

Transformational Leadership Competencies

Team-building Competencies

- Assess organizational infrastructure and implement system changes to facilitate team development
- Develop team-oriented structures and systems
- Facilitate development and utilization of problem solving, conflict resolution and decision-making skills
- Facilitate development of risk-taking behavior
- Facilitate development of teams and work groups
- Facilitate development of servant-leadership capacity, including selflessness, integrity and perspective mastery
- Create incentives and reward and celebrate accomplishments
- Diagnose and intervene in marginally productive, dissident or demoralized team situations
- Serve in facilitation and mediation roles
- Model effective group process behavior, including listening, dialoguing, negotiating, rewarding, encouraging and motivating
- Serve as an effective team member
- Model effective team leadership traits, including integrity, credibility, enthusiasm, commitment, honesty, caring and trust.

Spiritual Religious Competencies

- without one's own life dominating
- listen to the spirit, vitality, purpose without premature categorizing.
- Listen to the whole person, patient, colleague, citizen.
- Prayer
- Mediation
- Study of many kinds
- Arts of many kinds
- Be about one's own journey of faith and service
- Be with the poor
- Challenge tyranny of externalities, superficial measures and short term outcomes
- Appreciate literature and practices of faith and meaning traditions in context of current crisis / opportunity
- Appreciate transformational potential of one's faith tradition and open appreciation for others'.
- illuminate and support movement from self to social (and back).
- without objectifying or instrumentalizing
- appreciate emergent properties of spirit, social, psych and biology at each level
- Tend to human passages along the way: marrying, burying, graduating, lamenting and celebrating.
- Facilitate group practice that :
- Develop group supports for "internal" growth, adaptation including counseling and small group process.
- alone
- with others
- Experience awe, wonder, lament, hope at the edge of the ultimate
- see one's own life whole over time.
- forgive one's own self, history, and journey including the wounds inflicted on others along the way.
- Appreciate the limitations of one's own spiritual path and journey.
- practice lament and hope

Motivational Competencies

Change Agent

- Visionary Leadership
 - Articulate future scenarios as of alternatives for change
 - Encourage and support others to share the vision
- Sense of Mission
 - Facilitate reassessment and adaptation of mission to vision
 - Communicate effectively to translate understanding of mission and vision to action
- Model active learning and personal mastery
- Develop and implement evaluation systems in relation to change strategies
- Recognize and reconcile emotional and rational elements in collaboration building and strategic planning
- Facilitate empowerment of others to take action

Political Competencies

Negotiation

- Develop, implement and evaluate advocacy, community education, and social marketing strategies to achieve national, state and local health goals and objectives
- Political Processes
 - Assess existing political resources to address the needs of diverse and underserved communities
- Identify key stakeholders and resources necessary for mediating, negotiating and/or collective bargaining with political sectors, political action committees and/or stakeholders
- Identify escalating public health issues and guide or mediate action to avoid crisis levels
- Ethics and Power
 - Identify, develop and utilize power-based alliances with values-based and ethical perspectives
 - Identify and communicate how power structures function, utilizing knowledge of transitional and conditional ethics
- Marketing & Education

Transorganizational Competencies

Interorganizational collaborating Mechanisms

- Understanding Organizational Dynamics
 - Develop systems structures utilizing knowledge of organizational learning, development, behavior and
- Identify and include key players, power brokers and stakeholders in collaborative ventures
- Facilitate identification of shared and complimentary missions and creation of common vision
- Create transorganizational systems that use a common-values-based approach with ethical standards
- Social Forecasting, Marketing
 - Create predictions and build scenarios

This map is adapted Kate Wright, et al, "Competency Development in Public Health Leadership," American Journal of Public Health, August 2000, Vol 90, No 8, p. 1202ff. Online .pdf file at <http://www.ajph.org/cgi/reprint/90/8/1202>.