

“Leadership is an art—a performing art—and the instrument is the self.”

Kouzes and Posner, 2002.

The Framework represents the key skills, abilities and knowledge required to lead at all levels of the health system.

It aligns and consolidates the competency frameworks of individual health employers, professional associations and other progressive organizations into a common understanding of what good health leadership looks like in Canada.

The major and minor dimensions of the framework represent the collective wisdom of the current literature on leadership and leadership development and the competency requirements of leaders dedicated to meaningful health system change.

This Framework is comparable to major, progressive leadership competency frameworks in the private, public and health sectors around the world.



Original commissioned research: Centre for Health Leadership & Research



leadersforlife

Are you interested in learning more about CHLNet and the BC Leaders for Life Initiative?

Contact Us

CHLNet
Bill Tholl, Executive Director
secretariat@CHLNet.ca

Leaders for Life
Geoff Rowlands
105 – 19 Dallas Rd.
Victoria, BC V8V 5A6

Tel: 250.383.4252
info@leadersforlife.ca

www.leadersforlife.ca



leadersforlife

Health Leadership Capabilities Framework

LEADS in a Caring Environment

A foundational element for Canada's health leadership development initiatives.

The Canadian Health Leadership Network (CHLNet) and the Leaders for Life™ Initiative have partnered in the creation of the “LEADS in a Caring Environment” Health Leadership Capabilities Framework.

This framework is designed to cohere and enhance a common understanding and culture of leadership across the Canadian health system.



The Framework defines the knowledge, skills, and attitudes a leader needs to exhibit in order to contribute to an effective and efficient Canadian health system.

CHLNet and Leaders for Life are dedicated to equipping health leaders to ensure that each individual, each community, and each region has the opportunity to maximize its health potential.

A Focus on CARING...

The foundation for the LEADS Framework is Caring—for patients, for staff, for the health of citizens. The common thread that unites all health professional—CARE about health. For a health provider, caring means delivering the best service with compassion and support.

For the leader, caring means ensuring that compassion and support infuses our collective efforts to build a health system that maximizes the potential for universal, efficient, and effective service delivery to all Canadians.

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

■ Develops 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

The mastery of the art of leadership comes with the mastery of the self. Ultimately, leadership development is a process of self-development.

— Kouzes & Posner

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

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, values and reliable, valid evidence to make decisions

■ 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
They hold themselves and others accountable for results achieved against benchmarks and correct the course as appropriate

The shift to a streamlined results-oriented government has required a considerable amount of transformation, presented a number of challenges, and fostered innovations.

— Holtzer & Kloby

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
They 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

Existing roles and functions of decision-makers need to be evaluated to ensure they meet the leadership needs of the new and emerging health care paradigms.

— Briscoe

Distributed Leadership

Do These Capabilities Look the Same for Everyone, Regardless of Role or Formal Position?

Anyone—regardless of their role, or the position occupy in the health system—must be able to lead themselves, engage others, achieve results, develop coalitions, and conduct systems transformation.

Detailed behavioral descriptors for leaders in various parts of the health system will be available on the CHLNet and Leaders for Life websites.

Yes...

For each of the five LEADS domains, 'effectiveness' differs, depending on the context, or arena of action, in which an individual can exert influence.

To create a leadership culture, each person in the system, regardless of position or title, must exercise leadership when it is required. This is distributed leadership.

...And No...

Existing roles and functions of decision-makers need to be evaluated to ensure they meet the leadership needs of the new and emerging health care paradigms.

— Briscoe