

FELLOWSHIP PROGRAM



Fellowship Candidate Self-Evaluation Form

CANADIAN COLLEGE OF
HEALTH LEADERS
Fellowship Program



COLLÈGE CANADIEN DES
LEADERS EN SANTÉ
Programme de fellowship

www.cchl-ccls.ca

Guidelines for Completing your Fellowship Self-Evaluation

Congratulations on reaching this final step of the Fellowship Program process. The following information will support your Self-Evaluation submission.

Purpose

The Self-Evaluation will be distributed to a panel of three Fellowship Evaluators, along with your leadership development plan, to gauge your insight and development opportunities in your own leadership style and accomplishments.

The Fellowship Evaluators do not expect you to have mastered all of the leadership capabilities, they do, however, expect you to demonstrate honest insight and reflection on your skills and abilities as a leader in healthcare and related services.

Preparation

- As you prepare to complete your Self-Evaluation, begin by reviewing your Leadership Development Plan and any other sources of information, perhaps from your workplace, on your performance.
- Reflect on the projects beyond your regular daily performance requirements in which you have participated and/or led in your current or recent roles. Note these down so you may incorporate your roles within these projects in the Self-Evaluation. What leadership capabilities did you demonstrate through your contributions? Where is there opportunity for growth and skill development?
- Reflect on the purpose of your job and how you contribute to the mission and strategic plan of your team, department and/or organization. What leadership capabilities did you demonstrate through your contributions? Where is there opportunity for growth and skill development?

Writing your Fellowship Self-Evaluation

- Your Self-Evaluation will be assessed in blind copy. Therefore, please complete the document with anonymity in mind and identify yourself by candidate number only.
- Identify your leadership skill strengths and opportunities for development. Reflect these in your ranking for each capability.
- Support your ranking with specific experiences, avoiding generalizations.
- Be objective and reflective on your own skills. The Fellowship Evaluators are looking for open and honest reflection, not a certain 'achievement' in each capability.



The Fellowship Candidate Self-Evaluation form is comprised of two sections, as follows:

Part I - an assessment of the Fellowship candidate's leadership capabilities based on those found in the **Leadership Development Plan**.

Part II - an assessment of the Fellowship candidate's **roles and career accomplishments** to date. Three independent evaluators will be provided with an electronic copy of your completed Candidate Self-Evaluation Form. We must receive all three of the completed evaluator assessments before your FELLOWSHIP credential will be considered.

OVERVIEW OF PROCESS: There are several steps in the FELLOWSHIP Candidate Self Evaluation process:

FELLOWSHIP CANDIDATE INSTRUCTIONS

Step 1: Complete and submit a self-evaluation using *this form*.

Referee Instructions

Step 1: Thank you for agreeing to participate as a referee in the assessment of candidate (ID number)'s eligibility for the FELLOWSHIP credential. The referee will fill in the blue-shaded Referee Ranking areas on the Candidate Self-Evaluation form. Please provide detailed comments.

Step 2: Once you have completed your assessment of the candidate, please return it directly by email to the candidate.

Step 3: An appointed Fellowship Peer Assessment Panel composed of prominent physicians conducts the final assessment.

Should you have any questions about this assessment, please do not hesitate to contact the FELLOWSHIP Team.

1-800-363-9056 x 239. Email: Fellowship@cchl-ccls.ca

REFeree INFORMATION

| | |
|--|--------------------|
| Referee name: | Title: |
| Email: | Contact telephone: |
| Relationship to candidate (please briefly describe your relationship to this candidate, including the context in which you know this individual, how long you have worked together, the nature of the working relationship, etc.): | |

CANDIDATE AND REFEREE INFORMATION:

To be completed by the candidate:

| |
|---|
| Fellowship candidate ID (Example FELLOWSHIP-12345): |
| Date: |

To be completed Fellowship Administration:

Coach Comments

| |
|--|
| |
|--|

INSTRUCTIONS FOR COMPLETION - CANDIDATE AND REFEREE

1. LEADS in a Caring Environment

Please take a few minutes to acquaint yourself with the content of the *LEADS in a Caring Environment* capabilities framework. Study the definition provided for each of the five areas - **Lead Self, Engage Others, Achieve Results, Develop Coalitions and Systems Transformation** - as well as the statements describing each capability. A total of 20 leadership capabilities are included on this assessment form.

CANDIDATE STEPS:

2. Complete self-assessment

Rate your leadership capability (*quantitative assessment*) and **provide evidence/concrete examples** that support your rating (*qualitative assessment*).

3. Reflect on your career

Examine your CV and think about situations in which you have exercised personal and/or strategic leadership. Identify situations where you have been very successful in your leadership efforts. These will serve as **concrete examples/supporting evidence** needed to demonstrate the particular LEADS capabilities in the domains "**Develop Coalitions**" and "**Systems Transformation**".

