

# LEADING YOUR TEAM



## Developing your Leadership Competencies

# Traditional Territories Acknowledgement

The Winnipeg Health Region provides services to all nations on the traditional and ancestral lands of the Anishinaabeg, Ininiwak, Anishinewak, Dakota-Oyate, Dene, Inuit, and the national homeland of the Red River Métis. Treaties were created with the First Nations and include past, present, and future inhabitants, so we are all treaty people. Winnipeg Health Region serves those on Treaty 1 and Treaty 5 lands. We acknowledge the five Dakota communities in Manitoba that are not signatories to any treaties with Canada. We acknowledge that Winnipeg takes its drinking water from Shoal Lake 40 First Nation. We acknowledge that the acts of colonization which are part of our history have caused deep, lasting harm, which continues today. We commit ourselves, in a good way, to learning about truth and reconciliation, promote healing, and creating a better future for all.

# Introductions

Please share your:

- Name
- Position
- Location



# Learning Objectives

By the end of this workshop, you will be able to:

- Explain the concept of Leadership
- Summarize the Performance Development model
- Describe the *LEADS in a Caring Environment* leadership capabilities framework
- Onboard new employees to your team in a thoughtful and effective manner

# Why is Leadership Important?

*“People don’t quit their companies. They quit their managers.”*

*“It’s precisely the human connection between leaders and constituents that ensures more commitment.”*

(Kouzes & Posner)





# Management vs Leadership

What is the difference between management and leadership?

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# Management vs Leadership

## Manager's Tasks:

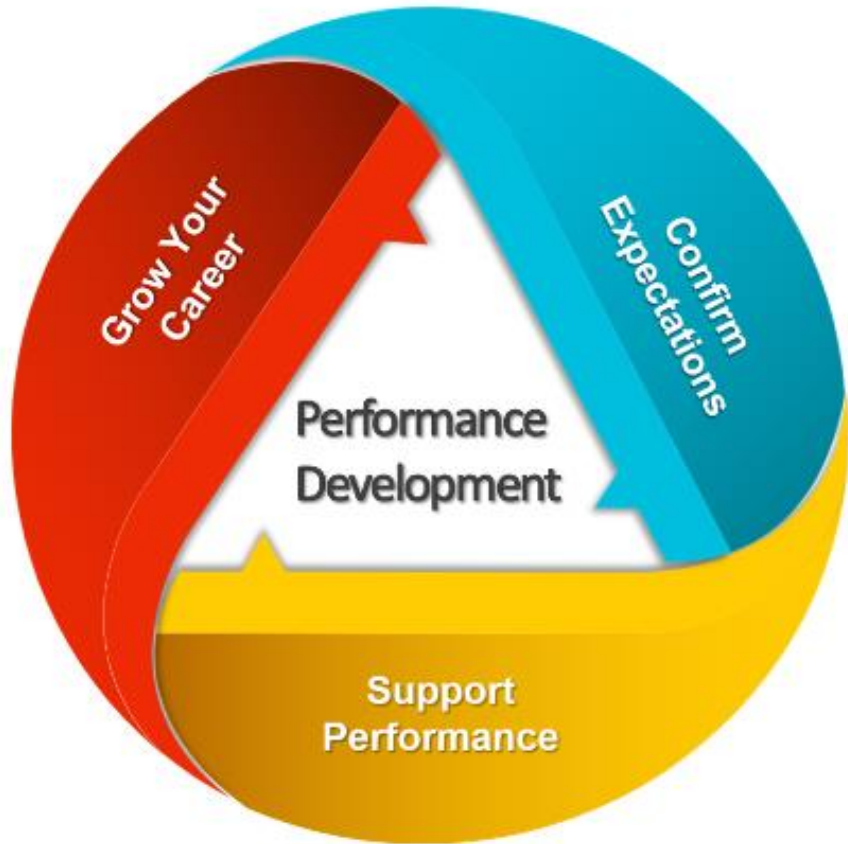
- Administer
- Maintain stability
- Schedule
- Focus on structure
- Short range view
- Ask how and when
- Eye on the bottom line
- Do things right

## Leader's Role:

- Innovate
- Develop
- Focus on systems
- Inspire trust in people
- Long-range perspective
- Ask what & why
- Eye on the horizon
- Do the right things

(Warren Bennis, 1989 classic *On Becoming a Leader*)

# Performance Development



**Performance development** is a strength-based and engagement-focused partnership that empowers staff to reach their full potential.

