

## GUIDING PRINCIPLE

### → **Communities as Experts**

Global to Local believes that the most important information, resources, and solutions to any health challenge exist within each community itself. We honor community members as experts on their local environment.

What This Looks Like In Practice:

- We listen first, and adjust our approach to meet the needs of the community.
- We create and maintain work environments where differences are valued and supported.
- We build and maintain strong relationships with community leaders and organizations.
- We credit community members and community-led organizations for their contributions and their accomplishments.
- We apply the diverse experiences, styles, backgrounds, and perspectives of community members to get results.
- We develop and champion community leaders through coaching, mentoring, feedback, creating opportunities, and exposure.

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## CORE COMPETENCIES

### **# 1: FLEXIBILITY**

- Deals comfortably with the uncertainty of change.
- Picks up on situational cues and adjusts work plan and communication style as needed.
- Can make decisions and move forward without having the total picture.
- Deals constructively with problems that do not have clear solutions or outcomes.
- Understands that different situations may call for different approaches.
- Seeks out and tries new ways of doing things and additional resources when the situation calls for it.

### **#2: ACCOUNTABILITY**

- Follows through on commitments.
- Takes personal responsibility for decisions, actions, and failures.
- Shows consistency between words and actions.
- Keeps confidences.
- Is honest and transparent with co-workers and clients.
- Establishes processes for monitoring progress, measuring results, and reporting back results

### **#3: INVESTING IN OTHERS/EMPOWERING OTHERS**

- Develops others through coaching, feedback, exposure, and/or stretch assignments.
- Freely shares one's own skills, resources, and knowledge with others.
- Encourages people to invest in themselves and accept opportunities for growth and advancement.
- Expresses confidence in the ability of others to be successful.

### **#4: CREATIVE PROBLEM-SOLVING**

- Asks the right questions to accurately identify and analyze situations; uncovers root causes to difficult problems.
- Introduces new ways of looking at problems.
- Comes up with useful ideas that are new, better, or unique.
- Evaluates pros and cons, risks and benefits of different solution options.
- Encourages diverse thinking to promote and nurture continuous improvement. Demonstrates an appreciation and value for the expertise of others.
- Demonstrates the ability to grapple with systemic problems, not just stand-alone issues.

### **#5: COLLABORATION**

- Works cooperatively with others to achieve shared objectives.
- Represents one's own interests while being fair and respectful to others.
- Partners with others to get work done, including non-traditional partners.
- Credits others for their contributions and accomplishments.
- Gains trust and support of others.
- Is sensitive to cultural norms, expectations, and ways of communicating.
- Contributes to a work climate where differences are valued and supported.

### **#6: COMMUNICATION**

- Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels.
- Attentively listens to others.
- Adjusts to fit the audience and the message.
- Provides timely and helpful information to co-workers, community members, and other stakeholders.
- Contributes to an inclusive environment by encouraging the open expression of diverse ideas and opinions.