

My Leadership

BEING. CARING. DOING.



My Leadership

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Every person is expected to be a leader at Capital Health. Regardless of assigned role or formal title, every person who chooses to work, learn, teach and volunteer at our organization has in him or her the capacity to lead oneself and others. Each of us can, as *Our Promise* states, create our reality.

Leadership can mean different things. This document, *My Leadership*, articulates what it means to be a leader at Capital Health by identifying the attributes, capabilities and behaviours we aspire to experience in everyone. To start, it specifies three components that form the basis of exceptional leadership: being, caring and doing.

Each component is defined by statements of attributes or capabilities, which in turn are further defined by expected behaviours. The approach acknowledges that leadership is not a destination but a journey that requires ongoing effort and development: each attribute or capability is examined at different stages, from the behaviours of a core leader through to those of a transformational leader.

How it fits together

The attributes, capabilities and behaviours outlined in *My Leadership* combine to capture the essence of Leadershift – the driving force of the cultural transformation articulated in *Our Promise*. It enables us to challenge the assumption that we are mere observers and powerless in chaotic circumstances. The concept of Leadershift is itself defined as:

“Every person is invited to share their talents, act with passion and purpose, listen deeply, grow relationships, take risks and embrace tension to co-create a world-leading haven for people-centred health, healing and learning.”

My Leadership supports this endeavour. It guides Leadershift development work, performance planning, professional development, recruitment and talent management. From it, we will develop tools to assess how well we are meeting the expectations identified and thereby hold ourselves accountable.

As *My Leadership* helps us keep *Our Promise*, so too does it honour *Our Declaration of Health*, which expresses our beliefs and values. In articulating what it means to be a leader at Capital Health, *My Leadership* seeks to enable us to live up to the commitment of *Our Declaration*. It is worth noting that both, at their core, are about people caring for people.

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My leadership at Capital Health is vital to the people I care for, those I work with and the community in which I live. As I teach and learn, my leadership is essential to the future of our health care system and to future generations. Knowing this, I am purposeful in *being*, *caring* and *doing* as I dedicate myself to becoming the best leader that I can be.

These components form the basis of exceptional leadership capabilities at Capital Health:

BEING requires me to:

- be fully present, open and available to others
- cultivate self-knowledge
- demonstrate self-management
- exhibit character: integrity, courage and resilience
- enable others to learn, grow and contribute meaningfully
- embrace the future with hope, joy and confidence

CARING requires me to:

- listen deeply
- build open, honest and trusting relationships
- respect the dignity of all persons, treating each with compassion and fairness
- inspire and encourage a dedication to health
- communicate effectively with a wide variety of stakeholders

DOING requires me to:

- align actions to *Our Promise* and to rapidly changing environments
- lead change consistent with organizational values and a commitment to health
- demonstrate a commitment and vigilance to safety for the sake of health
- hold myself and others accountable for results, mindful of my role as a public steward
- manage resources responsibly, creatively and with a focus on quality improvement
- build and develop effective teams, partnerships, coalitions and networks
- navigate socio-political environments successfully to improve service to our community

Be fully present, open and available to others

CORE LEADER		TRANSFORMATIONAL LEADER
Is available to interact with others at regularly scheduled times. Listens and responds to questions as appropriate.	Maintains open-door policy and is willing to listen to others. Shows interest in others' ideas, thoughts and feedback. Asks questions to ensure understanding.	Seeks out opportunities to interact with others. Invites others' ideas, thoughts and feedback. Engages in dialogue. Asks questions to stimulate thought.

Cultivate self-knowledge

CORE LEADER		TRANSFORMATIONAL LEADER
Participates in required training and development activities. Shows awareness of own effect on other people.	Takes advantage of opportunities for self improvement. Understands the impact of own behaviour on others and changes behaviour based on feedback.	Plans for self-improvement, e.g., sets goals, identify means. Seeks out, reflects on, learns from feedback. Identifies, talks about personal values and influence on behaviour and decision-making.

