

The **LEADS in a Caring Environment** framework embodies the key skills, behaviours, abilities and knowledge required to lead in all sectors of the economy and types of organizations. It fosters a common understanding of what good leadership looks like at all levels.

The dimensions of the framework represent the collective wisdom of current leadership literature and the capabilities required by leaders dedicated to making meaningful organizational change. The framework is informed by, and expands on, major, progressive leadership frameworks around the world.

The LEADS framework enables effective leaders to take responsibility for their own performance and continuous learning, to foster the development of others, to achieve quality results, to actively build coalitions and to create a climate of continuous improvement for organizational renewal. All leaders, regardless of their role, can use the LEADS capabilities to guide their behaviour and actions.

The **LEADS Collaborative**, a partnership between the Canadian College of Health Leaders, the Canadian Health Leadership Network (CHLNet), Royal Roads University and Dr. Graham Dickson, share the mission to develop, support and sustain LEADS-based leadership capacity for organizational transformation. The partners endorse the following principles:

- Quality leadership is fundamental to improving organizational performance;
- A common conception of leadership – the LEADS framework – as validated by research, will unite leaders and organizations in building their leadership capacity;
- 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 sectors, industries and regions is required to build the leadership capacity needed in Canada.

DO YOU NEED SUPPORT
TO DEVELOP SUCCESSFUL
LEADERS?

LEADS Canada can help
develop leaders and
maximize the leadership
capacity of individuals,
organizations and regions.

LEADS LEADERSHIP CAPABILITIES FRAMEWORK

LEADS Canada, operating within the Canadian College of Health Leaders, partners with organizations, networks and individuals across Canada interested in implementing and integrating the LEADS framework. Through LEADS Canada, certified LEADS Consultants offer customized LEADS-based programs and services.

FOR MORE INFORMATION

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The **LEADS in a Caring Environment** capabilities framework is a foundational component of systems transformation. Originally designed for leadership development, it can also be leveraged as an effective change model and culture-resaping tool.



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



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 organizational values to yield effective, customer-centric service

Assess and evaluate

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



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 performance and service delivery



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



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

DISTRIBUTED LEADERSHIP

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

Yes... All leaders – regardless of their position in the organization – must be able to lead themselves, engage others, achieve results, develop coalitions, and effect systems transformation in order to ensure their organizations remain relevant, sustainable and successful.

and No... For each of the five LEADS domains, 'leadership effectiveness' varies, depending on the context in which an individual exerts influence.

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

"Leadership is the capacity to influence self and others to work together to achieve a constructive purpose."

- Graham Dickson

"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