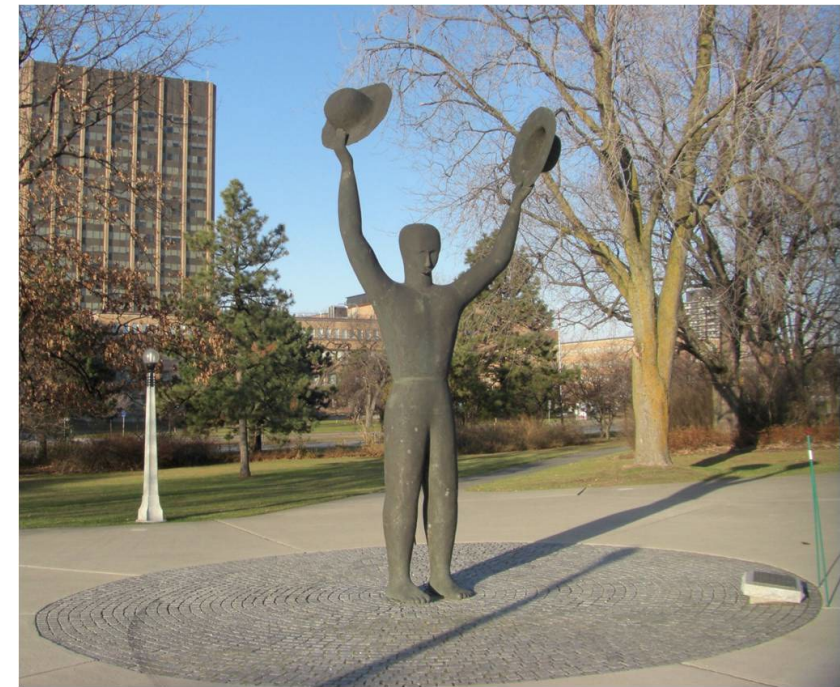


Leadership, I Feel We're Losing Touch, But Not Everywhere: **Synergies** Among Us

November 15, 2024

Dr. Jaason Geerts

Vice-President, Research & Leadership Development
The Canadian College of Health Leaders



The Man with Two Hats
Henk Visch, 2006

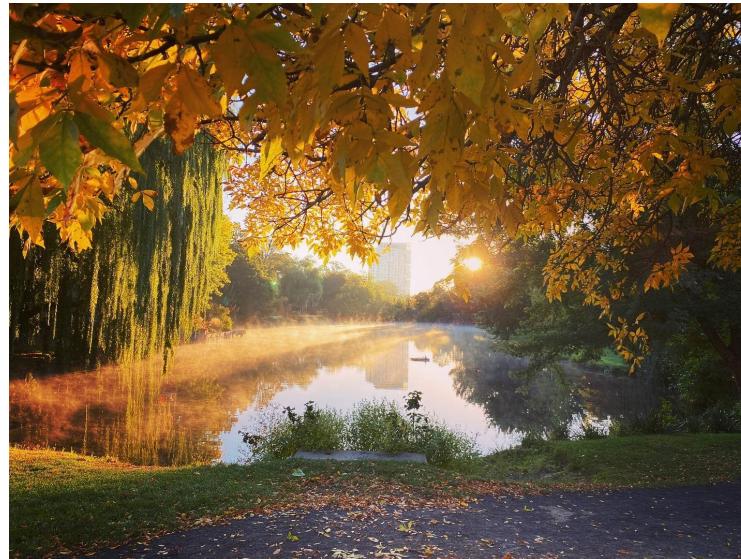
CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

Thought Leadership: Context

Crisis Stage 4:



**Expectation +
RIPENESS**
for systems
transformation...

****NEW:** it **wanes**

Thought Leadership: Context

Crisis **Stage 4:**

Desire to **return...**
uncritically/devolution

5 – 0 – 2 – ③
Problem?



Hobbiton, *The Fellowship of the Ring*

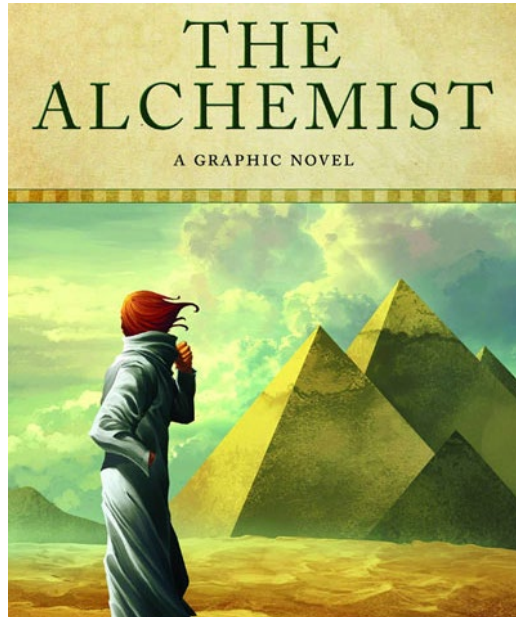
“Management has decided...”



Where to land < **HOW...**

Virtual **consults**, etc.