Demonstrate self-management

CORE LEADER		TRANSFORMATIONAL LEADER
Shows restraint and is able to respond appropriately to stressful circumstances.	Works well under pressure and is able to achieve goals when under ongoing stress. Remains calm in stressful circumstances.	Is self-aware but focused on others and mission/task. Creates opportunities for self-care (own and others) and models/assists others in self-awareness behaviours. Is resilient.

Exhibits character: integrity, courage and resilience

CORE LEADER		TRANSFORMATIONAL LEADER
Is honest, acts consistently, accepts and implements organizational decisions in good faith.	Speaks up for personal beliefs even if unpopular. Challenges inaccurate or misleading statements by others.	Does the right thing, tells the truth even when it is difficult. Admits mistakes and forgives. Takes actions consistent with what s/he says.

Enable others to learn, grow and contribute meaningfully

CORE LEADER		TRANSFORMATIONAL LEADER
Establishes clear expectations for performance and scope of decision-making. Allows others to make decisions as appropriate.	Invites others to participate in decision-making. Coaches, teaches and advises to enhance others' ability to participate.	Establishes the expectation that others will participate in decision-making. Mentors individuals. Encourages creativity and innovation.

Embrace the future with hope, joy and confidence

CORE LEADER		TRANSFORMATIONAL LEADER
Creates a workplace that incorporates fun and laughter. Values the contributions of individual members.	Talks optimistically about the organization and the future. Recognizes achievement. Explains individual roles in, and contributions to, the "big picture."	Articulates a clear vision of what can be achieved. Communicates with enthusiasm and passion a sense of purpose that connects to the organization's mission and future.

Listen deeply

CORE LEADER		TRANSFORMATIONAL LEADER
<p>Listens carefully, without prejudging, to the content of the message, asks questions to clarify, checks understanding.</p>	<p>Engages in active listening, pays attention to message content, emotional tone and non-verbal cues. Paraphrases, reflects emotions.</p>	<p>Engages in responsive dialogue. Encourages sharing of information and feelings. Follows up and builds on communication to create shared understanding.</p>

Build open, honest and trusting relationships

CORE LEADER		TRANSFORMATIONAL LEADER
<p>Demonstrates consistent and unbiased decision-making. Follows through on commitments. Explains rationale for decision-making.</p>	<p>Recognizes individual strengths, weaknesses and characteristics. Builds personal relationships by appropriate use of self-disclosure. Displays interest in lives of others.</p>	<p>Provides a safe place for others. Encourages innovation by demonstrating unwavering support. Trusts others and is able to ask for their support when needed.</p>

Respect the dignity of all persons, treating each with compassion and fairness

CORE LEADER		TRANSFORMATIONAL LEADER
<p>Makes an effort to get to know others. Demonstrates a lack of bias in decision-making. Values privacy and confidentiality.</p>	<p>Looks out for the interests of others. Ensures all aspects of fairness, including in relationships and processes.</p>	<p>Considers individual needs and circumstances. Seeks out opportunities to assist others.</p>

Inspire and encourage a dedication to health

CORE LEADER		TRANSFORMATIONAL LEADER
<p>Explicitly considers the health implications in making decisions regarding staff, patients, clients and others.</p>	<p>Actively promotes a commitment to health. Connects daily tasks to a bigger picture of health. Tells stories that exemplify commitment to health.</p>	<p>Presents a clear vision of the importance of health. Maintains a focus on health and how our work affects both patients/clients and care providers. Understands and communicates the role of individuals in promoting and maintaining health.</p>

Communicate effectively with a wide variety of stakeholders

CORE LEADER		TRANSFORMATIONAL LEADER
<p>Is able to communicate effectively with different groups. Adapts language to ensure understanding.</p>	<p>Stays connected to different groups within, and outside of, Capital Health. Accesses information and resources as needed.</p>	<p>Builds and maintains a wide network of contacts. Shares knowledge. Understands and communicates the “big picture” of Capital Health operations.</p>

Align actions to *Our Promise* and to rapidly changing environments

CORE LEADER		TRANSFORMATIONAL LEADER
Takes action consistent with the mission. Accepts that risk and change are part of organizational life.	Works with various groups to resolve the needs of staff, patients/clients and others. Considers full range of potential outcomes. Balances organizational and logistical needs with flexibility and agility. Seeks to reassess goals as necessary.	Focuses on developing and advancing organizational mission. Anticipates events and their effect on mission/tasks. Works with others to resolve conflicting priorities for the organization's good.

