

## Behavioural Descriptors Supporting the College CHE™ Program LEADS in a Caring Environment Framework

**Lead Self:** Emotional intelligence is one of the core concepts that underlie all four of the Lead Self capabilities. The term describes the intra- and interpersonal aspects of intelligence. It underlies most components of self leadership, including: attitude, motivation, trust, influence, interpersonal communication, self-control, and problem-solving.

Capabilities	Behavioural Descriptors
<p><b>Are Self Aware</b> Is aware of their own self-assumptions, values, principles, strengths and limitations.</p>	<p><b>Awareness of Self: Assumptions, perceptions, emotions</b></p> <ul style="list-style-type: none"> <li>• Understands the impact one's perceptions have on his/her sense of reality.</li> <li>• Is aware that individuals have biases, beliefs (i.e., mental models) that are not necessarily conscious, or shared by others.</li> <li>• Articulates his/her own beliefs, assumptions, perspectives where appropriate</li> <li>• Recognizes his/her own emotions and their impact on others</li> <li>• Is aware that they are perceived as speaking as a formal representative of their organization</li> </ul> <p><b>Awareness of Self: Values and Principles</b></p> <ul style="list-style-type: none"> <li>• Has a conscious awareness of his/her personal moral compass</li> <li>• Acts in consonance with his/her moral compass</li> <li>• Articulates his/her personal values in an authentic and genuine fashion</li> <li>• Acts commensurate with espoused values and principles</li> <li>• Develops and articulates a personal vision or mission statement to express his/her commitment to personal, organizational, and systems values</li> <li>• Aligns one's values to effective leadership principles.</li> </ul> <p><b>Awareness of Self: Strengths, Limitations</b></p> <ul style="list-style-type: none"> <li>• Accurately assesses his/her emotional strengths.</li> <li>• Accurately assesses his/her emotional triggers and weaknesses.</li> <li>• Knows requirements of his/her leadership role</li> <li>• Understands knowledge and skill requirements to fulfill his/her role, and identifies areas of strength and areas for improvement</li> </ul>
<p><b>Manage Themselves</b> They take responsibility for their own performance and health.</p>	<p><b>Responsibility for Emotions:</b></p> <ul style="list-style-type: none"> <li>• Continuously monitors own emotional state and its impact on others</li> <li>• Demonstrates ability to regulate both the expression and experience of emotions (i.e., by utilizing techniques such as emotional filtering, whereby one selectively attends to positive emotions without avoiding or denying other negative emotions).</li> <li>• Expresses vulnerability when appropriate</li> <li>• Expresses emotions in an authentic and sincere manner; i.e., accurately identifies and shows feelings as they occur, without minimizing them or exaggerating them</li> <li>• Exhibits authentic emotional expression when needed to rouse and inspire others</li> <li>• Demonstrates equanimity in stressful, confusing or ambiguous situations</li> </ul>

	<p><b>Responsibility for Performance</b></p> <ul style="list-style-type: none"> <li>• Expresses hope, enthusiasm, and confidence in difficult circumstances</li> <li>• Take time for quiet reflection where impulsive action would be inappropriate</li> <li>• Leverages positive experiences and feelings to motivate his/her own actions</li> <li>• Uses a mindset of judging or a mindset of openness as appropriate</li> <li>• Seeks to continually challenge his/her assumptions through a process of inquiry and advocacy.</li> <li>• Takes time to check whether or not his/her assumptions and beliefs are commensurate with those of others; adjusts where appropriate</li> <li>• Actively seeks feedback from others.</li> <li>• Exercises self-discipline as appropriate in making decisions.</li> <li>• Does not allow external circumstances to dictate action</li> <li>• Shows initiative in making choices, decisions and taking action.</li> <li>• Accepts responsibility for consequences of his/her decisions and actions</li> </ul> <p><b>Responsibility for Health</b></p> <ul style="list-style-type: none"> <li>• Models a healthy life-style (physical, mental, spiritual)</li> <li>• Is aware of the need for work-life balance and models that commensurate with his/her values</li> <li>• Strives for resilience: i.e., successfully change, adapt, and cope with unexpected setbacks and general life challenges.</li> <li>• Seeks constructive possibilities in all circumstances</li> <li>• Demonstrates a positive outlook in dealing with day-to-day matters</li> </ul>
<p><b>Develops Themselves</b> They actively seek opportunities and challenges for personal learning, character building and growth.</p>	<p><b>Seeks Opportunities for Personal Learning</b></p> <ul style="list-style-type: none"> <li>• Continually seeks enhanced self-development through engagement in: <ul style="list-style-type: none"> <li>- facilitated leadership workshops</li> <li>- coaching</li> <li>- counseling or mentorship programs</li> <li>- reflective writing</li> <li>- action learning</li> <li>- role play and simulations activities</li> <li>- leadership exchange programs</li> <li>- work experiences</li> <li>- psychometric development assessments</li> </ul> </li> <li>• Is aware of own learning style and able to create the optimal learning environment to continually develop</li> <li>• Utilizes 360s for feedback and integration into a personal learning regimen</li> <li>• Develops a learning plan to enhance strengths and mitigate areas of weakness in his/her role</li> <li>• Shares his/her learning plan with others and where appropriate, engages them in the learning process</li> <li>• Demonstrates an ability to learn from experience in the workplace</li> <li>• Is intellectually curious</li> </ul> <p><b>Character Building and Growth</b></p> <ul style="list-style-type: none"> <li>• Recognizes situations in which character is at issue</li> <li>• Uses personal experience to grows his/her depth of character</li> <li>• Understands the developmental strategies for personal integrity: example, education, environment, experience, and evaluation.</li> <li>• Understands that personal integrity has four elements: consistency in words and action, consistency in adversity, being true to oneself, and displaying moral and ethical behavior.</li> </ul>