Thought Leadership: Context



****NEW: Balance** has shifted;
we are **losing touch...**

Dangerously: people wellness, retention,
performance (every level),
leadership + care

BUT, **Not** everywhere, esp. **Canada West**

Purpose and Structure



Purpose = 1) **Inspire** LEADS **focus** + provide **tools/strategies**

How:

- FOTP: **Context** & key leadership **lessons**
- The **leadership** we need now/*not* losing touch
 - + CW examples: **synergies** among us
- **Next steps** and **questions**

Purpose and Structure



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- **Next steps** and **questions**

HCL Context

➤ **HHR**/turnover



[White paper](#)



TOH 73%

Impl.: training
v. military

Engagement?



HCL Context

Backlog (10 years?)



Too many **DRs**



Sergeants?

Comp., union, retention

HCL Context

Balance
(Generational?)



Tech/AI



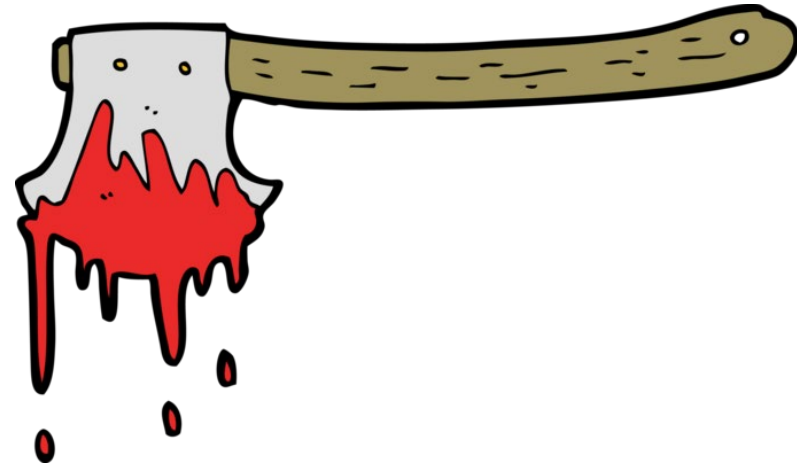
Major disruption



Agree?



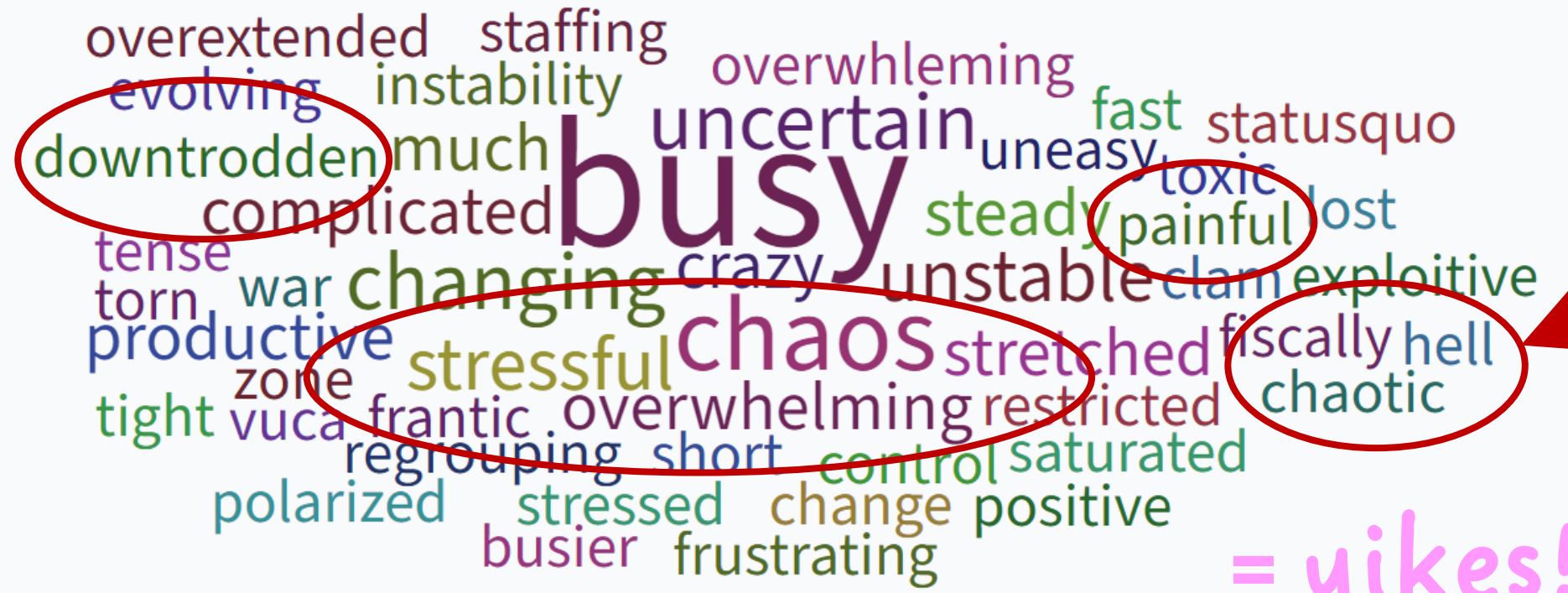
Your Context



In one word, describe the current climate in your organization

National Org. Context: May 2024

In one word, please describe the current climate in your organization



= yikes!

