The LEADS Collaborative, supported by the College in partnership with CHLNet and Royal Roads University, is made up of those organizations, networks and individuals who have agreed to collaborate and work collectively to support the growing interest in the use of the LEADS in a Caring Environment Framework (LEADS Framework) across Canada.

The partners in the LEADS Collaborative endorse the following principles:
• Quality leadership is fundamental to improving health system performance;
• A common conception of leadership – the LEADS Framework – as validated by research, will unite leaders and organizations in building the leadership capacity needed in Canada;
• Maintaining the research and integrity of the LEADS Framework is fundamental to its use, and for ensuring that appropriate standards and quality of leadership are created through its use; and
• Sustained effort across the health system is required to build the leadership capacity needed in Canada.

The LEADS in a Caring Environment Framework represents the key skills, behaviours, abilities and knowledge required to lead in all sectors and all levels of the health system. It presents a common understanding of what good leadership looks like.

The dimensions of the framework represent the collective wisdom of the current literature on health leadership, leadership development and the capabilities required by leaders dedicated to making meaningful health system change. The framework is informed by, and extends, the work done in the creation of major, progressive leadership frameworks in the public and private health sectors around the world.

A key foundation for the LEADS Framework is CARING – for patients, for staff, for the health of citizens. CARING is the common thread that unites all health leaders. For a health provider, caring means delivering the best and most appropriate service with compassion and support. For the leader, caring means that compassion and support infuse our collective efforts to build a more effective health system.

Caring leaders maximize the potential for universal, efficient and effective service delivery to all Canadians.

Do you need support to develop successful leaders?
The LEADS Collaborative can help develop leaders and maximize the leadership capacity of individuals, organizations and regions.

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Engaging Leaders...

- **Self-motivated 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

- **Collaborative Leaders**
  - 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

- **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

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**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

**Distributed Leadership**

- Do these capabilities apply to all leaders regardless of role or formal position?

**Yes...**

- 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 conduct systems transformation in order to create the Canadian health system of the future.

**...and no...**

- For each of the five LEADS domains, ‘leader effectiveness’ differs, depending on the context in which an individual exerts influence. In different contexts, capabilities differ in expression.
- 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.

“Existing roles and functions of decision-makers need to be evaluated to ensure they meet the leadership needs of the new and emerging healthcare paradigms.”
- Don Briscoe

“The mastery of the art of leadership comes with the mastery of the self. Ultimately, leadership development is a process of self-development.”
- James Kouzes & Barry Posner, *The Leadership Challenge*