications and writes programming code in common programming languages (e.g., C#, java) for various purposes.
Expertise & Personal Competence	IT Programs & Systems		Systems Architecture & Engineering	Designs, builds, and maintains computer hardware and software systems to support organizational or enterprise information system requirements.
Expertise & Personal Competence	IT Programs & Systems		Web Development	Designs web applications and develops part or all of front-end (visual), middleware (application interfaces), and back-end (information storage) aspects of web development. Able to participate in design and development activities for web applications.
Expertise & Personal Competence	Technology Fluency	An understanding, ability, and interest in using various forms of technology, allowing one to easily learn, adapt,	Advanced Computer Skills	Understands numerous computer operating systems and applications such as Unix, NT, and Army specific systems. Can perform routine troubleshooting.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
		and apply both familiar and new technologies to solve problems or improve processes.		
Expertise & Personal Competence	Technology Fluency		Basic Computer Skills	Uses personal computers and office software programs to create documents, spreadsheets, and presentations. Creates and maintains computer files. Locates and uses information on the Internet and uses other Internet functions including e-mail.
Expertise & Personal Competence	Technology Fluency		Cyber Knowledge	Knowledge of the systems and services directly or indirectly connected to the internet, telecommunications, electronics, and computer networks.
Expertise & Personal Competence	Technology Fluency		Data Science	Uses data science tools and applications to collect, integrate, analyze, and interpret qualitative and quantitative data to support enterprise needs and military operations.
Expertise & Personal Competence	Technology Fluency		Innovating Technology	Creates new technologies or adapts existing technologies to perform new functions.
Expertise & Personal Competence	Technology Fluency		Technologically Adept	Learns how to use and apply advances in technologies or technological systems.
Expertise & Personal Competence	Math & Science	Proficiency in basic and advanced mathematics and scientific methods.	Advanced Mathematics	Uses advanced math such as geometry, statistics, or algebra to solve problems.
Expertise & Personal Competence	Math & Science		Basic Mathematics	Uses arithmetic (add, subtract, multiply, divide) and formulas to solve problems.
Expertise & Personal Competence	Math & Science		General Science	Knowledge of life science, earth and space science, and physical science.
Expertise & Personal Competence	Math & Science		Mathematical Reasoning	Uses the right mathematical methods or formulas to solve a problem.
Expertise & Personal Competence	Math & Science		Mathematics Knowledge	Knowledge of mathematical concepts and applications.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Expertise & Personal Competence	Math & Science		Science methods	Uses scientific rules and methods to solve problems.
Expertise & Personal Competence	Mechanical & Electrical	Knowledge, skill, and understanding of mechanical and electrical equipment and systems, including ability to install, use, and maintain.	Auto & Shop Information	Knows information regarding automotive maintenance and repair, and wood and metal shop practices.
Expertise & Personal Competence	Mechanical & Electrical		Basic Electronics Knowledge	Knows general information regarding electronics principles and electronics equipment operation and repair.
Expertise & Personal Competence	Mechanical & Electrical		Basic Mechanical Knowledge	Knows general information regarding mechanical principles, tools, and mechanical equipment operation and repair.
Expertise & Personal Competence	Mechanical & Electrical		Inspecting Equipment, Objects, Structures, or Materials	Inspects equipment, objects, structures, or materials to identify the cause of errors, problems, or defects.
Expertise & Personal Competence	Mechanical & Electrical		Machine/Equipment Installation	Installs equipment, machines, wiring, or programs to meet specifications.
Expertise & Personal Competence	Mechanical & Electrical		Mechanical Comprehension	Knows the principles of mechanical devices, structural support, and properties of materials.
Expertise & Personal Competence	Mechanical & Electrical		Mechanically Savvy	Possesses deep expertise in how specific machinery, equipment, or technology works. Uses specialized technology effectively or is able to diagnose and correct problems with technology or machines.
Expertise & Personal Competence	Multi-Domain Collaboration	Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. Ability to collaborate across multiple interdisciplinary groups and contexts.	Interdisciplinary	Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. Works alongside or in teams of non-military individuals who possess significant professional expertise very different from one's own.
Expertise & Personal Competence	Multi-Domain Collaboration		Joint, Interagency, Intergovernmental, and Multinational (JIIM) Perspective	Understands the motivations, methods, and perspectives of two or more agencies, components, organizations, or foreign partners within the context of

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
				accomplishing a task, mission, or common effort.
Expertise & Personal Competence	Multi-Domain Collaboration		Working with the Public	Works with or among (non-government) U.S. civilians or civilian organizations as part of one's work.
Expertise & Personal Competence	Safety & Compliance	Establishing or maintaining the safety standards and regulations to ensure a healthy and safe work environment.	Evaluating Compliance	Uses relevant information, knowledge, and individual judgement to determine whether events or processes comply with laws, regulations, or standards.