Purpose and Structure



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How:

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- The **leadership** we need now/*not* losing touch
 - + CW examples: **synergies** among us
- **Next steps** and **questions**

Leadership Lessons



Leadership Lessons: Organizational

Stage 2: **urgent-only**



What you *didn't* miss?
=> **Optimizing**

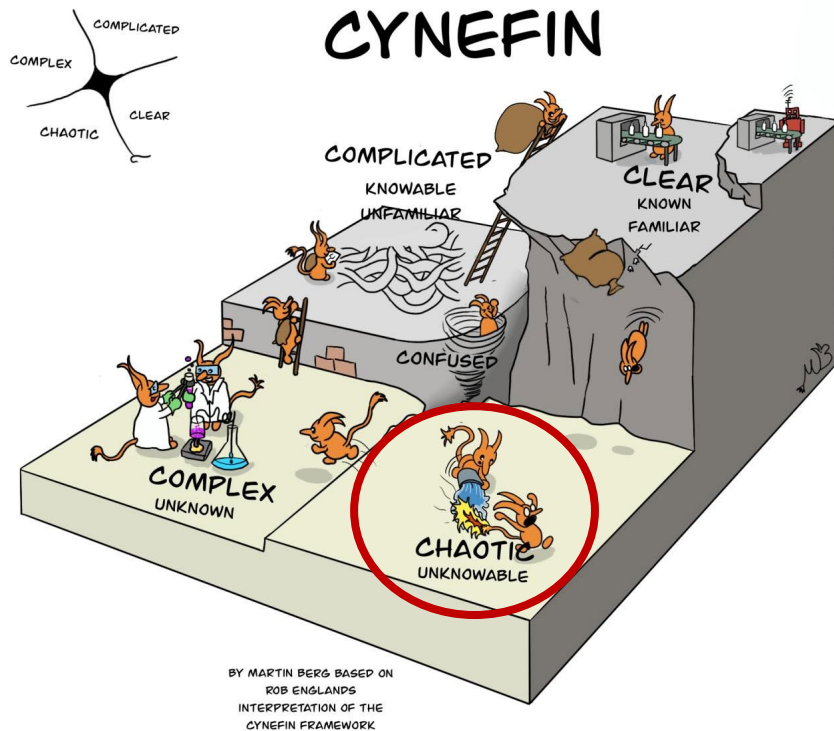
Optimizing Work (Oct. 2024)

Overall, how is your organization at focusing on the most important things and operating in the most efficient way?



Leadership Lessons: Department/Team

Stage 2: Results-only



Flexibility + autonomy

Leadership Lessons: Organizational

External Collaborations



ND

Health Care Coalition: The Kenora Area Health Care Working Group

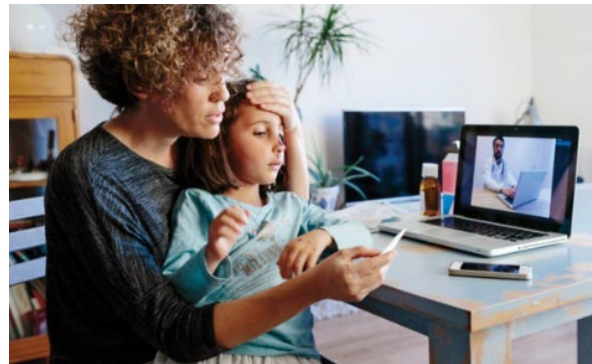
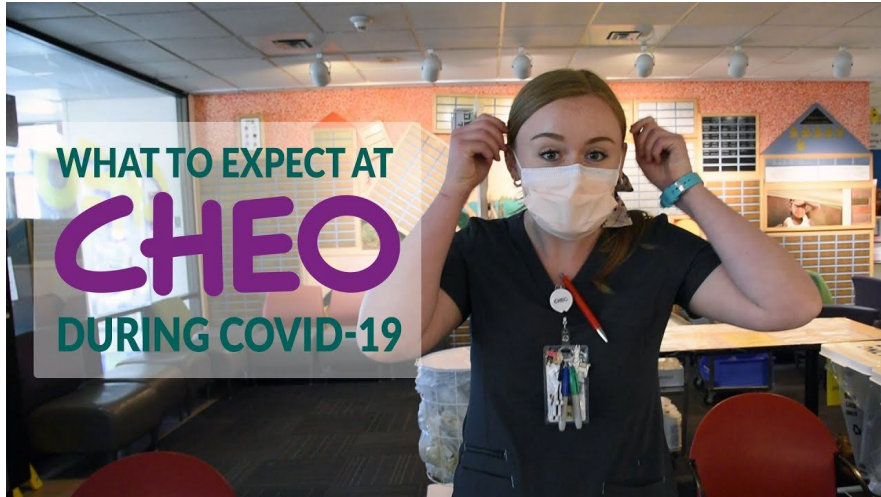
Diverse Membership and Expertise:

- City councilor and Economic Development Officer
- Influential community members (Co-Chairs)
- Physicians
- Chief Administrative Officer of Kenora District Services Board
- CEO hospital
- EDs Family Health Team
- ED of WNHAC (aboriginal health access centre)
- ED of Kenora Chief's Advisory (board of 9 chiefs)

