



NATIONAL CONFERENCE  
CONFÉRENCE NATIONALE

EDMONTON, AB  
JUNE 15-17, 2025

## CONCURRENT SESSION #1

# The leadership your organization needs most: An executive session

Monday, June 16, 2025

10:45 - 12:15

### Dr. Jaason Geerts

Vice-President, Research and Leadership Development, CCHL  
Adjunct professor, Telfer School of Management, University of Ottawa  
Associate, University of Cambridge Judge Business School



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TITLE  
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# Start with **WHY**: The **Impact/Importance** of Leadership



**Vote with your feet**

# Start with **WHY**: The **Impact/Importance** of Leadership

“Leadership is **everything**”

“Organizations **rise** and **fall**...”

“**HUGE!**”

“It’s **all** about leadership”

“It’s the **single most important** element...”

“**Indispensable**”

# THANKS: We Care



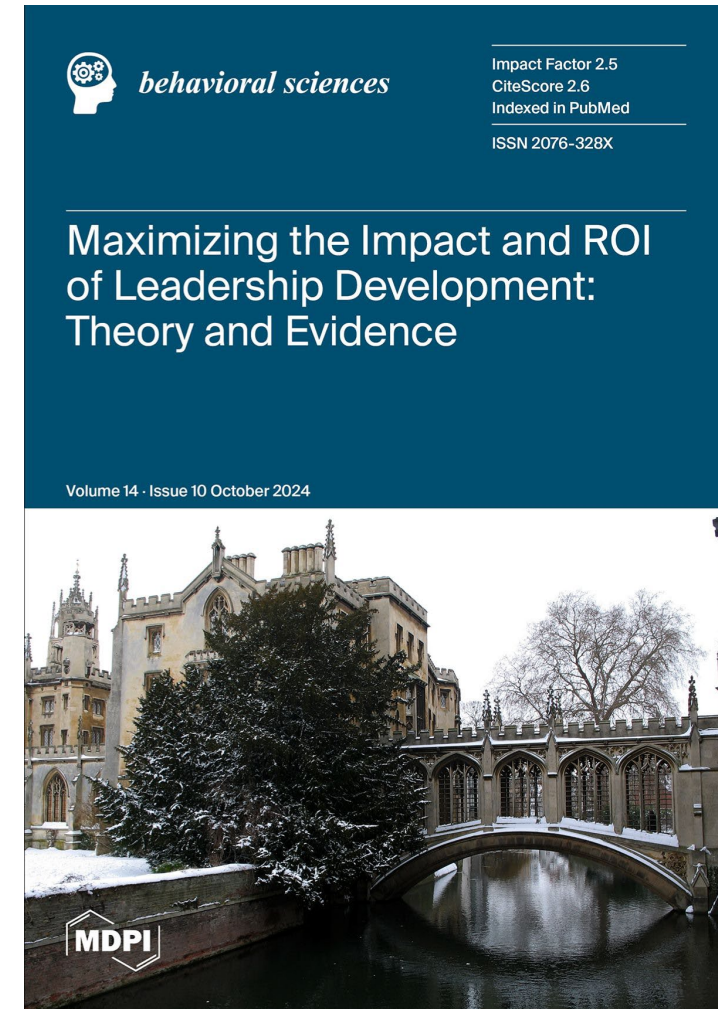


# Our Approach

**In-person** + **Principles** of Executive/  
Professional Learning (à la Elevate):

**We** content:

- **Your expertise +**
- **Academic research +**
- **Action research (events, pre-survey) +**
- **me.**



# GTKY

You (hands)



First timer?

Father?

Oilers?

Socks?

NHL nearly done?

“Other”:

Locations?

CEO?

Military?

# Session Structure



THE GLOBE AND MAIL 

Current leadership  
**context**

# Session Structure

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Current leadership  
**context**



The **leadership**  
most needed





# Session Structure

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Current leadership  
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Leadership **development**  
**& integration**



The **leadership**  
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Leadership **development**  
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The **leadership**  
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Leadership **strategy** &  
**action plan**



# Our Context



## Canadians waiting longer for some surgeries, even as number of operations increases: report

ALANNA SMITH > HEALTH REPORTER  
PUBLISHED YESTERDAY





# Our Context: CCHL



Fall 2023,  
**Stage 4, HHR**

Fall 2024, **post-  
VUCA, HHR?**

**2025 Crises**  
**= adaptive +**  
**not HHR, but...**

# Your Context: **Leader Turnover**



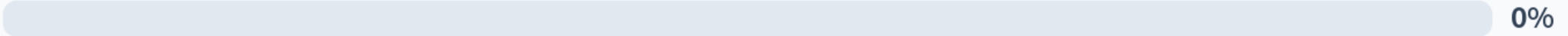
[Pollev.com/juliebruyere144](https://Pollev.com/juliebruyere144)

Send **juliebruyere144** to **37607**

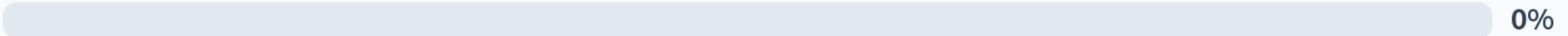


How many positional leaders (e.g., managers, directors, division/department heads, chiefs, VPs, CEO, etc.) are new to their role in the past 2 - 3 years?

More than 80%



70 - 80%



50 - 70%



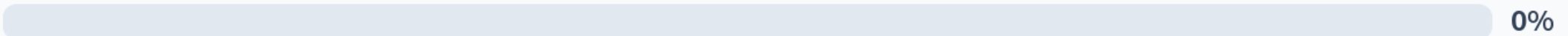
25 - 50%



1 - 25%



None



# Leader Turnover: HR/OD TT 2025

How many positional leaders (e.g., managers, directors, division/department heads, chiefs, VPs, CEO, etc.) are new to their role in the past 2 - 3 years?



# Our Context: Leader Turnover



# Our Context: Global Trends

“A workforce on the cusp of **seismic change**... a **breaking point**?”

