



## Synergies in action: The power of collaboration



LEADS Global: A synergy in support of international health leadership

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&

**Betty Mutwiri**, LEADS Global Facilitator, Coach and Mentor



20  
24

Canada West Health Leaders  
CONFERENCE

# Land Acknowledgement

@CCHL\_CCLS

#CWHLC2024



## Synergies in action: The power of collaboration

*We would like to begin by acknowledging that we are gathered here today in the traditional territory of Treaty Six First Nations and the homeland of the Métis. We pay our respect to the First Nations, Métis, and Indigenous ancestors of this place*

CANADIAN COLLEGE OF  
HEALTH LEADERS



COLLÈGE CANADIEN DES  
LEADERS EN SANTÉ

# Session Goals

1. Outline the vision for leadership development that both CCHL and other LEADS Global share
  2. Profile some of the international connections that have been built in the process of taking LEADS abroad.
  3. Connect with health leaders who are interested in expanding their knowledge through linking with health leaders in over fourteen countries.
- **What are your curiosities?**





**LEADS**  
G L O B A L

## LEADS Global: What we do?

**LEADS Global** brings the best of health leadership research and interactive, results oriented leadership development practices together in a culturally sensitive manner.

Our aim is to collaborate with dedicated leaders to increase health leadership quality and capacity within our international partner's environments.

