



*Come
Together*

LEADS in Action

Presenter: Doug Miron MA (Leadership), CEC, PCC

CCHL LEADS Coach & Facilitator

CCHL Leadership Faculty





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.



A Life Story About Starting with Yourself





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Starting with Yourself



Write a reflective note....

- As a leader, how can your personal mission and values help you to start with yourself?

LEADS in Action

Leaders and leadership in healthcare matter now more than ever. Explore how the LEADS in a Caring Environment framework can contribute to a sustainable and effective health care system

This session will...

- familiarize participants with the LEADS framework
- facilitate discussion about leadership implications for organizations moving strategy forward
- discover potential leadership development programming for individuals and teams

At the end of the session, you can expect to...

Begin a process of introspection and self-awareness based on an initial understanding of the five LEADS domains



Realize that leadership capacity in individuals, teams and organizations can be developed



Be aware that the LEADS framework is purpose built for healthcare and provides a common leadership language across the sector



Understand that leaders and leadership in healthcare matter now more than ever





Why is this important to you?

Effective leadership provides guidance, fosters commitment, and ensures that change initiatives are well-executed.

[Without strong leadership, change projects are more likely to falter or fail](#)

Harvard Business Review 2023



Knowledge Relevance Application

- Valuable information for you and your organization
- Relevant ideas You can apply in your work



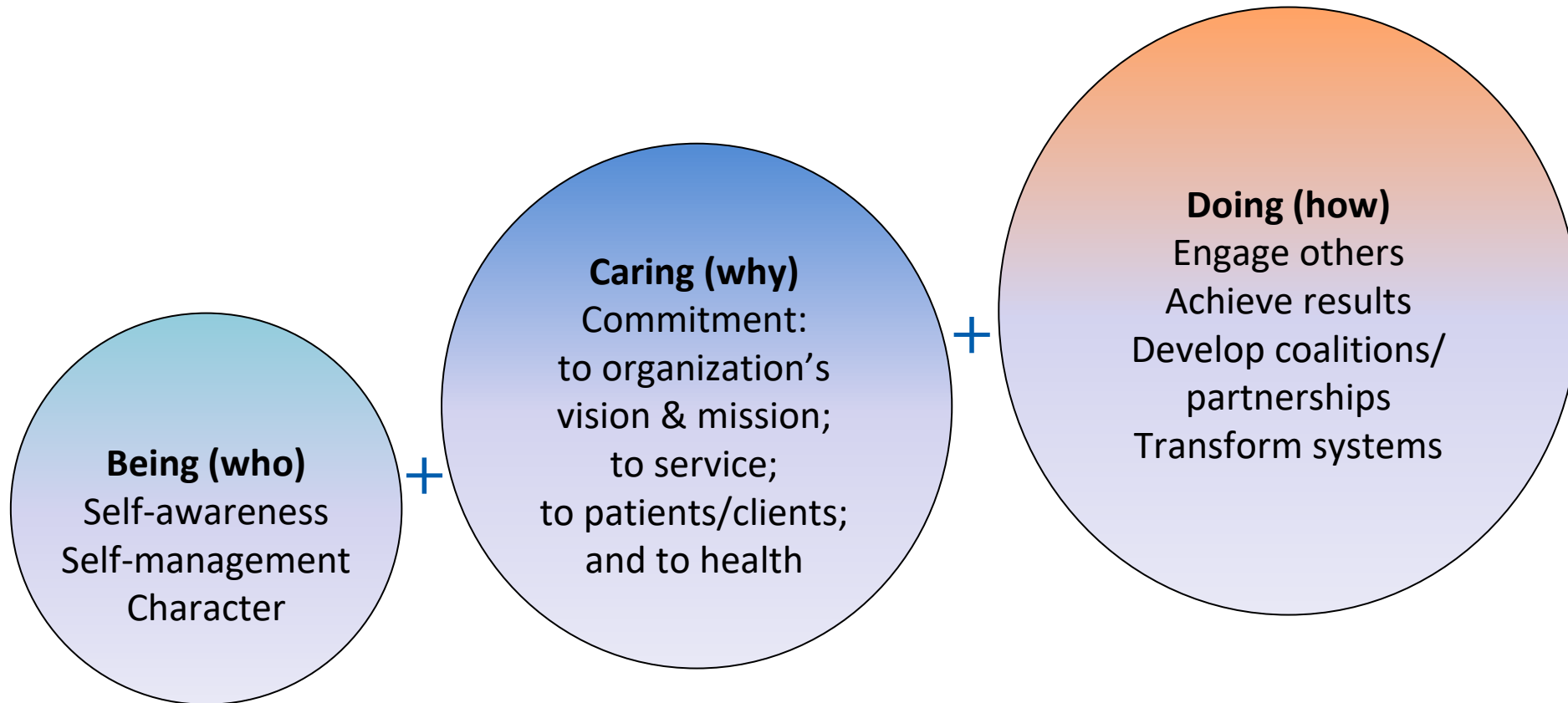
How does the LEADS in a Caring Environment framework contribute to a sustainable and effective healthcare system?