	<ul style="list-style-type: none"> <li>• Demonstrates the ability to bounce back from setbacks and overcome adversity</li> <li>• Shows determination to regulate and/or change character traits that may be dysfunctional or maladaptive.</li> </ul>
<p><b>Demonstrate Character</b> They model qualities such as honesty, integrity, resilience, and confidence.</p>	<p><b>Models Qualities of Character</b></p> <ul style="list-style-type: none"> <li>• Demonstrates responsibility to personal moral code in his/her decisions</li> <li>• Demonstrates compassion and caring for the health of Canadian citizens</li> <li>• Copes well with high levels of ongoing change and constant pressure</li> <li>• Puts service to patients and clients before ego in determining his/her leadership actions</li> <li>• Shows initiative to address issues and concerns re patient/client care</li> <li>• Demonstrates sound professional and business ethics</li> <li>• Demonstrates hope, optimism and confidence when facing challenging issues</li> <li>• Demonstrates courage to take personal risks when employee or client care needs are at stake</li> <li>• Is honest, open and forthright in his/her dealing with issues and concerns</li> <li>• Empathizes with the needs and concerns of employees</li> <li>• Shows determination to fulfill commitments to patient/client service required of his/her role</li> </ul>

**Engage Others:** Engaging and connecting others is an essential element of leadership. Without willing, energized, and engaged followers, a leader is unable to accomplish results on any significant scale. Leaders engage others through personal influence, teamwork, communication, and through the creation and management of performance expectations. Leaders also focus on the whole organization, by providing an engaging vision and by paying attention to the health of the organization. Engage Others presents evidence of how leaders engage others noting both the unique complexities of the health care system as well as the common challenges of leaders in all contexts.

<b>Capabilities</b>	<b>Behavioural Descriptors</b>
<p><b>Foster Development of Others</b> They support and challenge others to achieve professional and personal goals.</p>	<p><b>Supports and challenges others</b></p> <ul style="list-style-type: none"> <li>• Champions professional development and learning</li> <li>• Assists new leaders to develop their own decision-making and find their own solution</li> <li>• Uses coaching skills to aid in the development of others</li> <li>• Shares stories, suggestions, and personal learning experiences</li> <li>• Provides day-to-day learning opportunities in the context of the work environment and the organization's priorities</li> <li>• Encourages employees to share their own learning experiences with others</li> <li>• Does not micro-manage; i.e., does not assume responsibility for another's role</li> </ul> <p><b>Fosters achievement of professional and personal goals.</b></p> <ul style="list-style-type: none"> <li>• Notices strengths in employees and provides challenging opportunities to use them</li> <li>• Establishes, in collaboration with the employee/client/patient, performance goals commensurate with their abilities and role</li> <li>• Provides constructive feedback re employee/client/patient accountabilities</li> <li>• Identifies employee/client/patient accomplishments and gives credit for those accomplishments</li> <li>• Recognizes unique personal circumstances re employee/client/patient work-life balance and adjusts expectations accordingly</li> </ul>
<p><b>Contribute to the Creation of Healthy Organizations</b> They create engaging environments where others have</p>	<p><b>Creates engaging environments with meaningful opportunities to contribute</b></p> <ul style="list-style-type: none"> <li>• Shares his/her personal vision and seeks to inspire a shared vision with others</li> </ul>