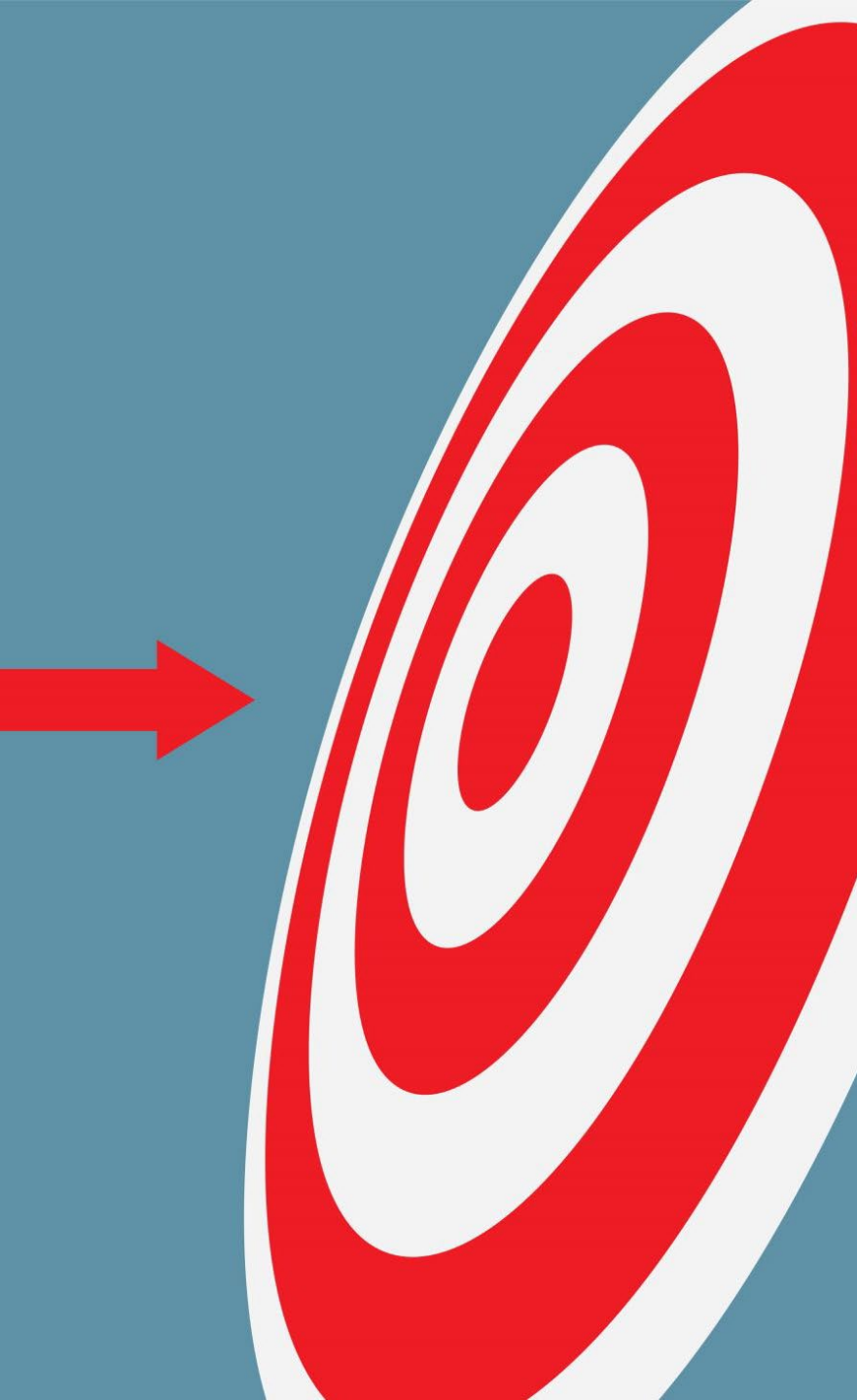
# LEADS Global Strategic Partners



# Our Colleagues

- Dr. Dickson, CEO, LEADS Change & LEADS Global
- Dr. Johnny Van Aerde, LEADS Global Facilitator, Coach and Mentor
- Dr. Mamta Gautam, LEADS Global Facilitator, Coach and Mentor
- Dr, Anne Matlow, LEADS Global Facilitator, Coach and Mentor





# Goal 1

- Outline the vision for leadership development that CCHL and LEADS Global share
- Leadership capabilities
- Leadership behaviors
- Leader and Leadership development

# What is Leadership?

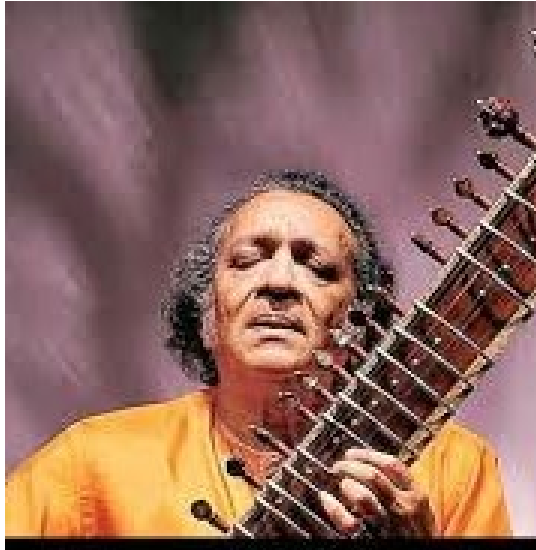


“...is the collective capacity of an individual or group to influence people to work together to achieve a common constructive purpose: the **health and wellness** of the population we serve.”

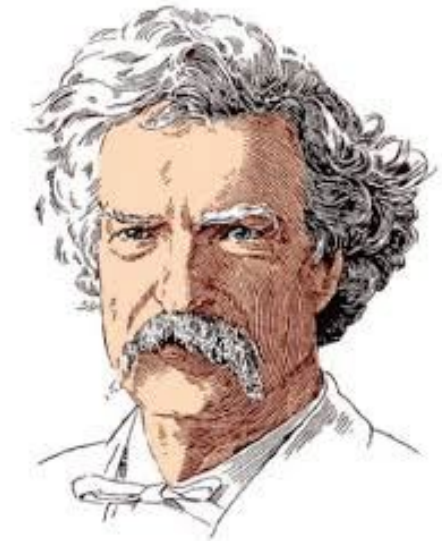


# Philosophic orientation: LEADS ignites Leader and Leadership development

True leadership development is a journey, not an event...



