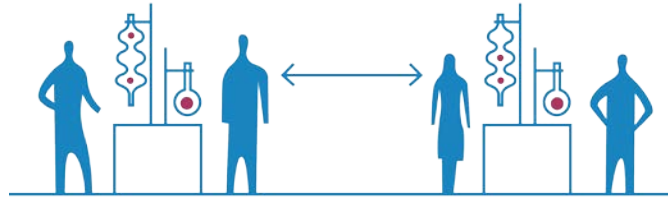


# Leadership Development and Canadian Blood Services

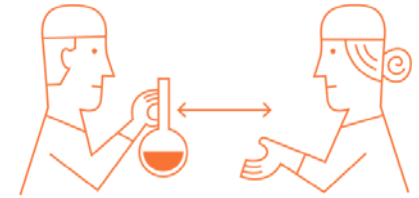
**Dr. Graham Sher**  
Canadian Blood Services  
*Dec. 16, 2016*



# Products and services



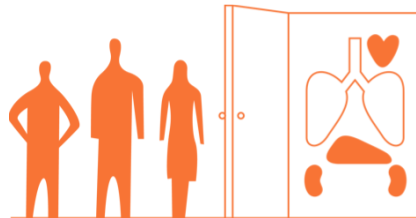
**Plasma protein products**



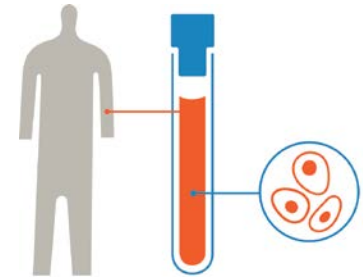
**Diagnostic services**



**Fresh blood products**



**Organ and tissue donation and transplantation**

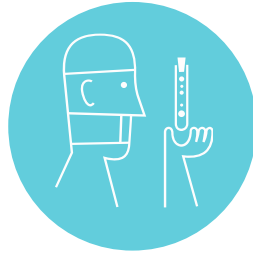


**Stem cells and cord blood**

# Three pillars of value



Improving patient  
outcomes



Improving system  
performance



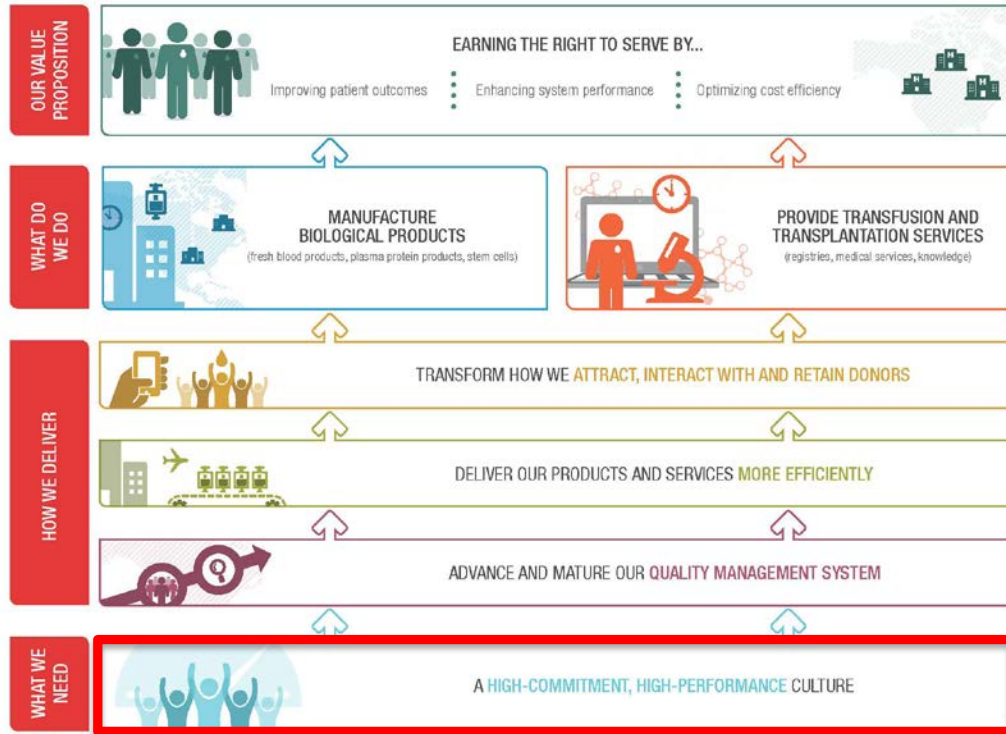
Optimizing  
cost-efficiency

**Delivering value**

# Our transformative shifts

<p><b>Phase 1</b> <b>1998–2002</b> <b>CRISIS MANAGEMENT</b></p> <ul style="list-style-type: none"><li>• Restore trust</li><li>• Restore safety</li><li>• Rebuild core operations</li><li>• Stabilize infrastructure</li><li>• Manage crises</li></ul>	<p><b>Phase 2</b> <b>2001–2007</b> <b>STRATEGIC MANAGEMENT</b></p> <ul style="list-style-type: none"><li>• Focus on quality excellence</li><li>• Strategy as core competency</li><li>• “Stewards” of blood system</li><li>• Model for health-care delivery</li></ul>	<p><b>Phase 3</b> <b>2007–</b> <b>STRATEGY RENEWAL</b></p> <ul style="list-style-type: none"><li>• Evaluate value of system</li><li>• Leverage capabilities</li><li>• Identify new opportunities</li><li>• New mandate – no longer only a blood operator</li></ul>
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## Our corporate strategy



# Key transformations

- Improving our productivity and efficiency
- Modernizing the clinic environment
- Attracting, interacting with and retaining donors
- Strengthening our Quality Management System
- Implementing our network service delivery model
- Expanding our plasma collections

