



LEAD SELF DOMAIN:

This domain focuses on the capabilities of self-leadership. Components of self-leadership include personal values and beliefs, assumptions, emotional intelligence, one’s moral compass, self-control and attributes of problem-solving. Lead self is often referred to as “leadership at home”.

LEADERSHIP CAPABILITY	No opinion N/O	Developing level 1	Mature level 2	Distinguished level 3	Mastery level 4	Referee Ranking
Self-aware You are aware of your own assumptions, values, principles, strengths and limitations. <i>(Applicant provides content)</i>						
Manage oneself You take responsibility for your own performance and health. <i>(Applicant provides content)</i>						
Develop oneself You actively seek opportunities and challenges for personal learning, character building and growth. <i>(Applicant provides content)</i>						
Demonstrate character You model qualities, such as honesty, integrity, resilience and confidence. <i>(Applicant provides content)</i>						

REFEREE FEEDBACK — LEAD SELF DOMAIN

Referee comments: Please provide your comments about the candidate's capability related to the Lead Self domain. If your ranking differed from the candidate's for any one of the attributes above, please describe why.

- Throughout Dr. X's medical and leadership career, he has consistently articulated his own values, assumptions and beliefs in his practice
- Dr. Y has developed and articulated a personal vision/mission statement to express her commitment to the personal, organizational and system changes required to move our Canadian health system forward.
- Not personally aware of what Dr. X does to develop himself personally. I have observed that he considers events from an ethical perspective.
- Agree wholeheartedly with Dr. X's self-assessment -- nothing to add.

ENGAGE OTHERS DOMAIN:

This domain focuses on the capabilities leaders use to engage and connect others to each other and to organizational imperatives. They do this by fostering learning, emphasizing health and wellness, building inter-professional teams and communicating effectively to engage others in collective organizational action.

LEADERSHIP CAPABILITY	No opinion N/O	Developing level 1	Mature level 2	Distinguished level 3	Mastery level 4	Referee Ranking
<p>Foster the development of others You support and challenge others to achieve professional and personal goals. <i>(Applicant provides content)</i></p>						
<p>Contribute to the creation of healthy organizations You create engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities. <i>(Applicant provides content)</i></p>						
<p>Communicate effectively You listen well and encourage open exchange of information and ideas using appropriate communication media. <i>(Applicant provides content)</i></p>						
<p>Build teams You facilitate environments of collaboration and cooperation to achieve results. <i>(Applicant provides content)</i></p>						

REFeree FEEDBACK — ENGAGE OTHERS DOMAIN

Referee comments: Please provide your comments about the candidate’s capability related to the Engage Others domain. If your ranking differed from the candidate’s for any one of the attributes above, please describe why.

- Dr. X has encouraged direct reports to develop personal learning plans based on their development needs relative to their performance reviews and expects them to complete those plans. Dr. X is currently mentoring two aspiring managers — one in my department and one in another department in my health authority.
- Dr. Y is a member of a high-level policy group within our health authority — established under the auspices of HR — that is aimed at developing policies (through engagement of staff) to enhance wellness, safety and work flexibility initiatives across the authority and to ensure appropriate measures are in place to protect employees from physical and/or emotional damage.

- Dr. Y established a family practice inpatient unit based on team management with nurse practitioners, which was a first developed at the university hospital and which later grew as an effective model in all our regional hospitals.

ACHIEVE RESULTS DOMAIN:

As the only outcome domain, this represents the “results” focus of personal and strategic leadership. Goal-oriented leaders “are accountable for managing the resources of the organization to achieve results”. They create strategic focus and measure performance to ensure that the organization uses its resources efficiently and effectively.

LEADERSHIP CAPABILITY	No opinion N/O	Developing level 1	Mature level 2	Distinguished level 3	Mastery level 4	Referee Ranking
<p>Set direction You inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes. <i>(Applicant provides content)</i></p>						
<p>Strategically align decisions with vision, values and evidence You integrate organizational missions, values and reliable, valid evidence to make decisions. <i>(Applicant provides content)</i></p>						
<p>Take action to implement decisions You act in a manner consistent with organizational values to yield effective, efficient public-centred service. <i>(Applicant provides content)</i></p>						
<p>Assess and evaluate You measure and evaluate outcomes. You hold yourself and others accountable for results achieved against benchmarks and correct the course as appropriate. <i>(Applicant provides content)</i></p>						

REFeree FEEDBACK — ACHIEVE RESULTS DOMAIN

Referee comments: Please provide your comments about the candidate’s capability related to the Achieve Results domain. If your ranking differed from the candidate’s for any one of the attributes above, please describe why.