CEO Jon Clifton





# Our Context: Global Trends



Why? **Managers** (30% - 27%)

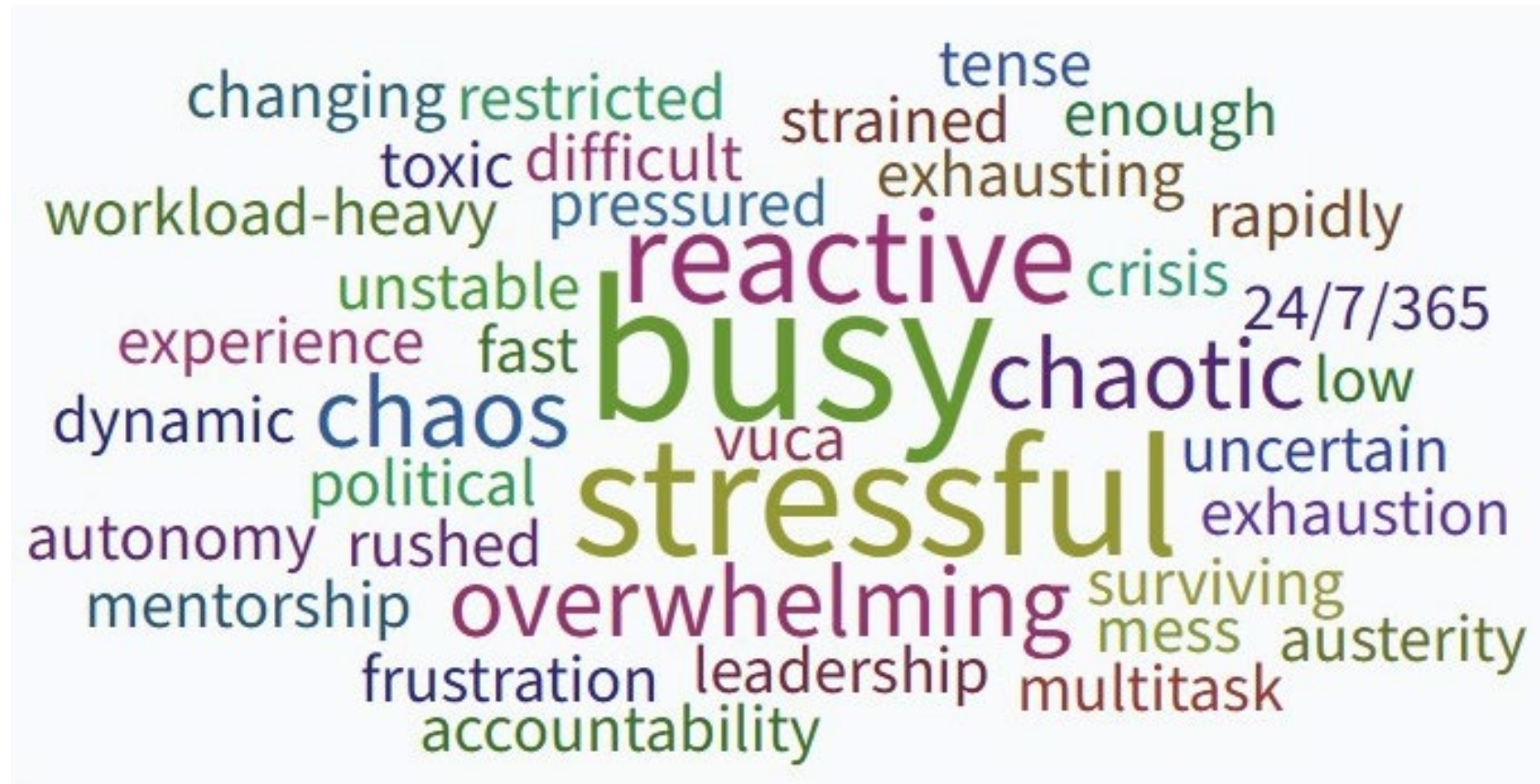
- **Young** managers – 5%
- **Female** managers – 7%

Recommended **Actions (3):**

- 1) **Training** for all managers
- 2) Teach managers **coaching**
- 3) Manager well-being through **ongoing development**