It is an evidence-based tool that helps in building leadership capacity by creating a common leadership language throughout the Canadian healthcare system



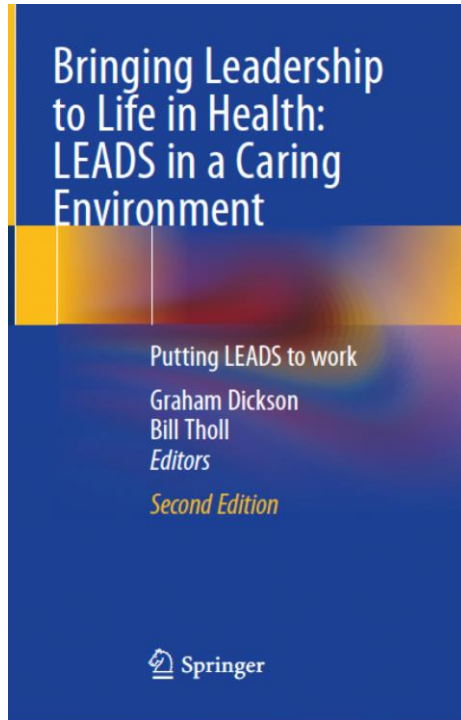
Effective Health Leadership

LEADS in a Caring Environment



Building Blocks of LEADS

Working Definition of Leadership

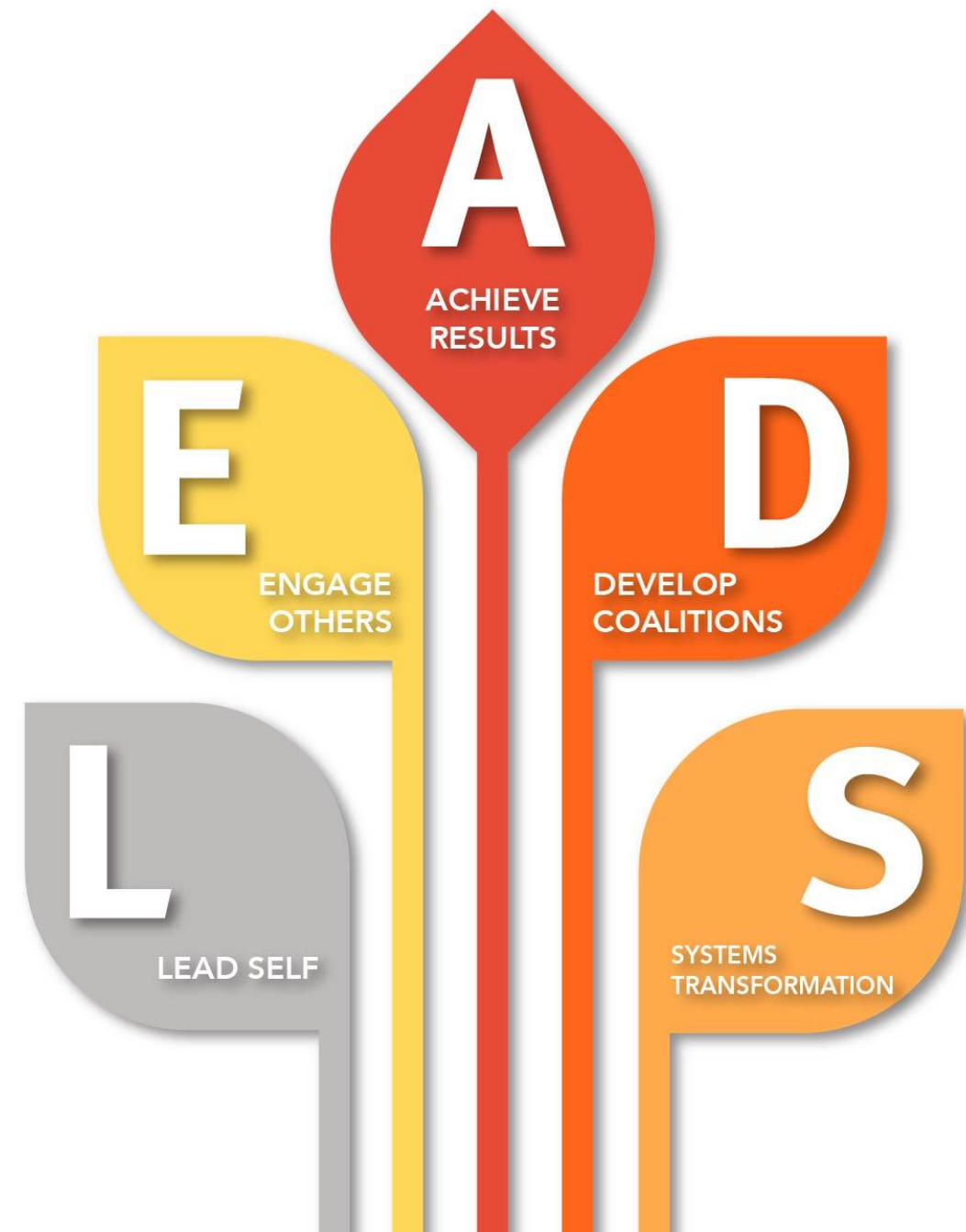


We define leadership as the collective capacity of an individual or group to influence people to work together to achieve a common constructive purpose: the health and wellness of the population we serve.

Graham Dickson & Bill Tholl, 2019

The LEADS Framework

- Five domains
- Four capabilities per domain
- Behavioural descriptors for each capability





The LEADS in a Caring Environment Framework

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E ENGAGE OTHERS
Engaging leaders...

Foster the 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 that encourage collaboration and achievement.

A ACHIEVE RESULTS
Achieving leaders...

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 and efficient public-centred service.

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

D DEVELOP COALITIONS
Developing leaders...

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

Create a commitment to customers and service
They facilitate collaboration, cooperation, and coalitions among diverse groups and perspectives aimed at learning to improve service.

Navigate socio-political environments
They are politically astute, and can negotiate through conflict and mobilize support.

S 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.

LEADS LEADERS

LEADS capabilities apply to all individuals regardless of role or formal position in the health system.

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 lead systems transformation to create the Canadian health system of the future.

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

LEADS creates a culture of distributed leadership, where each person in the system, regardless of position or title, has the necessary leadership skills and feels empowered to exercise leadership when it is required.

Identify one LEADS capability that is a strength for you

Paradigm Shift

FROM.....

From one person who saves
the day... **alone**



TO.....

Critical Mass of leaders
who take turns leading &
following



A Facilitative Learning Approach

Knowledge - Relevance - Application



A LEADS domain and the four behavioural descriptors that will help you contribute to a sustainable and effective health care system





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Contribute to the creation of healthy organizations