- Dr. X encourages active involvement of physicians and other clinicians in their area of responsibility by employing exercises dedicated to creating and understanding our health authority’s vision and strategic priorities.
- With Dr. Y’s support, the senior executive team has adopted a practice in which all proposals submitted must outline the options for decision-making and show the impact of those options on the organizational values of compassion, respect and accountability. Again, this has been adopted in two other health authorities.
- Dr. Y has championed the use of the balanced scorecard approach in our health authority to monitor achievement of our strategic priorities in the region and, in particular, to our quality and safety initiatives.

DEVELOP COALITIONS DOMAIN:

This process domain embodies the capabilities used in building relationships at a strategic level through the creation of partnerships and networks to achieve results.

LEADERSHIP CAPABILITY	No opinion N/O	Developing level 1	Mature level 2	Distinguished level 3	Mastery level 4	Referee Ranking
<p>Purposefully build partnerships and networks to achieve results You create connections, trust and shared meaning with individuals and groups. <i>(Applicant provides content)</i></p>						
<p>Demonstrate a commitment to customers and service You facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service. <i>(Applicant provides content)</i></p>						
<p>Mobilize knowledge You employ methods to gather intelligence, encourage open exchange of information and use quality evidence to influence action across the system. <i>(Applicant provides content)</i></p>						
<p>Navigate socio-political environments You are politically astute. You negotiate through conflict and mobilize support. <i>(Applicant provides content)</i></p>						

Referee comments: Please provide your comments about the candidate’s capability related to the Develop Coalitions domain. If your ranking differed from the candidate’s for any one of the attributes above, please describe why.

- Dr. X led the exploration of “quality as a business strategy” for our region and two other regions in our province and sits on the Provincial Quality and Safety Council committee on Standards.
- Dr. Y was responsible, as part of our strategic planning effort, for engaging the region’s Medical Advisory Group and for helping to shape and endorse the plan; also brokered the support of the provincial association.
- Our initiatives re quality and patient safety are informed by the formal partnerships we have developed with the Canadian Patient Safety Institute and the Centre for Innovation at the Faculty of Health Sciences at the local university. These partnerships are aimed at facilitating an exchange of knowledge and expertise re cutting edge research on quality and patient safety and on how best to implement such programs.

SYSTEMS TRANSFORMATION DOMAIN:

This process domain embodies the set of capabilities leaders employ to address change in both small and large systems. These strategic capabilities are often referred to as “leadership at a distance”.

LEADERSHIP CAPABILITY	No opinion N/O	Developing level 1	Mature level 2	Distinguished level 3	Mastery level 4	Referee Ranking
<p>Demonstrate systems/critical thinking You 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. <i>(Applicant provides content)</i></p>						
<p>Encourage and support innovation You create a climate of continuous improvement and creativity aimed at systemic change. <i>(Applicant provides content)</i></p>						
<p>Orient oneself strategically to the future You scan the environment for ideas, best practices and emerging trends that will shape the system. <i>(Applicant provides content)</i></p>						
<p>Champion and orchestrate change You actively contribute to change processes that improve health service delivery. <i>(Applicant provides content)</i></p>						

Referee comments: Please provide your comments about the candidate's capability related to the Systems Transformation domain. If your ranking differed from the candidate's for any one of the attributes above, please describe why.

- Dr. X is actively engaged in strategic planning for the hospital. At executive team meetings, he consistently and respectfully insists on examining the impact of major changes, e.g., budget cuts, new initiatives, from the perspective of stakeholders in our region, patients and, of course, our community interface.
- In his previous career as medical director of the orthopedic unit in my hospital, he championed a project to coordinate and rationalize services with another hospital in our region.
- On occasion, other managers throughout the organization have sought advice from Dr. Y on how to promote a climate of change and innovation. Dr. Y supports and encourages management staff to propose innovative ideas for consideration and to solicit ideas from their staff.
- Throughout Dr. Y's career, she has taken numerous courses on how to conduct change; most recently courses from IHI re "large-scale change." She regularly champions the use of tools such as LEAN and Six Sigma to "challenge" existing clinical practices. She advocates and participates in methods that support their implementation and that give managers and staff a voice in the change process.