



NATIONAL CONFERENCE
CONFÉRENCE NATIONALE

@CCHL_CCLS
#CCHLUnstoppable



Achieving Strategic Priorities with LEADS

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

CCHL LEADS Coach & Facilitator

CCHL Leadership Faculty

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

TITLE
SPONSOR



Land Acknowledgement

To begin, we respectfully acknowledge that Edmonton is located on Treaty 6 Territory, home to many nations including the Cree, Saulteaux, Blackfoot, Sioux and Métis People.

We honour and respect Indigenous Peoples, their histories, and their rights, as the original caretakers and stewards of Turtle Island. We are grateful to share these lands and waters together and we are committed to forging culturally safe relationships, to learning, and to contributing to reconciliation. We hope that it is in this spirit that you join with us today.





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





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.

Starting with Yourself

Write a reflective note....

As a leader, how do you want to start with yourself so you can achieve your organization's strategic priorities?

Achieving Strategic Priorities with LEADS

Through leadership lessons, interactive discussions, and practical activities, you'll learn how the ASPL Program is designed to:

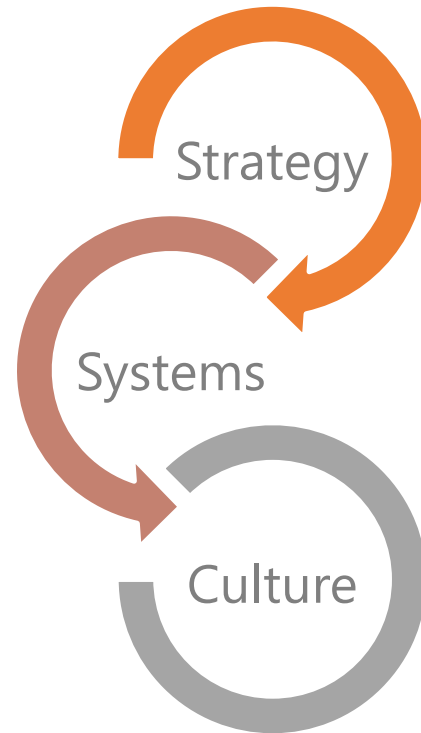
- Familiarize senior leaders with the LEADS in a Caring Environment framework
- Facilitate dialogue to build collective leadership capacity through the alignment of LEADS to a strategic plan
- Identify the LEADS domains and capabilities crucial for an organization's future success



Knowledge Relevance Application

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

LEADS as a Way of Being





Achieving Strategic Priorities with LEADS (ASPL)

Executive Leadership Program Objectives

Overall we achieve the following:



Knowledge:

Familiarize an Organization's Senior Leadership Team (SLT) with the LEADS in a Caring Environment Framework

Relevance:

Facilitate dialogue to build collective leadership capacity through the application and alignment of LEADS to an organization's strategic priorities

Application:

Identify the LEADS domains and capabilities that will be crucial for an organization's future success

Explore opportunities to integrate the LEADS in a Caring Environment framework within an organization

Analogue Poll



What is your level of experience with LEADS?

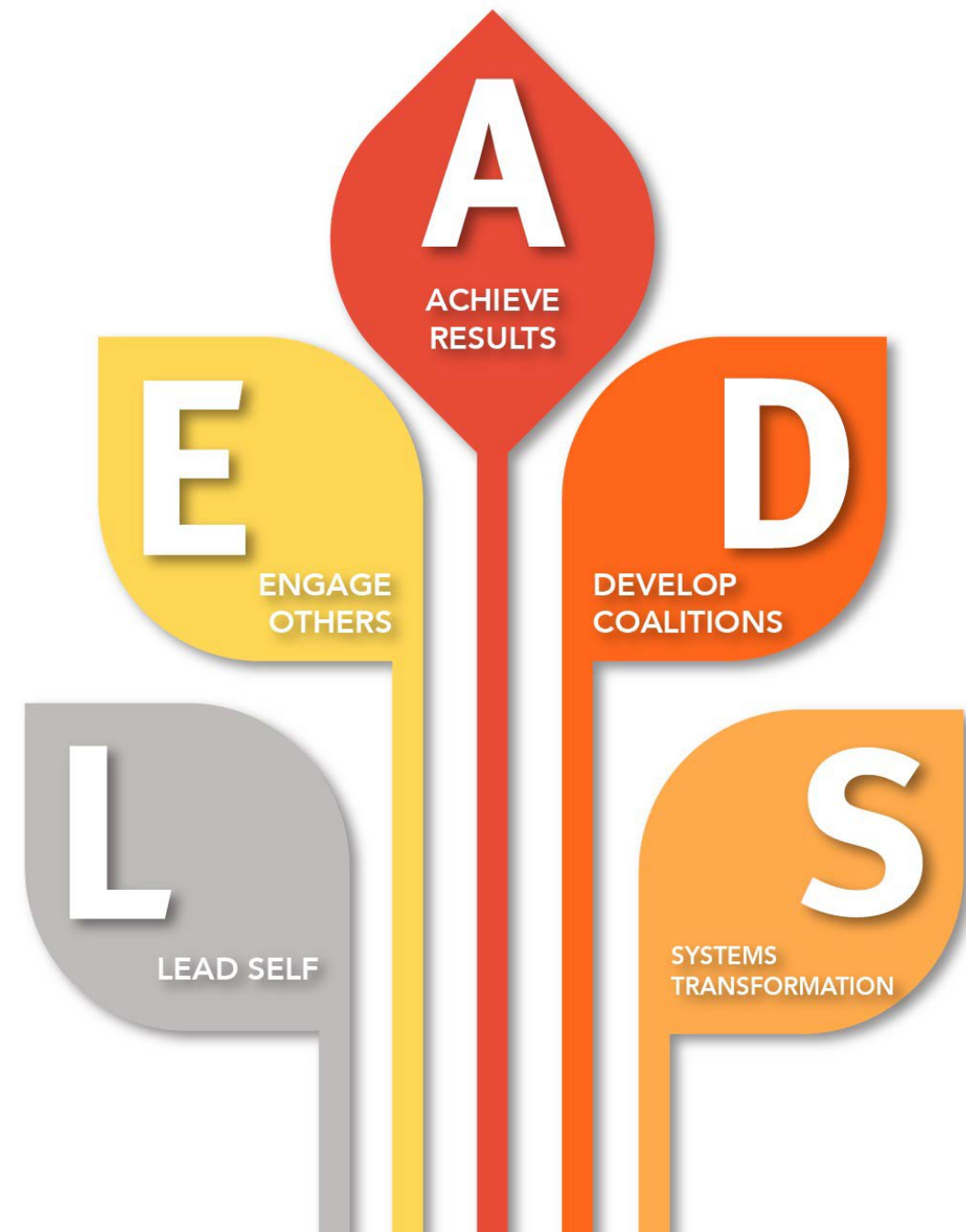
Respond to the following poll by raising your hand when I call out the option that best describes your level of **experience** with LEADS

- High level of experience
- Medium level of experience
- Little to no experience



The LEADS Framework

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





The LEADS in a Caring Environment Framework



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.



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 of collaboration and cooperation to achieve results.



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.



DEVELOP COALITIONS

Collaborative leaders...

