

# LEADS+ Development Model

Ramelli, Lal, Sherbino, Dickson, Chan

# Essential Followership

Most associated with Kegan’s Imperial stage (and other earlier stages).



LEADS Framework	Description
Leading Self	Explore and define self in context.
Engaging Others	Explore and define how to engage with others
Achieving Results	Working towards tasks as prescribed by context/others in the team, but are not intentionally mission-aligned.
Developing Coalitions	<i>Not applicable. Will not usually engage in this type of action.</i>
Systems Transformation	<i>Not applicable. Will not usually engage in this type of action.</i>

# Essential Followership

Most associated with Kegan's Imperial stage (and other earlier stages).



***The following is an illustrative vignette about a circumstance wherein a person is holding an essential followership role within a particular organization.***

Beth is a payroll specialist who works in the finance department at a local hospital. She is fantastic at her job and annually attends workshops to stay current with the best practices in payroll processes for the organization. She executes payroll on time and with complete accuracy. During her 8 years working in this role no one has ever received the wrong pay cheque. Beth follows direction from her supervisor and does not question authority. She is deeply committed to her work and ensuring that she meets the expectations of her role. She understands her role but does not have a strong interest in or understanding of how her role connects with the organization's mission, vision and values and prefers to focus on team-level and operational details.

She tends to work closely with her team and has built strong trusting relationships with each team member. She often says that she could not do her work well without the support of her team members. She does not however interact with others outside of the payroll department. She never really thinks about improving processes because she is very comfortable with what she does and believes that if it is not broken why fix it. She is reliable, dependable and gets the job done!

# Strategic Followership

Most associated with Kegan’s Interpersonal stage.



LEADS Framework	Description
Leading Self	Recognizing oneself as interdependent on others.
Engaging Others	Affiliation orientation (“Fitting in”).
Achieving Results	Working towards goals articulated by context/others in team (cultural imperative).
Developing Coalitions	Working with individuals who have commonalities including goals and attributes (Group-oriented thinking).
Systems Transformation	May engage in quality improvement and/or small changes to their portfolio when and if there is an institutional mandate.

# Strategic Followership

Most associated with Kegan's Interpersonal stage.



***The following is an illustrative vignette about a circumstance wherein a person is holding a strategic followership role within a particular organization.***

Joon recently stepped into the role of Pain Clinic Manager in a new hospital. He has met with the department director, his new colleagues, as well as other Clinic Managers in different departments. Joon has been keen to learn more about the preferences of his new teammates, noting a strong preference for in-person meetings, decision-making by consensus, and a reliance on the past to determine best practice for issues that may arise. He knows the value of teamwork and that his ability to achieve results depends on his ability to work within his team. While he has adjusted well to this dynamic, the director has indicated that there is a need for greater collaboration with community partners to align services and provide a cohesive patient experience. Joon sees the value of working towards this organizational goal as a team, and reaches out to his colleagues from other departments to see if they have any past experience with this kind of work. Based on suggestions from other Clinic Managers, Joon has begun to invite patients to components of team meetings to share perspectives and illustrate the need for enhanced communications with community partners who are also involved in patient care. He is excited to collaboratively develop more meaningful partnerships with the community to align services and provide a cohesive patient experience by the end of the year.

# Role-Based Leadership

Most associated with Kegan’s Institutional stage.



LEADS Framework	Description
Leading Self	Sees and gives permission to themselves as a leader (self-authoring).
Engaging Others	Interpersonal mutuality is the predominant frame for engaging with others.
Achieving Results	Achievement orientation – seeks to win for own team.
Developing Coalitions	Articulate and pursue opportunities for transactional relationships with mutual benefit, but still sees divisions between units or groups.
Systems Transformation	Designing functional systems or navigating change from the role-based zone of control; holds a more singular perspective, specifically focused on looking out for “their group”.

# Role-Based Leadership

Most associated with Kegan's Interpersonal stage.



***The following is an illustrative vignette about a circumstance wherein a person is holding a strategic followership role within a particular organization.***

Parvinder is a Strategy, Change and Innovation Specialist at an Academic Teaching Hospital who also holds a Faculty appointment at the affiliated University. He has been focused on developing systems and processes for strategic planning both at the University and Hospital. To advance strategy and drive innovation and change at both the University and Hospital he has had to develop relationships and build coalitions across divisions in the University and departments in the Hospital.