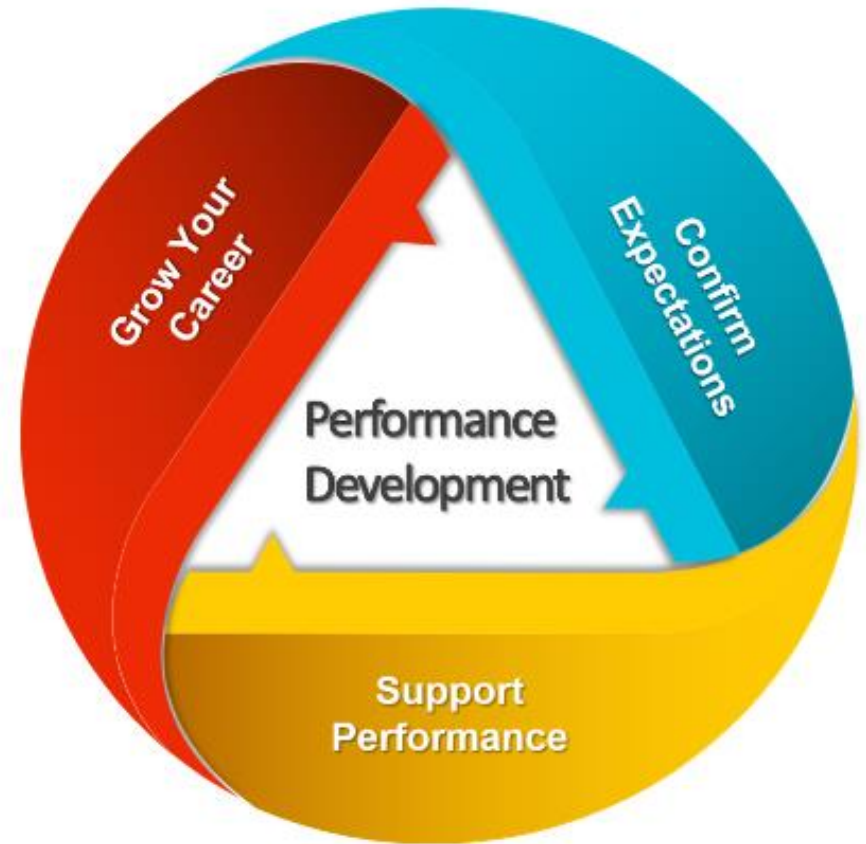
This is a three-fold relationship between the employee, the manager, and the organization.



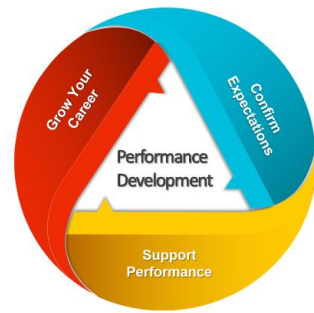
# Performance Development

## Performance

**Development** is designed to build positive manager-employee interactions where communication feels **encouraging, purposeful, and forward-focused**. The model includes three components.