Purposefully build partnerships and networks to create results

They create connections, trust, and shared meaning with individuals and groups.

Demonstrate a commitment to customers and service

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

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.



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

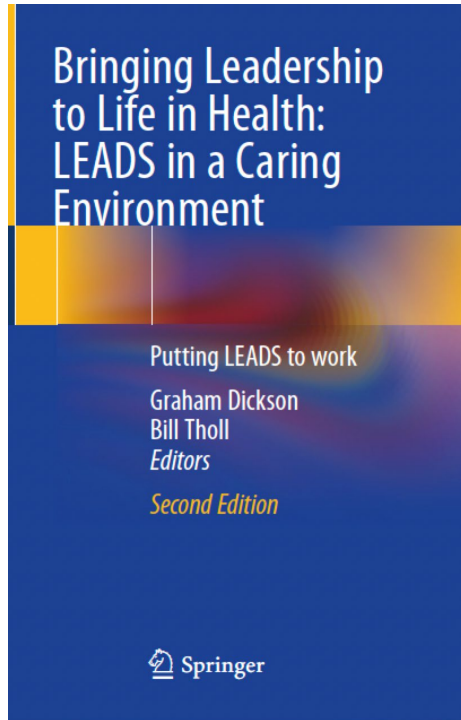
LEADS capabilities apply to all individuals regardless of role or formal position in the health system.

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.

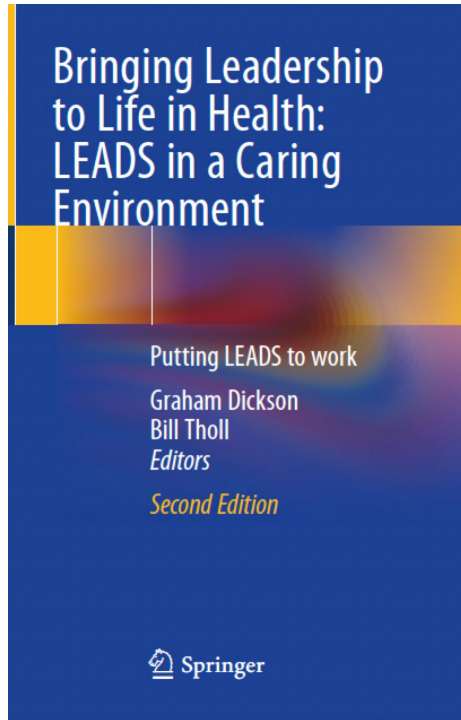
Working Definition of Leadership



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, 2020

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, 2020



How does the ASPL program contribute to a sustainable and effective healthcare organization?

It builds leadership capacity by integrating LEADS as the common leadership language throughout the organization





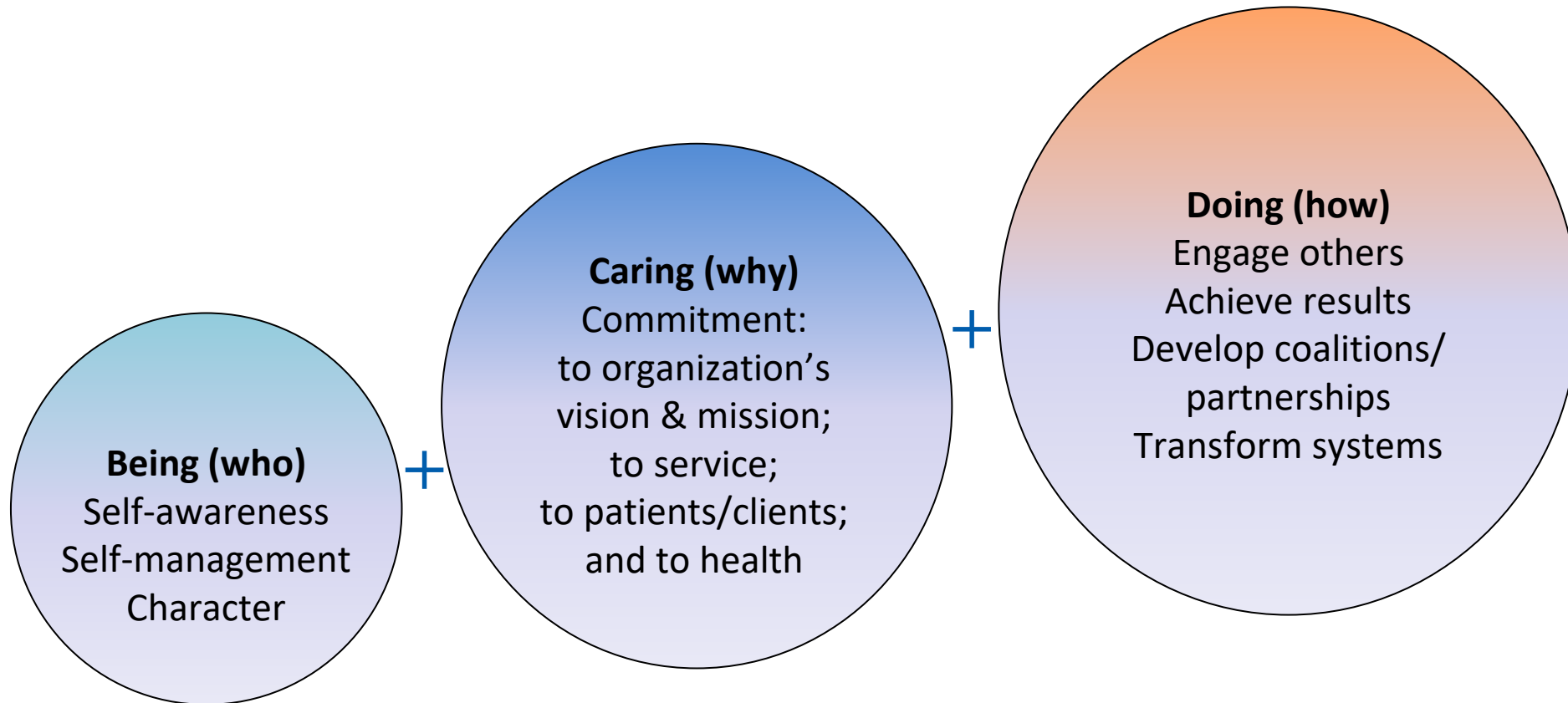
How does the ASPL program contribute to a sustainable and effective healthcare organization?

