

# CARING IS EVERYTHING

Getting To The Heart Of  
Leadership In Healthcare

October 26, 2023



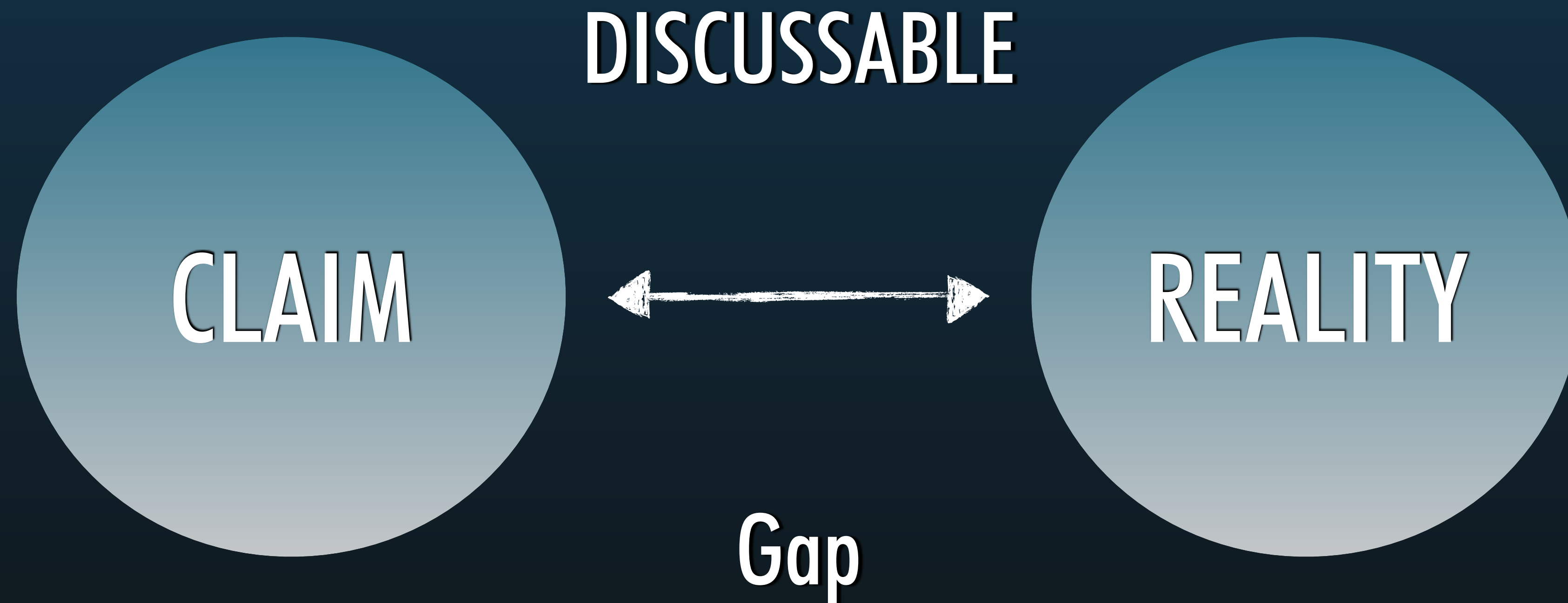
CANADIAN COLLEGE OF  
HEALTH LEADERS

COLLÈGE CANADIEN DES  
LEADERS EN SANTÉ



*David Irvine*  
DAVID ♦ IRVINE  
*the leader's navigator*

# CARING LEADERSHIP





# CARING - THREE THEMES

1. Perspective

2. Inspiration

3. Tools





If you want to make small changes in your life,  
change the way you DO things.

If you want to make big changes in your life,  
change the way you SEE things.

# CARING IS EVERYTHING

Getting to the Heart of Humanity, Leadership, and Life



**DAVID IRVINE**



*David Irvine*  
THE LEADER'S NAVIGATOR

# THREE MESSAGES

1. Don't "Try" To Care
2. Pleasing vs. Caring
3. Embrace Your Authentic Self



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1. Don't "Try" To Care
2. Pleasing vs. Caring
3. Embrace Your Authentic Self







Joyce Irvine  
1921 - 1999

Harlie Irvine  
1918 - 1986



**"Always make your gratitude bigger than your circumstances."**

**"It's not my job to make you happy. It's my job to make you strong.  
If you're strong you'll be happy."**

Every parent, no matter how hard they try, will be both a blessing and a curse to their children. My hope is that my children will appreciate the blessing, if not immediately, then later in life, and perhaps more importantly that they will take the curse and, like an oyster irritated by a grain of sand, over time use it as a catalyst to build layers of character and understanding - thus producing a pearl.