Dr. Jillie Retson, [Northern Lights](#) (NOSMU)

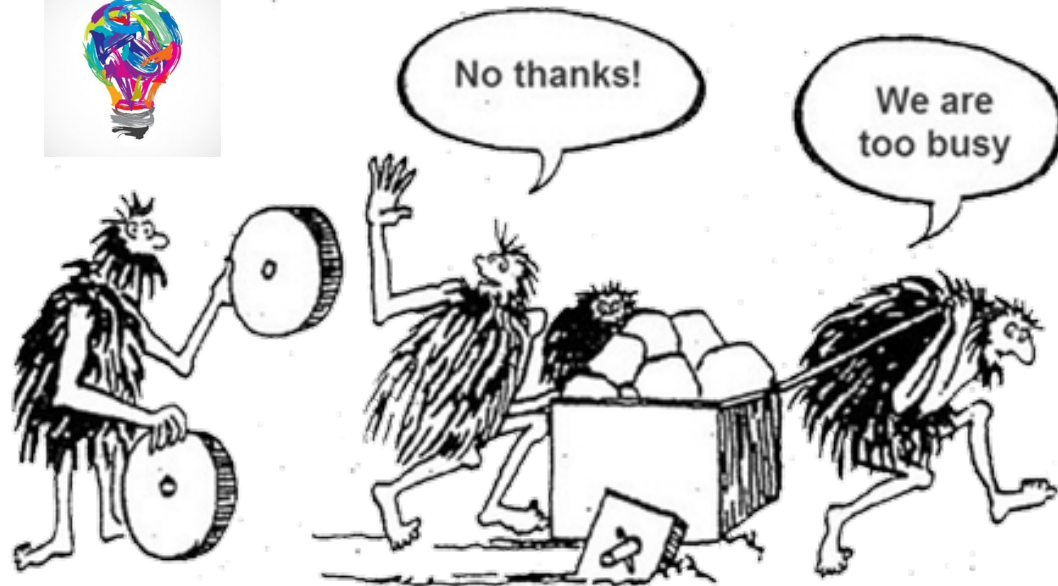
Leadership Lessons: Organizational

Rapid Innovation



Leadership Lessons: Organizational

External Collaboration + Rapid Innovation



That wouldn't work **here**

That's not how **we** do things

The **system** won't let me

That'll take a (really) **long** time

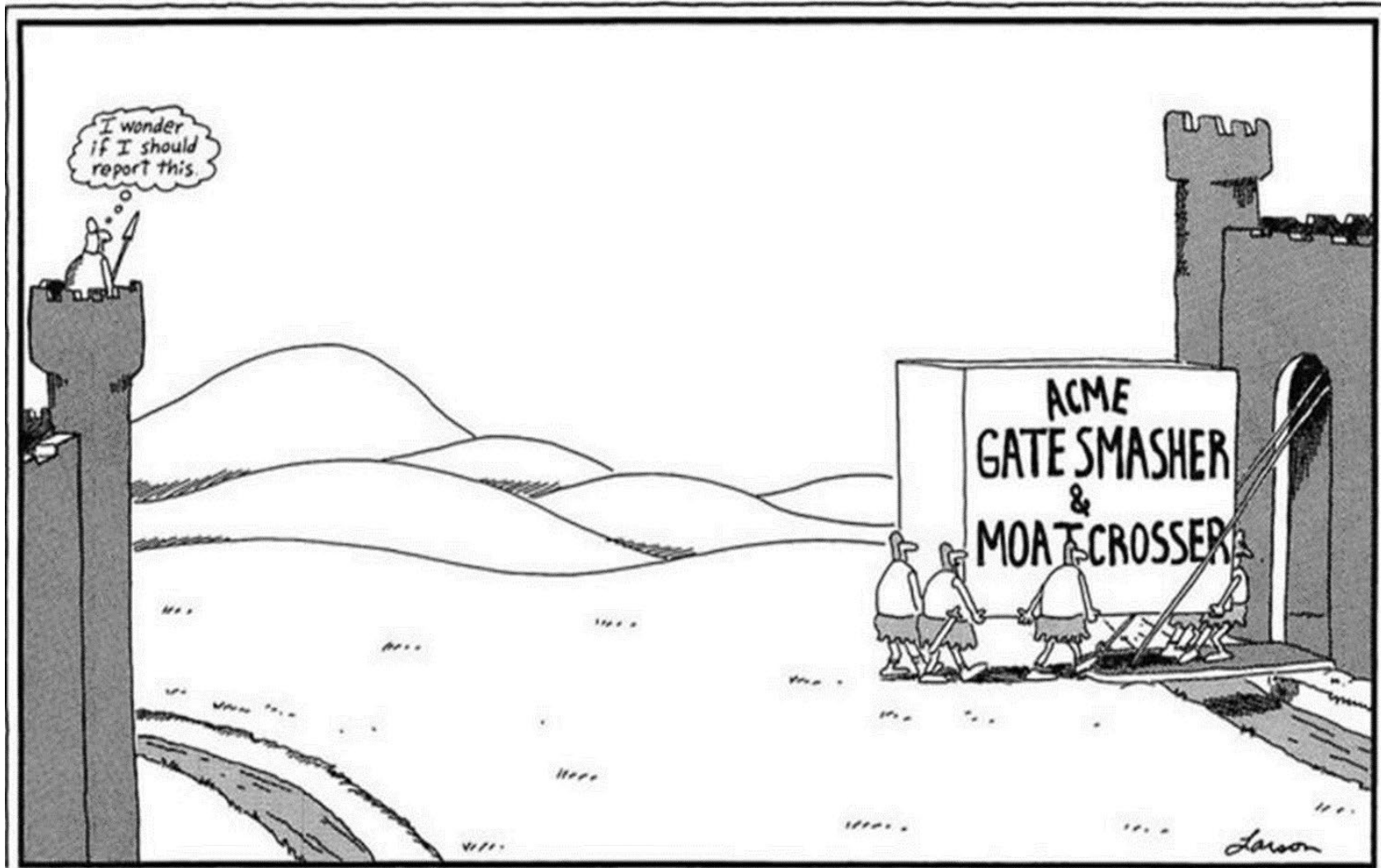
“No”