# Our **Context:** Healthcare Leadership



**Yours?**

# Our Context: Polarities



**Immediate** and **2035**

# Session Structure

THE GLOBE AND MAIL 

Current leadership  
context



Leadership **development**  
& **integration**



The **leadership**  
most needed



Leadership **strategy** &  
**action plan**



# The Leadership **Most Needed**

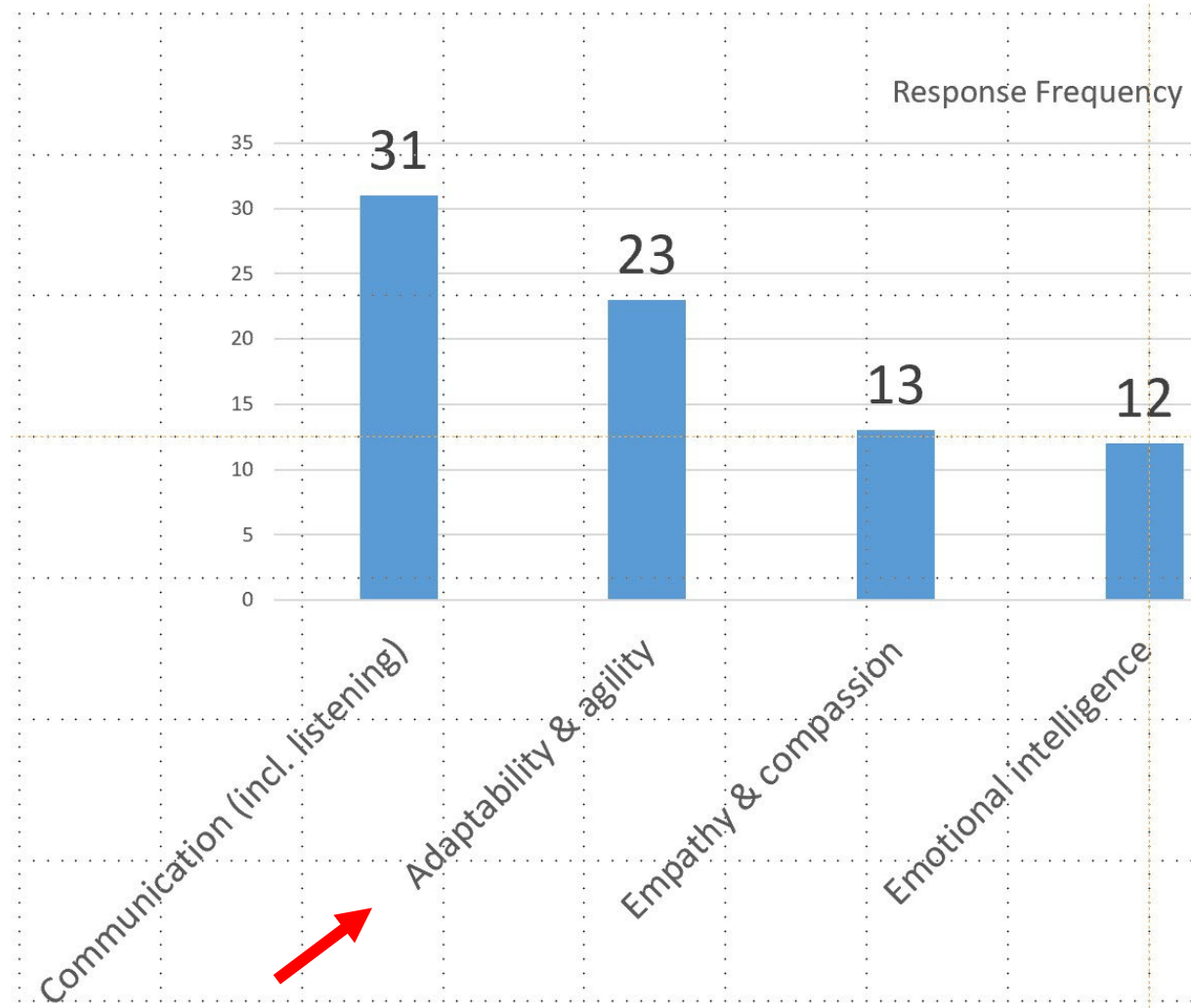




# Leadership **Now:** Research: **Partners**



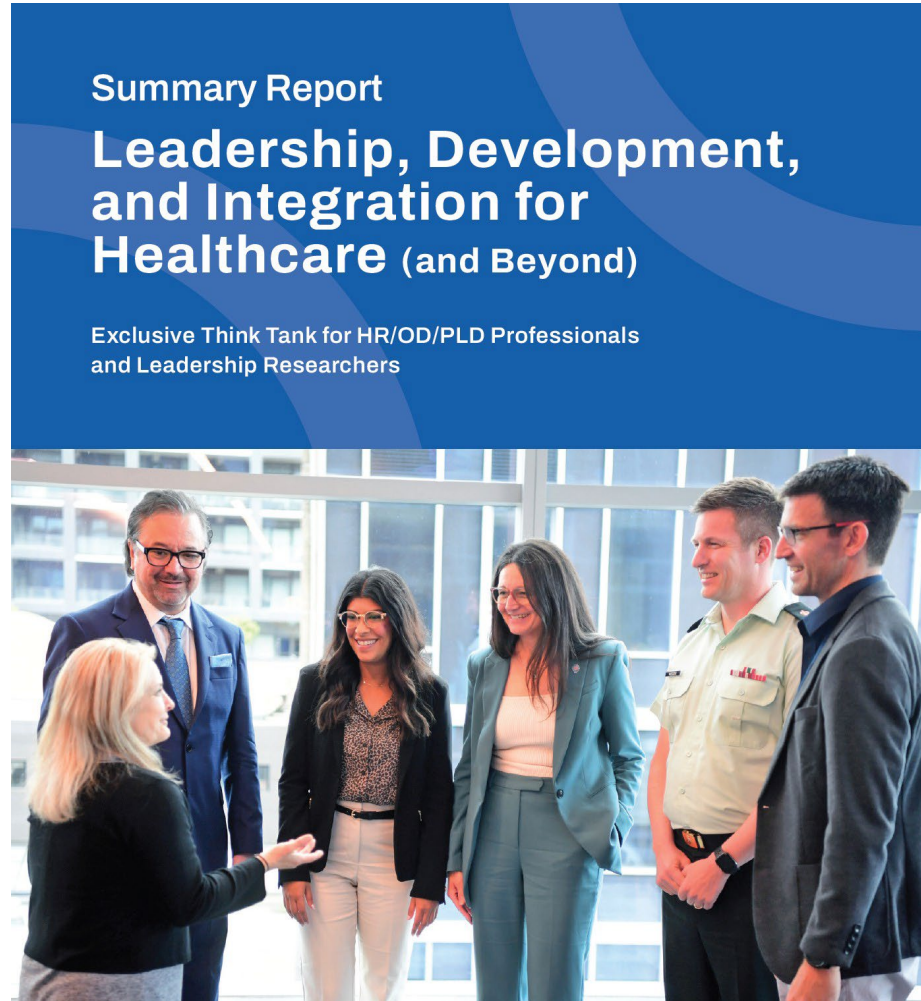
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**Surprised?**



# Development **Priorities: HR/OD TT**



Focus (**capabilities/topics**) priorities:

- 1) Communication
- 2) Lead Self
- 3) Leading others (getting [things] done)

# Leadership **Now: Your** Insights

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## Lead self

- are self aware
- manage themselves
- develop themselves
- demonstrate character

## Engage others

- foster development of others
- contribute to the creations of healthy organizations
- communicate effectively
- build teams

## Achieve results

- set direction
- strategically align decisions with vision, values and evidence
- take action to implement decisions
- assess and evaluate

## Develop coalitions

- purposefully build partnerships and networks to create results
- demonstrate a commitment to customers and service
- mobilize knowledge navigate socio-political environments

## Systems transformation

- demonstrate systems /critical thinking
- encourage and support innovation
- orient themselves strategically to the future
- champion and orchestrate change

**Most important now? You and others?**

# Leadership **Now: CCHL/Me**



**Managers: LEADS 101**

# Leadership **Now:** CCHL (1)



## Expertise

Geerts, J. M. et al., (2025) Expert Leadership: the Unpopular But Urgent Need at All Levels. Working paper.

# Leadership Now: CCHL (1)



AI?