Joyce Irvine

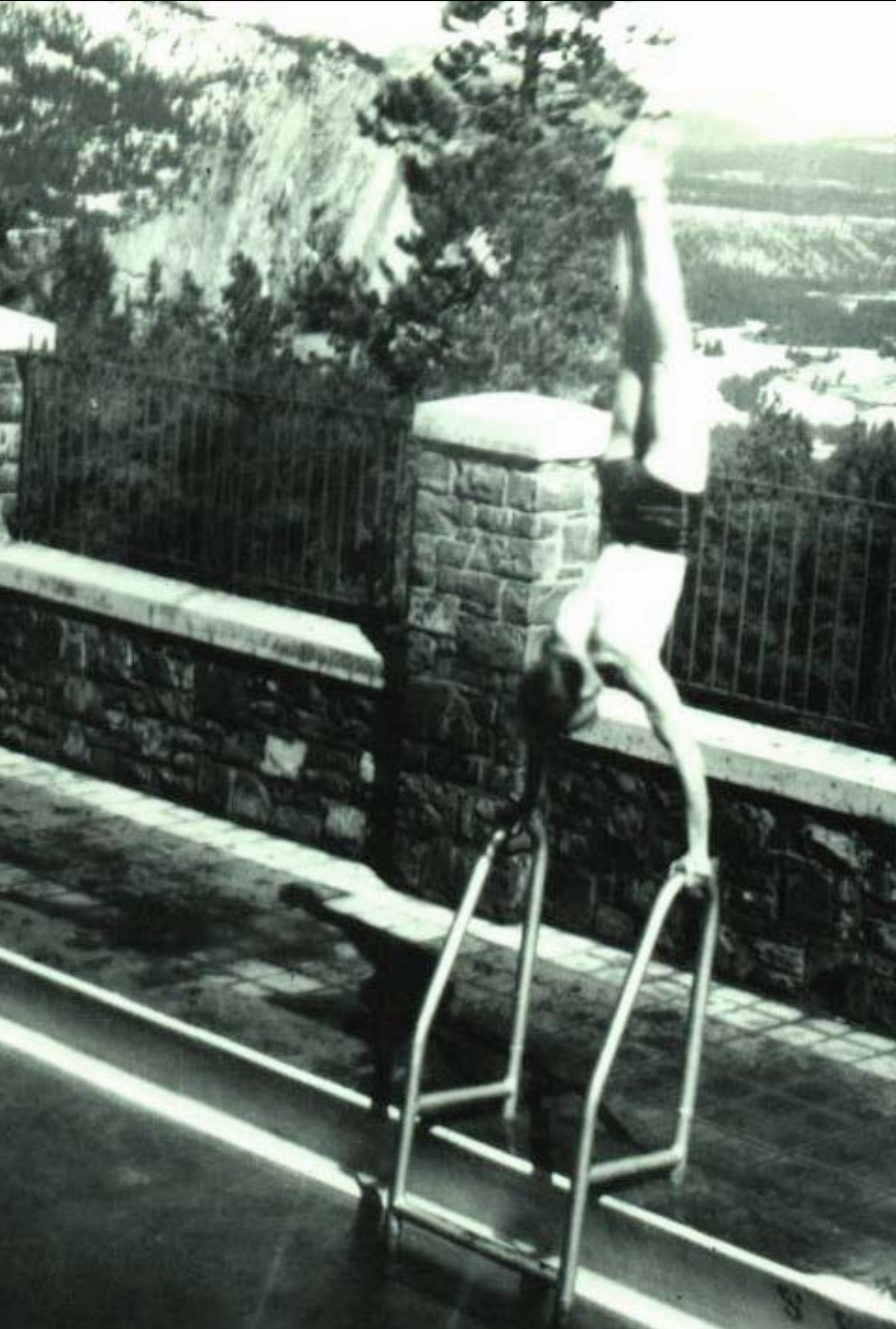




Ability matters

Inner qualities matter more

...the undervalued virtue of  
human goodness

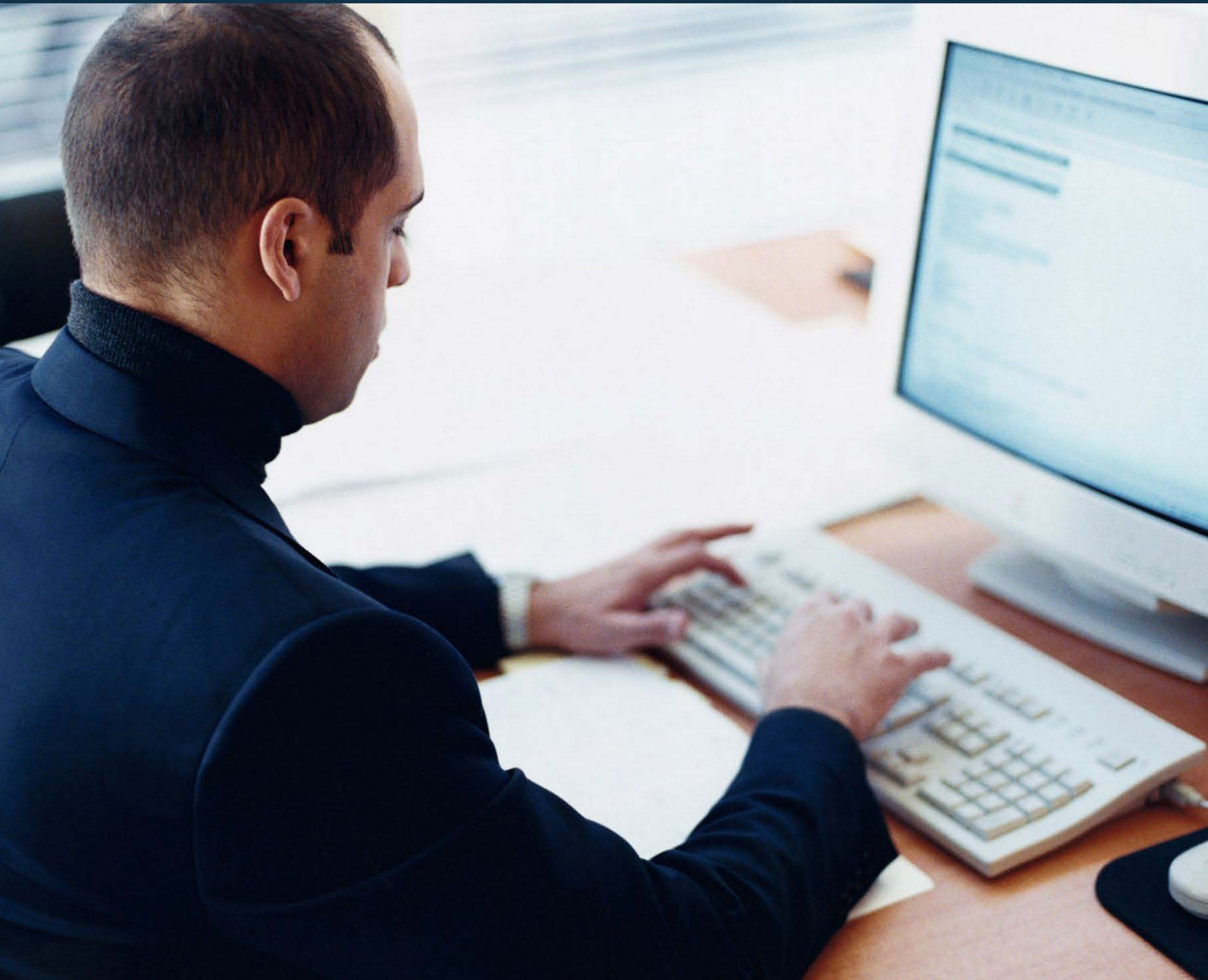


Harlie Irvine  
1918 - 1986

Don't pray for the world to get easier. Pray, instead, for you to get stronger



# TRANSACTIONAL (Boss)

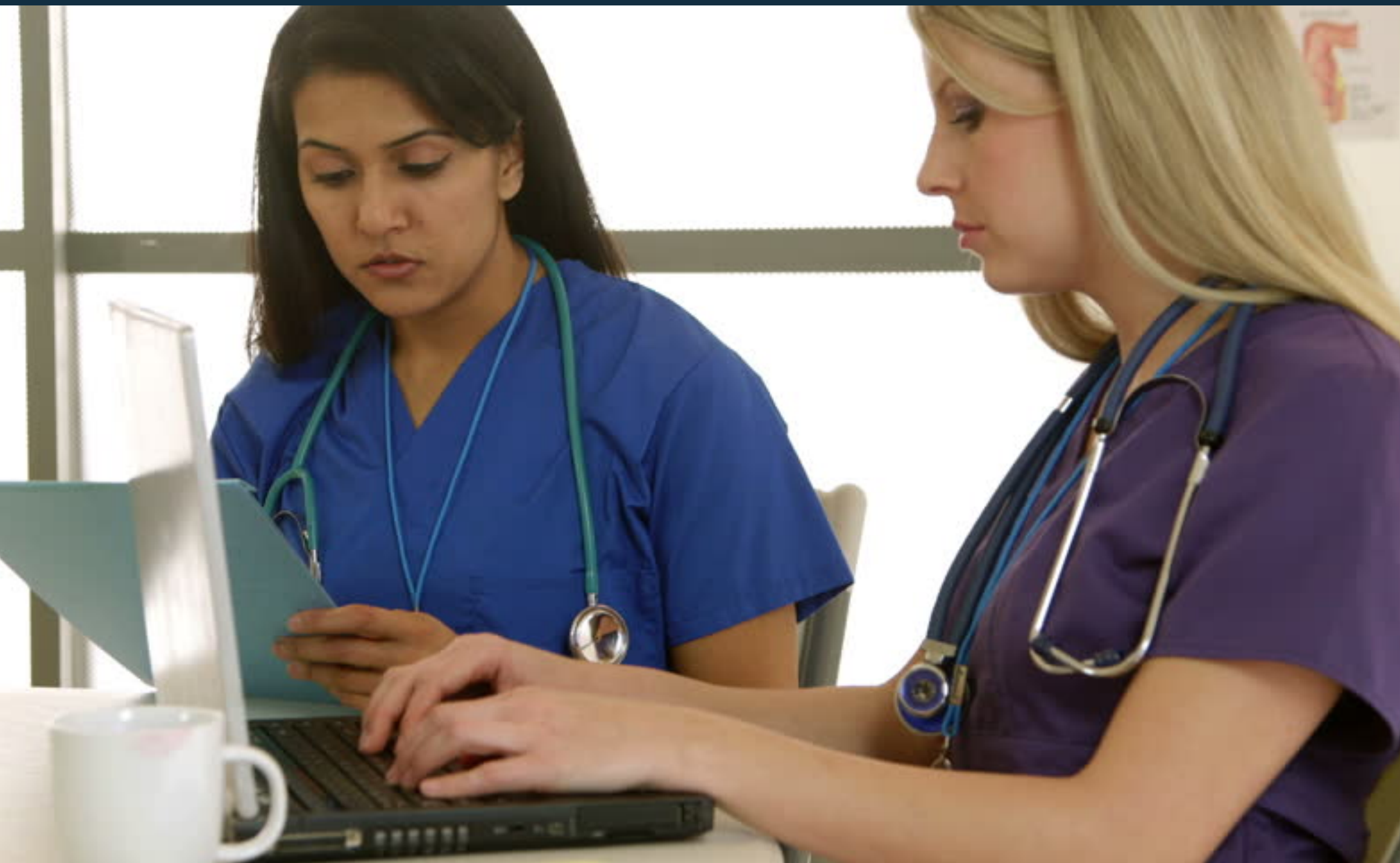


# TRANSFORMATIONAL (Leader)



# Transactional Care

# Transformational Caring







# Being a Father Vs. Being Dad

# TRANSACTIONAL (Boss)

Administration

Job Description

Monitoring

Plan

Tasks

Budget

Manages and Measures

Performance

Policies & Procedures

Physical Safety

"In front of computer"

"Knowing"

**CONTROLLING**

# TRANSFORMATIONAL (Leader)

Connection

Life Description

Mentoring

Vision

Trust

Relationship

Inspires

People

Values and Principles

Psychological Safety

"In front of people"

"Learning"