= AYKM!

:(

We were **forced to (*Twelfth Night*); no **no's** (opt-out clause); usual excuses/“it takes a (really) long time” = **out** => our **potential**

Context Implications



Context Implications

Recognize future (**in touch**):

- Systems
 - Work
 - Automation and AI
 - Inter-org. & sector collaboration
- = **Paradigm** shift (no opt-out)



**SYSTEMS
TRANSFORMATION**

Successful leaders...

<p>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</p>	<p>Orient themselves strategically to the future They scan the environment for ideas, best practices, and emerging trends that will shape the system</p>
--	---

Purpose and Structure



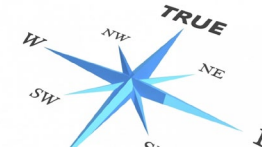
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 - + CW examples: **synergies** among us
- **Next steps** and **questions**

The Leadership We Need Now

1. True North Leadership, adaptive =>



Alain, CEO

CCHL 2022-2025 STRATEGIC PLAN

PURPOSE
THE COLLEGE IS THE CONNECTED COMMUNITY THAT DEVELOPS, SUPPORTS, AND INSPIRES HEALTH LEADERS ACROSS CANADA.

VALUES

COMPASSION Committed to responsive and compassionate support	INCLUSION Promote inclusive, respectful, and ethical practices	COLLABORATION Innovation through collaboration and partnership
ACCOUNTABILITY Accountable to our peers and the public we serve	TRUST Be a trusted ally, convener, and voice	COURAGE Think differently and act with courage

PRIORITIES

YOUR CONNECTED COMMUNITY <ul style="list-style-type: none">Be the hub of a member's leadership journey through chapter and community of interest engagementImplement a lived community of practice membership engagement and development platformCreate a connected health services network in context, across multiple platforms, and across the continuum of careIncrease member, organizational, and corporate collaboration and co-creation	YOUR NATIONAL VOICE <ul style="list-style-type: none">Identify and take a stand on relevant and pressing national health leadership issues (advocacy)Convene members, health leaders, industry, government, employers, and partners to facilitate national dialogueCurate output of position papers, thought-leadership, research publicationsLeverage existing and new channels to communicate our position and points of view on important topics	YOUR CAREER JOURNEY <ul style="list-style-type: none">Increase recognition and acceptance of CHE and FCCHL designationsClarify and structure career progression, personal growth, and life-long learningCreate and deliver best-in-class and evidence-informed professional and leadership development, tools, modelsChampion the ongoing validity and application of the LEADS framework as a cornerstone of health leadership capacity in Canada
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RECOVERY AND RESILIENCE FOR EMERGING AND ESTABLISHED LEADERS

ACHIEVE RESULTS

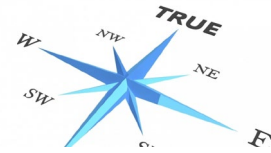
Goal-oriented leaders...

Set direction

Strategically align decisions with vision, values, and evidence

The Leadership We Need Now

1. True North



Link

Leadership approach: TGO

1. How open am I really?

2. Propose it?



ENGAGE OTHERS

Engaging leaders...

Foster 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 of collaboration and cooperation to achieve results

THE GREAT OPTIMIZATION

What Canada's health care leaders have learned about the new future of work – and what other companies can take away

JASON GEERTS
VERNA YIU

OPINION

THE

LAND

MARKET

INSIGHTS

ANALYSIS

COMMENTARY

REPORTS

OPINION

OPINION

OPINION

OPINION

OPINION

OPINION

OPINION

OPINION

weak force expectations has overwhelmed a perfect storm which we can optimize performance – but only if we get the people strategy right. Here is what many of those health care leaders told us in our survey.

Jason Geerts is the director of research and leadership development at the Canadian College of Health Leaders and an honorary visiting fellow at University of London's Insead Business School.

Verna Yiu is the past president and CEO of Abbott Health Services.

The landscape of work has changed, expedited by the COVID-19 crisis, and there's no going back now.

Across sectors, including health care, we broke the mold: we're not just reacting to the pandemic, we're leading it. We're not just reacting to the pandemic, we're leading it. We're not just reacting to the pandemic, we're leading it.

