

LEAD SELF: KEY CONCEPTS AND IDEAS

LEAD SELF

ENGAGE OTHERS

ACHIEVE RESULTS

DEVELOP COALITIONS

SYSTEMS TRANSFORMATION

The *Lead Self* domain of the LEADS in a Caring Environment leadership capability framework, consists of four capabilities: a leader (1) Is Self-Aware, (2) Manages Self, (3) Develops Self, and (4) Demonstrates Character.

Leaders who demonstrate these capabilities are able to:

Self-Aware

- Be emotionally self-aware. This refers to the ability to recognize the leader's own emotions and determine their impact on others. It requires the ability to accurately assess the leader's own emotional triggers and weaknesses, as well as one's emotional strengths.
- Be aware of perceptions and assumptions. This is the ability to understand the impact the leader's perceptions have on his or her sense of reality. Perceptions are the basis of creating paradigms, which often shape the way leaders select data and perceive events.
- Be aware of values and principles that underlie the choices and actions leaders take. Values are what may be personally worthy, relevant, and important, while principles are the collective standards, guidelines, or rules that we use to guide behaviour.

Manages Self

- Manage emotions. This refers to the ability to regulate both the expression and experience of emotions, including: emotional self-control, transparency, adaptability, achievement, initiative, and optimism.
- Exhibit personal mastery; that is, creating what one wants in life and in work. It can be developed by creating a personal vision and understanding the leader's own reflexive reactions.
- Generate Life balance. This is defined as the ability to successfully change, adapt, overcome, and cope with unexpected setbacks and general life challenges.

Develops Self

- Develop soft skills which include motivation, communication skills, team management, confidence, versatility, reliability, and emotional and social intelligence.
- Engage in Life-long learning, which refers to a mindset where every experience, opportunity, change, situation, challenge, and conflict is seen as an opportunity to learn.

Demonstrates Character

- Act with personal integrity. Integrity has four elements: consistency in words and action, consistency in adversity, being true to oneself, and displaying moral/ethical behaviour.
- Exhibit emotional resiliency. This refers to the ability to bounce back from setbacks and overcome adversity, to cope well with high levels of ongoing change and constant pressure, and to change and adjust from old, ineffectual habits that may be dysfunctional or maladaptive.



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ENGAGE OTHERS: KEY CONCEPTS AND IDEAS

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In the LEADS in a Caring Environment framework, the domain *Engage Others* focuses on four specific capabilities: Leaders Foster Development of Others, Contribute to the Creation of Healthy Organizations, Communicate Effectively, and Build Effective Teams. Leaders who develop these four capabilities are able to:

Foster Development of Others

- Learn with others and encourage learning while working.
- Recognize and reward the work and effort of others.
- Model appropriate behaviour and deal directly with inappropriate behaviour.
- Coach, provide, teach, and create learning experiences in the context of the business.
- Create development plans that focus on learning in the area of strength.

Contribute to the Creation of Healthy Organizations

- Model and provide wellness activities and initiatives.
- Create and foster trust in connected relationships.
- Maintain a focus on safety, service and quality during change initiatives.
- Improve the body, mind, and spirit, or the what, how, and why of the organization.
- Ensure resources are aligned with performance requirements and that people have what they need to perform effectively.
- Invest development resources where there are opportunities to maximize leverage.

Communicate Effectively

- Ask more coaching questions and listen wholly to answers.
- Be sensitive to cultural nuances.
- Focus not only on what to communicate, but also on how.
- Use and foster mentoring, coaching, dialogue in conversations.
- Use different forms of communication to capture attention.

Build Effective Teams

- Encourage participation on teams from external partners, stakeholders, and community.
- Find ways to use people's strengths for team projects.
- Encourage the use of open source, social networking, and other new technologies to foster collaboration and research.
- Share vision and clarify goals.
- Create collaborative opportunities to learn and build trust.



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ACHIEVE RESULTS: KEY CONCEPTS AND IDEAS

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The *Achieve Results* domain of the LEADS in a Caring Environment leadership capability framework consists of four capabilities. Leaders: (1) Set Direction, (2) Strategically Align Decisions with Vision, Values, and Evidence, (3) Take Action to Implement Decisions, and (4) Assess and Evaluate. Leaders who demonstrate these four capabilities are able to:

Set Direction

- Create a compelling vision for the future that includes clearly defined outcomes.
- Exhibit the ability to scan the environment, listen to customers/ clients/ patients, and collaborate to develop the vision and results.
- Communicate the vision and goals clearly and gain commitment from those who have to act, while not waiting for full agreement.
- Broaden their scope from a focus on the unit organization to one that includes the community and society.

Strategically Align Decisions with Vision, Values, and Evidence

- Understand the complexity of the context in which they are working in the health system and ensure that the vision, values and evidence are meaningful in that context.
- Align strategy with structure, culture, and skills; integrate information from various sources; and balance the use of evidence with experience.