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Build teams

They facilitate environments of collaboration and cooperation to achieve results





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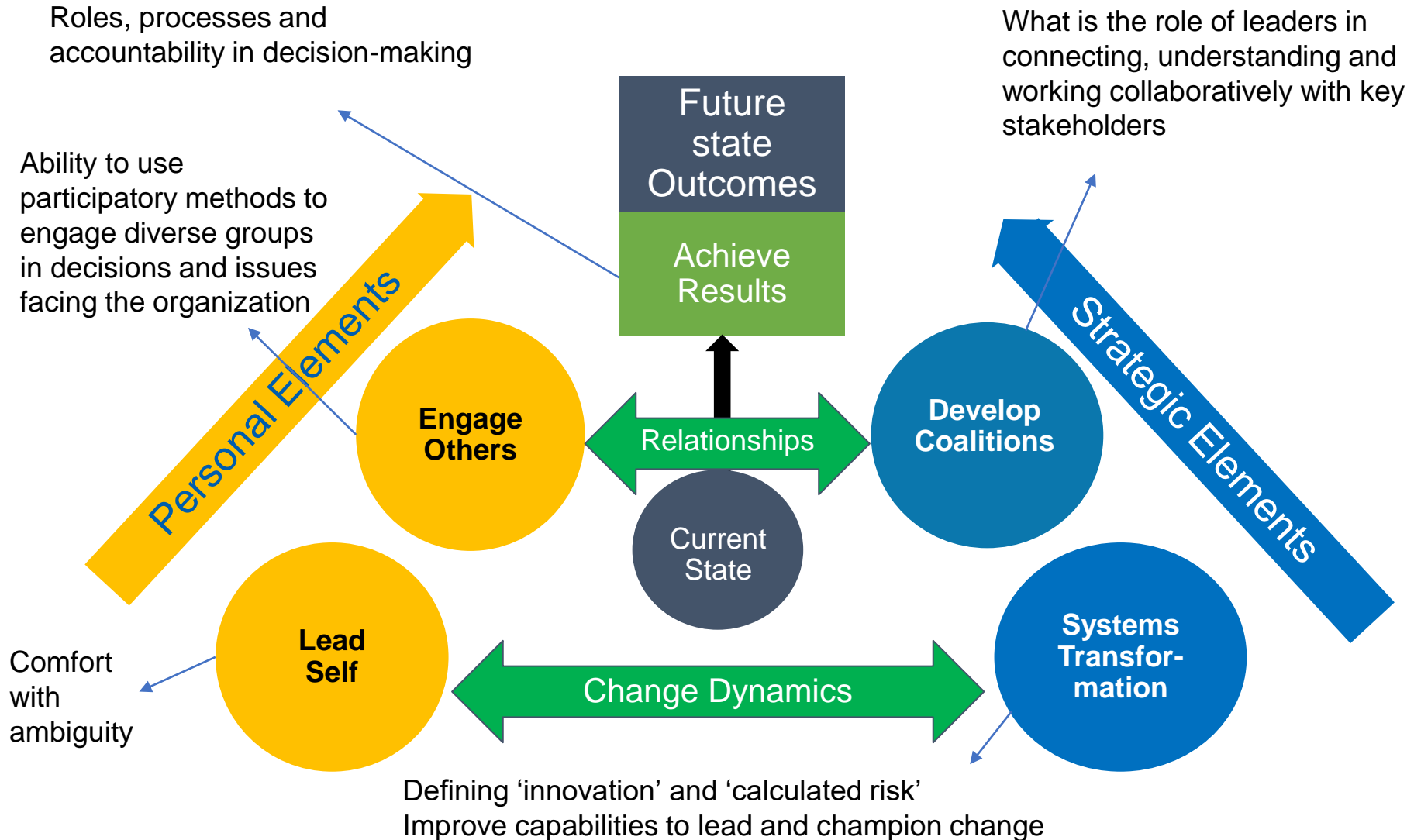
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How the can LEADS in a Caring Environment framework
contribute to a
sustainable and effective healthcare system?



LEADS as a Model for Change



To create a sustainable and effective healthcare system
we need to **Strategically Align Decisions with
Vision, Values and Evidence**



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 and efficient public-centred service.