Some organizations have successfully embraced these work force trends and are thriving as a result. But others have seen "quiet quitting" (people essentially limiting their effort to the least minimum), losing staff, experienced prolonged and unproductive dips in productivity, or large-scale turnover – whether due to early or delayed retirement, or people willing to ditch their jobs without another bid to rejoin their members' ranks.

Historically, employees left because of bad bosses, and management too often dismissed requests for greater balance as laziness or merely the "yolo" of the "millennial" generation. But now, it seems that workers of all ages are refusing to tolerate toxic cultures, excessive workloads and inflexible assignments more broadly. Rigid, traditional approaches are simply not going to cut it any more and even companies that have expanded their rosters through the pandemic are aware that counting on quality levels is elusive.

Normally, organizations maintain a business-as-usual approach and it often takes a crisis before they seriously evaluate how they could and should do things differently. But even in such a crisis, reorganizations can only address frantic short-term problems; until there is systemic change, the bleeding will continue.

Health care workers have borne the brunt of the pandemic – and continue to do so – which has contributed to the worst health care crisis of our generation. This has had severe ramifications for Canadians, including emergency room overcrowding, wait times and underperforming surgical and service backlogs. The strain on the people and systems caused by dozens of staff (including perpetually under-allocated nurses) leaving their respective professions altogether and by sector-wide burnout and mental health effects of the COVID-19 response, is crippling our ability to provide the best possible care.

And yet, during this difficult time, health care leaders have so far exceeded what is expected of them as crisis responders. The results informed a novel leadership approach that we call the Great Optimization: a system-wide process of engaging leaders, staff and stakeholders in discussing and experimenting with approaches to work to enhance people's contributions, and thereby maximize organizational performance, regardless of the industry.

This is important, especially as many companies navigate the early stages of returning to the office. The current revolution in

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Writers Jason Geerts and Verna Yiu say organizations need to avoid imposing top-down, one-size-fits-all work arrangements, and instead allow leaders to work with their teams to set what works best for each staff member. TOP: GLENN LOVING/THE GLOBE AND MAIL; ABOVE: JASON HENRY/THE NEW YORK TIMES

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Staff **Autonomy** (Oct. 2024)

In your organization, which staff would agree they are trusted to make decisions and choose how they achieve their expected results (autonomy)...



Leadership Implications

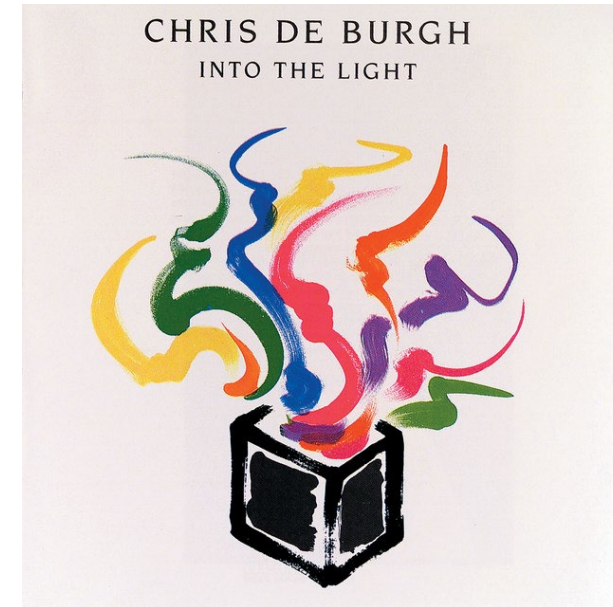
1. a) Engage and Align with the Heart



[Link](#)



TEDx Q #2 – Love:
Unleashing the **best**
in your people



% of your team?

Leadership Implications

1. b) Remove the **rocks** (elephants) + give **extra** care



TEDx Q #2 b) **barriers**

Some engagement **arises**
(**B.C. nurse leader**)

ENGAGE OTHERS

Engaging leaders...

Communicate effectively
They listen well and encourage open exchange of information and ideas using appropriate communication media

Leadership Implications

1. c) Check your **blind spots**

Common **pitfalls** in Sask.
(good ones)

360's + anonymous feedback

(**Good** can come!)



LEAD SELF

Self-motivated leaders...

Are self aware

They are aware of their own assumptions, values, principles, strengths and limitations

Develop themselves

They actively seek opportunities and challenges for personal learning, character building and growth

Leadership Implications

2. Trim the fat (**optimize** efficiency)

[Link](#)



No email Fridays



ENGAGE OTHERS
Engaging leaders...

Foster 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



ACHIEVE RESULTS
Goal-oriented leaders...