Take Action to Implement Decisions

- Have an absolute focus on results and are able to command and let go of control at the same time. They work with those who are ready to act, reducing time associated with decision-making in order to deliver results more rapidly.
- Clarify the strategic focus and desired outcomes, determine the non-negotiable core and transparent measures of success, and then let go of the details.

Assess and Evaluate

- Hold people accountable to standards of performance and understand and use statistical and financial methods to set goals and measures for both clinical and organizational performance.
- Use tools for performance-based accountability that include the balanced scorecard and logic models.
- Ensure that measuring the achievement of results includes accurate data collection, good information systems, clear analysis, and relevant reports.
- Use data and information re progress toward desired results to course correct and adapt processes to achieve those results.

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DEVELOP COALITIONS: KEY CONCEPTS AND IDEAS

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The *Develop Coalitions* domain of the LEADS in a Caring Environment leadership capability framework, consists of four capabilities: Leaders (1) Purposefully Build Partnerships and Networks to Create Results, (2) Demonstrate a Commitment to Customers and Service, (3) Mobilize Knowledge, and (4) Navigate Socio-Political Environments. Leaders who develop these capabilities are able to:

Purposefully Build Partnerships and Networks to Create Results.

- Understand the different types of forms for collaborative initiatives and select the type the most suits the aim.
- Seek out and maintain executive management and/or board-level support. Strong commitment and awareness enables cooperation and teamwork.
- Be selective in choosing a partner. They use criteria to check reputations of organizations, and do due diligence in selecting them.

Demonstrate a Commitment to Customers and Service.

- Ensure and maintain service to patients, clients, and citizens at the core of the value proposition for the coalition.
- Act with trust and integrity in ensuring that all partners remain true to the value proposition.
- Demonstrate a commitment to customers and services by directing and continuously translating this commitment into desired outcomes over time. This commitment is not an end in itself, but the needs to improved outcomes for patients, clients, and citizens.

Mobilize Knowledge.

- Understand how knowledge resources can be combined or developed to create new products and services for health service delivery.
- Redesign services to generate value across the coalition.
- Develop clear performance criteria and assess performance on a regularly scheduled basis. What gets measured counts.

Navigate Socio-Political Environments.

- Know differences can be an asset. They use techniques to foster high levels of engagement and participation to understand the partner's organizational culture.
- Adopt a win-win mindset. They know what success means to all partners.
- Create strong formal agreements that foster a clear understanding of objectives, contributions, rights and obligations, performance measures, governance mechanisms, termination and recommitment provisions, and processes to deal with conflict.
- Develop emotional resiliency by building your self-confidence, optimism, social support, and expression of positive emotions.

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SYSTEMS TRANSFORMATION: KEY IDEAS AND CONCEPTS

LEAD SELF ENGAGE OTHERS ACHIEVE RESULTS DEVELOP COALITIONS SYSTEMS TRANSFORMATION



The *Systems Transformation* domain of the LEADS in a Caring Environment framework consists of four capabilities. Leaders: (1) Demonstrate Systems/Critical Thinking, (2) Encourage and Support Innovation, (3) Orient Themselves Strategically to the Future, and (4) Champion and Orchestrate Change. Leaders who transform systems are able to:

Demonstrate Systems/Critical Thinking

- Understand the pressing issues requiring action within Canada's health system. Recent commissions, task forces, reviews, and research funding agencies have identified many of the issues that generate a demand for systems transformation.
- Look at the health system both from a complex, organic systems view as well as a clinical, technical systems view.
- Accept that their worldview, beliefs, assumptions and perspectives influence their ability to take action to create change.

Encourage and Support Innovation

- Understand that innovation—either drawn from other sectors or found in a health context—is the engine of creativity. They create a supportive climate to encourage it.
- Be aware that some of the best examples of innovative practices are Plan, Do, Study, Act (PDSA) models, LEAN management, and Total Quality Improvement. These are all evidence-based approaches to innovation that have been applied in a health context.
- Use approaches such as action research to create innovation on a large scale.

Orient Themselves Strategically to the Future

- Be visionaries that are always in tune with trends, issues, and values that are shaping the future, and use a variety of intelligence gathering techniques to be in touch with those trends and issues.
- Emphasize sophisticated relationship building/management, influence, communication, and negotiation skills to engage diverse individuals and publics in creating the future. There are a number of tools (e.g., future search) that leaders can use to do this.

Champion and Orchestrate Change

- Be responsible for improving health system performance and to take actions that renew the Canadian health system.
- Engage all pertinent actors in a system early in the conceptualization, framing, and implementation of change, with particular attention to clinical professions.
- Align energy across a system to execute change. Inter-professional teamwork, dialogue, etc. are key tools and techniques leaders can use to do this.
- Systems Transformation efforts need to take into account all five LEADS in a Caring Environment domains as sets of interdependent actions to create change. This is key to shifting from traditional managerial efforts to creating enabling conditions for leading Systems Transformation across health systems.

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