Assess and evaluate

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

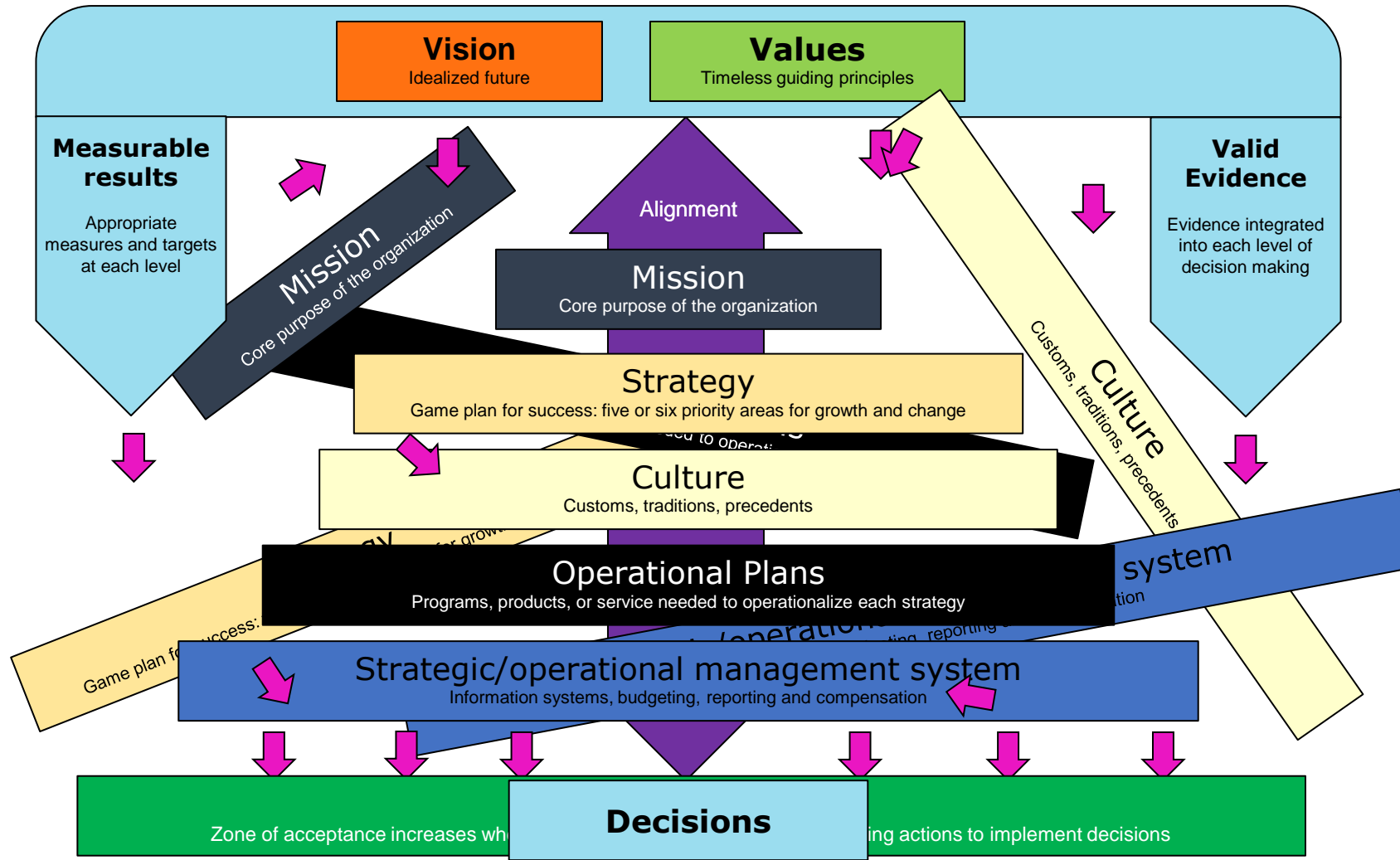
Strategically Align Decisions with Vision, Values and Evidence

- **Incorporates** mission and values into the decision-making process
- Clearly **describes** how current decisions align with organizational strategy.
- **Prepares** contingency plans to quantify and minimize risk



To create a sustainable and effective healthcare system
we need to **Strategically Align Decisions with
Vision, Values and Evidence**

How do you create alignment?



Strategically Align Decisions with Mission, Vision, Values, and Evidence

To create a sustainable and effective healthcare system
we need to **Orient Strategically to the Future**



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.

Orient strategically to the future

A future orientation helps you to understand the context of your preferred future – and strategize about where you want to go.

