

PUBLIC HEALTH LEADERSHIP COMPETENCY FRAMEWORK

**DEVELOPED BY
NATIONAL PUBLIC HEALTH LEADERSHIP DEVELOPMENT NETWORK**

I. CORE TRANSFORMATIONAL COMPETENCIES

A. VISIONARY LEADERSHIP

1. Articulates future scenarios in terms of alternatives for change
2. Develops and articulate vision
3. Encourages and facilitates others to share the vision
4. Applies innovative concepts and methods into strategic decision making process

B. SENSE OF MISSION

1. Identifies, articulate and model professional values, beliefs and ethics
2. Facilitates mission development
3. Identifies and articulates the content, purpose and value of vision and mission statements
4. Facilitates reassessment and adaptation of mission to vision
5. Communicates effectively to translate understanding of mission and vision into action

C. EFFECTIVE CHANGE AGENT

1. Develops creative capacities to optimize learning, critical thinking and analysis skills
2. Models active learning and personal mastery
3. Models and facilitates integration of cultural sensitivity and competence
4. Facilitates utilization and application of systems thinking
5. Articulates the difference between transforming changes affecting general direction/policies and changes affecting day to day implementation and operations
6. Develops and implements evaluation systems in relation to change strategies
7. Identifies, creates and balances critical dynamic tension in relation to change strategies
8. Facilitates application of change theories and concepts to practical situations
9. Facilitates and creates dialogue
10. Builds organizational capacity to envision and select strategies to address acute problems
11. Facilitates strategic and tactical assessment and planning
12. Recognizes and reconciles emotional and rational elements in collaboration building and strategic planning
13. Determines and models when and how to include risk taking in strategic actions
14. Facilitates empowerment of others to take action

II. POLITICAL COMPETENCIES*

A. POLITICAL PROCESSES

1. Directs, facilitates, and refines mission driven strategic planning processes at policy, management and operational levels
2. Identifies and communicates political processes and variables operating at federal, state and local levels
3. Evaluates and determines appropriate actions regarding critical political issues
4. Identifies and analyzes policy issues and alternatives related to selected public health problems
5. Develops, implements, and evaluates advocacy, community education and social marketing strategies to achieve national, state and local health goals and objectives
6. Utilizes principles of media advocacy to communicate the public health mission, values, objectives, and priorities to target audiences, including executive and legislative bodies, community organizations and stakeholders to facilitate public policy change
7. Assesses existing political resources to address the needs of diverse and underserved communities
8. Develops and implements collaborative strategies, such as coalitions advocacy groups, to involve all constituencies and stakeholders
9. Selects and implements models to guide political action regarding infrastructure development and other capacity-building efforts
10. Cooperates and collaborates with efforts to translate community and organizational analyses and plans into specific regulatory actions and legislative proposals
11. Guides the community and organization in assisting and supporting legislative deliberation and action on public health issues
12. Translates policy decisions into organizational and community structure, programs and services

B. NEGOTIATION AND MEDIATION

1. Identifies escalating public health issues and guide or mediate action to avoid crises levels
2. Guides and mediates the investigation and resolution of acute public health crises
3. Identifies key stakeholders and resources necessary for mediating, negotiating and/or collective bargaining with political sectors, political action committees and/or stakeholders

* University of North Carolina School of Public Health Doctoral Program Leadership Competencies were used as a resource for this section.

C. ETHICS AND POWER

1. Identifies, develops, and utilizes power-based alliances with values-based and

- ethical perspectives
2. Identifies and communicates how power structures function utilizing knowledge of transitional and conditional ethics

D. MARKETING AND EDUCATION

1. Utilizes principles of social marketing and health education to communicate routinely with target audiences regarding public health needs, objectives, accomplishments and critical or crises related information

III. TRANSORGANIZATIONAL COMPETENCIES

A. ORGANIZATIONAL CAPACITY AND DYNAMICS

1. Creates and employs assessment models to assess organizational environment, needs, assets, resources and opportunities with respect to mission and policy development and assurance functions
2. Identifies and communicates new system structures as need is identified and opportunity arises
3. Develops system structures utilizing knowledge of organizational learning, development, behavior and culture

B. TRANS-ORGANIZATIONAL CAPACITY AND COLLABORATION

1. Identifies and includes key players, power brokers and stakeholders in collaborative ventures
2. Develops, implements and evaluates collaborative and partnering strategies, including task force, coalition, and consortium development
3. Facilitates networking and participation of all stakeholders including broad and diverse representation of private/public and traditional/nontraditional community organizations
4. Facilitates identification of shared or complementary mission and creation of common vision
5. Creates trans-organizational systems utilizing a common values based approach with ethical standards
6. Develops and evaluates collaborative strategic action plans
7. Facilitates change through a balance of critical tensions within collaborative systems

C. SOCIAL FORECASTING AND MARKETING

1. Identifies and interprets emerging trends
2. Creates predictions and build scenarios
3. Communicates predictions and scenarios and provide information analysis and interpretation to community partners and constituents
4. Utilizes social marketing techniques within collaborative systems. e.g., media, health and risk communications and community relations

IV. TEAM BUILDING COMPETENCIES

A. TEAM STRUCTURES AND SYSTEMS

1. Assesses organizational infrastructure and implement system changes to facilitate team development
2. Facilitates entrepreneurial spirit within team structures
3. Develops team structures and required systems regarding customer service and continuous quality improvement
4. Facilitates outcomes-based team activities related to strategic planning and evaluation objectives
5. Create systems including structures and resources for team and work group evaluation
6. Facilitates the development of learning teams which promote organizational learning from a systems perspective

B. TEAM DEVELOPMENT

1. Facilitates development of shared mission, vision, and value statements
2. Facilitates development of clear goals and objectives
3. Facilitates group process
4. Creates and implements information and communication processes to facilitate team development
5. Facilitates development and utilization of problem solving, conflict resolution and decision making skills
6. Identifies and communicates need to balance critical tensions for team development
7. Facilitates empowerment and motivation to accomplish objectives
8. Creates incentives and rewards and celebrate accomplishments
9. Facilitates development and integration of cultural sensitivity and competence
10. Facilitates development of risk taking behavior
11. Facilitates development of servant leadership capacity including selflessness, integrity and perspective mastery
12. Develops opportunities and resources for personal mastery and team learning

C. FACILITATION AND MEDIATION

1. Diagnoses and intervenes in marginally productive, dissident or demoralized team situations
2. Clarifies and establishes team member roles and responsibilities
3. Clarifies and facilitates effective work group processes and relationships
4. Facilitates problem centered coaching
5. Utilizes negotiation skills to mediate disputes and resolve conflicts

D. EFFECTIVE ROLE MODEL

1. Models effective group process behaviors including listening, dialoging, negotiating, rewarding, encouraging and motivating
2. Models effective team leadership traits including integrity, credibility, enthusiasm, commitment, honesty, caring, and trust