

SUMMARY QUESTIONS 1 - Tables and Graphs – N. Cantu

For the purpose of this report and analysis of interview question 1 (see below) leadership characteristics are defined as - dedicated, patient, ethical, positive, attentive, passionate, loyal and motivating - based on the National Public Health Leadership Development Network's annual Tom Balderson Lifetime Public Health Leadership Award. Core Public Health Competencies are defined by the Council on Linkages (www.TrainingFinder.org) and include the following criteria:

- Analytic/Assessment Skills
 - Policy Development/Program Planning Skills
 - Communication Skills
 - Cultural Competency Skills
 - Community Dimensions of Practice Skills
 - Basic Public Health Sciences Skills
 - Financial Planning and Management Skills
 - Leadership and Systems Thinking Skills
- (Please see addendum for expanded list of core competency descriptions)

SUMMARY QUESTION #1

1. What characteristics do you think an effective public health leader should possess?

The method used to analyze the interview data for question #1 consisted of a three steps process.

Step 1 - identify leadership criteria using qualities and characteristics outlined by the National Public Health Leadership Development Network and Core Competencies established by the Council on Linkages

Step 2 – match interview data to leadership characteristics or competencies

Step 3 – Frequency distribution

ANSWER = INTERPRETATION (full description of competency and characteristics available in addendum)

Listening = attentive (Leadership Characteristic)

Ability to communicate with diverse people = Cultural Competency Skills (Leadership Core Competency)

Knowledgeable = Basic Public health Sciences Skills (Leadership Core Competency)

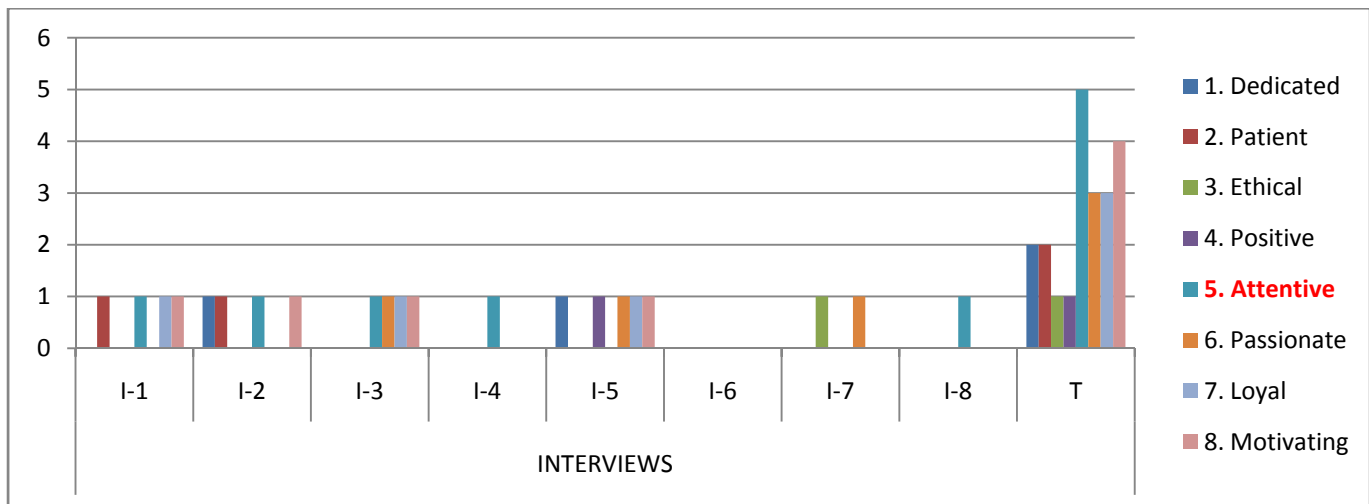
Team Building = Leadership and Systems Thinking Skills (Leadership Core Competency)

Concept of Loyalty = Loyal (Leadership Characteristic)

The frequency distribution below, using the National Public Health leadership Development Network (Tom Balderson Lifetime Public Health Leadership Award) criteria for question #1, shows the characteristic of being attentive as the most mentioned (5 times out of 8) quality an effective public health leader should possess. The second most mentioned characteristic was motivating (4 out of 8) and tied for third passionate and loyal attributes. The last four characteristics patient, dedicated, ethical and positive were mentioned by four out of eight people interviewed. In conclusion, what is interesting to note (considering the small data set that was used) is that all of the characteristics were mentioned at least once by someone in the group being interviewed.