The process generates the building blocks for the organization's leadership strategy that is aligned with the strategic plan and current organizational priorities



Effective Health Leadership

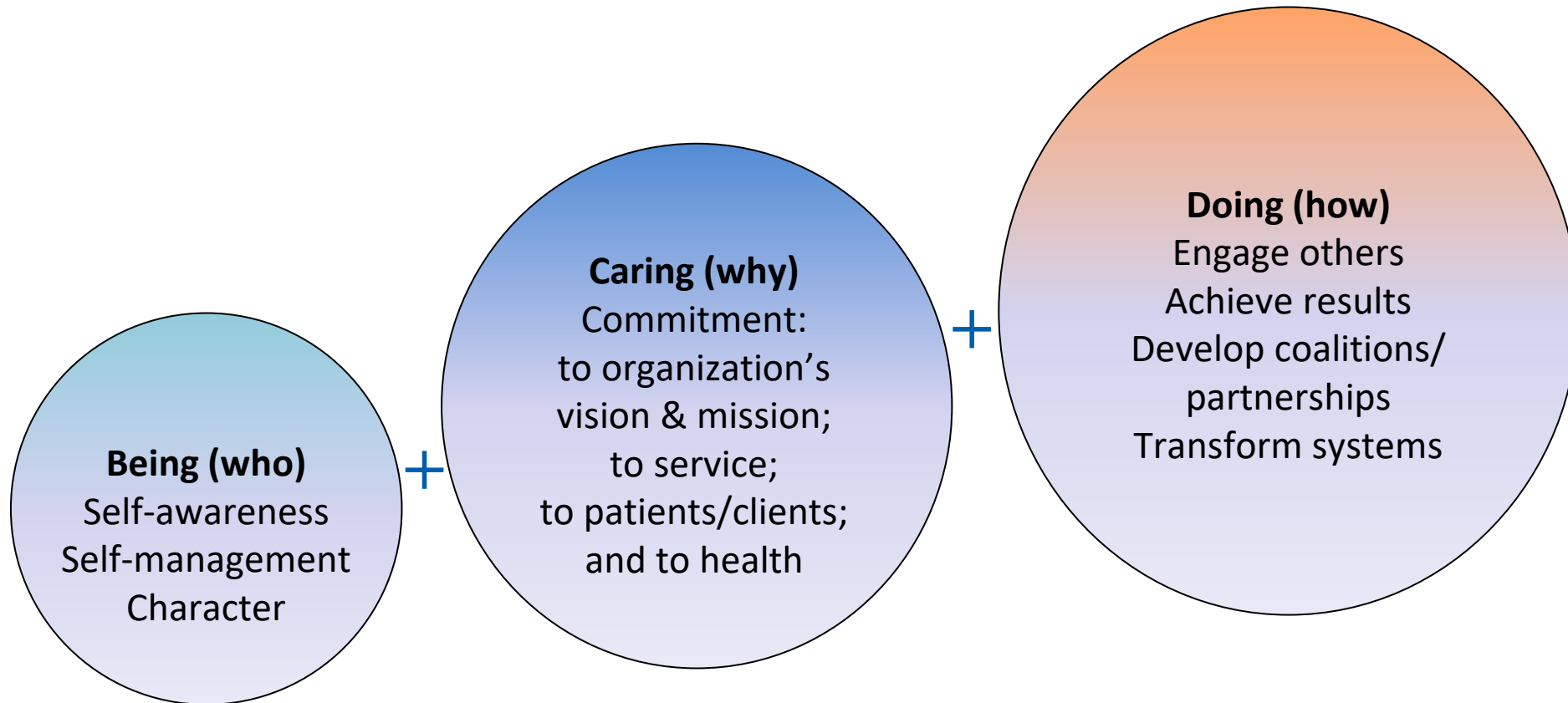
LEADS in a Caring Environment



ASPL - Building Blocks of LEADS

Effective Health Leadership

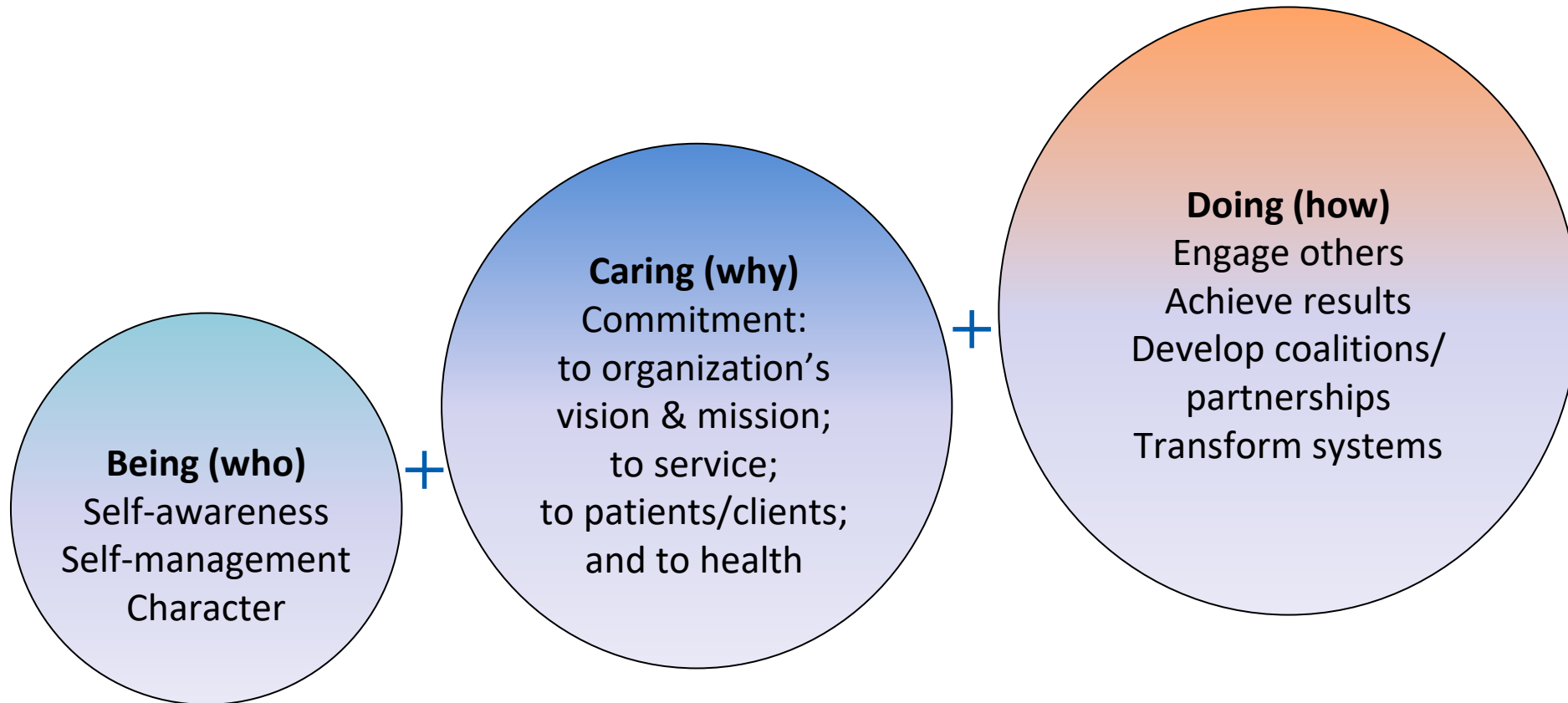
LEADS in a Caring Environment



ASPL - Building Blocks of LEADS

Effective Health Leadership

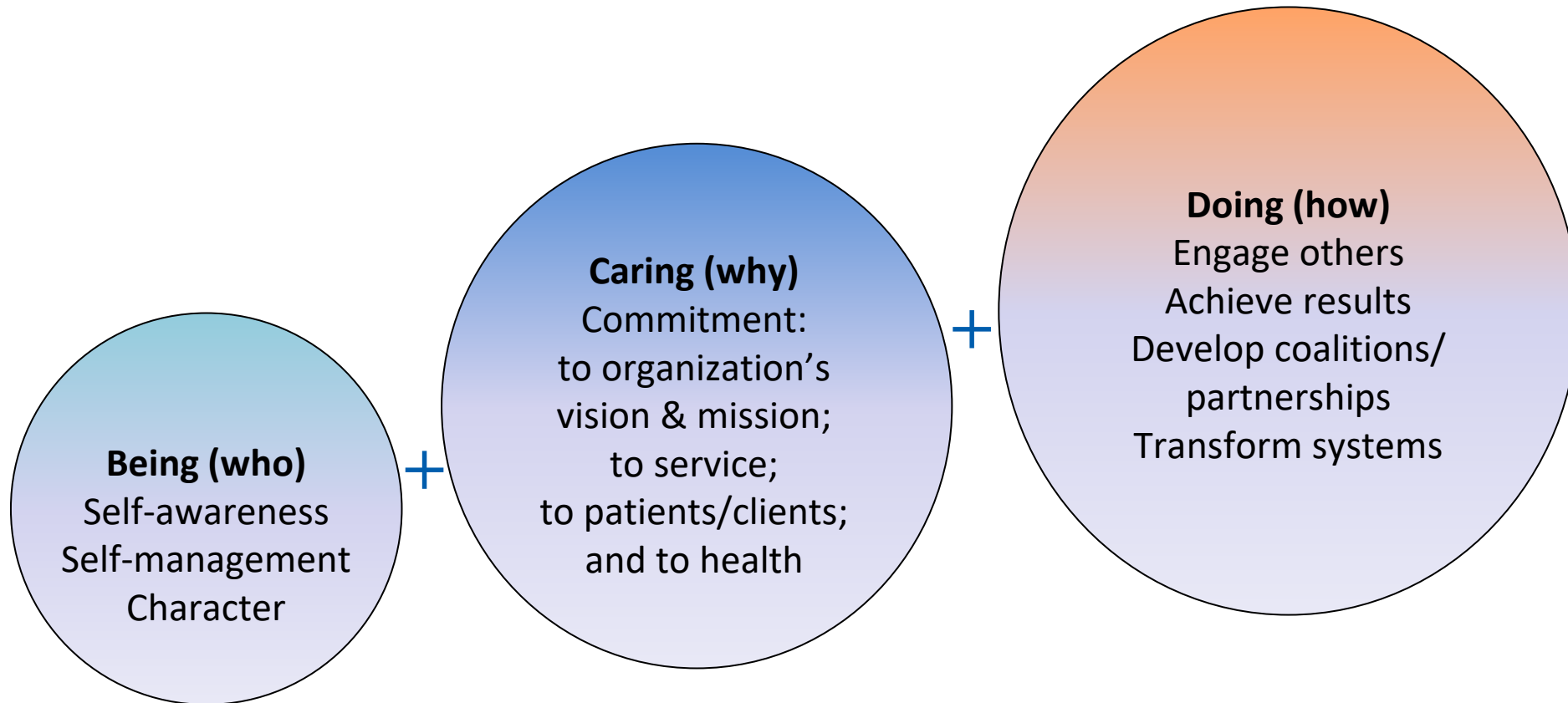
LEADS in a Caring Environment



ASPL - Building Blocks of LEADS