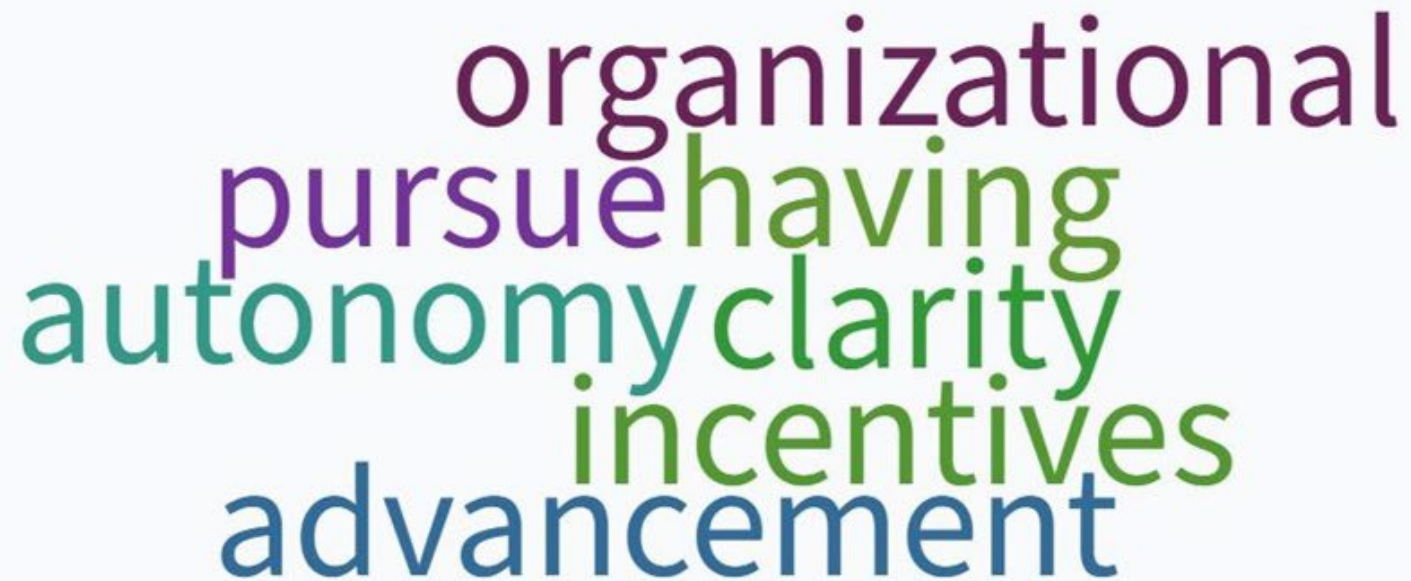
Take action to implement decisions
They act in a manner consistent with the organizational values to yield effective, efficient public-centred service

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

To optimize your team's performance, what's one thing you'd change?

Workplace Pain Points (Oct. 2024)

To maximize your effectiveness, what's one thing you wish were different about how you get to work?



A word cloud of workplace pain points. The words are arranged in a roughly rectangular shape, with 'organizational' at the top, 'pursue' on the left, 'having' on the right, 'autonomy' on the left, 'clarity' on the right, 'incentives' in the middle, and 'advancement' at the bottom. The colors of the words are purple, green, and blue.

organizational
pursue having
autonomy clarity
incentives
advancement

What would you team say? **Ask?**

Leadership Implications

3. Leadership Lessons => Integration



Leadership **Implications**

3. Leadership Integration Priority

To what extent do you think wider leadership integration/distributed leadership should be prioritized in your organization?

Integration **Priority** (Oct. 2024)

Total?

To what extent do you think wider leadership integration/distributed leadership should be prioritized in your organization?

CLIF



Leadership Integration: **Strategies**



HR/OD: top down:
Achieving Strategic
Priorities with LEADS



Grassroots:
Leadership and LEADS
in the Current Age

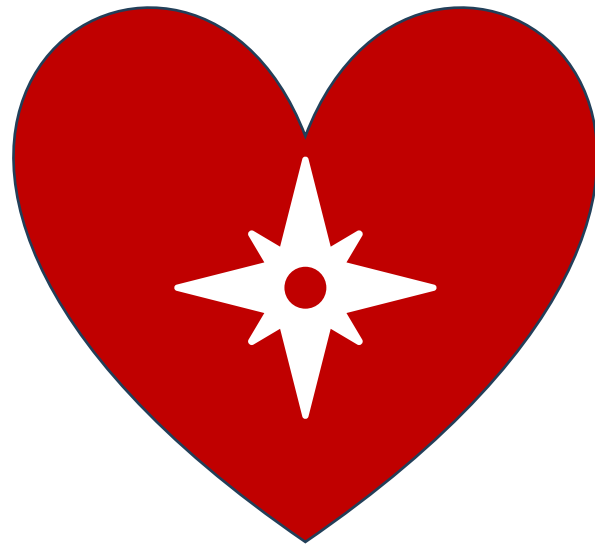


Leadership Integration **Implications**

3. Action Leadership everywhere

Have-to-do's (**KPIs**)

Individual
Passion
(engagement)



Shared
Purpose
(+ strategy)

+ OPPORTUNITY =>



Leadership Integration **Implications**

3. Action Leadership everywhere

1,000 & 25

CCHL
speed mentoring
wisdom




**Your top
3?**

Leadership Integration **Implications**

4. Lead (be) “The System”



*As a leader, until an ALO,
“The System” is **you***



**DEVELOP
COALITIONS**

Collaborative leaders...