Lead change consistent with organizational values and a commitment to health

CORE LEADER		TRANSFORMATIONAL LEADER
Understands and supports organizational values. Demonstrates support for and participates in opportunities for change.	Promotes and models a commitment to health. Espouses organizational values and assists others in recognizing their contribution and importance. Facilitates ongoing development of organizational values.	Seeks transformative growth for the organization. Creates change through purposeful questioning, active prioritizing, coalition building and equitable resource allocation. Is focused on becoming a world-leading health-care provider.

Demonstrate a commitment and vigilance to safety for the sake of health

CORE LEADER		TRANSFORMATIONAL LEADER
Recognizes that the safety of patients/clients, staff, volunteers, learners and the public is vital to achieving optimal health. Unfailingly considers safety in every action and decision taken. Takes the opportunity to learn about safety whenever available.	Understands that tensions between needs may arise and works constructively with those affected to resolve conflicts. Create opportunities and the conditions for self and others to learn about improving safety.	Articulates a clear vision and inspires a strong culture of safety that contributes to the health of patients/clients, staff and others.

Hold myself and others accountable for results, mindful of my role as a public steward

CORE LEADER		TRANSFORMATIONAL LEADER
Aligns behaviour with leader expectations and formal system of accountability. Facilitates open and safe conversations. Creates conditions for collaborative decision-making. Answers questions, plans and documents processes to achieve outcomes.	Sets and checks priorities related to organizational outcomes. Actively challenges one's own and others' actions and expectations. Solicits peer feedback. Admits mistakes and works to forgive self and others. Actively assesses utility of rules and works to find creative and useful solutions.	Seeks out best practices and innovative solutions. Values stewardship role and demonstrates commitment through facilitation of collaborative, multi-departmental teams. Develops and recalibrates big-picture goals related to organizational outcomes. Actively seeks and implements solutions for systemic issues.

Doing continued...

Manage resources responsibly, creatively and with a focus on quality improvement

CORE LEADER		TRANSFORMATIONAL LEADER
Complies with existing policies and standards. Allocates money, space and other resources in proportion to responsibility and authority.	Focuses on the collective good. Understands responsibility of public trusteeship/stewardship. Recognizes and pursues opportunities to increase or better manage existing resources.	Initiates dialogue with internal and external stakeholders to determine effective allocation and use of resources. Initiates processes (e.g., quality improvement) for effective allocation and use of resources.

Build and develop effective teams, partnerships, coalitions and networks

CORE LEADER		TRANSFORMATIONAL LEADER
Understands the value of a team. Provides equitable guidelines and consequences. Is open to other points of view. Recognizes own strengths and weaknesses. Attends team-building events.	Invites others to participate in teams and in decision-making. Connects people. Trusts others to make good decisions. Creates opportunities for and encourages attendance at team-building events. Seeks to move from “expert” to steward.	Engages organizational leaders to “think like a system, work like a team.” Focuses on system development and creates opportunities for collaboration and co-operation within and across organizations.

Navigate socio-political environments successfully to improve service to our community

CORE LEADER		TRANSFORMATIONAL LEADER
Is aware of the political nature of health care. Recognizes that decisions may be affected by concerns not directly related to the task at hand or by other interests.	Involves members of various organizational units to track and improve service delivery. Works to facilitate best-case outcomes. Focuses on skills, not job titles. Understands that multiple agendas may co-exist.	Acknowledges and addresses the agendas of varied stakeholders and works with them to define and achieve a clear vision of health and health care. Builds network of contacts within Capital Health and with other stakeholders to advance mission. Recognizes the importance of population health issues and works with others to address the social determinants of health.