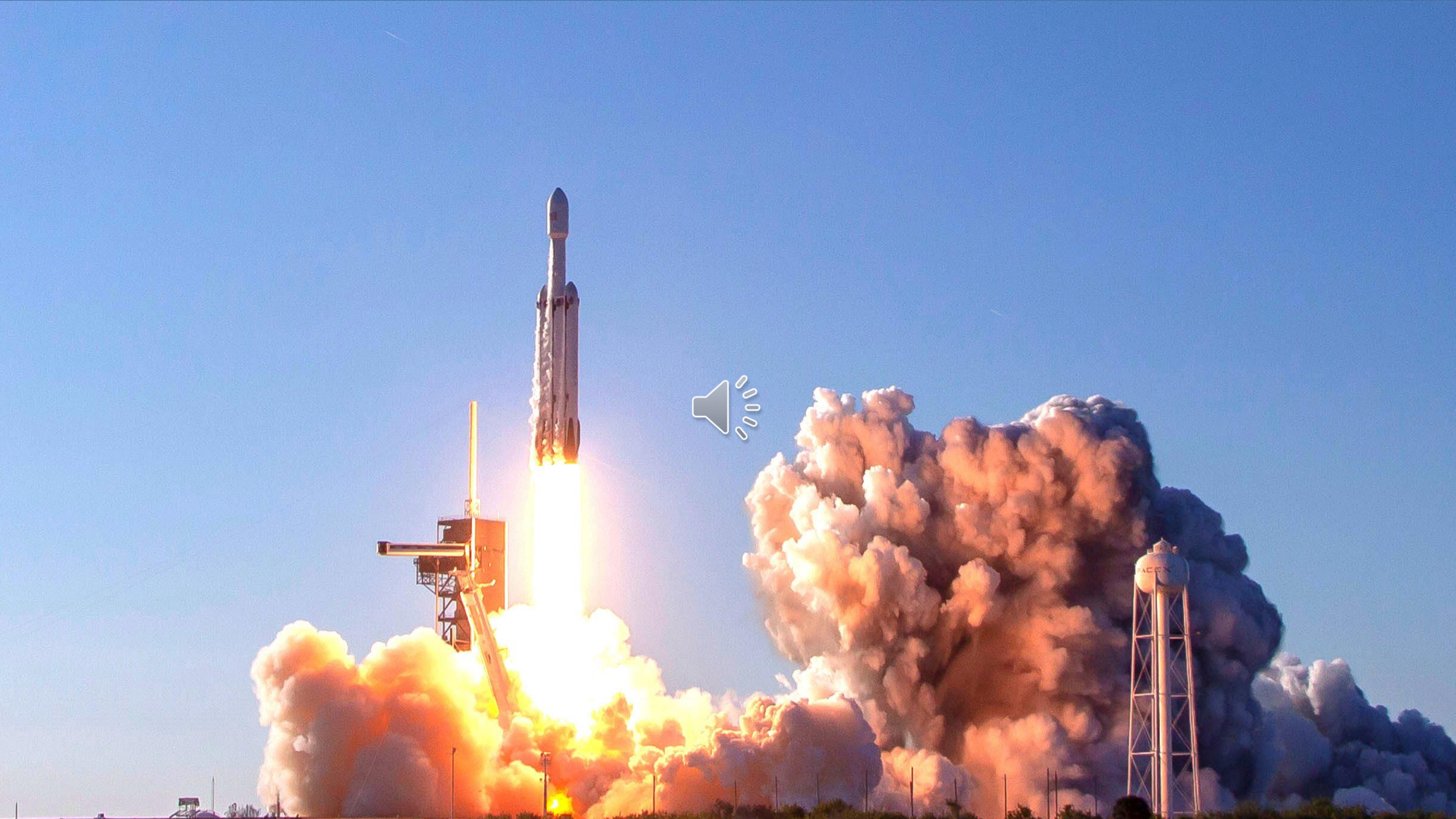


Leadership Implications for Organizations Moving Strategy Forward

My opportunity...