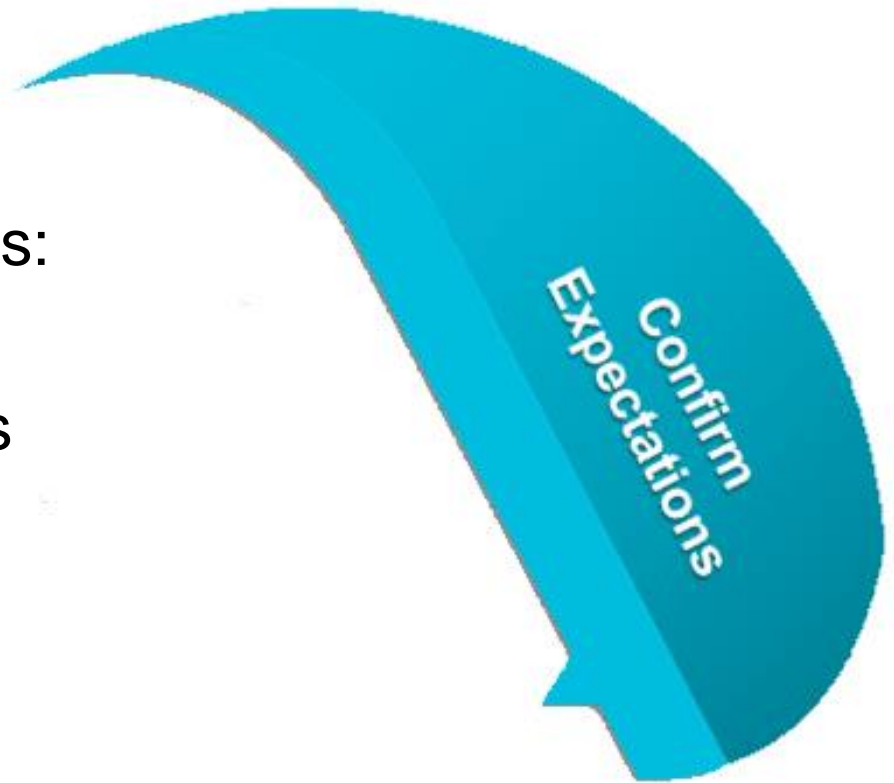


# Confirm Expectation

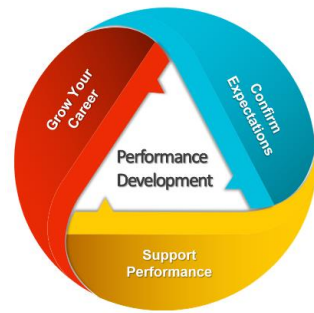


## **Confirm Expectations** includes:

- Setting expectations
- Communicating expectations
- Ensuring accountability



# Support Performance

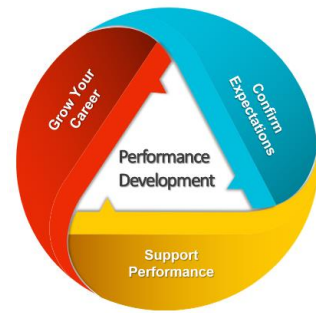


## **Support Performance** includes:

- Coaching and feedback
- Performance conversations
- Recognition and appreciation
- Attendance management
- Progressive discipline



