



The LEADS Collaborative, supported by the College in partnership with CHLNet and Royal Roads University, is made up of those organizations, networks and individuals who have agreed to collaborate and work collectively to support the growing interest in the use of the LEADS in a Caring Environment Framework (LEADS Framework) across Canada.

The partners in the LEADS Collaborative endorse the following principles:

- Quality leadership is fundamental to improving health system performance;
- A common conception of leadership – the LEADS Framework – as validated by research, will unite leaders and organizations in building the leadership capacity needed in Canada;
- Maintaining the research and integrity of the LEADS Framework is fundamental to its use, and for ensuring that appropriate standards and quality of leadership are created through its use; and
- Sustained effort across the health system is required to build the leadership capacity needed in Canada.



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Do you need support to develop successful leaders?

The LEADS Collaborative can help develop leaders and maximize the leadership capacity of individuals, organizations and regions.

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Health Leadership Capabilities Framework

The LEADS in a Caring Environment Capabilities Framework is a foundational element for health leadership development in Canada.

“Leadership is the capacity to influence self and others to work together to achieve a constructive purpose.”

– *Graham Dickson*

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The LEADS in a Caring Environment Framework represents the key skills, behaviours, abilities and knowledge required to lead in all sectors and all levels of the health system. It presents a common understanding of what good leadership looks like.

The dimensions of the framework represent the collective wisdom of the current literature on health leadership, leadership development and the capabilities required by leaders dedicated to making meaningful health system change. The framework is informed by, and extends, the work done in the creation of major, progressive leadership frameworks in the public and private health sectors around the world.

A key foundation for the LEADS Framework is CARING – for patients, for staff, for the health of citizens. CARING is the common thread that unites all health leaders. For a health provider, caring means delivering the best and most appropriate service with compassion and support. For the leader, caring means that compassion and support infuse our collective efforts to build a more effective health system.

Caring leaders maximize the potential for universal, efficient and effective service delivery to all Canadians.

Lead Self

Self-motivated Leaders...

■ Are Self Aware

They are aware of their own assumptions, values, principles, strengths and limitations

■ Manage Themselves

They take responsibility for their own performance and health

■ Develop Themselves

They actively seek opportunities and challenges for personal learning, character building and growth

■ Demonstrate Character

They model qualities such as honesty, integrity, resilience, and confidence

Engage Others

Engaging Leaders...

■ Foster Development of Others

They support and challenge others to achieve professional and personal goals

■ Contribute to the Creation of Healthy Organizations

They create engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities

■ Communicate Effectively

They listen well and encourage open exchange of information and ideas using appropriate communication media

■ Build Teams

They facilitate environments of collaboration and cooperation to achieve results

Achieve Results

Goal-oriented Leaders...

■ Set Direction

They inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes

■ Strategically Align Decisions with Vision, Values, and Evidence

They integrate organizational missions and values with reliable, valid evidence to make decisions

■ Take Action to Implement Decisions

They act in a manner consistent with the organizational values to yield effective, efficient public-centred service

■ Assess and Evaluate

They measure and evaluate outcomes, compare the results against established benchmarks, and correct the course as appropriate

Develop Coalitions

Collaborative Leaders...

■ Purposefully Build Partnerships and Networks to Create Results

They create connections, trust and shared meaning with individuals and groups

■ Demonstrate a Commitment to Customers and Service

They facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service

■ Mobilize Knowledge

They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system

■ Navigate Socio-Political Environments

They are politically astute, and can negotiate through conflict and mobilize support

Systems Transformation

Successful Leaders...

■ Demonstrate Systems / Critical Thinking

They think analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems and design and implement effective processes across systems and stakeholders

■ Encourage and Support Innovation

They create a climate of continuous improvement and creativity aimed at systemic change

■ Orient Themselves Strategically to the Future

They scan the environment for ideas, best practices, and emerging trends that will shape the system

■ Champion and Orchestrate Change

They actively contribute to change processes that improve health service delivery

Distributed Leadership

Do these capabilities apply to all leaders regardless of role or formal position?

Yes...

All leaders – regardless of their role, or position in the health system – must be able to lead themselves, engage others, achieve results, develop coalitions, and conduct systems transformation in order to create the Canadian health system of the future.

...and no...

For each of the five LEADS domains, 'leader effectiveness' differs, depending on the context in which an individual exerts influence. In different contexts, capabilities differ in expression.

To create a leadership culture, each person in the system, regardless of position or title, must exercise leadership when it is required. This is distributed leadership.

"Existing roles and functions of decision-makers need to be evaluated to ensure they meet the leadership needs of the new and emerging healthcare paradigms."

– Don Briscoe

"The mastery of the art of leadership comes with the mastery of the self. Ultimately, leadership development is a process of self-development."

– James Kouzes & Barry Posner, *The Leadership Challenge*