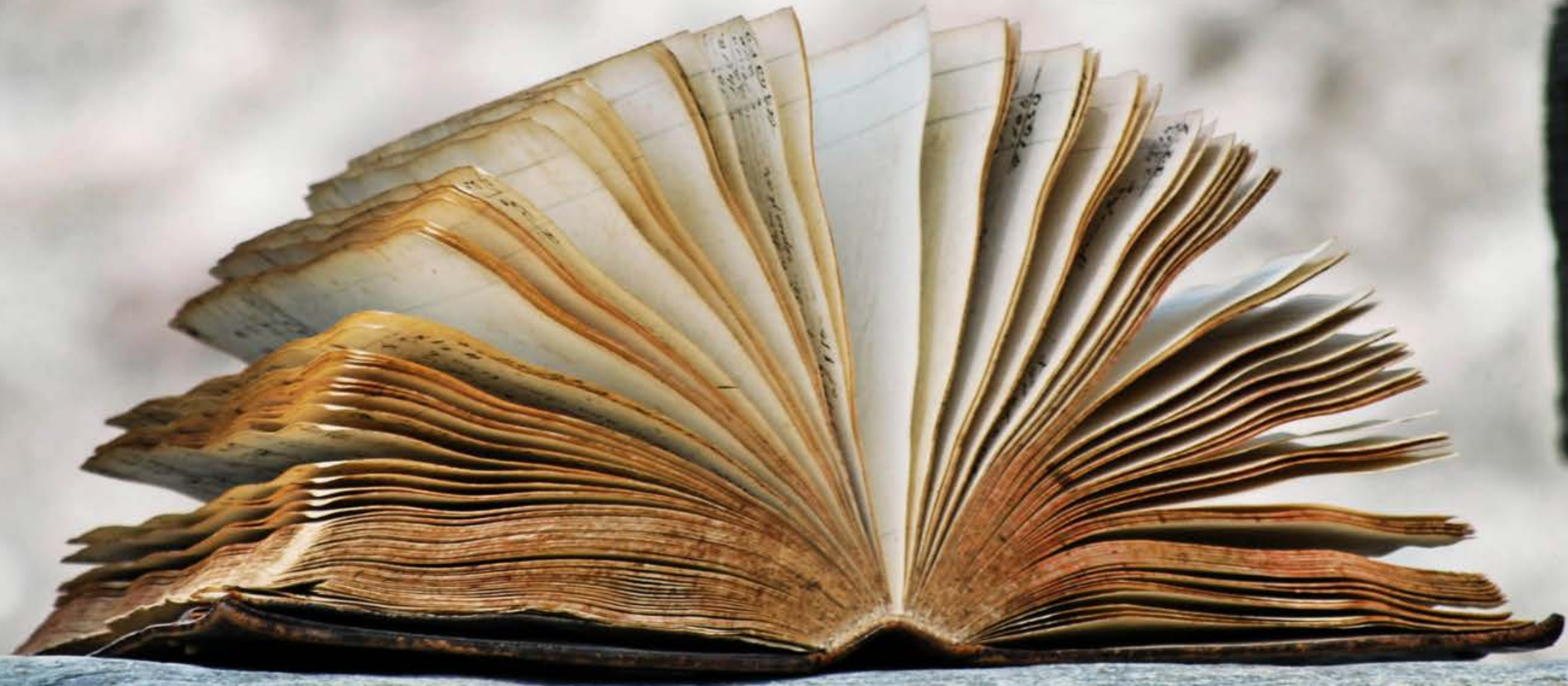
**UNLEASHING**



# The Rescuing Hug



# Everyone has a story...



“Frankly, there isn’t anyone you couldn’t learn to love once you’ve heard their story.”



TIME

S-l-o-w D-o-w-n



Until about ten to fifteen years ago, it was unavoidable that time and again throughout your day it was just you alone with your thoughts...while in line at the pharmacy, waiting for the elevator, walking the dog, commuting to work, at the gym. Now we've banished it.





