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.

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.

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LEAD SELF

Self-motivated leaders…

Are self aware
They are aware of their own assumptions, values, principles, strengths and limitations

Develop themselves
They actively seek opportunities and challenges for personal learning, character building and growth

Demonstrate character
They modelqualities such as honesty, integrity, resilience, and confidence

Manage themselves
They take responsibility for their own performance and health

LEAD COMPETENCIES

Foster development of others
They support and challenge others to achieve professional and personal goals

Communicate effectively
They listen well and encourage open exchange of information and ideas using appropriate communication media

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

Build teams
They facilitate environments of collaboration and cooperation to achieve results

LEADERSHIP EFFECTIVENESS

ENGAGE OTHERS

Engaging 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

Communicate effectively
They listen well and encourage open exchange of information and ideas using appropriate communication media

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

ENTREPRENEURIAL LEADERSHIP

DEVELOP COALITIONS

Collaborative leaders…

Purposefully build partnerships and networks to create results
They create connections, trust and shared meaning with individuals and groups

Mobilize knowledge
They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system

Demonstrate a commitment to customers and service
They facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service

Navigate socio-political environments
They are politically astute, and can negotiate through conflict and mobilize support

DEVELOP COALITIONS

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

DEVELOP COALITIONS

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

Communicate effectively
They listen well and encourage open exchange of information and ideas using appropriate communication media

Foster development of others
They support and challenge others to achieve professional and personal goals

CONCEPTUAL LEADERSHIP

ACHIEVE RESULTS

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.

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