

# An Introduction to the Framework for Public Sector Leadership

Public sector leaders are essential to the economic stability of states and the health and well-being of their residents. They are responsible for administering billions of state and federal dollars, setting and managing strategic direction for public services, and navigating the complex web of state government and community relationships. Despite this critical role, there is scant investment in public sector leadership development.

The **Framework for Public Sector Leadership**, which draws from both academic research and insights from leaders across the field, serves as a guide for both public sector leaders and their teams, as well as rising leaders. This competencies-based framework was jointly developed by the [Public Sector Leadership Consortium](#), a collaborative effort between the Center for Health Care Strategies, the Milbank Memorial Fund, and the National Association of Medicaid Directors. It is built on the core belief that leadership does not necessarily result from an individual's formal position, but rather one rising to the occasion as a leader, regardless of where they sit within an organization.

The Framework includes five leadership domains that are critical to success in public sector leadership:



**Personal leadership and self-management:** Investing in one's individual leadership and acknowledging areas for personal growth is essential for supporting individual leadership development. Leaders also need to build resiliency and commit to receiving feedback and enhancing their technical learning.



**Setting and managing strategic direction:** Competing priorities often deplete staff time and resources. In order to work toward success, leaders must set and articulate a vision with appropriate engagement of key stakeholders, develop a strategic plan to support the vision, and allocate resources accordingly.

## IN BRIEF

Despite the critical role of public sector leaders, there is scant investment in their leadership development. The *Framework for Public Sector Leadership* is a competencies-based framework built on the belief that anyone can rise to the occasion as a leader, regardless of their formal position. It is based on five leadership domains crucial to success in public sector leadership.



## ABOUT THE PUBLIC SECTOR LEADERSHIP CONSORTIUM

This resource was developed by the *Public Sector Leadership Consortium*, a collaborative effort between the [Center for Health Care Strategies](#), the [Milbank Memorial Fund](#), and the [National Association of Medicaid Directors](#). The consortium draws from its vast experiences to maximize its collective impact in supporting public leaders, particularly those in the health and human services fields and public leaders who are working to advance health policy and improve health outcomes. Learn more at [www.chcs.org/publicsectorleaders](http://www.chcs.org/publicsectorleaders).



**Engaging and motivating people:** Whether leading a team or a large enterprise like a Medicaid agency, leaders are able to accomplish priorities by working with and through others. Leadership competencies in this area include: collaborating effectively; delegating tasks; and developing others.



**Practicing good public administration:** Public sector leadership requires unique skills in order to effectively navigate the political and bureaucratic state landscapes. Particular leadership competencies include: developing business acumen; managing resources, change, and decision-making; and engaging diverse stakeholders.



**Driving and delivering results:** Ultimately, public sector leaders should demonstrate that they can drive change and improve health outcomes by leading innovation, measuring performance, balancing organizational perspectives, and appropriately managing the work.

## Leadership Domain Competencies and Skills

Each of these domains includes related leadership competencies and examples of skills and behaviors that are specific to the unique complex and political nature of public sector leadership:

Personal Leadership and Self-Management	Setting and Managing Strategic Direction	Engaging and Motivating People	Practicing Good Public Administration	Driving and Delivering Results
<ul style="list-style-type: none"> <li>Self-Awareness</li> <li>Receiving Feedback</li> <li>Resiliency</li> <li>Technical Learning</li> </ul>	<ul style="list-style-type: none"> <li>Vision and Purpose</li> <li>Communication</li> <li>Planning for Action</li> <li>Balancing Political and Strategic Agility</li> </ul>	<ul style="list-style-type: none"> <li>Collaborating and Working in Teams</li> <li>Developing, Directing and Delegating</li> <li>Managing Conflict and Negotiating</li> <li>Communicating with Internal and External Audiences</li> </ul>	<ul style="list-style-type: none"> <li>Business Acumen</li> <li>Managing Change</li> <li>Managing Resources</li> <li>Effective Decision Making</li> <li>Engaging Diverse Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Managing Work</li> <li>Measuring Performance</li> <li>Improving Health Outcomes and Equity</li> <li>Systems Thinking</li> <li>Leading Innovation</li> </ul>

### ABOUT THE CENTER FOR HEALTH CARE STRATEGIES

The Center for Health Care Strategies (CHCS) is a nonprofit policy center dedicated to improving the health of people in the U.S. with low incomes. It works with state and federal agencies, health plans, providers, and community-based organizations to develop innovative programs that better serve beneficiaries of publicly financed care, especially those with complex, high-cost needs. To learn more, visit [www.chcs.org](http://www.chcs.org).

### ABOUT THE MILBANK MEMORIAL FUND

The Milbank Memorial Fund works to improve population health by connecting leaders and decision-makers with the best available evidence and experience. To learn more, visit [www.milbank.org](http://www.milbank.org).

### ABOUT THE NATIONAL ASSOCIATION OF MEDICAID DIRECTORS

The National Association of Medicaid Directors supports Medicaid directors in administering the program in cost-effective, efficient, and visionary ways that enable the over 70 million Americans served by Medicaid to achieve their best health and to thrive in their communities. To learn more, visit [www.medicaiddirectors.org](http://www.medicaiddirectors.org).