



What we value in those we hire...

Our Attributes and Expectations

1. **Communication:** *The ability to express thoughts and ideas to convey information effectively and influence others.*

We expect that candidates can communicate effectively (both written and verbally) in congruence with their rank and experience. We simply want to witness each candidate's ability to organize their thoughts appropriately and deliver their message using proper volume, pace, and tone —regardless of external circumstances. We also want to witness a candidate's ability to actively listen and recall information.

Preparation

To prepare for this, we suggest: Take every opportunity to obtain some public speaking time, whether that is around some friends at work, or to a bigger audience of your peers and leadership. Additionally, seek feedback from your peers, leadership, and maybe even your spouse on how well you communicate. Let them know why you are asking, give them a verbal grade sheet to help them formulate their feedback, and grant them permission to be honest and forthright without fear of reprisal.

Book suggestions to develop your communication skills: 1) *Brief: Make Bigger Impact by Saying Less* by Joe McCormack; 2) *Just Listen* by Mark Goulston; 3) *Tounge and Quill* AFH 33-337; 4) *How to Win Friends and Influence People* by Dale Carnegie.

2. **Drive:** *Initiates action and persists in accomplishing tasks and goals.*

We expect candidates to possess deep levels of drive and initiative. We will assess this during the entire A&S process, from your application submittal to the final hiring decision. We want to see a candidate's ability to be given a task or problem set, initiate action, and persist through task accomplishment—regardless of external circumstances. This also means paying attention to the details and performing high quality work – it's not just about surviving, but thriving.

Preparation

Training yourself to be more driven is a very personal journey. Your motivation must become intrinsic and bolstered by a strong internal value system (aka your "Why"). We suggest developing your "why" statement before coming to A&S. We also suggest gaining an awareness of how much effort and motivation you put towards tasks, even if you don't necessarily enjoy them.

Several books that may help you on this journey: 1) *Drive: The Surprising Truth About What Motivates Us* by Daniel Pink; 2) *Start With Why* by Simon Sinek; 3) *Do Hard Things* by Steve Magness; 4) *Atomic Habits* by James Clear; 5) *The Comfort Crisis* by Michael Easter; 6) and maybe even *Can't Hurt Me* by David Goggins if you don't mind some colorful language and raw emotions.



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3. **Stress Tolerance:** *Continues to perform under difficult, unpredictable, and ambiguous conditions.*

We expect to see a candidate's ability to manage stress effectively in a multitude of environments. Our unit members often work in high-stress environments (e.g., urgent, uncertain, hostile) where they must be able to manage their responses to these stressors appropriately for successful mission accomplishment.

Preparation

Placing yourself in stressful situations during your preparation can allow you to assess your current ability to perform under stress. Seeking feedback on how you are perceived in stressful situations is also an important step in learning how to perform more effectively under stress. Ask those below, alongside, and above you about how they think you handle stress to ensure you understand what you do well, and what you need to improve.

Book suggestions that might help you with stress tolerance: 1) *The Upside of Stress* by Kelly McGonigal; 2) *Power of Full Engagement* by Jim Loehr & Tony Schwartz; 3) *The Way We're Working, Isn't Working* by Tony Schwartz 4) *Triggers* by Marshall Goldsmith & Mark Reiter. Also, make sure to check out our Sports Psychologist's mental performance tips under the "Mental Prep" tab on our webpage.

4. **Problem Solving:** *Identifies and uses resources to generate and critically evaluate courses of action.*

We expect to see a candidate's ability to effectively create functional solutions to problems ranging from familiar and relatively easy, to problems that are novel and complex. We assess this by observing how you define the problem presented, organize and plan, work with the assets provided, formulate ideas that lead to solutions, and employ solutions that make sense and have a high probability of being successful.

Preparation

Again, the best tool you can use is feedback from those who see you conducting problem-solving on a routine basis. Ask them how they perceive your ability to generate useful solutions at work or home. Seek out difficult problems and talk through them in detail with others. Ask how they would approach and address these types of problems.

Books that may help increase your ability to solve problems more effectively and efficiently: 1) *Clear Thinking* by Shane Parrish; 2) *Deviate* by Beau Lotto; 3) *Critical Thinking Skills for Dummies* by Martin Cohen; 4) *Thinking Fast and Slow* by Daniel Kahneman.



What we value in those we hire...

5. Interpersonal Effectiveness: *Works productively with others and adapts appropriately to different roles and situations.*

We expect to see a candidate's ability to work effectively with people from different backgrounds (e.g., across ranks, specialties as well as civilians) and in all types of situations. We value those who positively contribute to their group's task, share appropriate information with their teammates, respect everyone they work with, and help build team cohesion.

Preparation

Getting feedback from those around you can help identify the areas you need to work on to gain more competence in interpersonal effectiveness. Consider interacting with individuals from a wide variety of backgrounds to exchange ideas and perspectives. Practice empathy by taking and understanding others' points of view. Complete a personality assessment (e.g., DiSC, 16Personalities) to develop self-awareness, which can help illuminate why you behave and think as you do.

Books that may help increase your interpersonal effectiveness: 1) *How to Know a Person* by David Brooks; 2) *The Ideal Team Player* by Patrick Lencioni; 3) *Hidden Potential* by Adam Grant; 4) *Ego is the Enemy* by Ryan Holiday; 5) *Emotional Intelligence* by Daniel Goleman.