Artz B, Goodall A, Oswald AJ. If your boss could do your job, you're more likely to be happy at work. *Harvard Business Review*. Published online December 29, 2016. <https://hbr.org/2016/12/if-your-boss-could-do-your-job-youre-more-likely-to-be-happy-at-work>



# Leadership **Now: CCHL (2)**



## **The Great Optimization Leadership**

**Geerts, J. M., & Yiu, V.** (2022, November 19). The Great Optimization: What Canada's health care leaders have learned about the new future of work—And what other companies can take away. *The Globe and Mail*, O8, <https://www.theglobeandmail.com/opinion/article-how-can-companies-thrive-in-the-new-future-of-work-by-understanding/>.

# Leadership **Now: CCHL (3)**



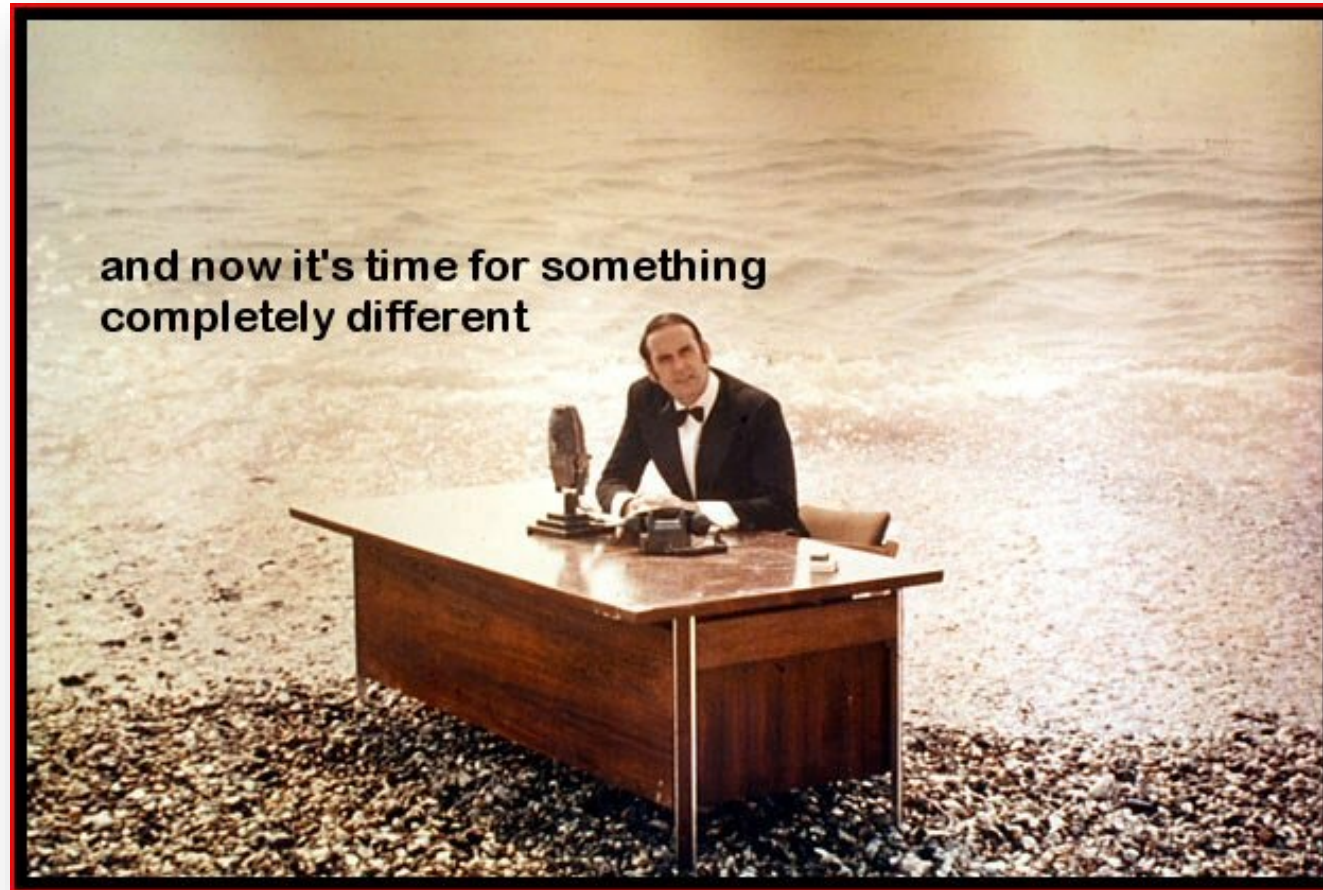
## Systems Thinking

# Leadership for 2035





# Leadership for 2035: Your Insights



Show of fingers – Timeless (1); 50/50 (3); new (5)?



# Leadership for 2035: Partners' Insights



# Leadership for 2035: CCHL (3)



1. Innovation/adaptability/  
agility/flexibility (care & work)



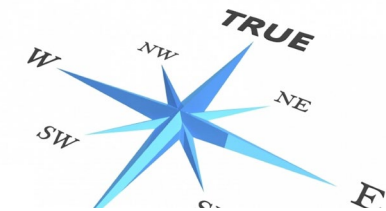
2. Digital literacy/AI



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Publishing

3. Change leadership (1. + 2.)

+ systems thinking & “leading up” + “leading beyond”



# Your Top Leadership Priorities

**Workbook:** leadership-wise, what **SMART** change would best help advance your **strategic priorities**?  
(I.e., More, better, new?)

\***ASPL**-like

T, P, S



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# Leadership Development



# Leadership Development: McKinsey

McKinsey  
& Company

Healthcare Practice

## Nurse managers: The backbone of a strong nursing workforce

US healthcare organizations could save up to \$700 million annually—and improve care—by reducing frontline-nurse turnover through strengthened manager support.

This article is a collaborative effort by Gretchen Berlin and Mhoire Murphy, with Ani Bilazarian, Faith Burns, and Stephanie Hammer, representing views from McKinsey's Healthcare Practice.

