LEADS in a Caring Environment
Topics Covered

- Update LEADS strategic plan
- What we heard from CHLNet Members
- Leadership Capacity Development
- Best Practices
- Components / Recommendations
- Community of Practice
- LEADS Exchange Day
LEADS in a Caring Environment

Five Leadership Domains

L – Lead Self
E – Engage Others
A – Achieve Results
D – Develop Coalitions
S – Systems Transformation

Four capabilities per domain
LEADS Strategic Planning Exercise
October 2014

Making Choices
Generating Momentum
Purpose

Develop, support & sustain LEADS-based leadership capacity for health system transformation
Distinct Value

- Deliberate health care focus with tailored leadership framework
- Unique and integrated approach to our work
- Impact that is both significant and meaningful
Offerings

• Knowledge
• Diagnostics & Assessments
• Training Programs
• Workshops & Seminars
• Coaching
Current LEADS Programs and Services

- Bringing LEADS to Life workshops
- LEADS Learning Series & Associated Train the Trainer Series
- LEADS 360 assessment and debriefings
- Organizational Diagnostic
- LEADS Self-assessment
- LEADS consulting services
CHLNet Partners Input

Strengths to build on
Areas of desired focus
Strengths to build on

- Results-focused
- Engaged and Supportive Leaders
- Ability to create and share knowledge
- Measurement driven
- Guided by values and committed to leadership and excellent care
- Strong partnerships and networks
Lead Self
- Resiliency
- Being self aware of impact on others
- Personality conflicts

Engage Others
- Effective succession planning
- People management
- Working across silos
- Clear communication (“no organizational mush”)
- Building trust
Achieve Results
- Measuring Success
- Time and resources for effective planning
- Sustainability

Develop Coalitions
- Leading Collaboratively and horizontally
- Political navigation
- Innovation / creative thinking
- Mobility opportunities internally
CHLNet – input - Areas for development

Systems Transformation
– Being effective change leaders and sustaining change
– Effective governance
– Capacity-building in “policy development”

Delivery Methods
• Variety
• Business tools online / cloud technology
• Capacity to deliver French
• Learning from others
• Common language
Leadership Development
Leadership Capacity at 3 levels

- **Individual**: person improves his/her leadership effectiveness

- **Organizational**: organization becomes a leading organization and an organization of leaders

- **Collective**: communities such as industries, sectors, provinces, target audiences etc… raise the leadership bar across their entire system.
Leadership Maturity Model

Figure 1: Bersin & Associates High-Impact Leadership Development Maturity Model®

- **Strategic Leadership Development**
  Championed by Executives, Talent Management Integration

- **Focused Leadership Development**
  Culture-Setting, Future-Focused, Developing Organization

- **Structured Leadership Training**
  Core Competencies, Well-Defined Curriculum, Developing Individuals

- **Inconsistent Management Training**
  Content Available, No Development Process, Benefit to Employees

Source: Bersin & Associates, 2006
## Leadership Development – an Evolution

<table>
<thead>
<tr>
<th>Dimension</th>
<th>1 Inconsistent Management Training (33%)</th>
<th>2 Structured Leadership Training (36%)</th>
<th>3 Focused Leadership Development (… )</th>
<th>4 Strategic Leadership Development (… )</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Engagement</strong></td>
<td>Provides no support – falls within HR / OD responsibility</td>
<td>Understands concepts, not involved, provides resources, opens sessions</td>
<td>Participates in program, identifies participants and offers strategic projects to work on</td>
<td>Champions program, holds self and others accountable, contributes to leadership development strategy, continually integrates leadership in communication</td>
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<tr>
<td><strong>Tailored Competencies</strong></td>
<td>None identified, reactive and not aligned with development priorities</td>
<td>Core set of competencies at individual level</td>
<td>Core leadership competencies that target organizational needs – defines what makes a good leader “at our organization”</td>
<td>A core set of leadership competencies that match organizational needs and values</td>
</tr>
<tr>
<td><strong>Strategic Alignment</strong></td>
<td>No governance at corporate level, no integration between departments, off the shelf</td>
<td>Start to differentiate by level, training is organization-wide, programs build on core competencies</td>
<td>Programs are customized as needed, strategic business discussions take place and best practice are shared</td>
<td>Succession planning is pool-based, as opposed to position-based.</td>
</tr>
<tr>
<td><strong>Levels of Management</strong></td>
<td>Focus on Sr. Management, lower level management is at business level only</td>
<td>Managers at all levels are targeted and brings different departments and locations together</td>
<td>Managers at all levels of the organization are targeted and programs are progressive and build on one another</td>
<td>Content is aligned with strategic priorities and focus is on developing leaders for future positions</td>
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<tr>
<td><strong>Talent Management Integration</strong></td>
<td>Performance mag’t not linked to leadership development – succession planning only at Sr. Level</td>
<td>Company-wide performance management based on competencies, succession planning focus on Sr. Mag’t across organization</td>
<td>Performance management helps identify participants and succession planning targets multiple levels of participants</td>
<td>Managers at all levels of the organization are targeted, strongly aligned with succession management</td>
</tr>
<tr>
<td><strong>Comprehensive Program Design</strong></td>
<td>limited</td>
<td>Content generic and limited opportunity to apply learning</td>
<td>Clear objectives, multiple formats, applied learning is integrated into the program</td>
<td>Clearly defined objectives and associated behavioural changes, education, application and reinforcement activities are included in program design</td>
</tr>
</tbody>
</table>

( % ) Bersin survey research on % of healthcare companies at each level of maturity)
Recommendations

Best practices
Some recommendations
Leadership as an enabler

Success is dependent on the ability of the organizational culture to carry the ideas of strategy into action, via the structure and processes of the organization.

