



Ontario Shores  
Centre for Mental Health Sciences

# Leveraging Investment in Leadership Development

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# What we want to do today

Demonstrate how internal and external promoters of leadership development can work together with leaders and leadership aspirants to identify and advance leadership programming for an organization.

# Background

- **Ontario Shores is serious about leadership development.**
    - Had invested in several different initiatives to promote the growth of leaders at various levels in the corporation.
    - Had supported nearly 40 established and emerging leaders to attend DWNHLI.
  
  - **DWNHLI facilitators have long believed** organizations like Ontario Shores – which have sent participants to the Institute over time – **should be able to get more benefit** than just the growth of individuals, by harnessing the power of ‘critical mass’.
  
  - **Both were aware**
    - Consistent very positive evaluations from participants
    - Anecdotal and research evidence supported the impression that growth in leadership skill by individual participants had occurred.
- ⇒ **Both believed that it should be possible to leverage** the Organization’s investment in the Institutes even further.

# Discussions with Barb Mildon

... led to a design that brought together Institute alumni with Ontario Shores educators and senior leaders to

1. Identify and celebrate benefits, which the Ontario Shores had already gained from its involvement with the Institute;
2. Conduct an Appreciative Inquiry of current leadership development activities at Ontario Shores;
3. Identify and prioritize future leadership development activities which might be undertaken; and
4. Develop preliminary action plans to advance these initiatives.

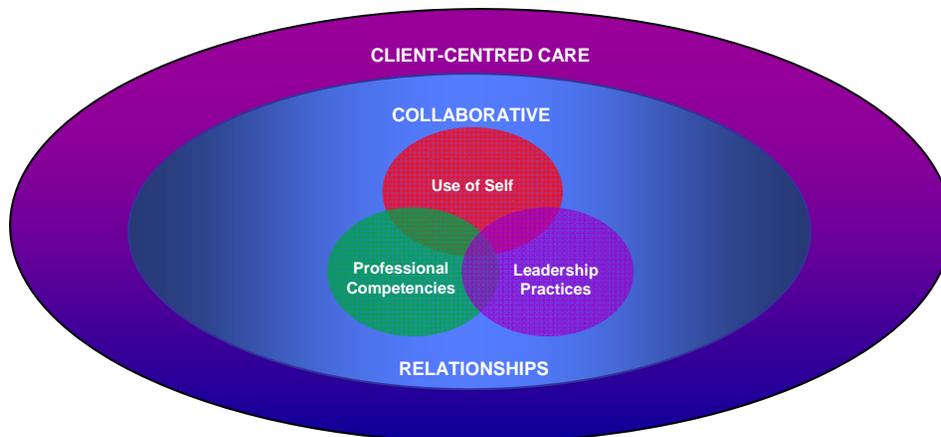


***A workshop and exercises were designed to achieve these ends***



# DWNHLI Highlights

- **Conceptual framework**
  - Leadership Practices
  - Use of Self
  - Professional Competencies
  - Collaborative Relationships
  - Client-Centred Care
- **Change initiative**
  - Being Strategic
  - Engaging People
  - Managing the Project
- **Personal development**
  - Myers Briggs
  - LPI-Self
  - EI Assessment
  - Planning Workbook



# DWNHLI Benefits Identified by Ontario Shores Participants - Personal

1. Growth in leadership knowledge and use of self
2. Appreciation for investment in me as a leader
3. Reinforced, refreshed, reenergized my leadership knowledge and skill and provided a call to action for further personal growth
4. It was empowering to know that I would be able to change something.



# DWNHLI Benefits identified by Ontario Shores Participants - Organization

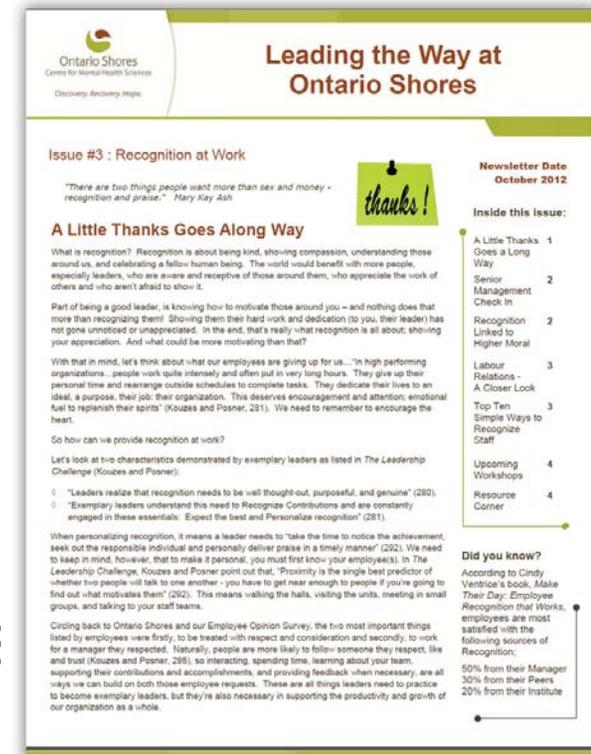
- ❑ The broader external networks brought specialized knowledge and experience into the organization.
- ❑ Some of the successful projects spread and migrated and improved the models of service.
- ❑ Leaders can attend DWNHLI together from different disciplines ... this strongly supports networking, broadens communication skills, and enhances cross functional projects.
- ❑ Professionals at Ontario Shores are now being more deliberate in using helpful frameworks, and this is improving project success.
- ❑ Influenced hiring practices and what leaders look for in interviewing for new