# SEASONS OF WELL-BEING

EMERGING

RENEWED

DEPLETION

DISRUPTION

# SEASONS OF WELL-BEING

Reflective  
Creative  
Receptive  
Introspective

Passionate  
Focused  
Purposeful  
Aligned

EMERGING

RENEWED

Exhausted  
Overwhelmed  
Unfocused Busy  
Burned Out  
Stressed and Stuck

Fear  
Loss  
Loneliness  
Self-Doubt

DEPLETION

ANGER  
Irritability  
Rage  
DISRUPTION  
Divisiveness  
Depression

**BOUNDARIES**

Story

Emotion

Learning

Future

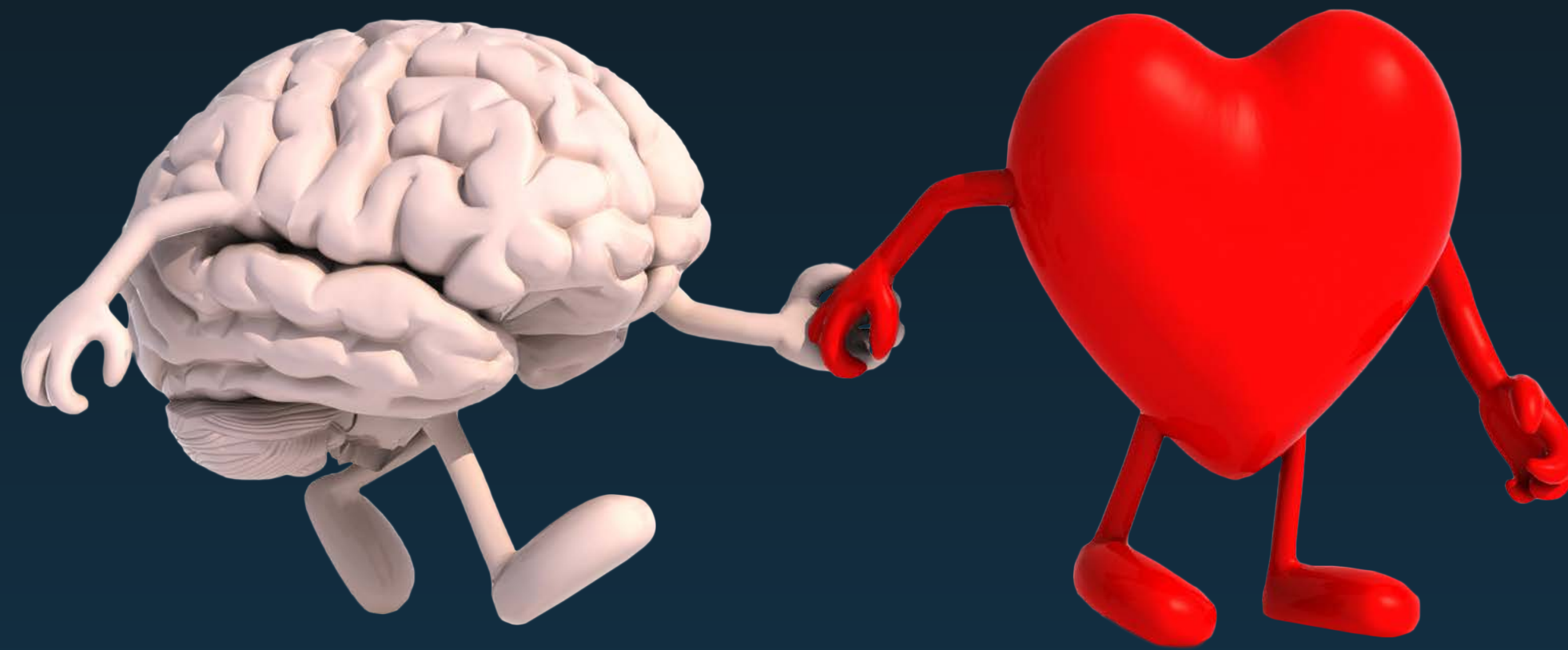


**FEELINGS**

**FIXING**

# SMART ORGANIZATIONS

- ★ Operational Excellence
- ★ Planning
- ★ Technology
- ★ Rigor
- ★ Finance
- ★ Innovation

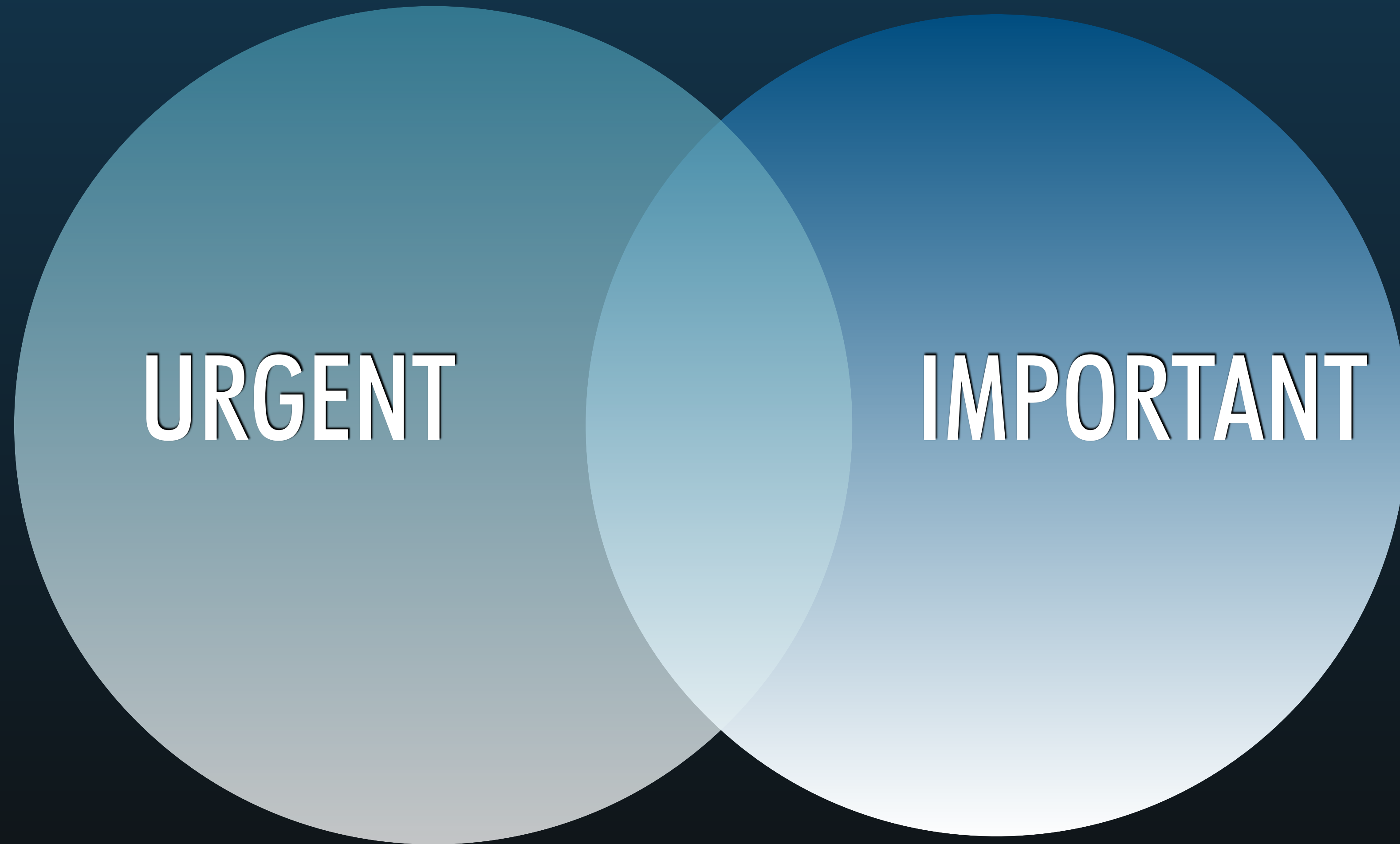


# HEALTHY ORGANIZATIONS

- High Trust
- Safe and Caring
- Diversity & Respect
- Personal Responsibility
- Energy and Engagement
- Minimal Politics
- Clarity