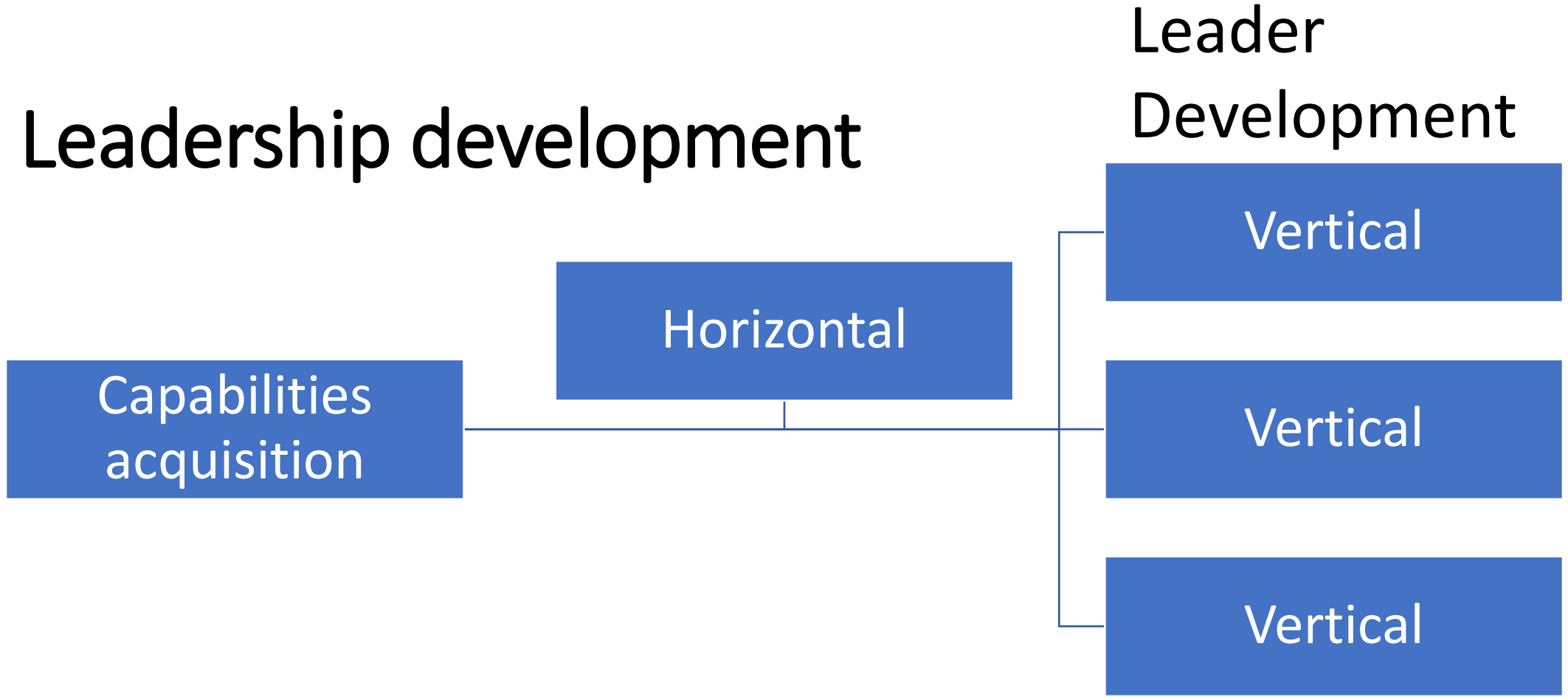
Experiential learning: “A man who carries a cat by its tail learns something he can learn in no other way.”



“Leadership is an art, a performing art, and the instrument is the self...”  
...Anyone can—and should--develop their innate skills.

