

Leadership

- Articulate, demonstrate & evaluate professional values & ethics
- Describe & demonstrate stewardship of community resources
- Identify, demonstrate & evaluate cultural sensitivity & competence
- Identify & articulate community values and needs
- Use system models and methods to make decisions and solve problems
- Facilitate and influence development, implementation & ownership of vision, mission, goals & strategic objectives and plans
- Describe & apply models & methods of change & innovation
- Use creative flexible problem- solving methods
- Select & use competitive & collaborative strategies appropriately
- Identify, explain, & resolve critical tension
- Identify the bases of power & the political implications & effects of decisions
- Identify, explain & utilize effective motivational strategies to elicit desired behavior & inspire others toward a shared vision
- Work effectively with other professionals
- Identify, value & use team development methods
- Demonstrate effective listening and communication skills
- Identify effective techniques for working with community leaders through governance structures
- Demonstrate the ability to make choices
- Commit to the execution of organizational strategy
- Selects the organizational structure that is appropriate for system functions

Critical Thinking

- Able to identify & implement systems
- Identify the subsystems of the health system broadly defined; their relationship & interactions
- Describe the roles, functions & responsibilities of system components
- Identify internal/external system structures & social, cultural, economic, financial & political issues/factors
- Apply models to develop structures & systems to support team functions
- Asks the right questions when making decisions
- Comprehend cause-and-effect relationships
- Evaluate issues from different perspectives
- Create innovative strategies
- Have confidence in the ability to make decisions in the presence of uncertainty
- Identify & prioritize managerial alternatives
- Able to learn from mistakes
- Project future scenarios

Science Analysis

- Identify the scientific method and how to apply it to managerial decision-making and problem solving
- Identify & describe the structure & conduct of quantitative analytical methods: economic and financial evaluation, survey research, linear regression analysis, forecasting methods, linear programming, project management and bi-variant comparison methods
- Identify & describe the structure & conduct of selected qualitative methods: opinion research, case studies, participant observation & ethnographies
- Examine data both qualitatively & quantitatively to determine patterns & trends
- Evaluate testable hypotheses commonly arising in a management setting, selecting & applying the appropriate quantitative methods
- Monitor data & identify deviations, whether for internal processes & procedures or for external trends
- Use & manage relevant computer technology (e.g. hardware capabilities, application software & database technology)
- Be an educated consumer of more complex analytical methods
- Identify & describe information systems & knowledge management

Management

- Identify, describe & apply general management concepts regarding the organization of work, economics, finance and decision theory
- Work with & through people to achieve organizational goals
- Identify & apply basic concepts & tools that are integral to strategic thinking, planning & management
- Describe & apply the basic principles & tools of effective human resource management, change management & organizational development
- Describe & apply the basic principals & tools of continuous quality improvement concepts & skills to improve work processes
- Design & implement business plans for health programs & services
- Identify, monitor & interpret the impacts of legal, regulatory & political environments on an organization
- Evaluate & modify appropriate governance structures & processes
- Identify & address needs of major stakeholders
- Provide effective communication linkages within an organization and its external environments
- Measure, track, & respond to the changing needs of the users of policy analysis
- Understand & apply the basic aspects of management engineering & the redesign of organizations, systems & processes

Political and Community Development

- Identify the major stake-holders of an organization & their specific interests & historical relationships
- Effectively solicit & use input from the community in the process of policy & program development & evaluation
- Build appropriate strategic collaborations/partnerships stakeholders at the local, state and national level to create broader influence
- Use negotiation, consensus, & conflict resolution methods to assist community development & evaluation
- Demonstrate "emotional intelligence" or social & human relationship skills needed to address the diverse needs of the various community stakeholders

Communication

- Develop, organize, synthesize & articulate ideas & information
- Listen, hear, & respond effectively to the ideas & thoughts of others
- Write clearly & effectively
- Identify & use appropriate communication strategies based on audience characteristics & communication goals
- Recognize & use non-verbal forms of communication