*How can I help my organization move our
strategy/strategic priorities forward?*

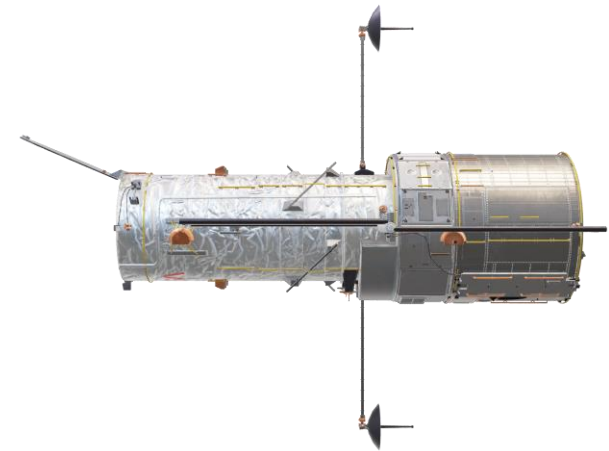


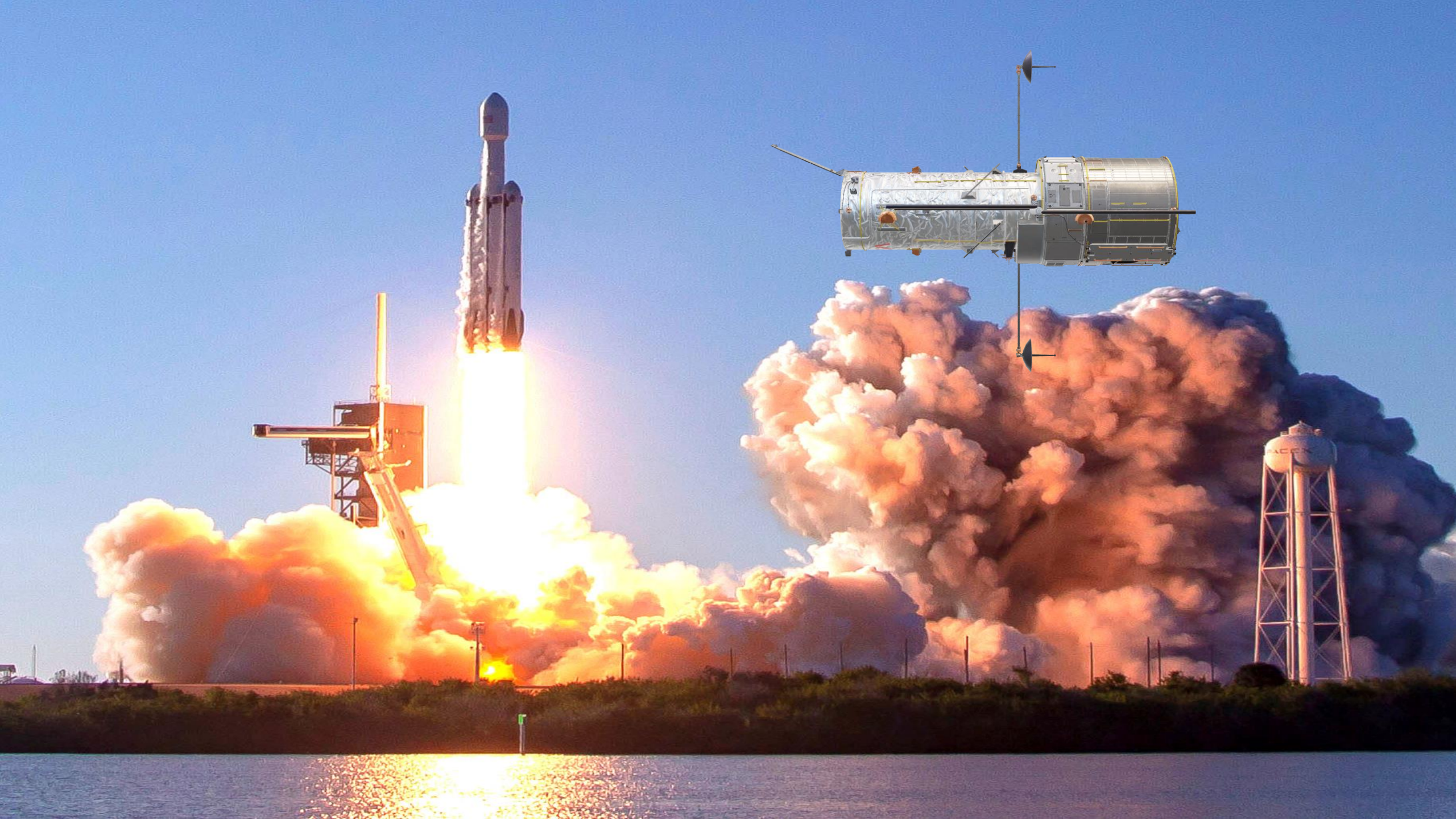


International Space Station



- Realized need to attach/launch satellite to other initiatives
- Need a way to take less energy and help the organization move our strategy forward







The LEADS in a Caring Environment Framework

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ENGAGE OTHERS
Engaging leaders...

