Leadership Competencies for Public Health Practitioners in Canada: Leadership Competency Statements Release 1.0

1.0 Systems Transformation

Public health leaders:

1.1. Demonstrate understanding of knowledge translation
1.2. Demonstrate understanding of how to guide change
1.3. Demonstrate systems thinking skills
1.4. Demonstrate critical thinking skills
1.5. Demonstrate innovation and creativity
1.6. Advocate for and guide change
1.7. Demonstrate drive and motivation
1.8. Demonstrate forward thinking
1.9. Adapt to rapidly changing public health sector and health systems

2.0 Achieve Results

Public health leaders:

2.1. Use their understanding of power and influence and operational expertise to mobilize people and networks to meet strategic objectives
2.2. Garner support for and momentum to a public health vision of upstream solutions to health issues
2.3. Share a personal vision that is explicit, clear and compelling
2.4. Anticipate and take advantage of leadership opportunities
2.5. Champion public health principles, actions and interventions
2.6. Assess program effectiveness and success in terms of population health (vs. business models)

3.0 Lead Self

Public health leaders:

3.1 Abide by the ethical codes of their respective disciplines, and also to the ethics relevant to public health practice
3.2 Critically examine their role within the public health sector organization and within regulatory systems
3.3 Demonstrate evidence-informed decision making
3.4 Demonstrate lifelong learning and self-development
3.5 Are accountable
3.6 Demonstrate emotional intelligence
3.7 Are self-aware and reflective
3.8 Demonstrate reflexivity and flexibility in response to criticism
4.0 Engage Others

Public health leaders:

4.1. Leverage communication technologies, as appropriate, to communicate effectively (Examples of Communication Technologies include audio/video conferencing, webinars, social media, email, program specific software etc.)

4.2. Demonstrate transdisciplinary understanding of the multiple professions with whom they collaborate

4.3. Are credible

4.4. Tailor their communication to respect different audiences

4.5. Engender respect, rapport and trust

4.6. Empower and enable others by providing strong, unwavering support

4.7. Are responsive and accessible

4.8. Build capacity through modelling and mentorship for leadership in others

4.9. Promote healthy workplace culture

4.10. Share power horizontally and vertically

4.11. Apply a variety of decision making styles appropriate to the context

4.12. Build consensus where appropriate

4.13. Mobilize others

4.14. Possess effective negotiation skills

4.15. Possess effective mediation skills

4.16. Recognise and encourage contributions of others

4.17. Communicate clearly and transparently up and down and across the organizational hierarchy

5.0 Develop Coalition

Public health leaders:

5.1. Demonstrate cultural awareness of the implications of politics, ethnicity, gender, age, socioeconomic status, and religion on health beliefs and behaviours

5.2. Demonstrate ability to guide healthy public policy decisions and processes

5.3. Recognize public health’s role in political influence

5.4. Are ambassadors of quality evidence-informed public health practice

5.5. Foster engagement with communities

5.6. Serve as catalysts to build partnerships, coalitions, increased capacity, and shared leadership

5.7. Promote awareness and visibility of public health practice

5.8. Contribute to cross disciplinary understanding of the contribution of public health practice

5.9. Leverage partnerships to broaden the scope and impact of public health practice (i.e., individual immunizations vs. population based interventions)