Adapted from Patrick Lencioni, *The Advantage*

# The Tyranny of the Urgent



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# ORGANIZATIONAL ENTROPY

- ★ Polite replaces genuine
- ★ Emails replace conversation
- ★ No time for celebration or enjoyment
- ★ Tension
- ★ "Manuals" and "Policies" run your organization
- ★ Problem makers outnumber problem solvers
- ★ Leaders seek to control rather than to liberate
- ★ Pressures push aside people





# HEALTHY TEAM

- On a scale of 1-10 how healthy is this team?  
What is your rationale?
  - Was your conversation polite or genuine?  
Would you have this conversation with everyone in this culture?
  - Who is accountable for the health of our team?
  - What can we do to move it up a notch in the coming month?
- High Trust
  - Safe and Caring
  - Diversity & Respect
  - Personal Responsibility
  - Energy and Engagement
  - Minimal Politics
  - Clarity

# F-STATE

# C-STATE

SYMPATHETIC

Fight

Flight

Freeze

Freaking Out



What is your process  
for going from F-  
State to C-State?

Calm

Clear

Collected

Caring

PARASYMPATHETIC

# CHRONIC F-STATE: The Normalization of Stress

Chronic Unease

Tense

Impatient

Critical

Controlling

Bullying

Insensitive

Invulnerable

Distant/Cold

“Productive”

SYMPATHETIC

# THREE MESSAGES

1. Don't "Try" To Care
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# PLEASING

Vs.

# CARING

“Trying”

“Allowing”

Emptiness

Overflow

Depletes

Energizes

Self-Sacrifice

Self-Development

Resentment

Fulfilment

Disables

Empowers



Sometimes "help" isn't always helpful



# Strength...

It's been said that a bird sitting on a branch is never afraid of the branch breaking. It's because her trust is not in the branch but in her wings



# A Strength Building System





# A Mental Fitness Program



1. Daily Quiet Time
2. Time with the Dogs -in Nature
3. Physical Health
4. Healing Process
5. Purpose and Contribution
6. Diversified Identity
7. Community





**WAYFINDERS**  
WELLNESS SOCIETY  
AT WINEGLASS RANCH



*THE LEADER'S NAVIGATOR*

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# AUTHENTICITY



“The greatest  
privilege of a  
lifetime is being  
who you are”

*Joseph Campbell*



**“Don’t ask what the world needs.  
Ask what makes you come alive.  
Because what the world needs is  
for you to come alive.”**

**-Howard Thurman**



**AUTHENTICITY**





Beauty  
Truth  
Love



Attachment



Authenticity



TWO ESSENTIAL HUMAN NEEDS

# Sometimes we hide...



## **HIDING:**

Downplaying or covering up certain aspects of yourself - out of fear that being different - or associating with someone different - will prevent you from feeling safe



Heart

Needs

Beauty

Truth

Passion

Creativity

Sexual Orientation

Ethnic heritage

Gender

Dreams

## HIDING:

Downplaying or covering up certain aspects of yourself - out of fear that being different - or associating with someone different - will prevent you from feeling safe



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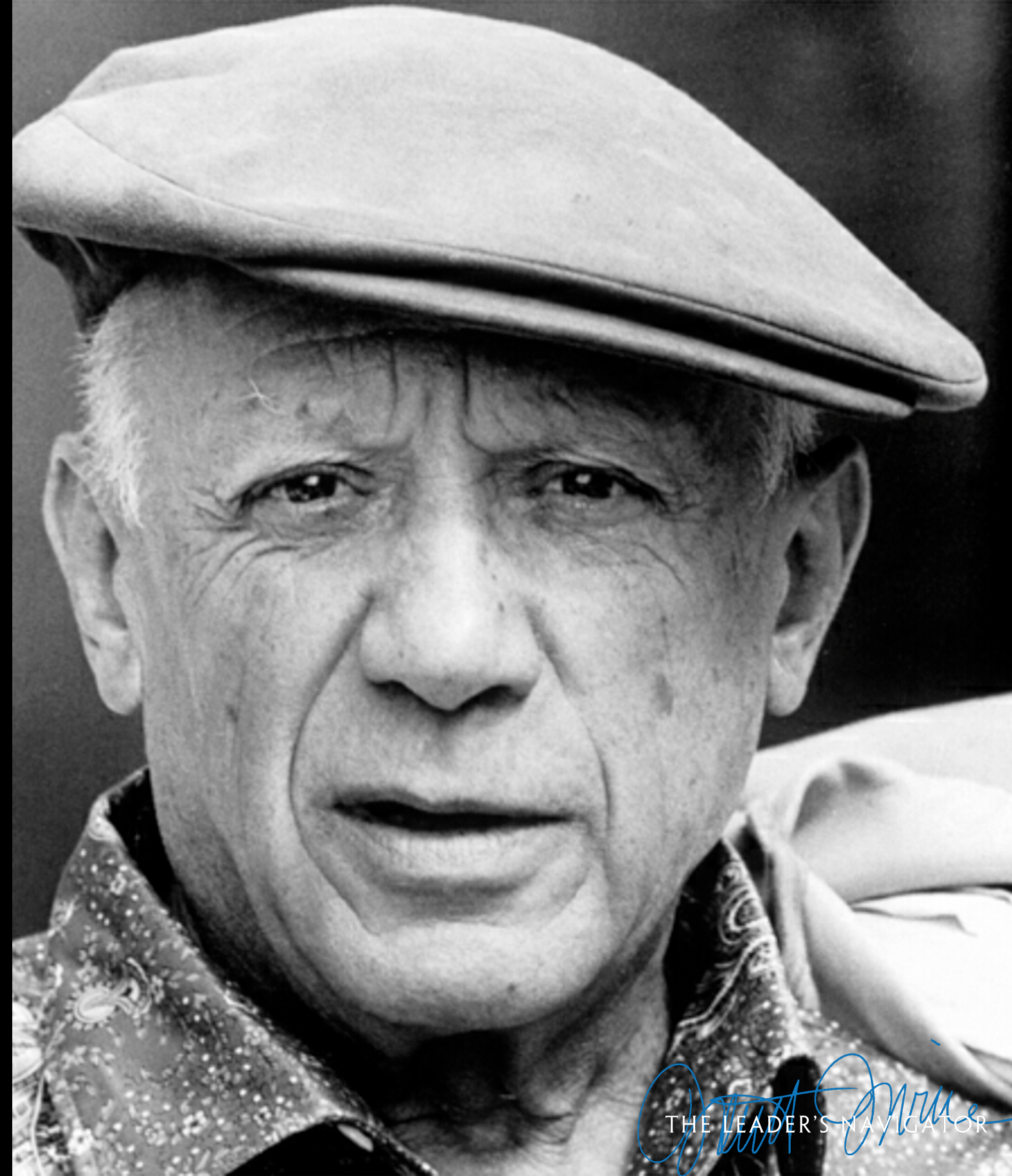
Gender