Expertise & Personal Competence	Safety & Compliance		Process-Disciplined	Diligently abides by procedures designed to ensure accuracy, effectiveness, and safety.
Expertise & Personal Competence	Safety & Compliance		Quality Control Analysis	Conducts tests and inspections of products, services, or processes to evaluate quality or performance.
Expertise & Personal Competence	Safety & Compliance		Safety Compliance	Follows safety guidelines and instructions. Monitors others to ensure compliance.
Expertise & Personal Competence	Tactical/ Technical Competence	Employs appropriate technical procedures or organizational processes to accomplish tasks. Possesses necessary technical knowledge and skill to perform MOS/branch or functional area specific tasks. Applies knowledge of combined arms operations and sees how one's own unit relates to larger strategic picture and goals	Knowledge of Combined Arms Operations	Applies and effectively integrates multiple warfighting functions such as direct and indirect fires, communications, intelligence, and combat service support.
Expertise & Personal Competence	Tactical/ Technical Competence		Knowledge of Processes and Procedures	Employs appropriate technical procedures or organizational processes to accomplish tasks.
Expertise & Personal Competence	Tactical/ Technical Competence		Knowledge of System Inter-Relations	Capable of analyzing how goals and operations of own unit are inter-related with other units and systems. Can see the larger strategic picture and interpret how one's own unit relates to it.
Expertise & Personal Competence	Tactical/ Technical Competence		MOS/Branch-Specific Knowledge and Skill	Possesses the necessary technical knowledge and skill to perform MOS/branch-specific technical tasks. Stays informed of the latest developments in field.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Expertise & Personal Competence	Tactical/ Technical Competence		Functional Area/Occupation-Specific Knowledge and Skill	Possesses the necessary technical knowledge and skill to perform functional area-specific technical tasks. Stays informed of the latest developments in field.
Expertise & Personal Competence	Tactical/ Technical Competence		Proficiency with Mission Systems	Uses weapons and mission information systems in training or operational contexts to acquire, synthesize, or use information/data to enable or support military operations.
Expertise & Personal Competence	Tactical/ Technical Competence		Soldier Common Task Knowledge and Skills	Possesses the necessary knowledge and skill to perform common individual tasks at the appropriate skill level (e.g., land navigation, field survival techniques, and CBRN protection).
Expertise & Personal Competence	Tactical/ Technical Competence		Specialized Expertise	Applies advanced technical expertise to diagnose or solve problems and perform tasks. Is an expert in a highly technical or specialized domain (e.g., medicine, engineering, chemistry, explosives).
Interpersonal	Cultural Awareness	Learning about and demonstrating acceptance and understanding of individuals from other cultural and social backgrounds, both in the context of the diversity of U.S. Army personnel and interactions with foreign nationals during deployments or when training for deployment.	Cross-Culturally Fluent	Aware of and able to operate across different cultural settings (e.g., organizational, demographic, ethnographic, and generational).
Interpersonal	Cultural Awareness		Cultural Awareness	Learning about and demonstrating acceptance and understanding of individuals from other cultural and social backgrounds, both in the context of the diversity of U.S. Army personnel and interactions with foreign nationals during deployments or when training for deployment.
Interpersonal	Cultural Awareness		Cultural/ Interpersonal Adaptability	Modifies one's style and behavior to fit the situation and culture; open-minded.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Interpersonal	Cultural Awareness		Maintains Relevant Geopolitical Awareness	Learns about relevant societies experiencing unrest. Recognizes Army influences on unified action partners and enemies. Understands the factors influencing conflict and peace building, peace enforcement, peacekeeping, peacemaking, and peace operations.
Interpersonal	Social Skills	Skills that are used to communicate and interact with each other, both verbally and non-verbally, through gestures, body language, and personal appearance.	Interpersonal Relationship Building	Develops and maintains effective working relationships with others. Understands how to leverage relationships to achieve objectives.
Interpersonal	Social Skills		Negotiation	Communicating, bargaining, persuading, or compromising as appropriate in order to reach a mutually agreeable solution to a point of conflict between two or more parties.
Interpersonal	Social Skills		Tactful	Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others, and modifies personal behavior accordingly.
Interpersonal	Social Skills		Perspective Taking	Skill in understanding how people interpret events and interpersonal interactions.
Interpersonal	Social Skills		Social Perceptiveness	Accurately perceives and understands other people's motives, attitudes, and feelings based on what they do or say, and accurately perceives one's own impact on the behavior of others.
Interpersonal	Teamwork	Individual skills to work effectively with others as part of a team resulting in a coordinated collective action to achieve a goal or to complete a task in the most effective and efficient way.	Conflict Management	Anticipates and takes steps to prevent counterproductive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
Interpersonal	Teamwork		Cooperation/ Teamwork	Works collaboratively with others to solve problems and achieve group goals and objectives.