Mark Twain

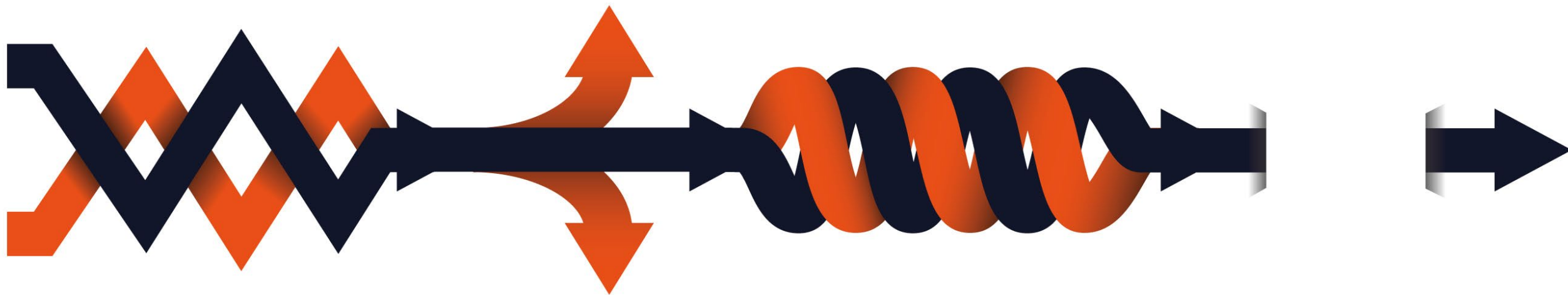
# Leadership development



# Context Matters

## LEADS – two faces of VUCA

**VOLATILE - UNCERTAIN - COMPLEX - AMBIGUOUS**

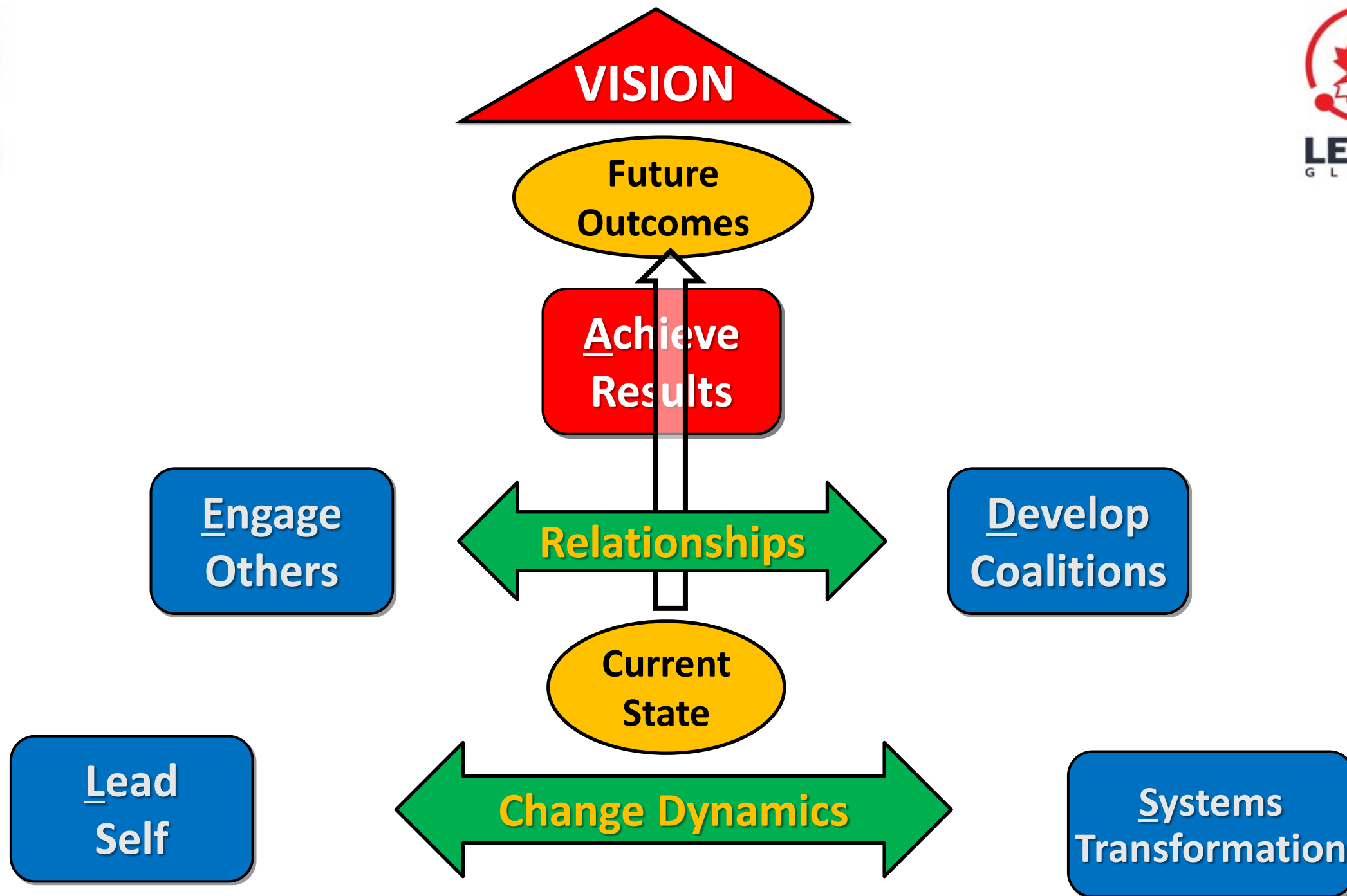


**VISION**

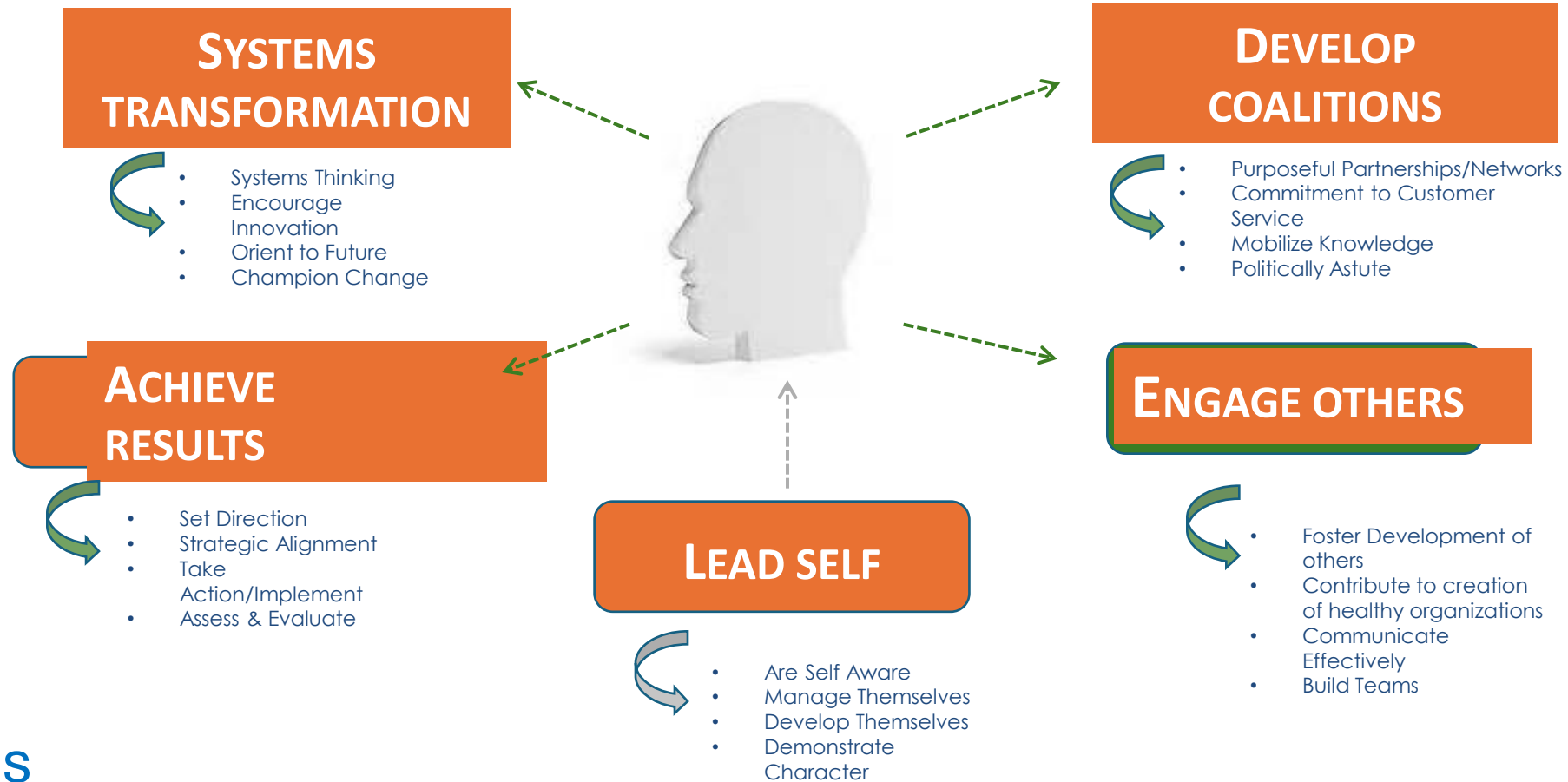
**UNDER-  
STANDING**

**CLARITY**

**AGILITY**

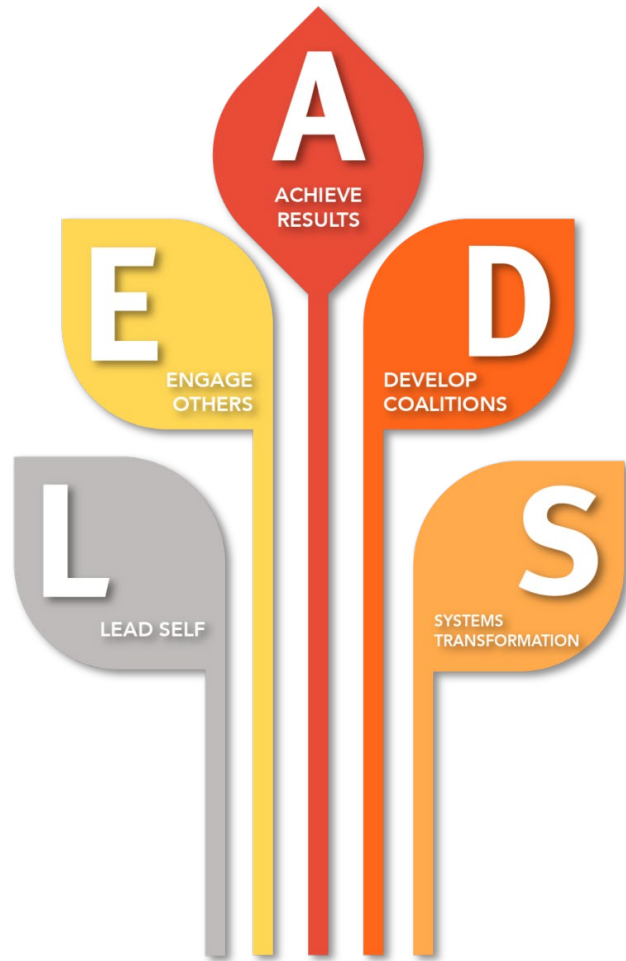


## A foundational element for health leadership development



5 domains

4 capabilities per domain



- **Leadership:** a process, not an ability.
- The framework resonates across different cultural backgrounds

# Globe 62 Study

- GLOBE has gathered empirical evidence on universally accepted leadership behaviours and attributes.
  - Researchers “identified six global leadership dimensions of culturally endorsed implicit theories of leadership” (Globe 62, p. 2).
- Charismatic/value based
  - Team-oriented
- } Universally Endorsed
- Humane
  - Participative
- } Nearly Universally Endorsed
- Self-Protective
  - Autonomous
- } Vary By Culture

## Universally Endorsed Positive Leader Attributes- Globe 62 Study

- Trustworthy
- Just
- Honest
- Foresight
- Plans ahead
- Encouraging
- Positive
- Dynamic
- Motive arouser
- Confidence builder
- Motivational
- Dependable
- Intelligent
- Decisive
- Effective bargainer
- Win-win problem solver
- Administratively skilled
- Communicative
- Informed
- Coordinator
- Team builder
- Excellence oriented



# Key idea

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- **Culture:** “shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectivities and are transmitted across age generations” (House et al., 1999, p. 13).