<p>meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities.</p>	<ul style="list-style-type: none"> <li>• Delegates responsibility so as to stretch and grow leadership talent</li> <li>• Celebrates employee successes and accomplishments</li> <li>• Rewards constructive behavior and performance</li> <li>• Discourages behavior that is disrespectful of others or contrary to achieving organizational goals</li> <li>• Shows respect for professional autonomy</li> <li>• Endorses and champions wellness, safety, and work flexibility initiatives where appropriate</li> <li>• His/her behavior and expectations of others are commensurate with a positive and supportive culture in which people feel heard, respected, and valued</li> <li>• Acts quickly when behavior or performance of others threatens patient care, or internal morale</li> </ul> <p><b>Ensures resources are available to fulfill responsibilities</b></p> <ul style="list-style-type: none"> <li>• Ensures employees and medical professionals have the required materials to do their work</li> <li>• Advocates for, and finds sufficient financial resources to maintain quality service functions</li> <li>• Ensures appropriate measures are in place to protect employees from physical and/or emotional damage</li> <li>• Protects professional autonomy within parameters that define organizational success</li> <li>• Implements human resource policies and procedures, clinical practices, and financial policies and procedures that are efficient effective and relevant to the needs of patients and the workplace</li> </ul>
<p><b>Communicate Effectively</b> They listen well and encourage open exchange of information and ideas using appropriate communication media.</p>	<p><b>Listens well</b></p> <ul style="list-style-type: none"> <li>• Listens actively to others</li> <li>• Demonstrates respect for the opinions of others</li> <li>• Paraphrases others' views accurately and clearly</li> <li>• Is perceived by others as recognizing and treating alternative perspectives with respect even when in conflict with his/her own perspectives</li> <li>• Provides opportunities for people to be heard through channels appropriate to his/her role and scope of influence</li> </ul> <p><b>Encourages open exchange of information and ideas</b></p> <ul style="list-style-type: none"> <li>• Expresses information and ideas in a clear, convincing and organized manner</li> <li>• Communicates often to monitor organization/ employee/client/patient needs</li> <li>• Engages others in meaningful, valuable, and respectful conversations to be responsive to issues and concern</li> <li>• Uses open dialogue characterized by a spirit of inquiry to seek out new and creative solutions to emergent problems or issues</li> <li>• Conducts conversations re: employee performance with courage and respect, and with the commitment to create improvement first; sanctions last.</li> <li>• Adjusts communication style based on target audience and situation</li> <li>• Body language is relaxed, non-threatening, and open</li> <li>• Advocates for patient / community and acts are appropriate where institutional factors are barriers to accessing or using health information</li> </ul> <p><b>Uses appropriate communication media</b></p> <ul style="list-style-type: none"> <li>• Develops communication plans commensurate with his/her role</li> <li>• Uses appropriate communication methods to achieve organizational needs</li> <li>• Builds awareness of limits and benefits of use of technology in communication</li> <li>• Utilizes technology effectively for communication purposes</li> <li>• Addresses barriers to effective communication (acronyms, discipline-specific-language)</li> <li>• Knows-relative to his/her role-when and for what purposes to use media and social networking approaches to communication</li> </ul>

