## ICTP Values for Implementation Support Practice

EQUITY IN IMPLEMENTATION PRACTICE

How ICTP ISPs Show Up with Support Participants and System Partners will be covered later in this brief in section [Equity in Implementation Practice](#Equity).

ICTP values are the guiding principles or qualities webelieve to be essential for creating trusting relationships with support participants, system partners, and each other across the ICTP projects team. Values inform how ISPs are expected to show up with support participants and system partners in all interactions and how ICTP projects team members are expected to conduct themselves in all projects team interactions. The ICTP values in Table 5.1 were collaboratively created by ICTP projects team members. We include in Table 5.1 exemplar behaviors and skills that demonstrate these values.

Table 5.1 ICTP Values and Exemplar Behaviors and Skills

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| VALUE | EXEMPLAR BEHAVIORS AND SKILLS |
| **Integrity** | * Display commitment to the implementation process and the application of effective implementation practices within local context.
* Conduct frequent process checks to ask for feedback and allow for self-reflection to ensure support is aligned with ICTP values and principles.
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| **Accountability** | * Establish shared roles, responsibilities, and expectations of the support partnership.
* Follow up and follow through by doing what you say you will do.
* Provide support in accordance with The Impact Center at FPG’s implementation support practice principles.
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| **Responsiveness** | * Show up with the intention of meeting partners where they are and with what they need.
* Collect and use qualitative and quantitative data to assess strengths, desired change, levels of support, and improvement opportunities.
* Be observant of partner interactions to respond to both verbal and nonverbal cues about readiness for change or next steps.
* Provide positive reinforcement, supportive feedback, and acknowledgment of specific successes and contributions.
* Guide, motivate, and encourage rather than simply instructing or directing toward specific ways.
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| **Authenticity** | * Be genuine in interactions by being honest and transparent in an appropriate and respectful way.
* Approach partnerships without judgment and take responsibility for your own actions.
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| **Awareness of Context** | * Lead with curiosity and use humility and respect to understand and honor the beliefs, customs, knowledge, habits, and capabilities carried from partner context and history.
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| **Mutual Trust** | * Assume positive intention and create a safe space for authentic engagement that supports the exchanging of ideas to foster innovation.
* Demonstrate reliability, competence, and commitment to partner change efforts.
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| **Two-Way Communication** | * Use active and responsive listening to ensure people are understood and heard by reflecting back what you heard, using I statements, and checking for clarity.
* Translate relevant concepts using language specific to the context and audience.
* Pose questions to tease out partners’ description of facilitators and barriers to change or next steps.
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| **Equity** | * Welcome and listen to different perspectives and expertise.
* Be aware of bias and racial privilege and how that may influence how support is provided.
* Identify disproportionate outcomes through disaggregated data and guide conversations to identify and address underlying inequities.
* Invite in and support all voices, particularly those from historically marginalized and disproportionately affected communities.
* Seek to shift and defer power in ways that promote community-driven decision making.
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| **Growth Mindset** | * Reinforce that learning means growth and growth requires learning.
* Embrace challenges as opportunities for ongoing development and improvement.
* Regularly assess yourself to keep track of personal and professional growth.
* Seek personal and professional opportunities for improvement in knowledge, skills, and attitudes.
* Utilize experience gathered from various contexts to better inform current implementation strategies and activities.
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| **Teaming** | * Co-create implementation support plans, based on local context and shared goals informed equitably by system partners at all levels.
* Engage in shared problem solving and decision making, involving broader system partners when the need is identified.
* Co-create and manage the work of implementation intuitively, thoughtfully, and in a way that feels feasible for support participants, system partners, and ICTP ISPs.
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| **Risk Taking** | * Be willing to adapt and try something new to achieve a desired result.
* Step back occasionally to gain a different perspective and objectively observe actions, patterns, and processes that may not be otherwise obvious.
* Within psychologically safe spaces and places, normalize the discomfort and anxiety that typically accompanies organizational and system change.
* Lean into change processes to create the necessary system disruptions that will foster more equitable co-creation conditions and increase the likelihood of achieving intended implementation and programmatic outcomes.
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