Effective Health Leadership

LEADS in a Caring Environment



ASPL - Building Blocks of LEADS

ASPL Paradigm Shift

FROM.....

From one person or
a small group of
leaders who achieve
the strategy

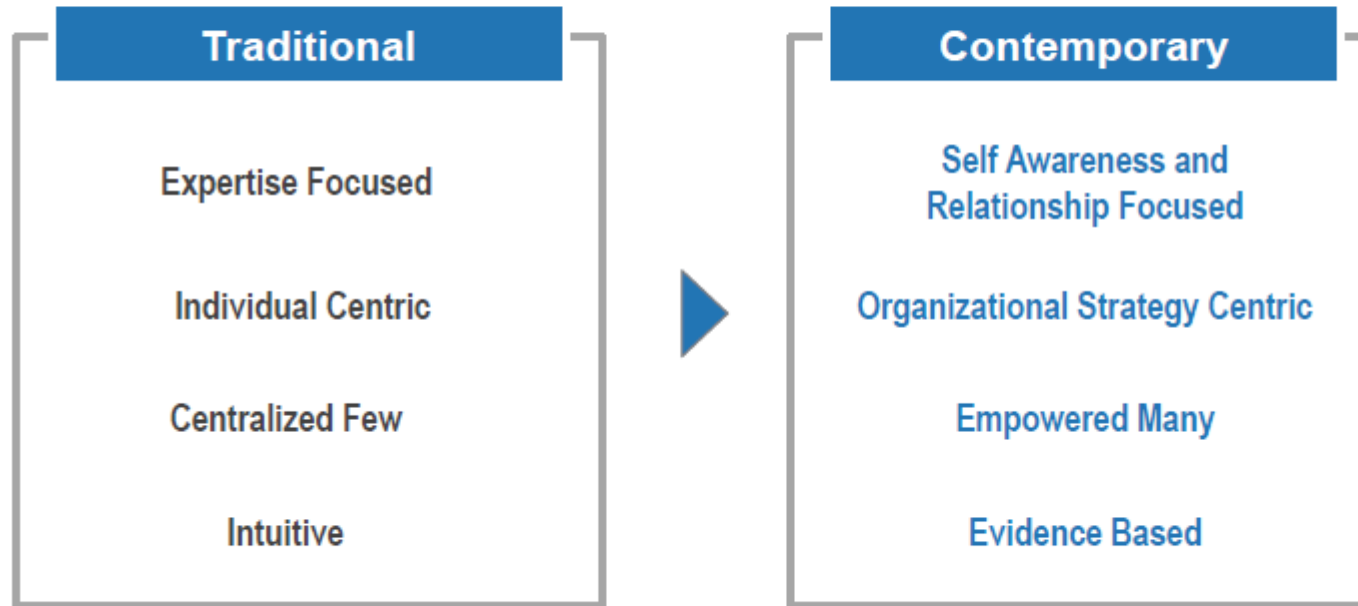


TO.....

Critical Mass of leaders who
take turns leading & following



Healthcare Leadership Development Paradigm Shift



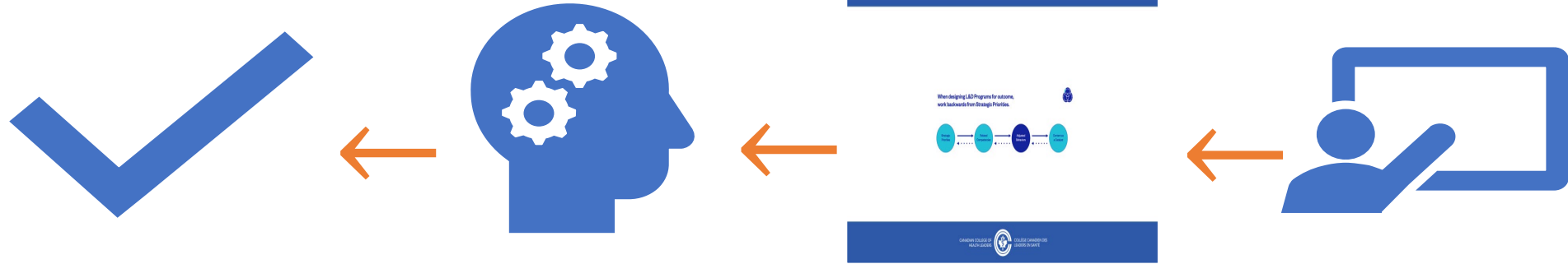
(Brownfield et al., 2020; Cola & Yang, 2017; Garman, 2021; Garman & Carter, 2014; Geerts et al., 2020; Johns, 2019; Quinn & Cola, 2020)