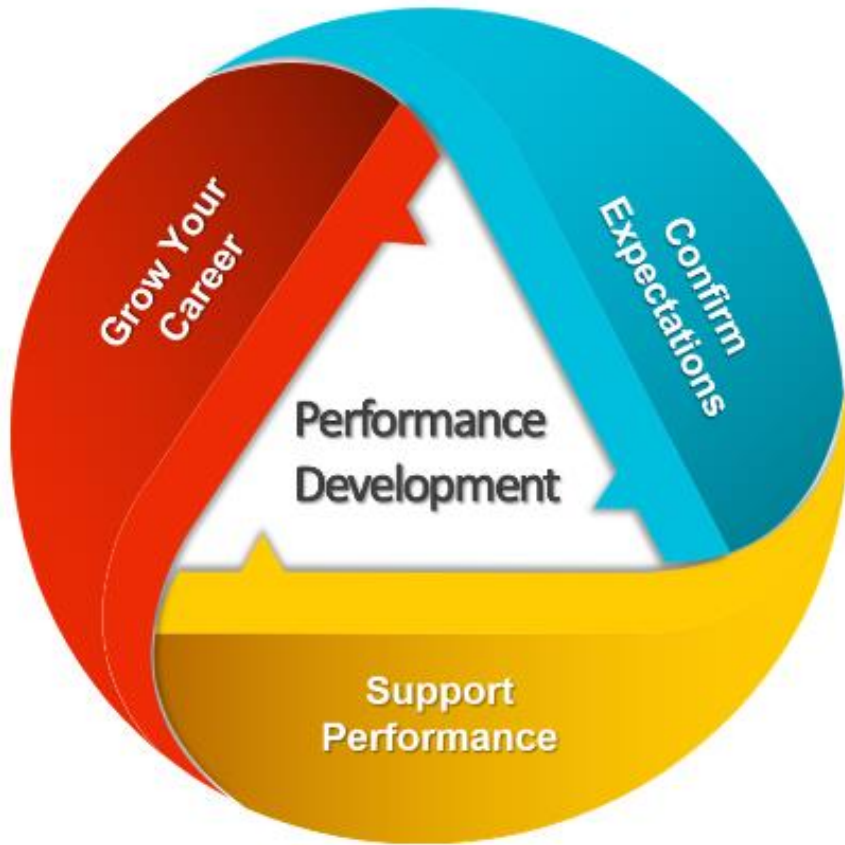
# Grow Your Career



## Grow Careers includes:

- Ongoing learning
- Career development

# Performance Development



The components of the **Performance Development model** occur simultaneously as you support your employees.

**All parties benefit** from the components of the model.

**All parties have a responsibly** in implementing the components of the model.

# Benefits of Performance Development

For **Employees**, the performance development approach leads to:

- Greater comfort and direction
- Control to steer one's own performance and growth
- Increased confidence
- Stronger sense of purpose
- Increased ability to solve problems
- Higher levels of engagement





# Benefits of Performance Development



For **Managers**, the performance development approach leads to:

- Positive team dynamics
- Attainment of team and department goals
- Build new knowledge, skills
- An inclusive team climate
- Higher engagement

# Benefits of Performance Development

For the **Organization**, the performance development approach leads to:

- Better results
- Higher quality care and health outcomes
- Accountability in action
- Increased employee engagement
- Informed planning



# Your Roles and Responsibilities

**Manager's roles and responsibilities** are to:

- Communicate job responsibilities, performance standards
- Communicate organizational goals and priorities
- Provide ongoing coaching and feedback
- Remove barriers to good performance
- Monitor, document, and ensure accountability
- Express appreciation for accomplishments
- Promote continuous improvement and ongoing learning
- Foster a positive climate of respect and inclusion

# Confirm Expectation

Boot Camp sessions that relate to this component include:

- Leading Your Team
- Fostering Cultural Safety
- Progressive Discipline
- Building a Culture of Safety
- ASAP
- Respectful Workplace
- Privacy



Confirm  
Expectations

# Support Performance

Boot Camp sessions that relate to this component include:

- Fostering Cultural Safety
- Progressive Discipline
- Building a Culture of Safety
- ASAP
- Day in the Life Panel
- Tools for Engagement
- Financial Management
- Respectful Workplace
- Duty to Accommodate
- Privacy