Active, visible leadership is what connects strategy with the organization, and that it is leadership that influences the ability of the organization (structure, plans and processes) to be successful.

Colville and Murphy (2006)
1. A thorough needs assessment
   – Develop a leadership development program vision and define its needs, linked to organizational strategy and desired outcomes.

2. Select a suitable audience
   – Choose the most appropriate audience for your leadership development program as it relates to level, position or type of employee as it relates to your objectives. Integrate with succession planning

Leskiw and Sing, (2007)
3. Design of an appropriate infrastructure to support the initiative
   • Best practices infrastructure support indicate an embedding of leadership in an organization’s culture and with senior leadership involvement.

4. Design and implementation of an entire learning system
   • Best practices see a learning system combine formal training with action learning and opportunities to put learning into practice within the organization.
5. Evaluate Effectiveness
   - Leadership development program effectiveness is best evaluated by asking the right questions about the program.

6. Corresponding actions to reward success and improve on deficiencies
   - Integrate the recognition and acknowledgement of demonstrated desired leadership into practice.
An integrated system, not just tools
How We Learn to Lead

- **Experiential Learning**: learning and developing through day-to-day tasks, challenges and practice (70)
- **Social Learning**: learning and developing with and through others (20)
- **Formal Learning**: learning and developing through structured modules, courses and programs (10)

www.702010forum.com
Formalize your succession planning

Strategic Goals

YOUR LOGO Here
Develop a Communications Strategy
Create Feedback Loops
LEADS in a Caring Environment Framework

LEADS in a Caring Environment (LEADS) framework is a leadership capabilities framework representing an innovative and integrated investment in the future of health leadership in Canada. It provides a comprehensive approach to leadership development for the Canadian health sector, including leadership within the whole-system, within the health organizations, and within individual leaders.

Overview

The LEADS Framework represents the key skills, abilities, and knowledge required to lead at all levels of an organization. It aligns and consolidates the competency frameworks and leadership strategies that are found in Canada’s health sector and other progressive organizations.

Embodying the collective wisdom of the current literature on leadership and leadership development in the Canadian health sector, the LEADS Framework is comparable to the top leadership competency frameworks in the private, public, and health sectors around the world.

Click on each item on the Framework to see the details on that level.

Please visit LEADS Resources and LEADS Services to bring LEADS to your organization.
What others have been playing with
Developing Leadership Tools
LEADS Change Planning - Questions to Consider

**Lead Self**
- What is my personal vision for this initiative?
- What assumptions am I making about what is required?
- What is my current level of capacity/capability to undertake this work?
- What are my strengths/areas of vulnerability and how do I address them?
- What strategies will I employ to manage my emotions, performance and health through the change process?

**Engage Others**
- Who does this change immediate impact? How do we meaningfully involve these individuals?
- What type of team do we need to lead this initiative?
- How do we develop and support the team to achieve the results we seek?
- What is really important to communicate? When?
- What communications vehicles will be most appropriate and impactful?

**Achieve Results**
- Why are we undertaking this initiative (i.e., what purpose are we trying to accomplish)?
- What is currently happening now? What evidence do we have?
- What is our vision for change? How will we know when we get there?
- What are the desired benefits to clients/patients/residents?
- What values or principles will guide us in our work?
- What strategies and tactics will we employ to achieve our desired results?
- If we are successful in creating the changes required, how will we measure success? What indicators will be most useful?

**Develop Coalitions**
- Who are our key partners (internal or external to Eastern Health)?
- Who has a stake in the outcome of this initiative? How significant?
- Where are our partners in their current understanding of this issue? In their level of commitment?
- How will we begin developing the relationships needed to support the initiative? Are there existing or potential forums that could be leveraged?

**Shared Vision & Purpose**

*Developed for Eastern Health use based on LEADS in a Caring Environment Framework, 2010*
LEADING WITH LEADS @ CHEO

Strategic Directions

1. Connected Care
2. Evidence-Driven Improvement
3. Exceptional Patient Experience
4. One Team
5. Responsible Stewards

Leading with LEADS
Everyone LEADS@ CHEO

Help kids and families be their healthiest

Lead Self
Engage Others
Achieve Results
Develop Coalitions
Systems Transformation
LEADS Exchange Day

June 17, 2015

National Health Leadership Conference

Driving a culture of engagement, innovation and improvement

June 15-16, 2015 | Charlottetown, PEI
Bringing leadership development to life


keep it simple
collectivité LEADS collaborative

www.leadscollaborative.ca
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