Interpersonal	Teamwork		Coordination	Adjusting actions in relation to others' actions.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Interpersonal	Teamwork		Fosters Teamwork, Cohesion, Cooperation, Loyalty and Esprit de Corps	Encourages people to work together effectively. Promotes teamwork and team achievement to build trust. Draws attention to the consequences of poor coordination. Integrates new members into the unit quickly.
Interpersonal	Teamwork		Team Building	Assembles a team of people that work together effectively. Identifies and effectively utilizes the appropriate mix of mission-relevant skills. Fosters group identity and cohesion by clearly communicating team goals, and encouraging and rewarding cooperation among team members.
Interpersonal	Teamwork		Team Development	Presents challenging assignments for team or group interaction. Provides resources and support for realistic, mission-oriented training. Sustains and improves the relationships among team or group members. Provides feedback on team processes.
Interpersonal	Teamwork		Team Orientation	Enjoys being part of a team, has a strong identification with one's team and other team members, and feels a sense of commitment and obligation to the team.
Interpersonal	Teamwork		Team Planning	Organizes and orients team members to meet goals. Changes organization and focus of group to meet changing missions and conditions.
Interpersonal	Teamwork		Coordinating Multiple Groups	Coordinates the efforts of multiple, diverse groups to accomplish a mission.
Leadership & Management	Leadership	Influence people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.	Consensus Building	Builds effective working relationships. Uses two-way, meaningful communication. Identifies individual and group interests. Identifies roles and resources. Generates and facilitates generation of possible solutions. Applies fair standards to assess options.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Leadership & Management	Leadership		Encourages Subordinates to Exercise Initiative, Accept Responsibility and Take Ownership	Involves others in decisions and informs them of consequences. Allocates responsibility for performance. Guides subordinate leaders in thinking through problems for themselves. Allocates decision-making to the lowest appropriate level. Acts to expand and enhance subordinate's competence and self-confidence. Rewards initiative.
Leadership & Management	Leadership		Improves the Organization	Makes decisions and takes action to improve the organization beyond their tenure.
Leadership & Management	Leadership		Inspirational Leader	Motivates teams to work harmoniously and productively towards a common goal.
Leadership & Management	Leadership		Leads By Example	Serves as a decisive leader and positive role model who upholds standard and Army Ethic (legal and moral Army principles).
Leadership & Management	Leadership		Motivating Others	Generates support, involvement, energy, and enthusiasm for the mission among subordinates and others using appropriate influence techniques (e.g., inspiration, role modeling, collaboration, persuasion, mentoring, conflict management, etc.) given the mission, time, and conditions.
Leadership & Management	Leadership		Organizational Perspective	Assesses situations, missions, and assignments to determine the parties involved in decision-making, decision support, and possible interference or resistance.
Leadership & Management	Leadership		Peer Leadership	Seeks positions of authority among peers. Comfortable with being in charge of a group and accepts responsibility for the group's performance.
Leadership & Management	Leadership		Shared Leadership	Identifies appropriate circumstances and empowers individuals with the right expertise to lead efforts and solve problems in response to situational needs and events (right person, right problem), while maintaining overall command or authority.
Leadership & Management	Management	Leads the work activities of a team to achieve goals within a specified time.	Delegating	Appropriately delegates authority and responsibility for decision making, and for planning and executing tasks.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Leadership & Management	Management		Project Manager	Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.
Leadership & Management	Management		Resource Management	Manages and tracks funding, people, and equipment to accomplish a mission. Allocates adequate time for task completion. Allocates time to prepare and conduct rehearsals. Continually seeks improvement in operating efficiency, resource conservation, and fiscal responsibility. Attracts, recognizes, and retains talent.
Leadership & Management	Management		Task Planning & Management	Schedules activities to meet commitments in critical performance areas. Notifies peers and subordinates in advance of required support. Keeps track of task assignments and suspenses; attends to details. Adjusts assignments, if necessary. Assesses progress toward mission accomplishment, provides additional guidance, or resets the team as necessary.
Leadership & Management	Management		Time Management	Manages one's own time and the time of others.
Leadership & Management	Performance Management	Oversees, monitors, and facilitates work performance of subordinates. Ensures they meet organizational standards, provides feedback, recognizes and rewards good performance, and works to improve performance.	Encourages Fairness and Inclusiveness	Provides accurate evaluations and assessments. Supports equal opportunity. Prevents all forms of harassment. Encourages learning about and leveraging diversity.
Leadership & Management	Performance Management		Enforces Standards	Reinforces the importance and role of standards. Performs individual and collective tasks to standard. Recognizes and takes responsibility for poor performance; addresses it appropriately.