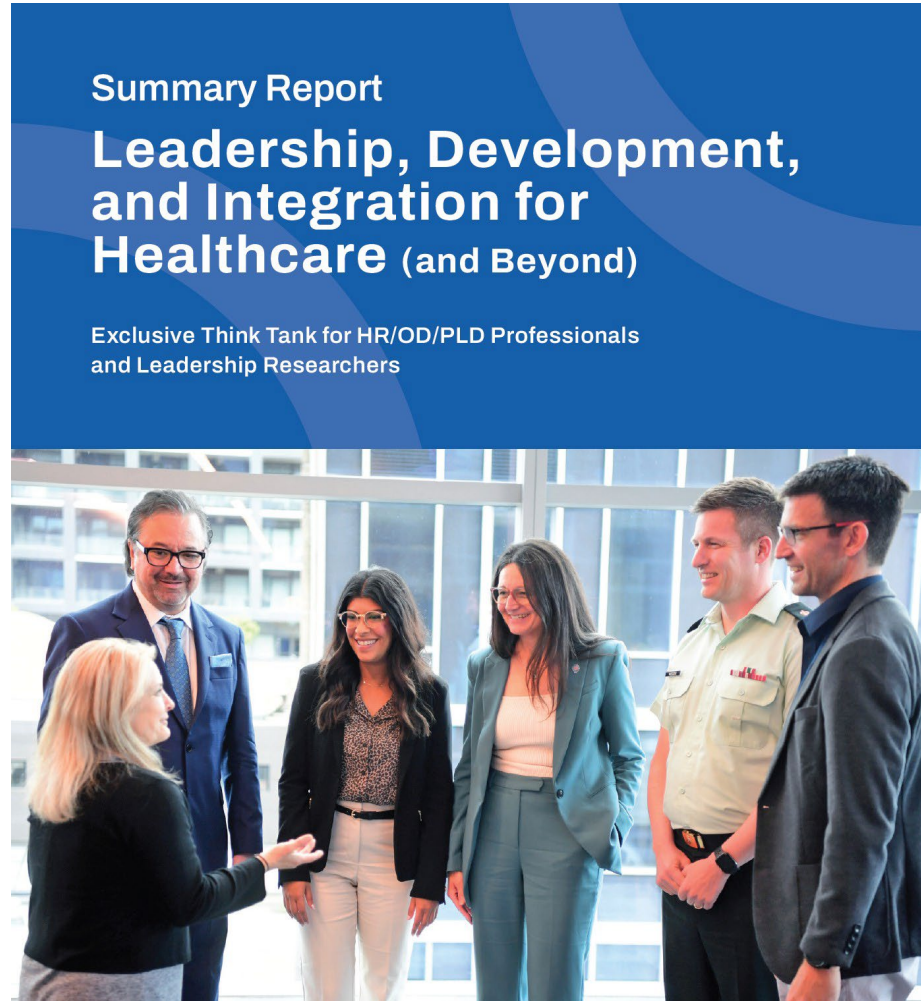


“Organizations that **invest** in nurse managers see ... a **clear financial benefit** by **reducing turnover** for both frontline nurses and nurse managers”

## Approaches:

- 1) **Redesign roles** to relieve workloads;
- 2) **Invest in training.**

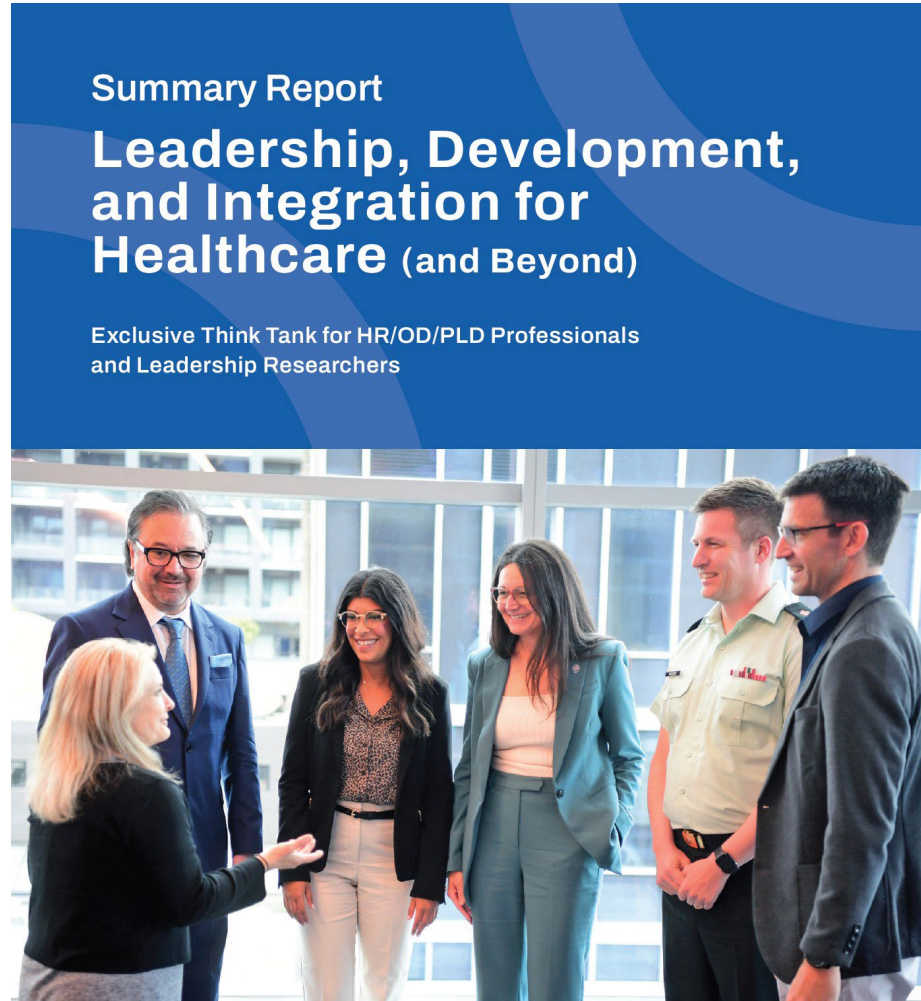
# Development Priorities: HR/OD TT



## People priorities:

- 1) **Managers** (40% as #1 priority)
  - 2) **Frontline** (21%, mostly as 3<sup>rd</sup> priority)
  - 3) **Executives** (19%)
- Directors** (19%)

