LEADS in a Caring Environment (LEADS) is the organizing model for leadership development at Nova Scotia Health Authority, and our standard for measuring leadership expectations and accountabilities.

The LEADS framework has twenty capabilities with measurable, observable behaviours, organized into five intuitive domains. This evidenced-based, by-health-for-health framework will help all of us learn skills to Lead Self, Engage Others, Achieve Results, Develop Coalitions, and ensure Systems Transformation.

These behaviours represent what good leadership in health care looks like, and will be required of all of us as we learn to think and act as one health system.

**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.

**ENGAGE OTHERS**

*Engaging leaders:*

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

- **Contribute to the creation of a healthy organization**
  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.
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 the organizational values to yield effective, efficient public-centred service.

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

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.

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 health service delivery.

LEARN MORE
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