	<ul style="list-style-type: none"> <li>• Acts as a spokesperson for the organization as appropriate and required by his/her role</li> </ul>
<p><b>Build Teams</b> They facilitate environments of collaboration and cooperation to achieve results.</p>	<p><b>Facilitates environments of collaboration and cooperation amongst team members</b></p> <ul style="list-style-type: none"> <li>• Explores the level and mode of communication preferred by team members (patient, family, community, health professionals)</li> <li>• Orchestrates diversity of individuals' talents, professionalism and personality within the team to create desired results</li> <li>• Establishes shared expectations for team behavior</li> <li>• Identifies own conflict style and conflict styles of team members</li> <li>• Establishes protocols for teams to make decisions and effectively resolve conflict</li> <li>• Encourages team members to seek and share information, knowledge and expertise</li> <li>• Demands and models respect for professional ethics of individual team members</li> <li>• Encourages flexibility of professional standards where appropriate to patient need</li> <li>• Identifies the stages of team development :and responds appropriately for that stage</li> </ul> <p><b>Facilitates environments to achieve results</b></p> <ul style="list-style-type: none"> <li>• Seeks to connect individuals from different units and professional designations to create teams that have the diversity needed to address desired patient service need</li> <li>• Knows when to lead and when to follow in a team environment</li> <li>• Aligns goals and objectives of team with organizational strategy</li> <li>• Supports teams in setting realistic goals and objectives</li> <li>• Conducts effective meetings: i.e., where team members feel heard and results are achieved</li> <li>• Acts to preserve patient / client confidentiality in context of team</li> <li>• Employs appropriate team roles to support team function</li> <li>• Facilitates teams to define key measures of success and individual accountabilities</li> <li>• Employs effective shared decision- making skills</li> <li>• Contributes to team outcomes</li> <li>• Commits and contributes to changes necessary to improve team outcomes</li> </ul>

**Achieve Results:** Achieving results is a set of core capabilities for all leaders. The LEADS in a Caring Environment framework describes the Achieve Results domain as “Leaders are accountable for managing the resources of the organization to achieve results.” Research and literature support the ideas of leaders creating a compelling future, identifying specific, challenging goals and outcomes, driving for results, gathering data to make evidence-informed decisions, and taking responsibility for their actions and the actions of their group. The actions do not occur in isolation from other capabilities, because achieving results, in such complex adaptive systems as those of health care organizations, requires all of a leader’s wits – leading self, engaging others, developing coalitions, and transforming systems.

Health care leaders engage others, collaborate to set direction and strategies that are embedded in the organization, and work for acceptance of goals. They must align all of the elements of the organization—the structure, human resources and skills, and culture and values—to realize their strategies and desired outcomes. Leaders take action despite some not being ready to act, and with imperfect plans. They clarify the strategic focus, desired outcomes, and measures of success, and let go of the rest. They use tools to assess and evaluate, such as a Balanced Scorecard or a program logic model, focusing on a few indicators, as a key component of those efforts.

<b>Capabilities</b>	<b>Behavioural Indicators</b>
<p><b>Set Direction</b> They inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes.</p>	<p><b>Inspires vision</b></p> <ul style="list-style-type: none"> <li>• Advocates vision that is compelling, challenging, and dedicated to improved patient/client health</li> <li>• Implements participative processes to define organization’s vision, values and mission</li> <li>• Demonstrates commitment to the organization’s vision, mission and values</li> <li>• Speaks with passion about the organization’s vision, mission and values</li> <li>• Uses vision, values and mission to make and reinforce organizational action</li> <li>• References best practices when setting direction</li> </ul> <p><b>Identifies, establishes, and communicates clear and meaningful expectations</b></p> <ul style="list-style-type: none"> <li>• Ensures expectations meet health needs of target population</li> <li>• Establishes clear service expectations based on evidence and organizational strategy</li> <li>• Ensures standards and expectations for service delivery are consistent with protocols approved by appropriate professional and regulatory bodies</li> <li>• Emphasizes quality and safety expectations for employees and clients</li> <li>• Sets stretch goals to ensure continuous improvement of service</li> <li>• Sets realistic service expectations within given parameters re budget, personnel, etc.</li> <li>• Adjusts expectations over time so as to ensure continued relevance</li> </ul> <p><b>Identifies, establishes, and communicates clear and meaningful outcomes</b></p> <ul style="list-style-type: none"> <li>• Identifies appropriate organizational outcomes commensurate with vision, target population</li> <li>• Actively involves others in articulation of and commitment to achievement of those outcomes</li> <li>• Chooses outcomes that are relevant and meaningful to providers and involved clients/patients</li> <li>• Converts outcomes into challenging and relevant targets for the organization</li> <li>• Uses outcomes to communicate successes and areas for growth in area of responsibility</li> </ul>
<p><b>Strategically Align Decisions with Vision, Values and Evidence</b> They integrate organizational missions, values and reliable, valid evidence to make decisions.</p>	<p><b>Strategically align decisions with vision, values</b></p> <ul style="list-style-type: none"> <li>• Works with and through others to develop role-specific business plans, goals, and objectives that are consistent with vision and values</li> <li>• Ensures employees are appropriately involved in making decisions based on the organization’s vision and values</li> <li>• Ensures employees/clients/patients understand decisions and how they relate to their work and the organization’s vision and values</li> <li>• Makes adjustments to operational practices, as necessary, to maintain alignment with the vision and values</li> <li>• Ensures that organizational processes and procedures for decision making require consideration of the mission, vision, values.</li> <li>• Encourages, supports, and involves staff to contribute to decisions consistent with organization vision, mission and values</li> <li>• Makes strategic and operational decisions based on organizational vision, mission and values</li> <li>• Acts to address challenges in achieving the organizational vision and values</li> </ul> <p><b>Strategically aligns decisions with evidence</b></p>