He recognizes that he brings his leadership lens into various contexts he must be mindful of what he is bringing to the conversation. A specific project he is working on is virtual care to help reduce Emergency Department readmission rates. He has convened a team of hospital administrators, ED physicians, patients and local start-up companies to collaborate on defining the problem and finding solutions that achieve the necessary outcomes. He works diligently to ensure that everyone within his team feels valued and that conversations are mutually beneficial so that as a collaborative they can deliver on the intended results. He is great at building relationships and coalitions in service of a bigger purpose within the organization. He has a deep sense of purpose and clearly understands how the work he does fits with the mission, vision and values for the teaching hospital. He is brilliant at leading change and driving innovation but is open to collaborating with other groups, so long as they allow his organization to achieve their ends.

# Complexity-Based Leadership

Most associated with Kegan’s Inter-individual stage.



LEADS Framework	Description
Leading Self	Recognize and actualize multiple identities and engage in interpenetrability.
Engaging Others	Helping others to engage in self-authorship.
Achieving Results	Non-competitive win-win condition (able to actualize complexity and polarity theory into “AND” scenarios that advantage two or more groups/sides.
Developing Coalitions	Recognition of multiple and common citizenship amongst traditionally disparate groups. Breaks down silos and builds bridges.
Systems Transformation	Facilitates convergence and synergy among multiple groups via empowerment & alignment.

# Complexity-Based Leadership

Most associated with Kegan's Inter-individual stage.



***The following is an illustrative vignette about a circumstance wherein a person is holding a strategic followership role within a particular organization.***

Maria is the VP of Strategic Partnerships at a local hospital and is an Associate Professor of Nursing at the university. In her hospital role, she is currently working with internal and external organizations to create holistic care pathways for complex patients. Within the university, she oversees the clinical placements of nursing trainees (at both the undergraduate and graduate levels). Maria has several direct reports, who are Directors and Managers of hospital units, and is facilitating interactions between them and community partners. She encourages her direct reports to develop strategies that will work within their units, and find unifying features that help achieve the Quadruple Aim (improving patient and caregiver experience, improving the health of populations, reducing the per capita cost of healthcare; and improving the work life of providers).

Maria often bridges her roles to bring her academic colleagues into discussions on how to make her quality improvement initiatives scholarly and her clinical colleagues into her classes to provide lectures on emergent topics. Maria has a strong belief that all organizations have strengths to contribute towards the Local Health Teams and win-win conditions must be established to ensure long-term productive relationships. To achieve this, she knows that sometimes she needs to step back and empower individuals across organizations to establish frameworks that work best for them. While it may not be the most “efficient” means of operating in the short-term, Maria knows it often leads to the most “effective” solutions in the long run.

Domain of Behaviour		Kegan's model of Human Development	LEADS framework domains					Versatility (Shifting between Kegan Definitions)
			L Leading Self	E Engage Others	A Achieve Results	D Develop coalitions	S Systems Transformation	
Leading	Complexity-based Leadership	<b>Inter-Individual</b> (Fifth Stage) <i>Individuals see themselves as highly connected within a complex world across various systems. Seeking to connect and transform systems that should link.</i>	Define and articulate multiple identities	Help others to engage in self-authorship	Non-competitive win-win condition (complexity and polarity theory - "AND")	Recognize multiple and common citizenship amongst traditionally disparate groups, break down silos and build bridges	Facilitate convergence and synergy among multiple groups via empowerment, and alignment	Ability to shift between Complexity-based Leadership to Role-based Leadership to Strategic Followership.
	Role-based Leadership	<b>Institutional</b> (Fourth Stage) <i>Individuals see themselves as actors within systems.</i>	Gives themselves permission to see themselves as a leader	Understanding individuals are interdependent and need mutual exchange/support	Achievement orientation - winning for own team	Articulate and pursue opportunities for transactional relationships with mutual benefit	Design functional systems or navigate change from their zone of control; singular perspective	Ability to shift between Role-based Leadership to Strategic Followership.
Engaging	Strategic Followership	<b>Interpersonal</b> (Third Stage) <i>Individuals see their role in society or an organization.</i>	Recognizing yourself as interdependent with others	Aligning with team or organizational values. Orientated towards affiliating well within group ("Fitting in")	Achieves goals articulated by context/others in team (cultural imperative)	Work with individuals who have commonalities including goals and attributes (group think)	N/A	Ability to shift between Strategic Followership and Essential Followership.
	Essential Followership	<b>Imperial, Incorporative, Impulsive</b> (First or Second Order) <i>Represents a stage when first forming and perceiving the world around oneself. Usually refers to stages within childhood, but can apply to those new to roles or organizations.</i>	Explore and define self in context	Explore and define how to engage with others	Working towards tasks as prescribed by context/others in the team, but aren't mission- aligned.	N/A	N/A	N/A