4. Evidence

Evidence for your rating should be based on education, career accomplishments and professional experience. At least **one example and no more than three** are required for each capability rated. (*Please record examples and evidence directly on this form, in point form. Also note that a lack of evidence can affect the FELLOWSHIP Peer Assessment Panel's rating.*)



REFEREE STEPS:

2. Rating process and scale

This assessment will require you to **agree or disagree with the ranking** (*quantitative assessment*) and **provided evidence** (*qualitative assessment*) of the FELLOWSHIP candidate's leadership. Areas requiring your response are shaded in grey. Simply type in the boxes provided and save the completed form to your computer.

3. Complete your portion of the assessment

This assessment must be **completed in full and submitted to the Fellowship Team** before the candidate's credential will be considered.

PART I: LEADS in a Caring Environment

The LEADS in a Caring Environment framework represents the key capabilities that are desired of all leaders within the healthcare system. The LEADS framework contains five domains:

Lead Self, Engage Others, Achieve Results, Develop Coalitions and Systems Transformation

Each of these five domains consists of four core, measurable and observable capabilities (or defined skill sets) that leaders should demonstrate and consciously develop. It is at this level that you are asked **to assess your leadership capabilities**.

The FELLOWSHIP candidate's leadership performance is rated on a **four-point scale**, described below:

| Performance level | Rating | Description of level |
|-------------------|--------|--|
| Mastery | 4 | The candidate has mastered the capability at an exceptional level, consistently demonstrating behaviours with a superior degree of skill and ease and as observed across diverse, multiple clinical, organizational and/or community situations. He/she acts as an exemplary role model for others and could teach this skill to others. |
| Distinguished | 3 | The candidate consistently demonstrates the capability with skill and confidence in clinical, organizational and/or community situations, regardless of the complexity of that situation. His/her actions contribute meaningfully to organizational success. |
| Mature | 2 | The candidate demonstrates the capability in most situations, but on occasion is less skillful when the clinical, organizational or community situation is complex or demanding. |
| Developing | 1 | The candidate does not regularly demonstrate this capability in a manner appropriate to address the clinical, organizational or community situation in which it is required. |
| No opinion | N/O | Little or no evidence is available on which to assess the physician's capability. |



LEAD SELF DOMAIN:

This domain focuses on the capabilities of self-leadership. Components of self-leadership include personal values and beliefs, assumptions, emotional intelligence, one's moral compass, self-control and attributes of problem-solving. Lead self is often referred to as "leadership at home".

| LEADERSHIP CAPABILITY | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Self-aware You are aware of your own assumptions, values, principles, strengths and limitations. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Candidate's example/evidence: | | | | | | |
| Manage oneself You take responsibility for your own performance and health. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Candidate's example/evidence: | | | | | | |



| Develop oneself You actively seek opportunities and challenges for personal learning, character building and growth. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|--|---------------------------|-------------------------------|---------------------------|----------------------------------|----------------------------|----------------------------|
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Candidate's example/evidence:

| Demonstrate character You model qualities, such as honesty, integrity, resilience and confidence. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|---|---------------------------|-------------------------------|---------------------------|----------------------------------|----------------------------|----------------------------|
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Candidate's example/evidence:

REFEREE FEEDBACK LEAD SELF DOMAIN

Evaluator comments: Please provide your comments about the candidate's capability related to the Lead Self domain. If your ranking differed from the candidate's for any one of the attributes above, please describe why.



ENGAGE OTHERS DOMAIN:

This domain focuses on the capabilities leaders use to engage and connect others to each other and to organizational imperatives. They do this by fostering learning, emphasizing health and wellness, building inter- professional teams and communicating effectively to engage others in collective organizational action.

| LEADERSHIP CAPABILITY | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Foster the development of others You support and challenge others to achieve professional and personal goals. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Candidate's example/evidence: | | | | | | |
| Contribute to the creation of healthy organizations You create engaging environments where others have meaningful opportunities to contribute and ensure that | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Candidate's example/evidence: | | | | | | |



| Communicate effectively You listen well and encourage open exchange of information and ideas using appropriate communication media. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|---|---------------------------|-------------------------------|---------------------------|----------------------------------|----------------------------|----------------------------|
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Candidate's example/evidence:

| Build teams You facilitate environments of collaboration and cooperation to achieve results. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|--|---------------------------|-------------------------------|---------------------------|----------------------------------|----------------------------|----------------------------|
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Candidate's example/evidence:

REFeree FEEDBACK ENGAGE OTHERS DOMAIN

Evaluator comments: Please provide your comments about the candidate's capability related to the Engage Others domain. If your ranking differed from the candidate's for any one of the attributes above, please describe why.