Dreams



I wake up depressed  
every day. I start  
painting and the  
depression lifts...

Pablo Picasso



# AUTHENTICITY

Trusting/Open

Honest

“Flow”

Engaged

Connected

Joyful/Peaceful

Full-filled

# INAUTHENTICITY

Exhausted

Impatient

Resistant

Disengaged

Disconnected

Stressed

Empty

# AUTHENTIC LEADERSHIP

- Humility
- Generosity
- Compassionate
- Relaxed
- Vulnerable
- Disciplined
- Mission-Driven
- Inspire Faith
- Self-Aware



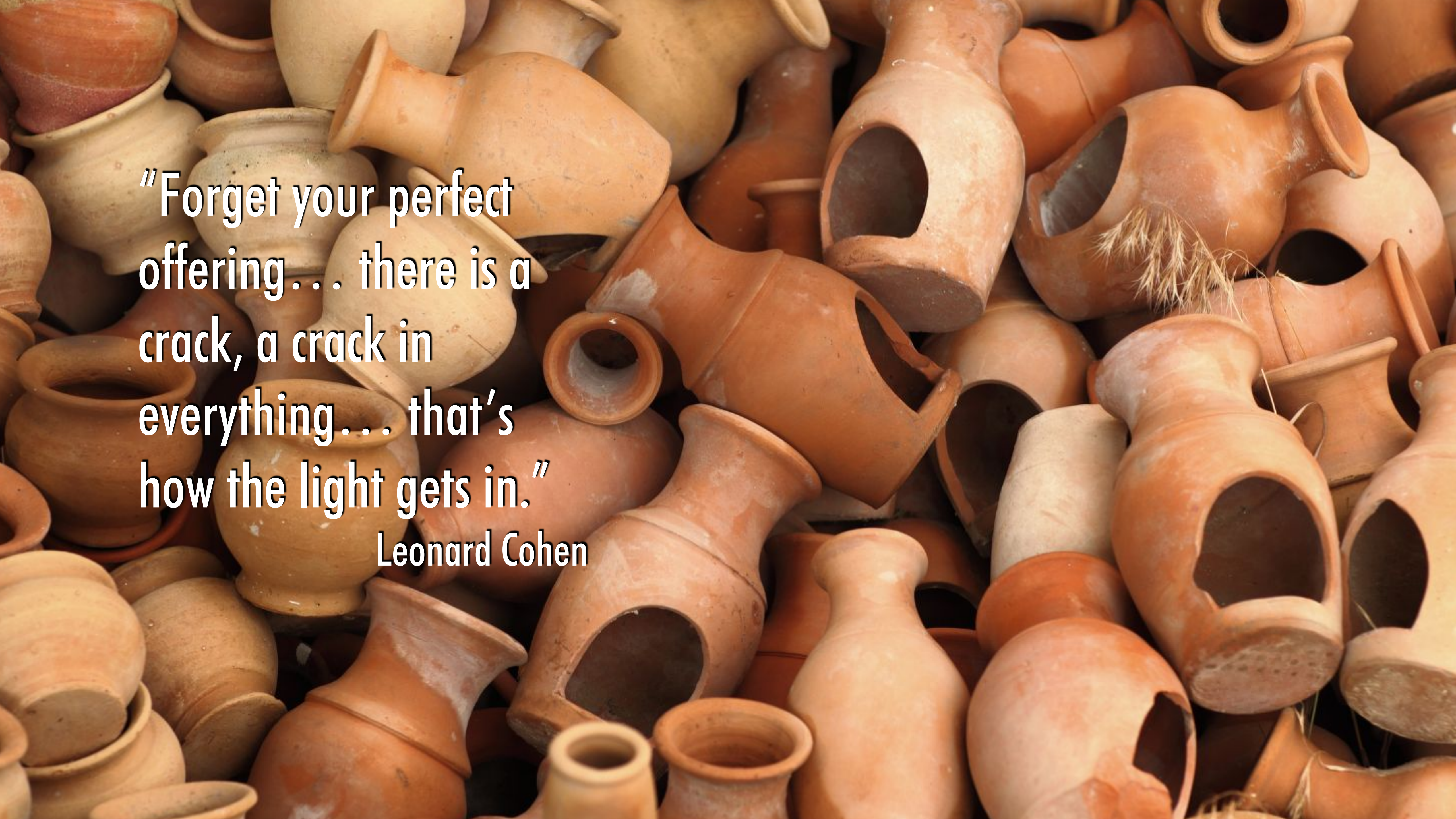
- Humility
- Generosity
- Compassionate
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- Inspire Faith
- Self-Aware

There's no profile of an ideal leader, no cookie-cutter leadership style...