# Development Priorities: HR/OD TT



**Forms of development** priorities:

**Frontline:** workshops on communication/ interpersonal skills

**Managers:** workshops on fundamentals

**Directors:** coaching on communication and interpersonal conflict resolution

**Executives:** coaching on strategy, governance, streamlining processes

**You?**



# Leadership **Integration** (ALO)



Willie Perkins, Walmart Hall of Fame

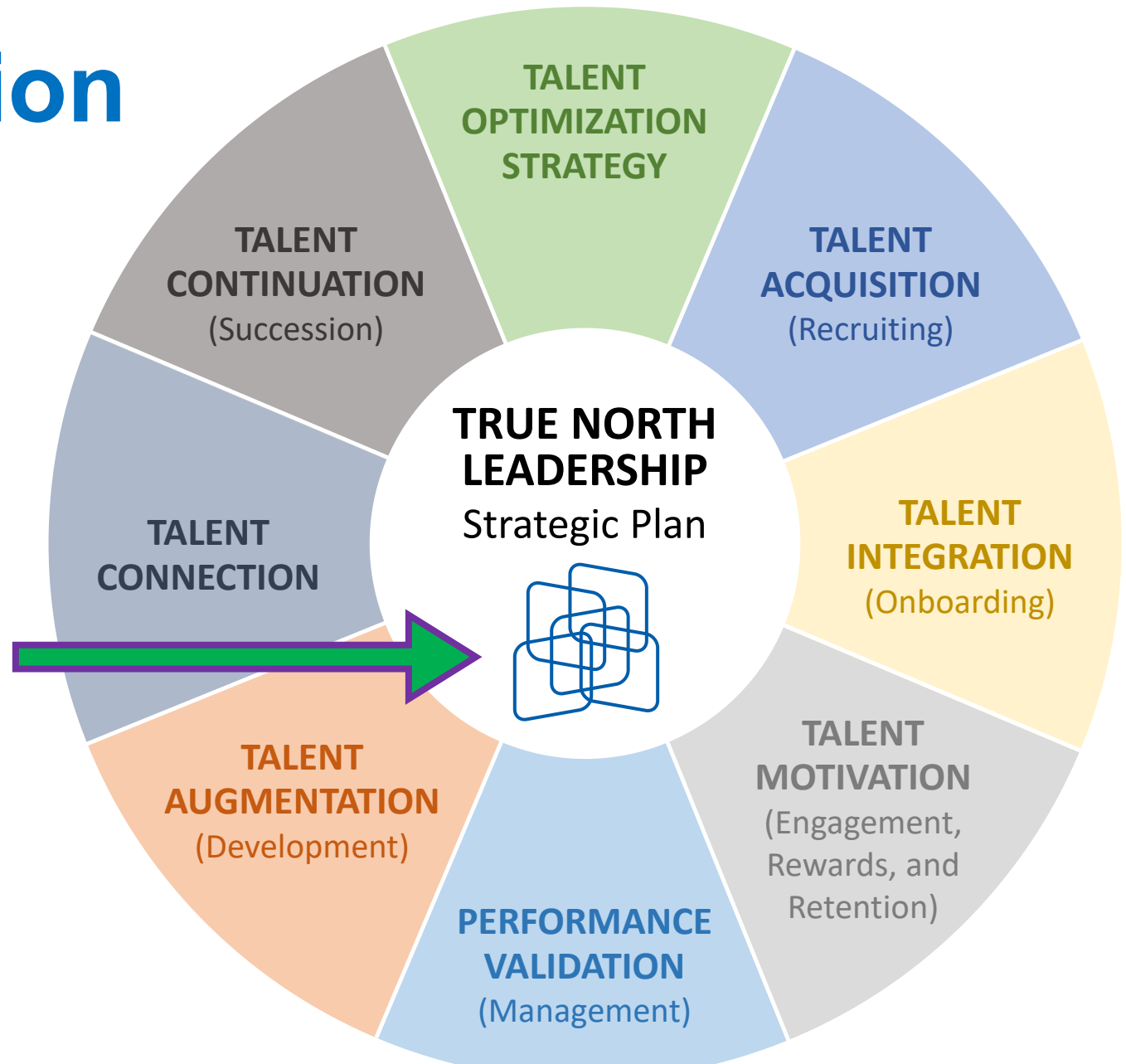