Foster the 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 opportunities to ensure...

Communicate effectively
They listen well and engage in exchange of information using appropriate methods and techniques.

LEAD DECISIONS
Effective leaders...

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 and efficient public-centred service.

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

LEAD COMMUNITIES
Successful leaders...

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

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

Navigate socio-political environments
They are politically astute, and can negotiate through conflict and mobilize support.

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LEADS creates a culture of distributed leadership, where each person in the system, regardless of position or title, has the necessary leadership skills and feels empowered to exercise leadership when it is required.

The LEADS framework can be the rocket to move our strategy/strategic priorities forward!



Potential Leadership Development

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

Professional & Leadership Development

CCHL Professional & Leadership Development Programs

LEADS Lite

**LEADS
Leadership
Foundations**
**LEADS Learning
Series**

**Achieving
Strategic
Priorities with
LEADS**

Consultation
*Leadership
Blueprint*
*Leadership
Roadmap*

**Custom
Programs**
*My Leadership
Journey*



CCHL Professional & Leadership Development Programs

LEADS Lite

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Consultation

Leadership Blueprint
Leadership Roadmap

Custom Programs

My Leadership Journey

Individual & Organizational Assessments

LEADS 360 Assessments & Debriefings

360 Aggregate Report
Coaching

LEADS Online Self-Assessment

CCHL Leadership Organization Evaluation Tool



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**CCHL Leadership Organization
Evaluation Tool**

Individual Designations & Operational Certifications

Fellowship

**Certified Health
Executive**

**Organizational LEADS
Debrief Coach**

**Certified LEADS
Specialist**



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CIRCLE





CIRCLE

An online community where health leaders can connect, learn, and develop



Potential Leadership Development

How is the LEADS in a Caring Environment framework contributing to a sustainable and effective healthcare system across Canada?



Through partnerships with the following academic partners that have aligned their Master of Health Administration (MHA) programs to the LEADS in a Caring Environment Framework

ACADEMIC PARTNERSHIPS

COAST TO COAST



CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ



Potential Leadership Development

How is the LEADS in a Caring Environment framework contributing to a sustainable and effective healthcare system across Canada?



Through partnerships with the following organizations that are committed to adopting the LEADS in a Caring Environment Framework



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ORGANIZATIONAL PARTNERSHIPS

COAST TO COAST



ACCREDITATION CANADA
AGRÉMENT CANADA



Centre intégré
universitaire de santé
et de services sociaux
de la Mauricie-et-
du-Centre-du-Québec



CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

An activity to familiarize you with the
LEADS in a Caring Environment framework
and
explore how the LEADS in a Caring Environment framework
can contribute to a sustainable and effective healthcare
system



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A Life Story About Starting with Yourself





Reflect on the following question:

What is your commitment to be the best health leader you can be to create a sustainable and effective healthcare system?

As a result of this session, you...

Began a process of introspection and self-awareness based on an initial understanding of the five LEADS domains



Realized that leadership capacity in individuals, teams and organizations can be developed



Are aware that the LEADS framework is purpose built for healthcare and provides a common leadership language across the sector



Understand that leaders and leadership in healthcare matter now more than ever



What's Next?

Visit our website for more leadership development opportunities.



cchl-ccls.ca

Interested in bringing LEADS based leadership development to your organization?

Contact us to schedule a complimentary leadership development strategy call, and we can get started on co-creating a plan to build on your organization's leadership skills.



programs@cchl-ccls.ca



1-800-363-9056

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COLLÈGE CANADIEN DES
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Come Together

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CANADIAN COLLEGE OF HEALTH LEADERS COLLÈGE CANADIEN DES LEADERS EN SANTÉ



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