	<ul style="list-style-type: none"> <li>• Makes adjustments to clinical and non-clinical work practices to respond to emergent evidence-informed practices commensurate with client/patient needs</li> <li>• Ensures that organizational processes and procedures for decision making require consideration of relevant research and evidence</li> <li>• Makes decisions that align with evidence-informed best practices</li> <li>• Employs, where appropriate, quality improvement methods based on cycles of continuous growth</li> </ul>
<p><b>Take Action to Implement Decisions</b> They act in a manner consistent with the organizational values to yield effective, efficient public-centered service.</p>	<p><b>Acts to implement decisions consistent with organizational values</b></p> <ul style="list-style-type: none"> <li>• Develops plans to implement decisions commensurate with his/her role, and organizational values</li> <li>• Champions and supports operational activity in a manner consistent with personal and organizational values</li> <li>• Achieves goals and results of decisions in face of competing demands</li> <li>• In the context of his/her role, ensures plans are implemented consistent with organizational values</li> <li>• Allocates required resources to meet desired goals and objectives and distributes them effectively</li> <li>• Takes action to adapt and adjust the plans to respond to emergent circumstance and organizational values</li> </ul> <p><b>Acts to yield effective, efficient public-centered service</b></p> <ul style="list-style-type: none"> <li>• Assures financial operations meet fiduciary standards established for health care</li> <li>• Understands and acts according to public-service standards re human resources, risk management, and collective agreements</li> <li>• Builds and implements effective information management systems</li> <li>• Implements operational practices that ensure needs of clients/patients/public are known and addressed</li> <li>• Takes corrective action to ensure ongoing availability of critical services to clients/patients</li> <li>• Prepares contingency plans to mitigate risk; implements as appropriate</li> <li>• Delegates authority and responsibility appropriately</li> <li>• Uses inquiry-based approaches and models of analysis and improvement (e.g., dialogue; PDSA cycles, LEAN) to improve quality and efficiency of service</li> <li>• Formulates and implements strategies and tactics to ensure sites and materials are patient-centric</li> </ul>
<p><b>Assess and Evaluate</b> They measure and evaluate outcomes. They hold themselves and others accountable for results achieved against benchmarks and correct the course as appropriate.</p>	<p><b>Measures and evaluate outcomes</b></p> <ul style="list-style-type: none"> <li>• Demonstrates understanding of and use of statistical and financial methods to set goals and measures for clinical and organizational performance</li> <li>• Demonstrates ability to evaluate from a number of perspectives – financial, consumer, internal organization, innovation and learning and community (balanced scorecard approach)</li> <li>• Develops role-specific measures to continuously assess and evaluate achievement of desired outcomes commensurate with vision, mission, and values of the organization</li> <li>• Engages in ongoing data collection to ensure that decisions are made to respond to emergent needs of clients/patients</li> <li>• Integrates information and data from numerous sources to create meaningful and relevant measures of desired outcomes</li> </ul> <p><b>Hold themselves and others accountable for results</b></p> <ul style="list-style-type: none"> <li>• Establishes benchmarks of performance related to provincial, national, and international expectations.</li> <li>• Establishes enabling policies and procedures to reflect accountability of self and others for fulfillment of responsibilities</li> <li>• Ensures consequences are used as appropriate to reflect accountability of self and others for fulfillment of responsibilities</li> <li>• Establishes targets for performance based on benchmarks and leading practices</li> <li>• Employs measures and targets to 'course correct' where needed to ensure quality service delivery</li> </ul> <p><b>Corrects course as appropriate</b></p>

	<ul style="list-style-type: none"> <li>• Provides opportunities to discuss outcomes in order to make improvements</li> <li>• Is decisive and responds effectively to crises/issues that threaten the credibility of his/her organization</li> <li>• Monitors progress against his/her role-specific goals, objectives in both short and long term</li> <li>• Evaluates organizational performance in relation to appropriate targets, benchmarks, role responsibilities and organizational vision, mission, and values and takes action accordingly</li> </ul>
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**Develop Coalitions:** There is a wide variety of empirical studies from various theoretical perspectives that inform the knowledge foundation of the domain, Develop Coalitions. Against this backdrop, the practices of this domain in Canadian health care illustrate the challenges as well as the successes of collaborative initiatives. In a complex and complicated environment, organizations can typically choose to collaborate to achieve an objective. It may involve public policy development or reformation, restoring or soliciting funding, or changing service delivery among other goals.