# Culture, mindset and workforce

- Underlying all business change is ambitious **cultural transformation**
- Changing to a business mindset in a mission- and purpose-driven non-profit organization
- Our line in the sand...



# Changing our leadership mindset

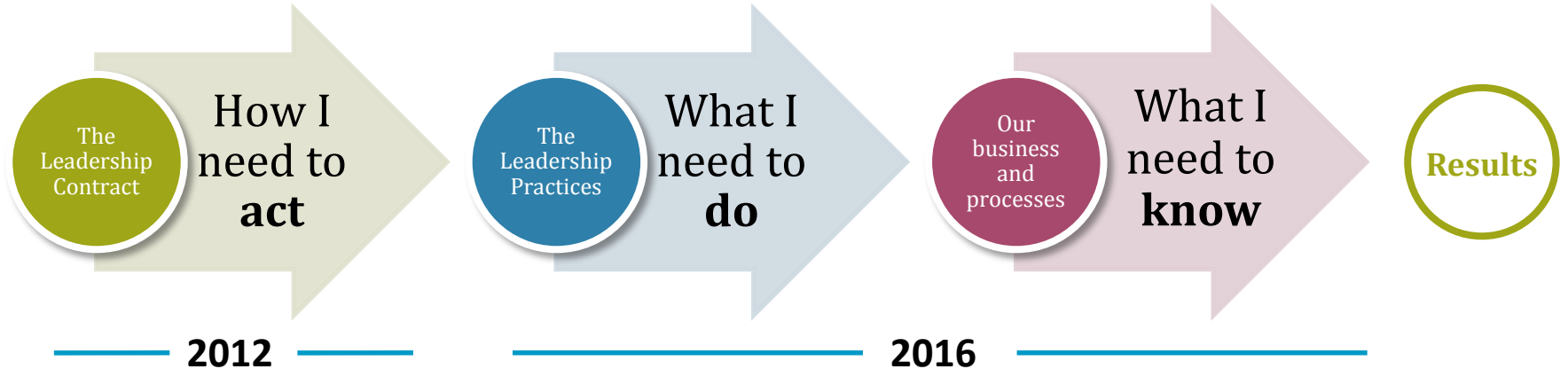


Canadian Blood Services  
*it's in you to give*



## Changing our leadership mindset

# Our leadership mindset journey...



Clear expectations for leadership traits and behaviours leaders need to exhibit

Simple practices enabling leaders to assess what they do daily to engage people and get the best from them

Knowledge of our business, our organization and the work their teams do

Changing our leadership mindset

# The leadership contract – 6 commitments

**Urgency**  
**Courage**  
**Development**  
**Relationships**  
**Big picture**  
**Accountability**



Changing our leadership mindset

# The Leadership Contract

## I will lead with **urgency**

by demonstrating purposeful action and a drive for results, while appropriately managing undue risk to the organization, and fully complying with Canadian Blood Services' values. This forward momentum is critical to counteract complacency and stagnation.

## I will lead with **courage**

by demonstrating resilience and resolve in the face of change and ambiguity, making tough decisions, and having difficult conversations that are in the best interest of Canadian Blood Services. Demonstrating this courage is critical to challenging the status quo and leading the organization into a new era.

Changing our leadership mindset

# The Leadership Contract

**I will lead by *developing myself and others***

through my continuous pursuit of learning opportunities, both formal and informal, and by actively enabling the development of others. As the organization evolves, it is essential to create engaging environments where people have meaningful opportunities to grow.

