Supplemental Material for APHA

Leadership Models/Theories and Competency Framework Used to Determine Domains and Skills Necessary to Lead

<table>
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<th>Theories/Models and Competency Framework</th>
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| Transformational Leadership            | 1978 to present  | • Emphasis on leaders who create change in deep structures, major processes, or overall culture. Leader’s mechanisms may be a compelling vision, brilliant technical insight, and/or charismatic quality  
  • Era influenced by the loss of American dominance in business, finance, and science, and the need to reenergize various industries that had slipped into complacency  
  • Kouzes and Posner Ten Commitments of Leadership widely recognized and used for this study (Kouzes and Posner, 2007) |
| Servant Leadership                     | 1979 to present  | • Emphasis on ethical responsibilities to followers, stakeholders, and society. Business theorists tend to emphasize service to followers, political theorists, emphasize citizens; public-administration analysts tend to emphasize legal compliance and/or citizens  
  • Era influenced by social sensitivities raised in the 1960s and 1970s Greenleaf’s Ten Characteristics widely recognized and used for this study (Spears, 2004). |
| Emotional Intelligence                 | 1990 to present  | • Emotional intelligence-the ability to manage ourselves and our relationships effectively consists of four fundamental capabilities: self-awareness, self-management, social awareness, and social skill. Each capability, in turn, is composed of specific sets of competencies  
  • Goleman’s essential abilities and competencies were used for this study (Goleman, 2000) |
| Collaborative Leadership               | 1999 to present  | • The development process for collaborative leadership should consider three levels of focus to ensure effective working relationships within an ever-expanding sphere of influence  
  • Level 1: The individual and her or his leadership capacities  
  • Level 2: Individuals working within an organizational context  
  • Level 3: Community members working across boundaries to stimulate change and solve problems  
  • There are six key elements for leading a collaborative process (Turning Point, 1999) |
| Appreciative Leadership                | 2009 to present  | • The relational capacity to mobilize creative potential and turn it into positive power-to set in motion positive ripples of confidence, energy, enthusiasm, and performance-to make a positive difference in the world (Whitney, Trosten-Bloom, & Rader, 2010). |
| National Public Health Leadership Development Network (NLN) Leadership for Community Health, Safety & Resilience Competence Framework | 2000 to present | • Main competency framework used in Public Health Leadership Institutes (PHLI)  
  • Competencies in categories 1-3 were used for this study |
Identified Domains and skills necessary to lead in public health

**Community/Organizational Responsiveness:** The ability to be keenly aware of the community and system around you.

- Skill to serve the community
- Skill to connect individual work/actions and the impact it has on the larger organization, community, and/or system
- Skill to make decisions for the improvement of the larger organization, community, and/or system

**Ability to Inspire:** The ability to relate to others in a way that brings out the best in them.

- Skill to collaborate and promote teamwork
- Skill to build warm caring relationships
- Skill to mentor and develop others

**Results Focused:** The ability to focus on outcomes and achievement of results.

- Skill to communicate purpose and vision that lead to results
- Skill to be decisive in decision making
- Skill to offer clear direction
- Skill to think strategically and communicate the strategy to others

**Social Intellect:** The ability to listen and engage with others.

- Skill to effectively engage in conflict and controversy
- Skill to manage personal feelings
- Skill to actively listen to others’ concerns and deal with their feelings
- Skill to share power and influence with others

**Authenticity:** The ability to be true to one's own personality, spirit, character and ethics.

- Skill to lead with honesty, integrity, trustworthiness
- Skill and willingness to stand for individual beliefs
- Skill to deal with and discuss difficult problems and situations

**Composure and Balance:** The ability to use a level of selflessness and remain composed and balanced while in the center of high pressure situations.

- Skill to balance the stresses of work and life in a healthy way
- Skill to be humble
- Skill to remain composed and calm in the heart of conflict and change
- Skill to make time for continued learning and development

Grimm, 2013