<b>Capabilities</b>	<b>Behavioural Indicators</b>
<p><b>Purposefully Build Partnerships and Networks to Create Results</b> They create connections, trust and shared meaning with individuals and groups.</p>	<p><b>Creates connections with outside organizations</b></p> <ul style="list-style-type: none"> <li>• Maintains a network of key contacts both internal and external to the organization</li> <li>• Builds internal connections between different work units to share expertise</li> <li>• Actively consults with experts, specialists and others to learn different perspectives</li> <li>• Actively seeks out organizations that are integral to achieving client/patient outcomes</li> <li>• Establishes formal inter-organizational relations at a role-specific level</li> <li>• Collaborates with other appropriate organizations on role-specific projects and initiatives</li> <li>• Dedicates time to partnership/network relations</li> </ul> <p><b>Creates trust and shared meaning amongst partners</b></p> <ul style="list-style-type: none"> <li>• Demonstrates consideration for unique needs, circumstances, and priorities of partner organizations</li> <li>• Acts with integrity and honesty in the conduct of inter-organizational agreements</li> <li>• Communicates regularly and often</li> <li>• Competently completes tasks and responsibilities that he/she is accountable for</li> <li>• Uses skills of dialogue to create shared meaning where needed on key priorities and issues pertaining to serving shared client need</li> </ul>
<p><b>Demonstrate a Commitment to Customers and Service</b> They facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service.</p>	<p><b>Facilitates collaboration, cooperation and coalitions amongst diverse groups for customer service</b></p> <ul style="list-style-type: none"> <li>• Defines customers to include patients, residents, and clients; families and the community; and professional organizations</li> <li>• Grounds coalitions in shared commitment to customers, utilizing each individual organization's unique contribution to fulfill that commitment</li> <li>• Fosters a spirit of cooperation with local communities, stakeholders and interest groups</li> <li>• Engages in open communications with customers to identify their care priority needs</li> <li>• Utilizes large and small group intervention strategies to facilitate engagement of customers in appropriate decisions re their care</li> <li>• Reaches out to ethnic minorities and takes action to include their views in decision making</li> </ul>