ACHIEVE RESULTS DOMAIN:

As the only outcome domain, this represents the "results" focus of personal and strategic leadership. Goal-oriented leaders "are accountable for managing the resources of the organization to achieve results". They create strategic focus and measure performance to ensure that the organization uses its resources efficiently and effectively.

| LEADERSHIP CAPABILITY | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Set direction You inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Candidate's example/evidence: | | | | | | |
| Strategically align decisions with vision, values and evidence You integrate organizational missions, values and reliable, valid evidence to make decisions. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Candidate's example/evidence: | | | | | | |



| Take action to implement decisions You act in a manner consistent with organizational values to yield effective, efficient public-centred service. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|--|---------------------------|-------------------------------|---------------------------|----------------------------------|----------------------------|----------------------------|
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Candidate's example/evidence:

| Assess and evaluate You measure and evaluate outcomes. You hold yourself and others accountable for results achieved against benchmarks and correct the course as appropriate. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|--|---------------------------|-------------------------------|---------------------------|----------------------------------|----------------------------|----------------------------|
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Candidate's example/evidence:

REFeree FEEDBACK ACHIEVE RESULTS DOMAIN

Evaluator comments: Please provide your comments about the candidate's capability related to the Achieve Results domain. If your ranking differed from the candidate's for any one of the attributes above, please describe why.



DEVELOP COALITIONS DOMAIN:

This process domain embodies the capabilities used in building relationships at a strategic level through the creation of partnerships and networks to achieve results.

| LEADERSHIP CAPABILITY | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Purposefully build partnerships and networks to achieve results You create connections, trust and shared meaning with individuals and groups. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Candidate's example/evidence: | | | | | | |
| Demonstrate a commitment to customers and service You facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Candidate's example/evidence: | | | | | | |



| | | | | | | |
|--|---------------------------|-------------------------------|---------------------------|----------------------------------|----------------------------|----------------------------|
| Mobilize knowledge You employ methods to gather intelligence, encourage open exchange of information and use quality evidence to influence action across the system. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Candidate's example/evidence:

| | | | | | | |
|--|---------------------------|-------------------------------|---------------------------|----------------------------------|----------------------------|----------------------------|
| Navigate socio-political environments You are politically astute. You negotiate through conflict and mobilize support. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
| | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Candidate's example/evidence:

REFeree FEEDBACK DEVELOP COALITIONS DOMAIN

Evaluator comments: Please provide your comments about the candidate's capability related to the Develop Coalitions domain. If your ranking differed from the candidate's for any one of the attributes above, please describe why.



SYSTEMS TRANSFORMATION DOMAIN

This process domain embodies the set of capabilities leaders employ to address change in both small and large systems. These strategic capabilities are often referred to as "leadership at a distance"

| LEADERSHIP CAPABILITY | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <p>Demonstrate systems/critical thinking You 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.</p> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <p>Candidate's example/evidence:</p> | | | | | | |
| <p>Encourage and support innovation You create a climate of continuous improvement and creativity aimed at systemic change.</p> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| <p>Candidate's example/evidence:</p> | | | | | | |



| Orient oneself strategically to the future You scan the environment for ideas, best practices and emerging trends that will shape the system. | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|---|---------------------------|-------------------------------|---------------------------|----------------------------------|----------------------------|----------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Candidate's example/evidence: | | | | | | |

| Champion and orFellowshipstrate change You actively contribute to change processes that improve health service delivery | No opinion N/O | Developing level 1 | Mature level 2 | Distinguished level 3 | Mastery level 4 | Referee Ranking |
|---|---------------------------|-------------------------------|---------------------------|----------------------------------|----------------------------|----------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Candidate's example/evidence: | | | | | | |

| REFeree FEEDBACK SYSTEMS TRANSFORMATION DOMAIN |
|--|
| Evaluator comments: Please provide your comments about the candidate's capability related to the Systems Transformation domain. If your ranking differed from the candidate's for any one of the attributes above, please describe why. |



PART II: ACCOMPLISHMENTS

The following section is designed to better understand the candidate's role and career accomplishments to-date. Please provide concrete examples to support qualitative responses in this section.

1. What is the most significant change initiative that you have led, or were a significant driver of, that resulted in healthcare improvements? Describe its impact and your role in the initiative.

2. To what extent are you involved in the development of strategic plans within your organization/hospital/program?

3. Do you have influence or oversee any of the following within your organization/hospital/program? Fellowship those that apply:

- Strategic workforce planning
- Management of budgets
- Team leadership
- Day to day human resource decisions

If you responded yes to any of the above, please describe your role:



4. Are there other accomplishments that you wish to share that have had a significant impact in healthcare (optional)?

REFeree FEEDBACK ACCOMPLISHMENTS

Evaluator comments: In your experience, what do you think has been the most significant accomplishment the candidate has achieved that exemplified mastery in leadership?



OVERALL RECOMMENDATION BY REFEREE

Based on your assessment, would you recommend this candidate for the Fellowship credential?

Highly recommend

Please state why:

Recommend with reservations

Please state why:

Do not recommend

Please state why:

Other comments:

THANK YOU FOR PARTICIPATING IN THE FELLOWSHIP PROGRAM