Cronin and Rife 2023





Traditional Leadership Framework & Learning



VISION MISSION
VALUES
STRATEGY &
STRATEGIC
PRIORITIES

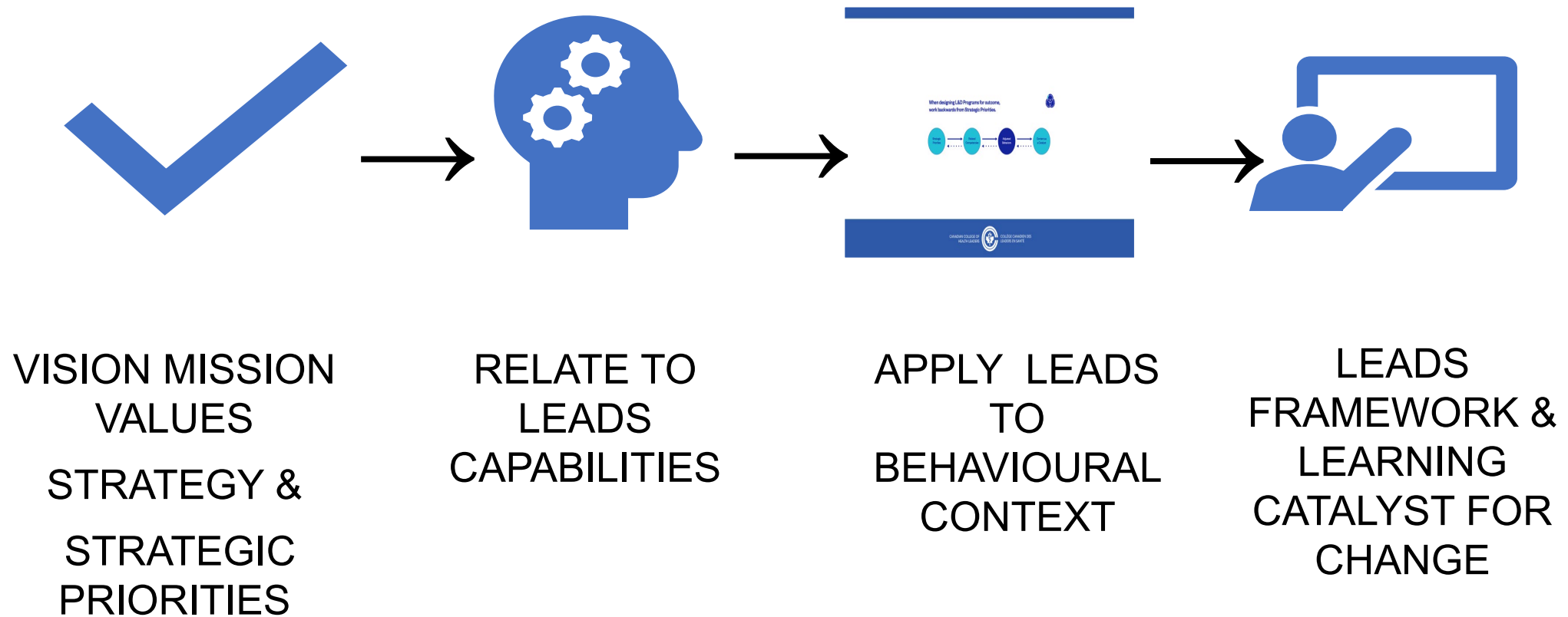
RELATE TO
CAPABILITIES

APPLY TO
BEHAVIOURAL
CONTEXT

LEADS
FRAMEWORK &
LEARNING

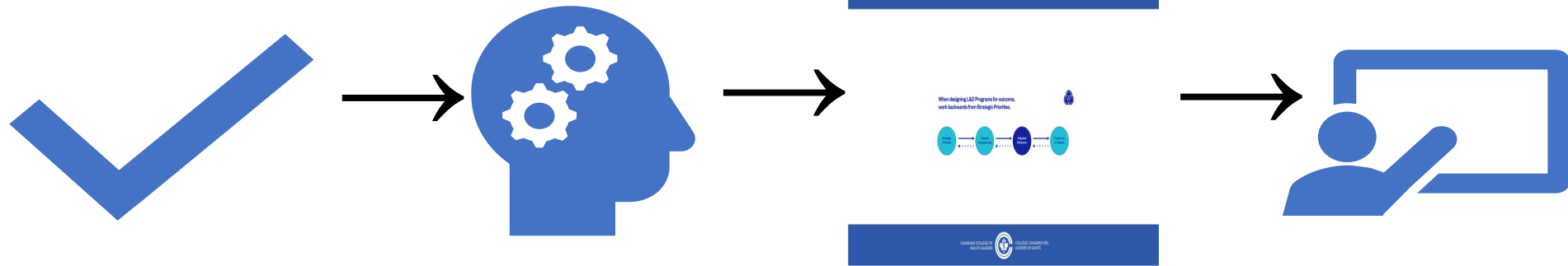
LEADS in action

How the LEADS framework
can contribute to a sustainable and effective system



LEADS in action

How the LEADS framework
can contribute to a sustainable and effective system



VISION MISSION
VALUES
STRATEGY &
STRATEGIC
PRIORITIES

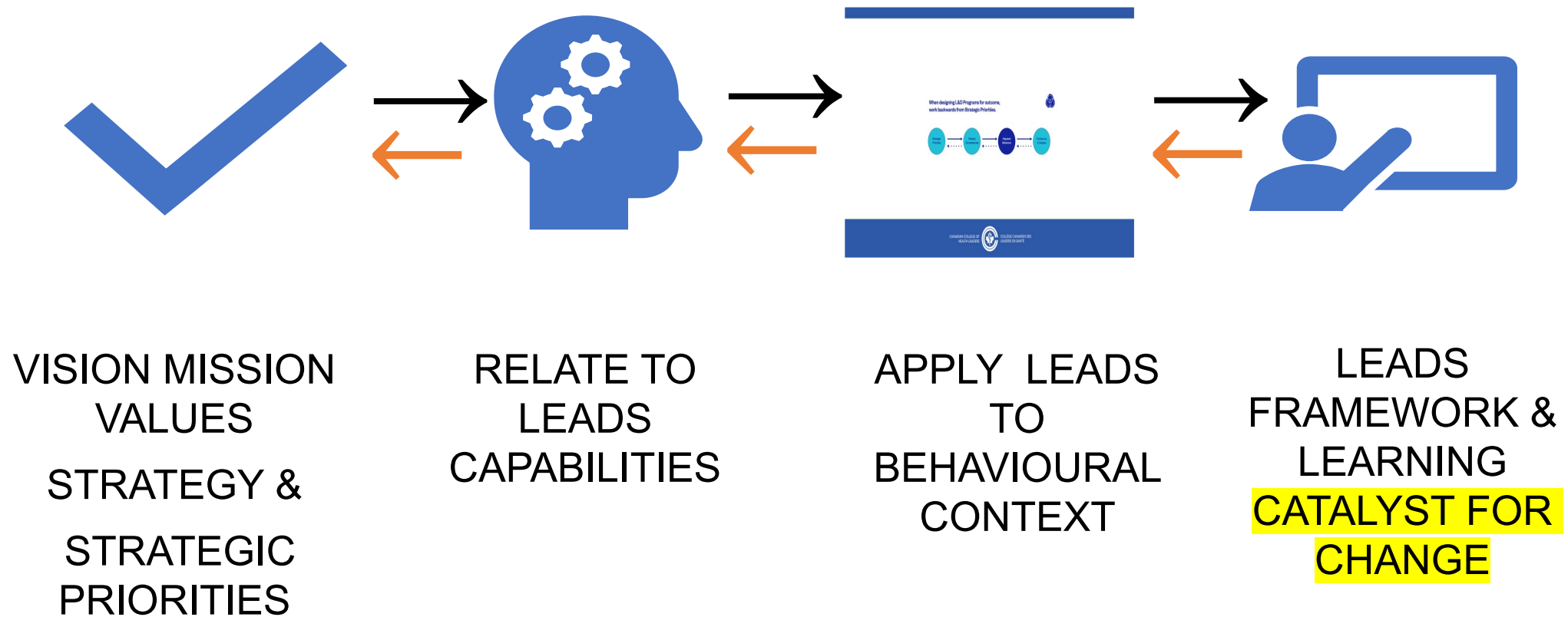
RELATE TO
LEADS
CAPABILITIES

APPLY LEADS
TO
BEHAVIOURAL
CONTEXT

LEADS
FRAMEWORK &
LEARNING
**CATALYST FOR
CHANGE**

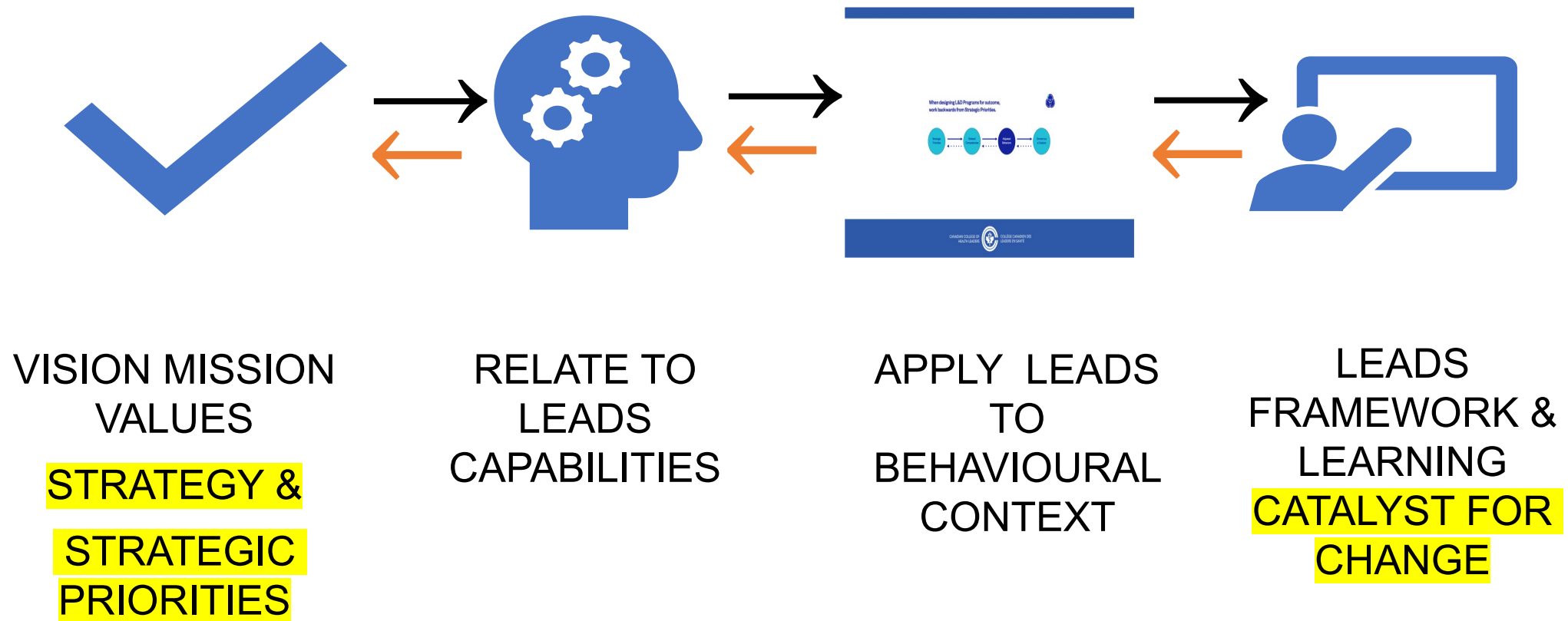
LEADS in action

How the LEADS framework
can contribute to a sustainable and effective system



LEADS in action

How the LEADS framework
can contribute to a sustainable and effective system



Organizational Context

To enhance the learning experience, we will apply the learning to the LEADS framework and the Strategic Plan

The focus will be on the application of the learning in the context of the strategic plan and not planning and/or problem solving to address the strategic plan content in the years ahead.

Organizational Context

To enhance the learning experience, we will apply the learning to the LEADS framework and the Strategic Plan

Healthcare organizations in Canada commonly focus on the following strategic priorities:

Improving Patient Outcomes: Enhancing the quality of care and patient satisfaction through evidence-based practices and innovative treatments

Health Workforce Development: Addressing staff shortages, improving retention, and reducing burnout by investing in professional development and creating supportive work environments

System Sustainability: Ensuring the long-term viability of healthcare systems by optimizing resource allocation, reducing costs, and integrating innovative solutions

Equity, Diversity, and Inclusion (EDI): Promoting fair access to healthcare services for all populations, including marginalized and underserved communities, and fostering an inclusive workplace culture

Activity

Activity

Identify and share the strategic priority within your organization that you are most passionate about and/or responsible for implementing

CEO Podium

CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ

Why are we here?

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

Why are we here?

We need to learn how the LEADS framework can help us as follows:

- Act together across boundaries to implement strategies
- Solve problems
- Respond to opportunities and threats
- Adapt and lead change
- Support innovations!