	<p><b>Aims coalitions at learning to improve service</b></p> <ul style="list-style-type: none"> <li>• Is consciously and continually curious about new and better ways to improve service</li> <li>• Is open to methods and approaches used by other organizations to improve service</li> <li>• Actively monitors partner/community/customer perceptions of quality and improves service accordingly</li> <li>• Champions and initiates quality and safety improvement opportunities within coalitions</li> <li>• Encourages creation of project teams across organizations aimed at improving and delivering quality service to customers</li> </ul>
<p><b>Mobilize Knowledge</b> They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system.</p>	<p><b>Employs methods to gather intelligence</b></p> <ul style="list-style-type: none"> <li>• Uses a variety of tools and techniques to gather information from external agencies</li> <li>• Builds partnerships with researchers, other health organizations, aimed at facilitating an exchange of knowledge and expertise</li> <li>• Draws regularly on expert resources for information</li> <li>• Consults with other organizations and diverse community and cultural groups, where appropriate, to gather intelligence</li> </ul> <p><b>Encourages open exchange of information across organizations</b></p> <ul style="list-style-type: none"> <li>• Builds effective information and knowledge sharing practices across organizations</li> <li>• Understands and utilizes online and web tools to mobilize knowledge</li> <li>• Establishes appropriate and transparent protocols regarding knowledge sharing in coalitions and partnerships</li> <li>• Facilitates regular and open dialogue between representatives of partner organizations to facilitate achievement of common goals and objectives</li> </ul> <p><b>Uses quality evidence to influence action across the system</b></p> <ul style="list-style-type: none"> <li>• Understands what distinguishes quality evidence from other information</li> <li>• Understands the policy or procedural implications of quality evidence in terms of desired changes to current practice</li> <li>• Advocates for the use of that evidence to improve service delivery practices to customers</li> </ul>
<p><b>Navigate Socio-Political Environments</b> They are politically astute. They negotiate through conflict and mobilize support.</p>	<p><b>Is politically astute</b></p> <ul style="list-style-type: none"> <li>• Demonstrates an understanding of the political forces that create both threats and opportunities for the achievement of his/her organization's responsibilities to the coalitions</li> <li>• Develops and maintains productive personal/professional relationships in the health system, commensurate with achievement of one's role</li> <li>• Demonstrates an awareness of the key players influencing a given situation, their vested interests and competing priorities</li> <li>• Demonstrates ability to know when to advocate for, and 'push' a particular issue, or not</li> <li>• Always treats other professionals with respect; does not let personal likes and dislikes interfere with achievement of professional goals</li> <li>• Is consistently sincere and committed to customer service as the basis for his/her position on issues</li> <li>• Identifies when a situation requires a higher level of attention</li> </ul> <p><b>Negotiates through conflict and mobilizes support</b></p> <ul style="list-style-type: none"> <li>• Is aware of sensitive issues amongst coalition partners and is able to maintain customer service through skillful action</li> <li>• Skillfully stands up for his/her beliefs when personal and/or organizational values are threatened</li> <li>• Recognizes and mitigates divisive or destructive conflict</li> <li>• Handles uncertainty with aplomb</li> <li>• Supports others in the appropriate resolution of conflict</li> <li>• Mobilizes commitment and resources from many different organizations in the system to support achievement of improved customer service</li> <li>• Acknowledges the value of others' contributions in achieving coalitions' objectives</li> <li>• Influences resistant audiences to take major steps to support a solution</li> </ul>

**Systems Transformation:** Numerous studies, commission reports, media editorials, and professional organization reports have been calling for major reform in the Canadian health sector. Expectations for change—driven by funding pressures, demographics, public expectations, and technology—suggest that transformation to reform the health sector is both expected and required.

The Systems Transformation domain of leadership capabilities is aimed at generating the strategic ability to create the changes required. This domain is increasingly more important than ever, because more sophisticated leadership is required to address the fiscal, technological, and professional challenges, particularly in the large, integrated health systems that are becoming the norm in Canada. In the context of Systems Transformation, leaders need to better understand how they perceive change and what change actually means: i.e., their experience of the dynamics of change. It is valuable to distinguish to a greater extent how change is perceived, and also to perceive change differently, depending on personal qualities such as worldviews, beliefs, and mindsets, which demonstrates the link between the Lead Self domain of the LEADS framework and Systems Transformation. Leaders are asked to reflect even more fundamentally on whether and how they learn to change, and through this reflection, decide to take action. And to increase the likelihood of success, there is a pressing need to actively identify and engage all pertinent key players in a system in the conceptualization and framing of the issues related to Systems Transformation, as well as in collaborative planning and implementation.

<b>Capabilities</b>	<b>Behavioural Indicators</b>
<p><b>Demonstrate Systems/ Critical Thinking</b> 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.</p>	<p><b>Thinks analytically and conceptually</b></p> <ul style="list-style-type: none"> <li>• Understands both organic systems thinking and mechanical systems thinking</li> <li>• Analyzes emergent concerns or situations from organic and mechanical perspectives to gain insights into the conditions that create them</li> <li>• Attempts to Identify connections underlying seemingly unrelated events</li> <li>• Knows that larger health care organizations are systems within systems; i.e., micro-systems nested in macro-systems</li> <li>• Knows when an issue is bounded (i.e., disconnected from larger systems implications) or connected (linked to larger systems implications)</li> <li>• Employs a logical approach to problem solving, but is aware of emotional and political factors as well</li> <li>• Understands complexity of health systems</li> </ul> <p><b>Questions and challenges status quo to identify issues, solve problems</b></p> <ul style="list-style-type: none"> <li>• Seeks creative and innovative solutions to solve ongoing problems and issues</li> <li>• Draws on different perspectives and innovative ideas from within and outside the health care system</li> <li>• Seeks to identify the root causes for an issue rather than focusing on the symptoms</li> <li>• Searches beyond presenting details to identify patterns in the broader system</li> <li>• Seeks evidence that challenges current practice (e.g., positive deviance)</li> </ul> <p><b>Designs and implements effective processes across systems and stakeholders</b></p> <ul style="list-style-type: none"> <li>• Explores many options before making decisions</li> <li>• Considers the impact of decisions on people, processes and services, both inside and outside the organization</li> <li>• Draws on the experience of others when seeking solutions</li> <li>• Evaluates, from his/her particular role perspective, the impact of decisions on external systems and stakeholders</li> <li>• Determines 'organizational readiness' to implement proposed decisions</li> </ul>

