



**LEADERSHIP  
DEVELOPMENT**  
Canada and Bermuda Territory

## OUR LEADERSHIP CAPABILITIES FRAMEWORK

What is the LEADS Capability Framework?  
Put simply, it is a description of the ingredients essential for good leadership. It's how we can understand the capabilities expected of an organizational leader in the Army.

The LEADS framework gives us common language to describe the capabilities and competencies expected of leadership across all levels of our organization.

It's important not to look at LEADS as a model or program; it is the lens we use to understand

leadership as more than simply a role or position.

LEADS defines leadership capabilities within five domains. While the list is not exhaustive, it shows us a clear overview of the capabilities we expect from our leaders. These need to be combined with the development of the technical skills required in each ministry alongside a commitment to our mission and values. Each of the five LEADS capability domains is divided into four capabilities

### 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 the 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 and 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.