# Ontario Shores Leadership Supports

- ❑ Leading Change
- ❑ Leading Edge
- ❑ Annual Management Retreats
- ❑ Special Training Events & Worksh
- ❑ Coaching Initiative
- ❑ All Managers Forums
- ❑ Leading the Way – Ontario Shores Leadership Newsletter
- ❑ External Conferences & Workshops



# Appreciative Inquiry of Current Leadership Development Activities

- Introduction & Overview of AI
- AI Exercise – Key Questions
  1. *What are we doing well relative to inviting, developing and supporting leaders at Ontario Shores?*
  2. *What could we do more of, to invite, develop and support leaders?*
  3. *What additional leadership development activities would we like to see Ontario Shores undertake?*
  4. *What challenges do we need to overcome to ensure leadership development plans & activities are progressing well at Ontario Shores?*

# Ideas for Enhancing Leadership Development (from other DWNHLI participants)

## □ Leveraging DWNHLI Learning

- Adopt DWNHLI leadership framework as corporate leadership framework
- Create an in-house program incorporating DWNHLI elements
- Build K&P competencies into job descriptions and performance appraisals



# Ideas for Enhancing Leadership Development

## □ Leveraging DWNHLI Learning

(cont'd)

### ■ Individual Leaders' Development/ Succession Planning

- Support & provide opportunities to those who have already attended
- Use LPI 360° as basis for focused mentoring & development of emerging leaders
- Use DWNHLI attendance strategically to strengthen mentoring & advance corporate priorities



# Ideas for Enhancing Leadership Development

- **Leveraging DWNHLI Learning** (cont'd)
  - **Leading & Sustaining Change**
    - Get best outcomes from project assignments
    - Use Change Leadership Framework & exercises as standard approach to projects



# Focusing & Prioritizing Ideas for Furthering Leadership Development at Ontario Shores

- ❑ Six ideas identified & voted upon
- ❑ # 1 priority (with twice as many votes as next choice): *Embrace Kouzes & Posner's Five Practices as the Interprofessional Leadership Framework for Ontario Shores*
- ❑ High-level Action Plan developed

# Proposed Action Plan

1. Identify who will own this initiative (team of 3 suggested)
2. Identify a member of the Senior Management Team who is willing to serve as executive sponsor
3. Do the research, looking at what others are doing
4. Articulate competencies for each level of leader based on the Five Practices
5. Educate all staff regarding the five K & P Practices, and the importance of this framework for Ontario Shores
6. Incorporate use of the Five Practices in critical processes throughout the organization

# Progress

- ❑ Ontario Shores is in the process of adopting a leadership framework ... Currently we are working with the K&P model, the LEADS Framework and our Organizational Values
- ❑ Our next step is to present the framework to our leadership group at our annual management meeting Feb 28, 2013
- ❑ We have started initiating a Change Management framework and we are including the introduction of a Training Plan



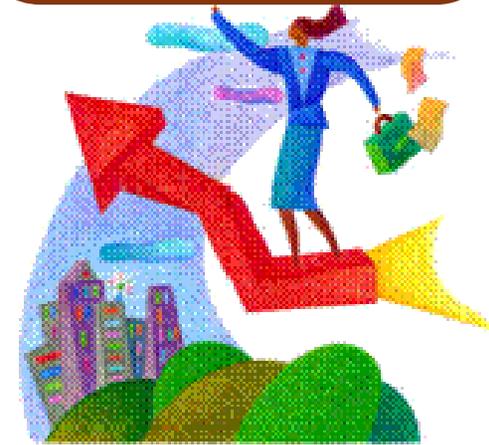
Work in  
progress!!

check back soon...

# Progress

- ❑ We have incorporated the DWNHLI project framework into our Leading Edge program.
- ❑ We have extended our Coaching support to the leadership team for another year.

Leading Edge



*Building competencies for success in an increasingly challenging and complex health care environment*