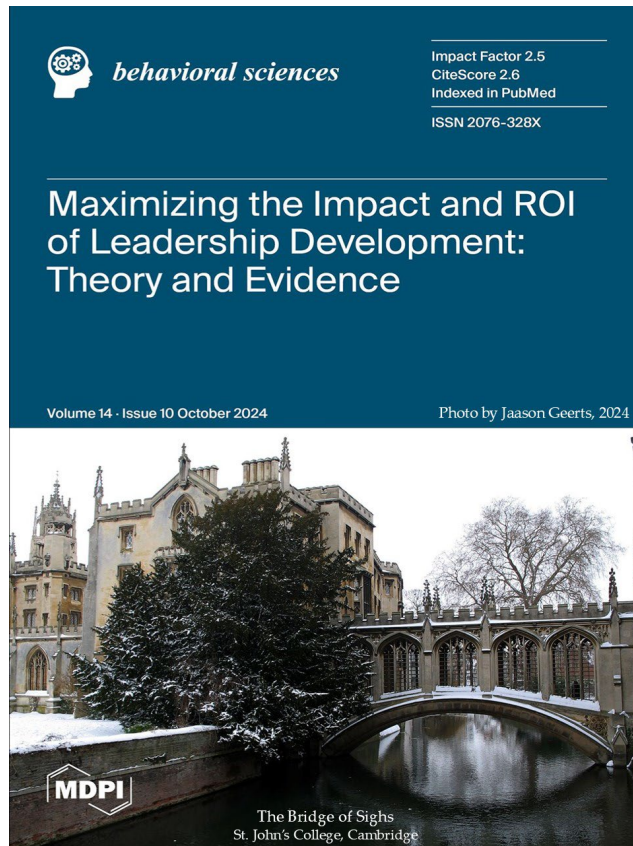
Mobilize knowledge
They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system

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

Resist “no” <
“**Here’s** what it would take”

Leadership Integration Next

5. Transform Our Systems (Leadership Integration Next)



Whole org. ->

inter-org. ->

multisector - >

region - >

Big dreams

Yours?



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
- 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
- Encourage and support innovation**
They create a climate of continuous improvement and creativity aimed at systemic change



DEVELOP COALITIONS

Collaborative leaders...

- Purposefully build partnerships and networks to create results**
They create connections, trust and shared meaning with individuals and groups
- Mobilize knowledge**
They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system
- Demonstrate 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

Geerts, J. M. (2024). Maximizing the impact and ROI of leadership development: a theory- and evidence-informed framework. *Behavioral Sciences*, 14(10), Article 10. [Link](#)



Leadership Integration: Need

Conclusion = Technological/AI increases =

- the **dispersion** of data/knowledge &
- the **speed** of leadership
- = **need** for distributed leadership/ALOs
- = **need** for synergies among us



“Shared leadership”
(still 1 leader)

Purpose and Structure



Purpose = 1) **Inspire** LEADS **focus** + provide **tools/strategies**

How:

- FOTP: **Context** & key leadership **lessons**
- The **leadership** we need now/*not* losing touch

+ CW examples: **synergies** among us

➔ ➤ **Next steps** and **questions**

Next Step



The best
(first) next step
(focus of your
LEADS)?

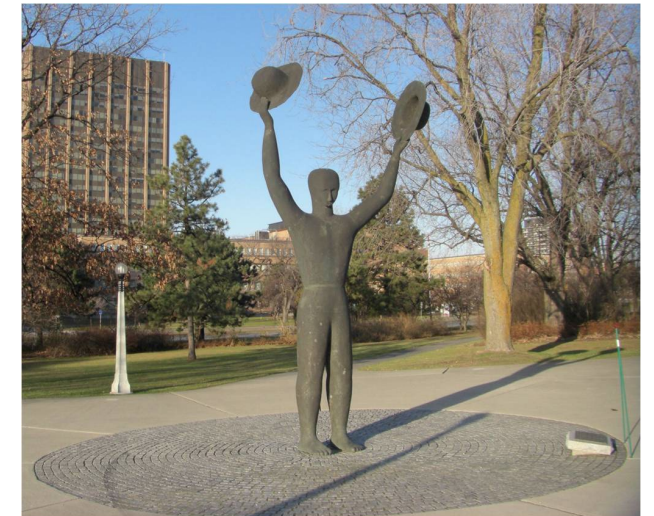
Tell a friend

Conclusion: **Leading** Healthcare

True North Leadership & Optimization...

N'**oublie** pas;
we **cannot** lose touch

- **Engage** and align with the **heart**
- **Remove** the rocks + give **extra** care
- **Check** your blind spots
- Trim the fat (**optimize**)
- Action **leadership** everywhere
- Lead (**be**) "The System"
- **Transform** our systems...



Together => synergies among us.



Upcoming Events

[CCHL National Awards](#): Call for nominations (Individual Awards) deadline: November 30, 2024

[CCHL Professional Leadership Development programs Inspire Nursing: A LEADS-based Leadership Program](#)
(September 2025, Calgary, AB)

[CCHL Leadership Integration Forum](#) (June 15, 2025, Edmonton, AB),

[CCHL National Conference](#) (June 15 – 17, 2025, Edmonton, AB)



Staying Connected with CCHL



@CCHL_CCLS

@CCHL_Circle



/CCHL.National



CCHL Circle



/company/canadian-college-of-health-leaders

/showcase/cchl-circle



/HealthLeadersCanada