WE need to do the following:

1. **Identify and integrate** leadership capabilities to achieve Strategic Priorities
2. Determine **collective leadership capabilities** aligned with organization values
3. Identify the LEADS domains and capabilities **important for the future**
4. **Address gaps**, mitigate obstacles, leverage strengths to advance LEADS priorities
5. Describe **leadership actions** and propose solutions for moving LEADS capabilities forward
6. **Boost** leadership learning within the Leadership Forum by applying principles
7. **Foster individual commitment** of the Leadership Forum to achieve Strategic Priorities



Achieving Strategic Priorities with LEADS

Part 1 – Preparing for Success: affirm goals and ensure the design will align with strategic goals

Part 2 – Strategic Learning & Collaborative Work: collaborative session to calibrate how best to achieve strategic priorities with LEADS

Part 3 - Sustaining the Work & Moving it Forward: debrief of in-person session, planning for ongoing integration of LEADS into talent and leadership strategy



Part 1 – Preparing for Success

To affirm understanding of the purpose of the learning and collaborative work for the Achieving Strategic Priorities with LEADS: An Executive Leadership Program

- Work with primary partners to affirm program goals, design, and alignment to the LEADS leadership capabilities. This virtual collaboration includes logistics and developing strategies to engage the executive team in the process
- Meet with CEO to confirm role during part 1 and 2, program design, and alignment with the strategic plan and current organizational priorities (30 minutes virtually)
- Facilitate a LEADS orientation session with the ASPL participants to level-set for the upcoming in-person session. We will review the overall ASPL program and share the key organizational priorities that will be used to embed the learning. Additionally, the ASPL participants will be introduced to the LEADS in a capabilities, and how LEADS is an evidence-based health leadership framework (1 hour virtually)



Part Two – Learning & Collaborative Work (In-person)

Purpose: Collaborate with ASPL participants on how to achieve strategic priorities using LEADS

Objectives:

- **Familiarize** the ASPL participants with the LEADS in a Caring Environment Framework
- **Facilitate** dialogue to build collective leadership capacity through the application and alignment of LEADS to strategic priorities
- **Identify** the LEADS domains and capabilities that will be most important for the organization's future success
- **Explore** Identify the LEADS domains and capabilities that will be most important for the organization's future success

To ensure collaboration, a range of facilitation tools and methods will be used to create a productive learning space



Part Three

Achieving Strategic Priorities with LEADS Learning & Collaborative Work

Purpose: Debrief of in-person session, planning for ongoing integration of LEADS into talent and leadership strategy



Achieving Strategic Priorities with LEADS (ASPL)

Executive Leadership Program Objectives

Overall we achieve the following:



Knowledge:

Familiarize an Organization's Senior Leadership Team (SLT) with the LEADS in a Caring Environment Framework

Relevance:

Facilitate dialogue to build collective leadership capacity through the application and alignment of LEADS to an organization's strategic priorities

Application:

Identify the LEADS domains and capabilities that will be crucial for an organization's future success
Explore opportunities to integrate the LEADS in a Caring Environment framework within an organization



We accomplish the following...

Strategic learning, application, and collaboration with ASPL participants to achieve the following deliverables:

- Understand the overall ASPL program and connection to the strategic priorities
- Enhance knowledge of the LEADS in a Caring Environment framework and will know the following:
 - 5 LEADS domains/20 LEADS Capabilities/LEADS is an evidenced base leadership framework
 - Understand the framework's perspective of leading and supporting leadership integration, development, and support organization-wide
- Increase collective leadership capacity through the application and alignment of LEADS to achieve the organization's strategic priorities



We accomplish the following...continued

- Identify the top 2-3 LEADS capabilities that will help attain each of the organization's strategic priorities and how to integrate these LEADS capabilities into organization practices including performance expectations, EDI practices and increasing retention
- Discover what might be blocking the organization from moving the LEADS in a Caring Environment framework forward at the organization and map out the opportunities to address to move LEADS
- Increase collective leadership capacity of the Senior Leadership Team through the application and alignment of LEADS to achieve the organization's priorities
- Increase individual commitment of the Senior Leadership Team to achieve the organization's strategic plan
- Support the organization's Senior Leadership in creating and committing to the foundations for an organizational leadership strategy based on the previous goal, including how CCHL programs and services can contribute



A Facilitative Learning Approach



Knowledge – Relevance - Application



Step 2 Group Activity: Organization Strategic Priorities

Activity

Goal: Facilitate dialogue to build collective leadership capacity through the application and alignment of LEADS to strategic priorities

Identify the top 2-3 LEADS capabilities that will help you attain your strategic priority (which you identified earlier)



Step 3 Group Activity: What Are the Leadership Implications?

**Sample
Activity**

What do we need to do or think about to move the previously identified LEADS capabilities forward?

- Determine ways to integrate the identified LEADS capabilities into organization practices

Examples

- How will we integrate it into our work on the strategic plan?
 - What will it look like? How will people know you are doing it?
- What are the opportunities to inform our IDEAA practices?
- How will we share it with others on committees etc.
 - How will we orient them? How will it inform performance expectations?

Step 4 Intro:

What Are the Leadership Implications?

The LEADS in a Caring Environment framework encompasses the capabilities and behaviours that leaders need to demonstrate

What do we need to do or think about to move the entire LEADS framework forward?

All of the LEADS domains/capabilities



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.