- Cultural clusters.

Table Activity- 10 min  
followed by report out

How does cultural difference  
influence your work right now  
in your organizations?

# Key idea

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- **Universal aspects versus culturally contingent:** “Of course, many leadership researchers looking across cultures focus not on identifying universal aspects of leadership, but on those aspects of leadership that are culturally contingent.”

## Contingency vs. Universals

- Universal perspective:  
tempting to identify **one best way**.



- Contingency perspective:  
**depending** on elements in that situation.



# Key idea

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- **Use of frameworks:** to assess cultural similarities and differences of leadership: Hofstede, Globe 62 framework, etc.

## Intercultural Differences

Culture's Consequences, Comparing Values, Behaviors, Institutions, and Organizations Across Nations.

**Geert Hofstede**, 2001

Collectivism vs. Individualism

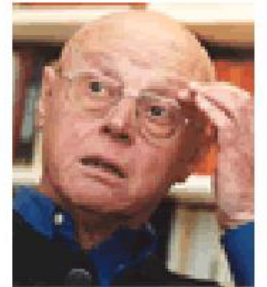
Small vs. Large Power Distance

Weak vs. Strong Uncertainty

Avoidance

Femininity vs. Masculinity

Long term orientation vs Short



# LEADS as a guide to leadership action

- *Individuals who practice **LEADS** are modeling the leadership actions that contribute to psychologically healthy workplaces.*
- *Psychological health and safety is embedded in the way **people interact** with one another on a daily basis (CSA, 2013, p. 1).*



# Goal 2

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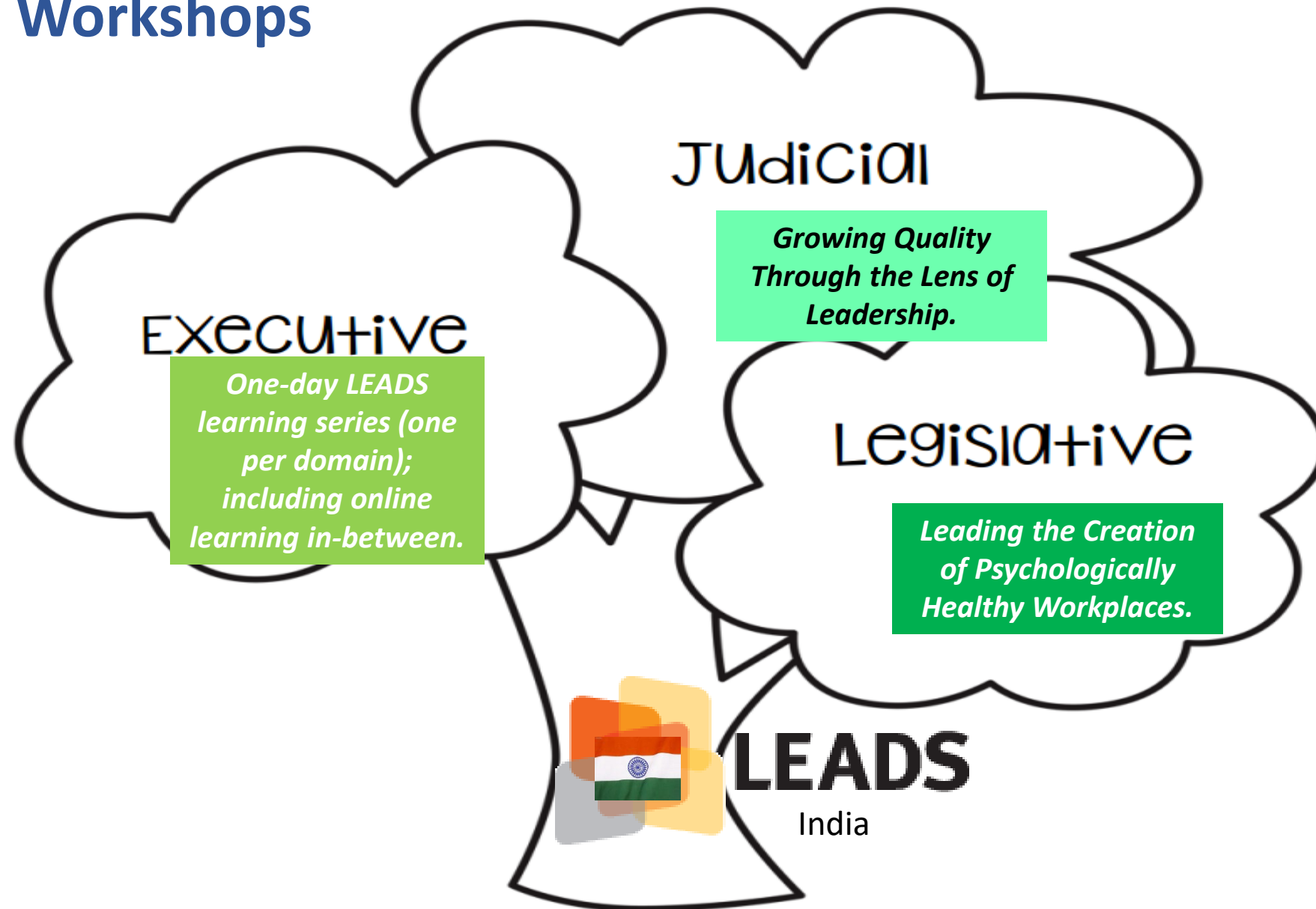
- Profile some of the international connections that have been built in the process of taking LEADS abroad.