# Talent Optimization Framework

**\*\*Talent  
Specialization**

CLSs - **integrators**

CHEs – **Internal  
champions**

**Have one?**



## In your organization, staff would confirm that leadership is an expectation of...

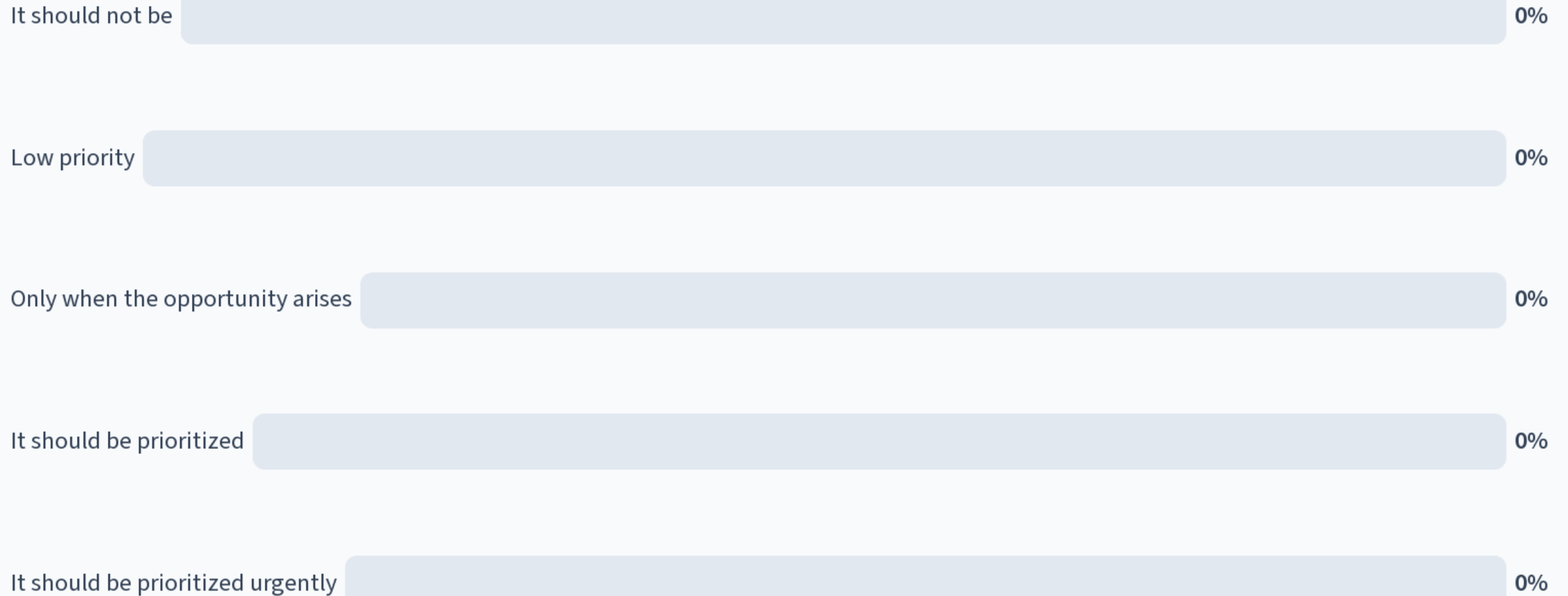


# Leadership **Integration**: HR/OD Pros



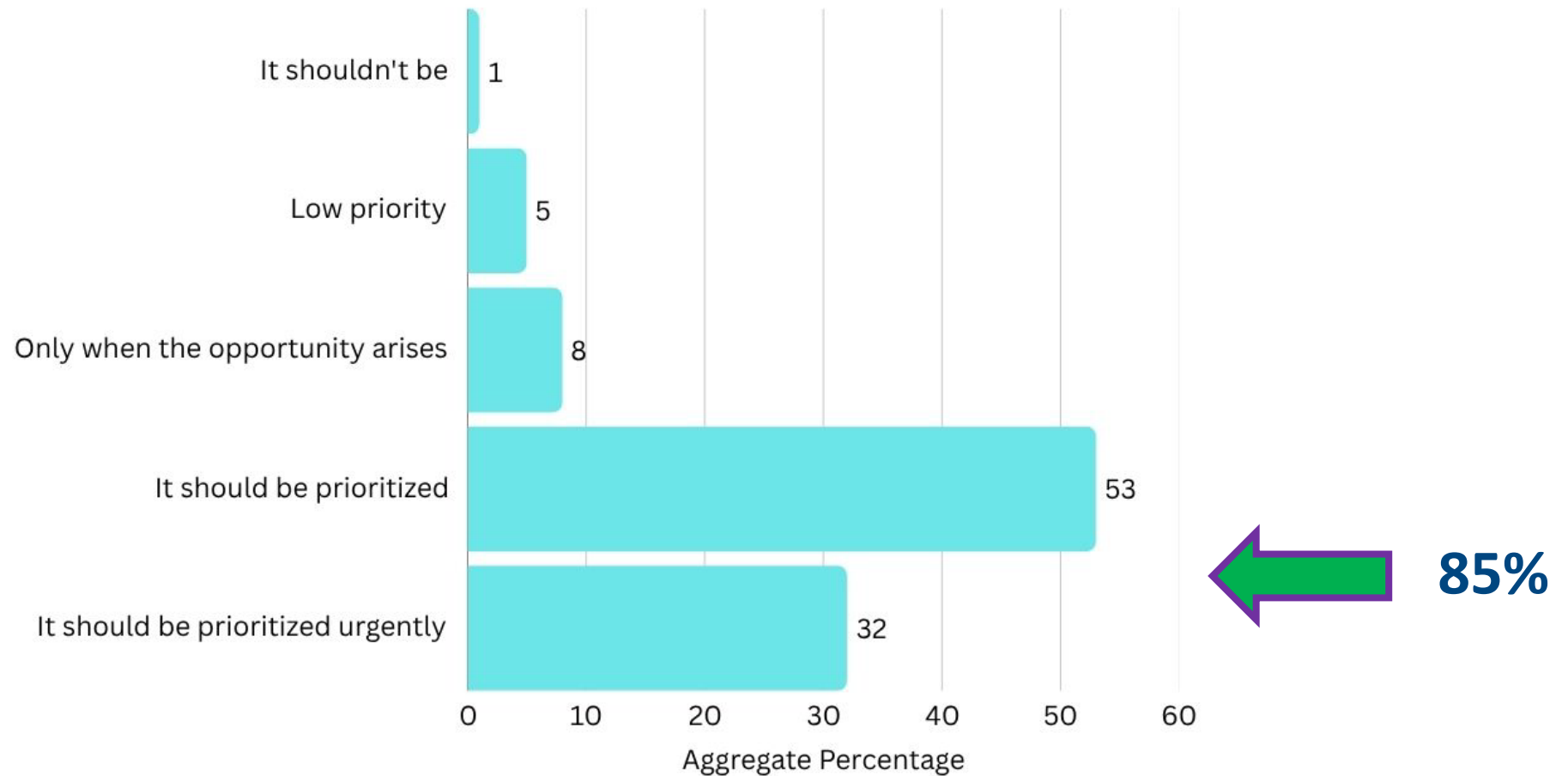


## To what extent do you think wider leadership integration/distributed leadership should be prioritized in your organization?