**I will lead through *relationships***

by making a concerted effort to connect with internal and external stakeholders to create partnerships and coalitions that are based on trust, respect, compassion and collaboration. Successful strategy execution is ultimately a function of having these strong relationships with employees, patients, donors, funders and other relevant stakeholders.

# The Leadership Contract

## I will lead with “the big picture” in mind

by maintaining a future focus and a holistic understanding of the business of Canadian Blood Services, applying a systems-thinking approach that aligns both business and team priorities. This enterprise-wide perspective is necessary to effectively operate across organizational and external boundaries and achieve the common set of strategic goals.

## I will lead with **accountability**

by taking ownership for Canadian Blood Services and the broader leadership team by continuously stepping up, taking on challenges and bringing solutions, rather than problems to the table. Having dedicated individuals who are personally accountable to desired outcomes and results is critical to moving the organization forward.

# The Leadership Contract

## LEADS Framework

## “Commitments” inside the Leadership Contract

- Lead self → Urgency, courage, accountability, develop self
  - Engage others → Relationships, develop others
  - Develop coalitions → Relationships
  - Achieve results → Accountability, relationships
  - System transformation → Big picture
- Rearranged sequencing to focus on key characteristics and behaviours determined to have the greatest impact on performance, the fastest (based on a gap analysis in leadership behaviours)
  - Adapted language to resonate with leaders who are most closely aligned to our role as a biologics manufacturer
  - Personalized in the form of a contract

## Changing our leadership mindset

# The Leadership Practices

### Have I been visible?

- Have I been **visible and accessible** to my team, and curious about the work they are doing? Do I know my people and **understand** their work? Did I help a team member get better at what we do?

### Have I provided and sought feedback?

- Did I use every opportunity to provide honest, constructive and immediate **feedback** to a member of my team or my colleagues? Did I seek the same?

### Have I recognized?

- Did I take a moment to thank and recognize a member of my team, or other colleagues, in the moment for something they did?

### Have I communicated?

- Did I take **every opportunity** to clearly **communicate the goals** of my team? Did I listen to others and did I try to understand their perspective? Did I take the opportunity to connect people and projects?

### Have I solved problems?

- Did I **“check-in”** and not **“check-up”** on my team? Was I able to course-correct and clarify a task? Did I issue clear and helpful direction? Did I **coach and teach** my team to identify and solve a problem or an issue they were **“stuck”** on? Did I help diagnose and solve a team problem needing top management support?

### Have I acted like an owner?

- Did I act like this was my house, like I was an owner? Did I fix something right in front of me, even if it was **“not my job”**? Did I exhibit **extreme ownership**?

# The Leadership Practices

- Leadership practices serve as personal reminder, daily reflection and assessment tool on one's leadership
- Without the Leadership Contract commitments, the practices are little more than a compliance tool
- The Leadership Contract “powers” the leadership practices





# Leadership development



Canadian Blood Services  
*it's in you to give*

# Our approach to leadership development



# Our approach to leadership development

## 2012 – First iteration

- Introduced clear leadership expectations through Leadership Contract
- Launched 360° assessment and new leadership development programs aligned to contract
- Added Leadership Contract commitments to performance management process

# Our approach to leadership development

## 2016 onward – Beginning of second iteration

- Refined leadership expectations with introduction of leadership model (contract, practices, etc.)
- Introduced new development programs aligned to leadership practices
- Now identifying key talent to manager level and critical capabilities to establish more robust leadership “pipeline”

# Measuring success

Four categories of measurement we are or will be collecting:

- Participation in and satisfaction with programs
- Perceived behaviour change (transfer to the workplace)
- Number of next-level-ready leaders (leadership pipeline)
- Impact on achieving organizational performance targets

# Successes to date

- **Participation in and satisfaction with programs**
  - All 100+ associate directors, directors and executive team have completed Living the Leadership program
  - New leaders also now complete eLearning module
- **Perceived behaviour change (transfer to the workplace)**
  - Over 70% of participants and their leaders report behaviour change since program
  - Scores for relevant questions on Employee Survey were higher for 2016 compared to 2011 (pre-Leadership Contract and programs), such as those re: recognition and development

# Room to grow

- **Speed of change:** Behaviour change not as fast as desired; needs clear intent and sustained sponsorship
- **Prioritization:** Making leadership development a priority during major transformations remains challenging
- **Accountability:** Need to consistently hold leaders accountable for developing and exhibiting leadership behaviours
- **Measurement:** Continue to find ways to measure impact of leadership development on organizational performance