# Interest in LEADS is world-wide





# Sample Workshops





LEADS Global India & Consortium  
of Accredited Healthcare  
Organization

PRESENTS

# International Certificate Program in Leadership

Redesigning Leadership with **LEADS**

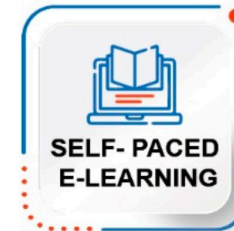
Become the leader you aspire to be ...

Register at  
[www.caho.in/training\\_programs](http://www.caho.in/training_programs)

## WHAT IS GOING TO HAPPEN ?



20 TREKS



SELF- PACED  
E-LEARNING



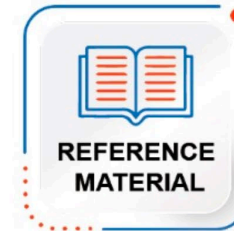
24 HRS  
CONTENT



REFLECTIVE  
RESEARCH



HEROIC  
DEEDS



REFERENCE  
MATERIAL



MENTORSHIP



EVALUATION



CERTIFICATION





SAUDI ARABIA



# KAUH Clinical Nursing Leadership & Management Course

**Be the nurse leader you aspire to be!**

Facilitator:

Anurag Saxena MD, M.Ed., MBA, FRCPC, FCAP, CHE, CCPE  
Professor and Associate Dean, Postgraduate Medical Education  
College of Medicine, University of Saskatchewan

# Leadership Development Programs

- University programs: e.g.,  
*U of A Leadership of Health Systems Improvement Graduate Certificate*
- CMA and CSPL programs for physicians
- ACFP Primary Care Network reform
- Medical Society of PEI program



*PEI: "...facilitate training of MSPEI members in leadership skills to enable meaningful consultation with respect to the management of delivery of change within facilities or across the province within Health PEI."*

Opportunities  
to engage in  
the World  
Health  
Leadership  
Forum



## WHL Net Broadcasts

- This is an International forum for leveraging collective wisdom
- Systems Leadership for Quality and Leadership – October 2024
- Coming up - Ai and leadership – Dec 2024

# LEADS Global Certification

- First Cohort is about to graduate
- Intake for 2<sup>nd</sup> cohort TBD- no immediate plans



# Thank you!

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- Feel free to connect with us through LinkedIn for additional information:
- Anurag Saxena
- Betty Mutwiri