There's no straight lines in nature





“Forget your perfect offering... there is a crack, a crack in everything... that’s how the light gets in.”

Leonard Cohen

The Classic Tale of

# The Velveteen Rabbit

or

*How Toys Become Real*

by

Margery Williams



Illustrated by

Michael Green





**“What is real?” Asked  
The Rabbit.**

**“Real isn't how you are  
made.” Replied the skin  
horse.**

**“It's a thing that  
happens to you...**

**It doesn't happen all at  
once...**

**You become...**

**It takes a long time.”**



**"Does it hurt?" Asked the rabbit.**

**"Sometimes." Replied the skin horse. "When you become Real you don't mind the hurt. ... Becoming Real doesn't often happen to people who break easily, or who have sharp edges, or who have to be carefully kept. Generally, by the time you are Real, most of your hair has been loved off, and your eyes drop out and you get loose in the joints and very shabby. But these things don't matter at all, because once you are Real, you can't be ugly, except to people who don't understand."**

The Caring Journey - Defined: Embracing a time of great difficulty, allowing the pain to break us open so a stronger, wiser and kinder self can emerge





Horizontal Growth

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Learning ABOUT  
Leadership

Leadership  
Development

# A 4-DAY AUTHENTIC LEADERSHIP ACADEMY

November 14 - 17  
(In Person)

November 28 - December 1  
(Virtual)

[www.davidirvine.com](http://www.davidirvine.com)



UNIVERSITY OF  
CALGARY

*David Irvine*  
THE LEADER'S NAVIGATOR



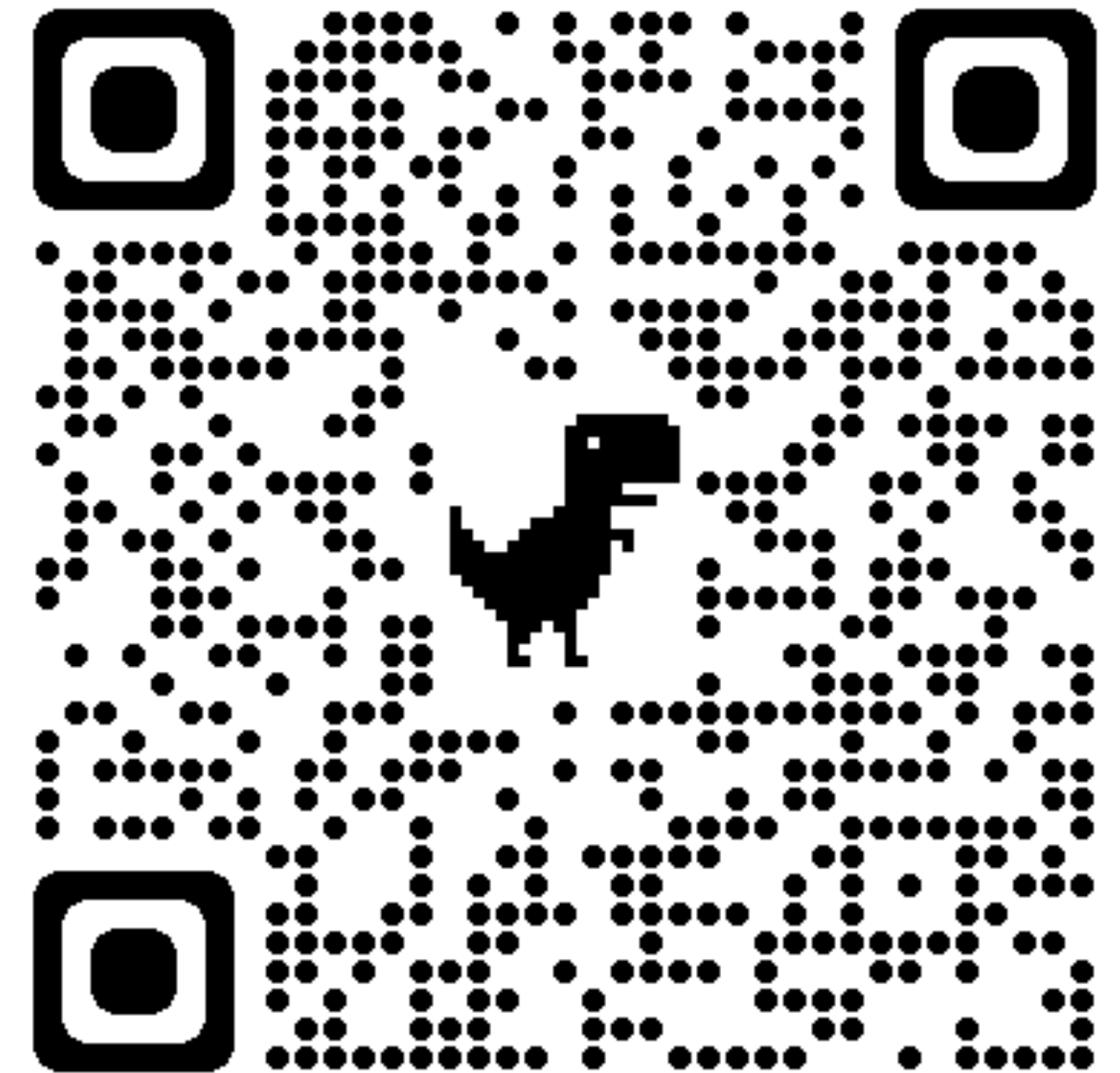


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