# Leadership **Integration Priority: Total**

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



# ALO Self-Audit/**Current State**

**Workbook 3: Current state:** foundation and leadership integration and development

Please complete Part 3) a) and b)

# Integration & Development **Priorities**

**Workbook 4: Leadership integration & priorities:** people, roles, capabilities, talent functions, etc.

**\*EDIA**





# Development & Integration **Priorities**

## **Pre-survey:**

**1) Embed** leadership (total = 29) in:

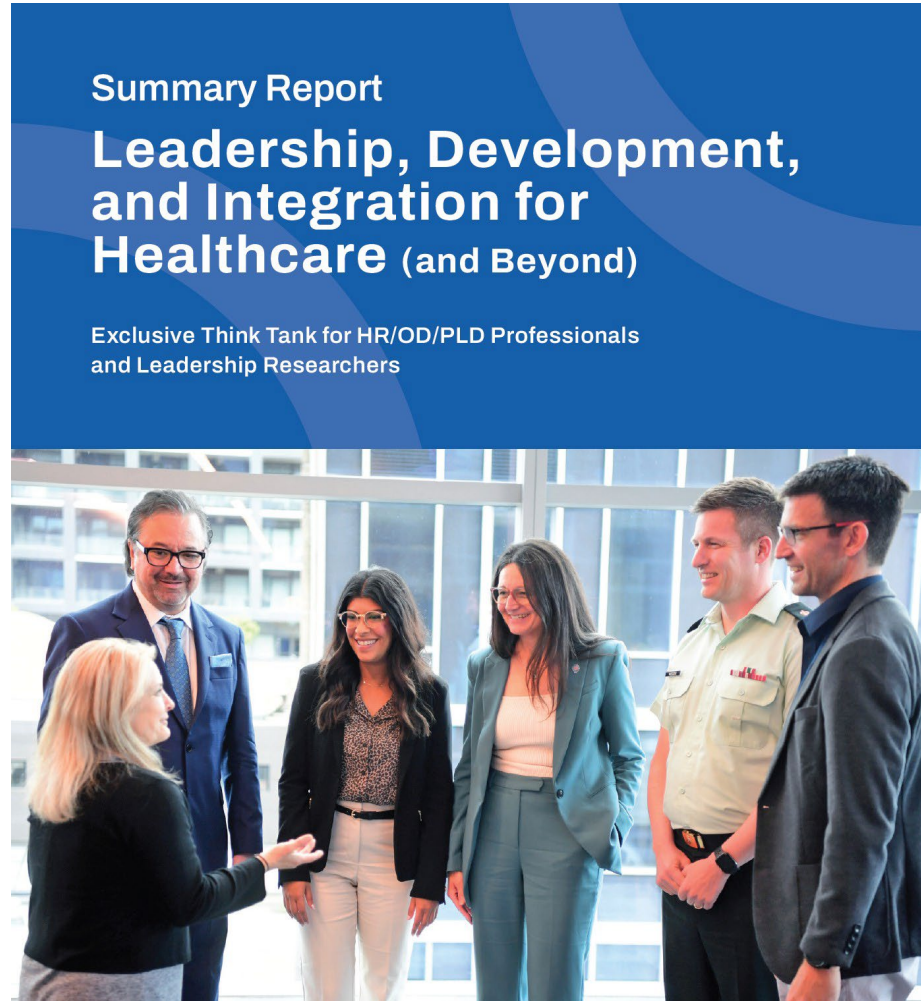
- job **descriptions** (4),
- **KPIs** and performance reviews/**accountability** (16),
- **LDPs** (2),
- stretch goals, succession plans, and career **pathways** (6)

# Development & Integration **Priorities**

## **Pre-survey:**

- 2) Provide **leadership development** (4), including
- fundamentals for **managers** (7), and
  - developing **coaching** (4) (total = 15)

# Integration **Priorities: HR/OD TT**



1. Create an **integration strategy**, True North-aligned
2. Earn **executive support** and secure a **budget**
  - Provide **leadership development** for all people
  - Increase **decision-making autonomy** for all people.

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# Integration **Strategies**: LIDS

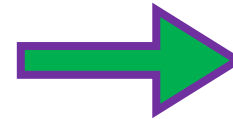
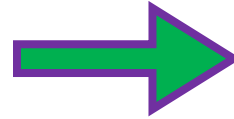
- 1) Introduction
- 2) **Executives**
- 3) **Foundation** (model and frameworks)
- 4) Benchmark (**Blueprint**) and Strategize (**Roadmap**)
- 5) Internal **Champions** (CHE)
- 6) **Integrators** & Internal **Sustainability** (CLS)
- 7) **Rollout**/Wider Distribution (roles, pathways, + all staff)
- 8) Talent Optimization (CLSs + Champions)



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# LIDS in Action

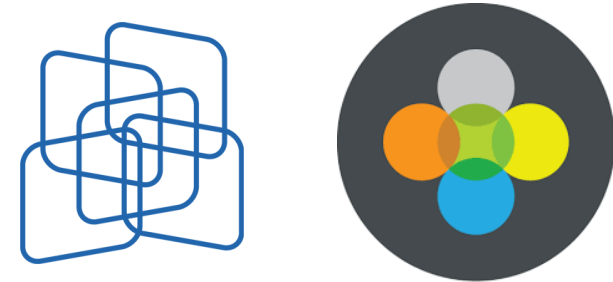


# LIDS in Action



**Elevate**

**Framework  
customization**



**SOAR**

# Integration Strategies: **Pre-Survey**

Integration **strategy** (total = 26)

- **Integrate** LEADS with the strategic plan (2)
- build a **culture** of learning and leadership (7)
- with a co-created **strategy** (3)
- **clear** corporate goals, roles, & outcomes (6)
- **measure** and **share** results and best practices (8)



# Integration Strategies: **Pre-Survey**

## **Leadership development** (total = 26)

- Provide leadership development with **time** and **funding** (13),
- including for **executives** (3) and **new managers/leaders** (2),
- potentially with **external partners** (6),
- with development **pathways** (2)

# Development and Integration **Strategies**

**Workbook 5:** What **specific** integration strategies should you prioritize to achieve your priorities from questions 2) and 3)?



# Leadership Strategy **Action Plans**

Co-create/write down (total = 17):

- a clear **vision** of the desired culture,
- a **strategy**/roadmap (7)
- linked to **strategic** priorities (3)
- with key **leadership capabilities** (3) and
- **action plans** (3)

# Leadership Strategy **Action Plans**

## **Part 2** (total = 15):

- **Engage** others (9)
- Have an **executive retreat** focused on True North Leadership (3)
- Seek out **colleagues**/mentors (1)
- Strengthen relationship with the **Ministry** (1)

# Your Leadership Strategy **Action Plans**

**Workbook 6):** please complete your action plan

Share



# Pudding Proof for You: Next Steps



- **First steps:**  
in the next two weeks?
- **Connect & Share**



# Conclusion: The Leadership You Need



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# Questions?



# Staying Connected



Dr. Jaason Geerts

Vice-President

Research and Leadership Development

The Canadian College of Health Leaders



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[ResearchGate](#)

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