<p><b>Encourage and Support Innovation</b> They create a climate of continuous improvement and creativity aimed at systemic change.</p>	<p><b>Creates a climate of continuous improvement and creativity</b></p> <ul style="list-style-type: none"> <li>• Models commitment to constant improvement of practice based on new knowledge and evidence</li> <li>• Encourages team members to share their ideas for improving existing practices or addressing challenges</li> <li>• Encourages calculated risk-taking</li> <li>• Demonstrates a spirit of enquiry and innovation</li> <li>• Dedicates resources to support innovation</li> <li>• Models 'continuous improvement' in own learning</li> <li>• Values learning, creativity and innovation</li> </ul> <p><b>Aims at systemic change</b></p> <ul style="list-style-type: none"> <li>• Knows the difference between small (innovation), significant (change) and large scale change (transformation) and chooses appropriate strategies and tactics to create system improvement</li> <li>• Is knowledgeable re both small and large models/approaches to stimulate systemic change (e.g., action research, soft systems methods, dialogue, cooperative conflict, Lean, etc.)</li> <li>• Identifies connections between proposed actions and their future impact on organizational systems and stakeholders</li> <li>• Understands the time commitments associated with creating sustained change and acts accordingly</li> <li>• Rewards and/or celebrates fresh and new ideas that lead to success</li> </ul>
<p><b>Orient Themselves Strategically to the Future</b> They scan the environment for ideas, best practices and emerging trends that will shape the system.</p>	<p><b>Scans the environment for ideas, best practices, and emerging trends</b></p> <ul style="list-style-type: none"> <li>• Utilizes methods to determine futuristic trends (locally, provincially, nationally, and internationally) in economics, political landscape, technology, and social values that might impact his/her role-specific ability to improve service delivery to customers</li> <li>• Scans emergent research for evidence-informed practices that will benefit customers</li> <li>• Stays informed of emerging industry trends and professional standards related to service delivery</li> <li>• Determines readiness for change of providers and customers</li> </ul> <p><b>Utilizes ideas, best practices, and emerging trends to shape systemic change</b></p> <ul style="list-style-type: none"> <li>• Identifies opportunities to bring evidence-informed or creative ideas into practice.</li> <li>• Tests and monitors the effectiveness of new approaches</li> <li>• Demonstrates an understanding about the impact of current trends and issues on his/her unit's ability to deliver quality service to customers</li> <li>• Acts in a timely, opportunistic fashion to take advantage of emerging trends</li> <li>• Identifies opportunities and risks associated with different organizational approaches to emerging issues</li> <li>• Champions and utilizes accreditation (where appropriate) as a tool to initiate and motivate needed changes</li> </ul>
<p><b>Champion and Orchestrate Change</b> They actively contribute to change processes that improve health service delivery.</p>	<p><b>Actively contributes to change processes that improve health service delivery</b></p> <ul style="list-style-type: none"> <li>• Articulates a compelling rationale for change based on customer need (i.e., positive benefits)</li> <li>• Commits to champion change over the timeframe required for success</li> <li>• Surfaces and addresses latent conflict between professional groups or sub-cultures</li> <li>• Employs methods to connect individuals involved in the change across professional boundaries, and across organizational boundaries in a system as appropriate to the change</li> <li>• Realistically acknowledges the challenges associated with change</li> <li>• Develops strategies and tactics to engage diverse professional groups (in particular, physicians) and employees in shaping and adjusting practices to needs of change (e.g., meaningful roles; participation; remuneration where required; inter-professional dialogue; conflict resolution)</li> <li>• Provides time for staff, leaders, and customers to understand and support the change process</li> <li>• Ensures staff have the opportunity to learn the knowledge and skills to implement change</li> </ul>

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|  | <ul style="list-style-type: none"><li>• Maintains open and ongoing communication throughout the change process</li><li>• Ensures action plans arising from accreditation, organizational or program assessments, are implemented</li><li>• Develops networking and mentoring processes to support change</li></ul> |
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