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

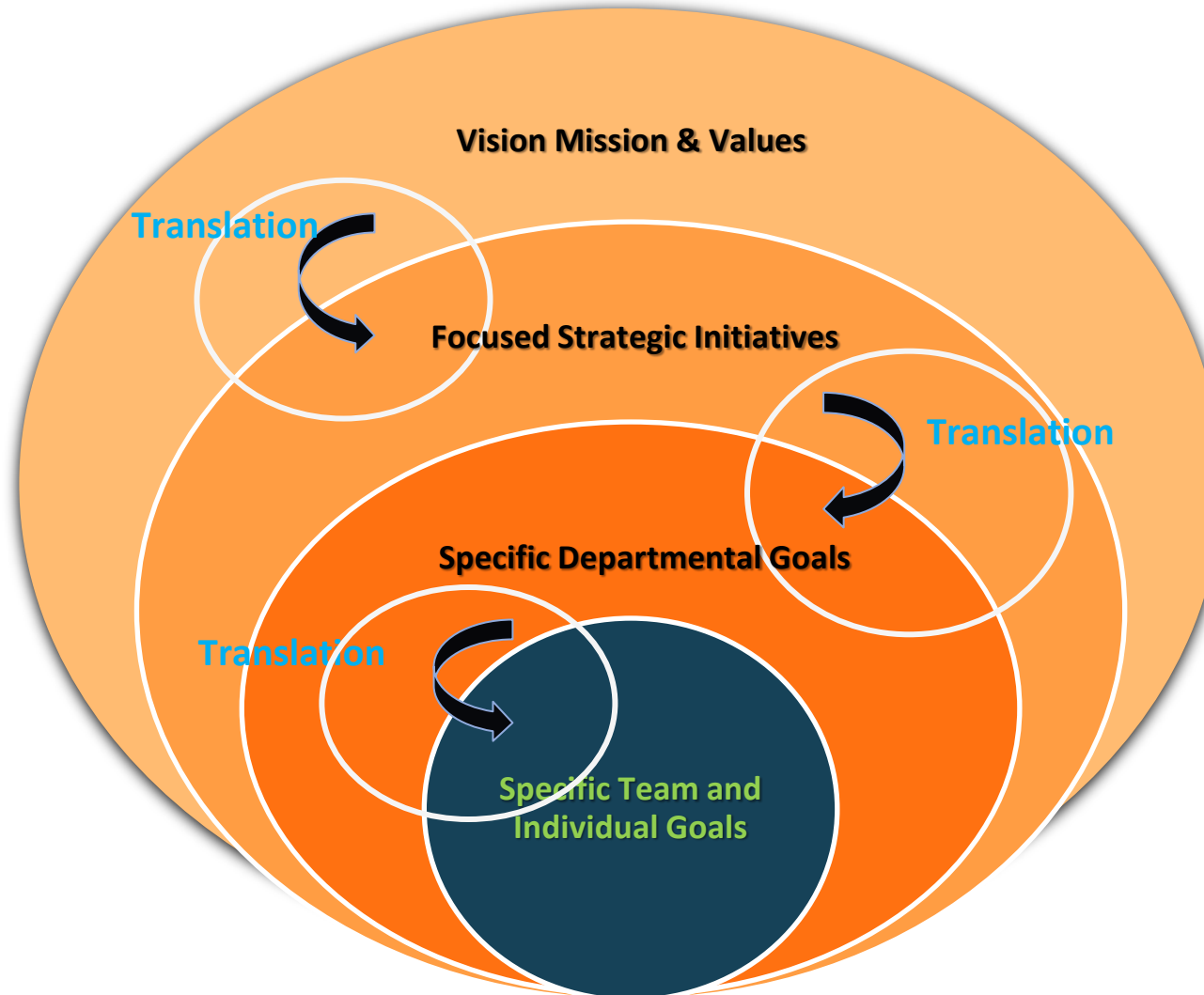


Strategically Align Decisions with Vision, Values and Evidence

- Demonstration



How do you create alignment?



Strategically Align Decisions with Vision, Values, and Evidence

Decision Making and the Zone of Acceptance



Strategically Align Decisions with Vision, Values, and Evidence

Decision Making and the Zone of Acceptance

- Decisions help determine the effectiveness of leadership



Strategically Align Decisions with Vision, Values, and Evidence

Decision Making and the Zone of Acceptance

- Decisions help determine the effectiveness of leadership
- If people feel your decisions are aligned with the organization's mission, vision and values, they are MORE likely to accept them



Strategically Align Decisions with Vision, Values, and Evidence

Decision Making and the Zone of Acceptance

- Decisions help determine the effectiveness of leadership
- If people feel your decisions are aligned with the organization's mission, vision and values, they are MORE likely to accept them
- Without measurable results and valid evidence, it is impossible to align vision and values



Strategically Align Decisions with Vision, Values, and Evidence

Decision Making and the Zone of Acceptance

- Decisions help determine the effectiveness of leadership
- If people feel your decisions are aligned with the organization's mission, vision and values, they are MORE likely to accept them
- Without measurable results and valid evidence, it is impossible to align vision and values
- By aligning all these factors, the zone of acceptance grows



Decision Making and the Zone of Acceptance



ASPL Organizations













Connecting the Dots

Strategy

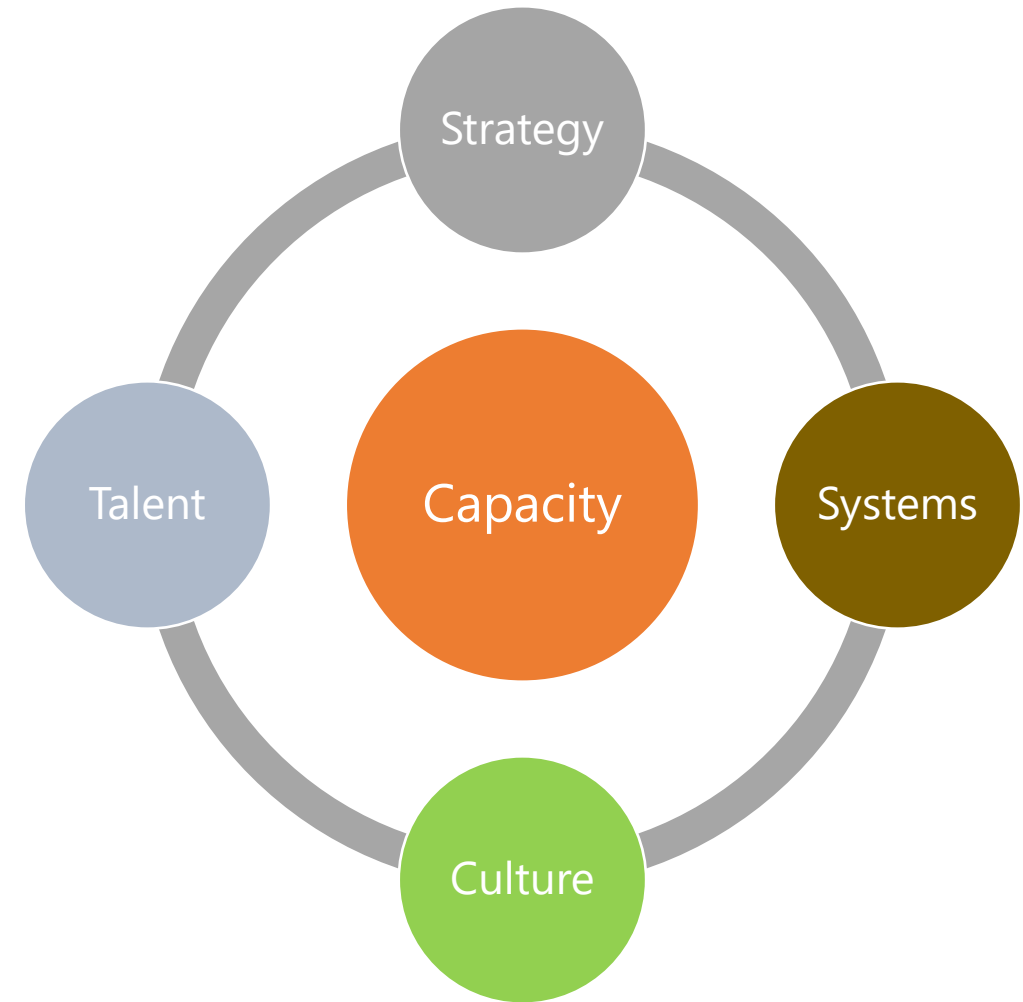
sets direction: where are we going? Why?

Systems run operations. They should be aligned, integrated and reinforce each other

Culture sets the tone. It must enable and support strategy. If not, culture will win... every time

Talent will execute transformation...or not: engagement and alignment around strategy are key

Leadership Capacity provides the energy to implement strategy and sustain transformation



Achieving Strategic Priorities with LEADS

Through leadership lessons, interactive discussions, and practical activities, you'll learn how the ASPL Program is designed to:

- Familiarize senior leaders with the LEADS in a Caring Environment framework
- Facilitate dialogue to build collective leadership capacity through the alignment of LEADS to a strategic plan
- Identify the LEADS domains and capabilities crucial for an organization's future success



Application – Reflection – Questions



CANADIAN COLLEGE OF HEALTH LEADERS COLLÈGE CANADIEN DES LEADERS EN SANTÉ



150, rue Isabella Street, Suite/bureau 1102
Ottawa ON K1S 1V7



info@cchl-ccls.ca



1-800-363-9056



cchl-ccls.ca



[@CCHL_CCLS](https://twitter.com/CCHL_CCLS)



[/CCHL.National](https://www.facebook.com/CCHL.National)



[/HealthLeadersCanada](https://www.youtube.com/HealthLeadersCanada)



CANADIAN COLLEGE OF
HEALTH LEADERS



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