KEY CHARACTERISTICS OF EFFECTIVE PUBLIC HEALTH LEADERSHIP	INTERVIEWS								
	I-1	I-2	I-3	I-4	I-5	I-6	I-7	I-8	T
1. Dedicated		1			1				2
2. Patient	1	1							2
3. Ethical							1		1
4. Positive					1				1
5. Attentive	1	1	1	1				1	5
6. Passionate			1		1		1		3
7. Loyal	1		1		1				3
8. Motivating	1	1	1		1				4
FREQUENCY	4	4	4	1	5	0	2	1	21

Balderson Lifetime Public Health Leadership Award Qualities/Characteristics



Interview 6 is not missing data. This participant spoke about competencies not characteristics. The interview data is reflected in the next graph.

The Public Health Core Competencies, established by the Council on Linkages, captured many of the attributes described by many of the participants. For example, I-7 believed that effective public health leaders should possess a belief in evidence as a basis for decisions. This attribute did not fit under the Balderson model. However, under the Core Competency model, Basic Public Health Sciences Skills—one of the basic principals is noted as →identifies and retrieves current relevant scientific evidence. Many of the answers provided during the interviews matched the competency model criteria.

The frequency distribution for Core Competencies, shows attribute 8 (Leadership and Systems Thinking Skills) as the highest (7 out of 8 participants) mentioned competency. The Leadership and Systems Thinking Skills include:

- Creates a culture of ethical standards within organizations and communities
- Helps create key values and shared vision and uses these principles to guide action
- Identifies internal and external issues that may impact delivery of essential public health services (i.e., strategic planning)
- Facilitates collaboration with internal and external groups to ensure participation of key stakeholders

- Promotes team and organizational learning
- Contributes to development, implementation, and monitoring of organizational performance standards
- Uses the legal and political system to effect change
- Applies theory of organizational structures to professional practice

Some of the attributes mentioned during the interviews that matched this category were: vision, change, team building, and strategic planning. One person wrote “must have bigger purpose,” this was interpreted as vision.

Two skills mentioned in 5 out of the 8 interviews were 1) Policy Development/Program Planning Skills and 2) Communication Skills. Community Dimensions of Practical Skills and Basic Public Health Sciences Skills were mentioned in 4 out of 8 interviews. Cultural Competency Skills were noted in two interviews 1) Ability to communicate with diverse people and 2) Embrace diversity – all populations of people. Financial Planning and Management Skills and the Analytic/Assessment Skills were only mentioned once in two separate interviews.

CORE COMPETANCIES OF EFFECTIVE PUBLIC HEALTH LEADERSHIP	INTERVIEWS								
	I-1	I-2	I-3	I-4	I-5	I-6	I-7	I-8	T
1. Analytic/Assessment Skills							1		1
2. Policy Development/Program Planning Skills		1		1	1	1		1	5
3. Communication Skills	1		1	1	1			1	5
4. Cultural Competency Skills					1		1		2
5. Community Dimensions of Practice Skills	1		1		1	1			4
6. Basic Public Health Sciences Skills		1	1			1	1		4
7. Financial Planning and Management Skills	1								1
8. Leadership and Systems Thinking Skills	1	1	1	1	1		1	1	7
FREQUENCY	4	3	4	3	5	3	4	3	29

All of the Core Competencies were mentioned by at least one of the participants being interviewed.

Other characteristics mentioned in the interviews not matched to criteria: risk taking, commitment to learning, flexible and creative thinker.