Leadership & Management	Performance Management		Monitoring	Monitors/assesses performance of oneself, other individuals, or organizations to make improvements or take corrective action.

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Leadership & Management	Performance Management		Providing Feedback	Gives accurate and timely feedback. Uses feedback and counseling to modify duties, tasks, procedures, requirements, and goals.
Leadership & Management	Performance Management		Improves Unit Performance	Employs learning strategies to improve unit performance. Uses assessment techniques and evaluation tools (such as after action reviews) to identify lessons learned and facilitate consistent improvement. Determines the appropriate setting and timing for feedback.
Leadership & Management	Performance Management		Recognizes and Rewards Good Performance	Recognizes individual and team accomplishments; rewards appropriately. Credits subordinates for good performance; builds on successes. Explores reward systems and individual reward motivations.
Leadership & Management	Sustains Climate & Morale	Supports a climate of trust, high morale, consideration of the welfare of followers, demonstrates perseverance and courage to followers in the face of adversity, and shows commitment to organizational missions and values	Balances Mission and Welfare of Followers	Assesses and routinely monitors effects of mission fulfillment on mental, physical, and emotional attributes of subordinates. Monitors morale, physical condition, and safety of subordinates. Provides appropriate relief when conditions jeopardize success of the mission or present overwhelming risk to personnel. Addresses subordinates' and families' needs (health, welfare, and development). Stands up for subordinates. Routinely monitors morale and encourages honest feedback.
Leadership & Management	Sustains Climate & Morale		Sustains a Climate of Trust	Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to expectations of others. Is firm, fair, and respectful to gain trust.
Leadership & Management	Training and Developing Others	Determines subordinate training needs and creates a learning environment where the leader trains, mentors, and instructs subordinates in order to enhance their performance,	Assesses Developmental Needs of Others	Determines strengths and weaknesses of subordinates under different conditions. Evaluates subordinates in a fair and consistent manner. Assesses tasks and subordinate motivation to consider ways to improve work assignments, cross-train on tasks, and accomplish missions. Designs

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
		development, and motivation.		ways to challenge subordinates to improve weaknesses and sustain strengths. Encourages subordinates to improve processes.
Leadership & Management	Training and Developing Others		Mentoring	Mentors and coaches subordinates, subordinate leaders, and others. Uses experience and knowledge to improve future performance, individual understanding, and proficiency.
Leadership & Management	Training and Developing Others		Creates a Learning Environment	Uses effective assessment and training methods. Encourages leaders and their subordinates to reach their full potential. Motivates others to develop themselves. Expresses the value of interacting with others and seeking counsel. Stimulates innovative and critical thinking in others. Seeks new approaches to problems. Communicates differences between professional standards and a zero-defects mentality. Emphasizes learning from one's mistakes.
Leadership & Management	Training and Developing Others		Instructing	Teaches others how to do something.
Leadership & Management	Training and Developing Others		Training and Developing Others	Determines the training needs of individual subordinates, providing the appropriate level of instruction, guidance, and developmental opportunities. Uses counseling to provide personal and developmental feedback.
Physical	General Fitness	Demonstrates good health and physical conditioning by prioritizing good nutrition, physical exercise, and adequate sleep.	Health and Fitness Orientation	Tends to maintain good health and physical conditioning by prioritizing good nutrition, physical exercise, and adequate sleep. Committed to a lifestyle of physical fitness.
Physical	General Fitness		Physical Endurance	Exerts oneself physically over long periods of time without getting winded or out of breath.
Physical	General Fitness		Physical Strength	Meets the physical strength demands of Army work (i.e., push, pull, carry, or throw objects; propel).

Talent Domain	Talent	Talent Definition	Measurable KSB	Definition
Physical	General Fitness		Physically Fit	Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well even under extreme physiological duress. Physically tough, gritty, and tenacious.
Physical	General Fitness		Swimming	Swims capably, uses water survival skills, avoids water hazards.
Physical	Psychomotor Ability	The ability to perform physical motor movements, including balance and coordination, with precision, accuracy and strength.	Balance	Keeps or regains one's body balance or stays upright when in an unstable position.
Physical	Psychomotor Ability		Bodily-Kinesthetic	Adept at performance and learning through physical activity. Is coordinated and dexterous. Has a keen awareness of their body, movement, and space near their person.
Physical	Psychomotor Ability		Control Precision	Quickly and repeatedly adjusts the controls of a machine or a vehicle to exact positions.
Physical	Psychomotor Ability		Physical Coordination	Performs activities that require eye-hand coordination, or coordinating the simultaneous movements of one's limbs.
Physical	Psychomotor Ability		Reaction Time	Quickly responds physically (e.g., with the hand, finger, or foot) to a signal (e.g., sound, light, picture) when it appears.