# Grow Your Career

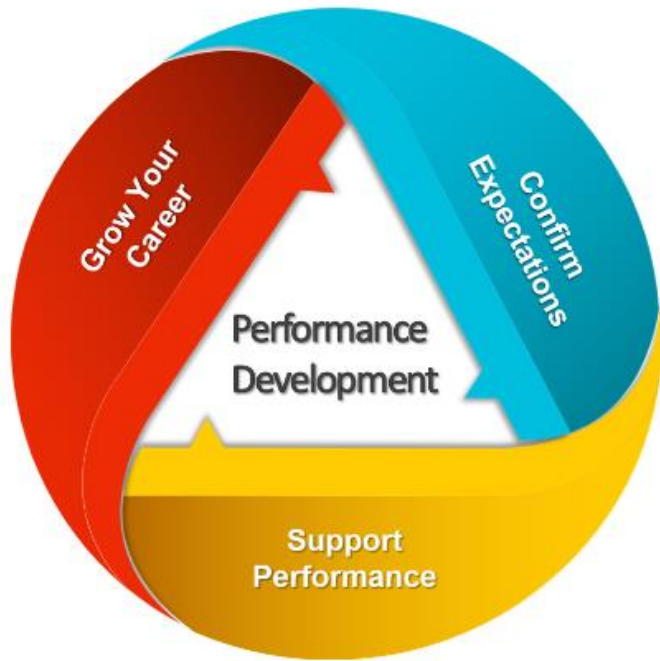


Boot Camp sessions that relate to this components include:

- Leading Your Team
- Day in the Life Panel
- Tools for Engagement
- Foundations of Leadership/  
Teach Back



# Additional Resources



For more information, complete the 30-minute online course in the LMS:

## **Performance Development: Partnering for Success**





## LEAD SELF

Self-motivated leaders...

Are self aware

Manage self

Develop self

Demonstrate character



## ENGAGE OTHERS

Engaging leaders...

Foster development of others

Contribute to the creation of healthy organizations

Communicate effectively

Build teams



## ACHIEVE RESULTS

Goal-oriented leaders...

Set directions

Strategically align decisions with vision, values and evidence

Take action to implement decisions

Assess and evaluate



## DEVELOP COALITIONS

Collaborative leaders...

Build partnerships and networks to create results

Demonstrate a commitment to customers and service

Mobilize knowledge

Navigate socio-political environments



## SYSTEMS TRANSFORMATION

Successful leaders...

Demonstrate systems/critical thinking

Encourage and support innovation

Orient self strategically to the future

Champion and orchestrate change

# What is Leadership?

Leadership is:

“...the capacity of an individual or group to influence people to work together to achieve a constructive purpose.”

Dickson, Graham & Tholl, Bill. (2014) Bringing Leadership to Life in Health: LEADS in a Caring Environment - A New Perspective.

# Guiding Principles of



LEADS is founded on the principles that Leadership:

- is a learnable skill
- is distributed
- happens at the individual and organizational levels
- needs to adapt and perform in dynamic organizations and unfamiliar circumstances

# Learning



In your group, review the key points for the LEADS domain you were assigned. Prepare a 3-minute presentation where you:

- Summarize the four capabilities
- Identify ways you can demonstrate those capabilities in your role

When presenting, groups can use the prepared summary slide for their domain or create their own visuals to share.





# 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 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



# 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

# WHR Capabilities Framework



Winnipeg Regional Health Authority  
Office régional de la santé de Winnipeg

## Winnipeg Health Region Capabilities Framework with Behavioural Descriptors

Based on LEADS in a Caring Environment Framework  
June 2024 – V1.0

Key behaviours are identified for each capability at four levels of complexity.





# Additional Resources



## LEAD SELF

Self-motivated leaders...



## ENGAGE OTHERS

Engaging leaders...



## ACHIEVE RESULTS

Goal-oriented leaders...



## DEVELOP COALITIONS

Collaborative leaders...



## SYSTEMS TRANSFORMATION

Successful leaders...

For more information, complete the online course in the LMS:

## Introduction to LEADS in a Caring Environment

## Unlocking Potential through the Winnipeg Health Region Capability Framework

# New Employee Orientation



## Welcome Page

Easily accessible info:

- Onboarding & HR
- Required training
- First day supports
- Employee support
- Staff perks & discounts



## Course Bundles

- Foundational Bundle for all new staff
- Role-based bundles

Accessed through the LMS. Course completion reports are available through SAP.



## “In-Person” Orientation

(virtual until further notice)

- Introduces the Mission, Vision and Values,
- Allows staff to explore fit and contributions to the organization, and
- Welcomes new staff.

**NEO21 – New Onboarding Program for WRHA**

# What questions do you have?



# Contact Us

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