The Cree Succession Leadership Framework

FNHMA Conference

Presented by:

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CONSEIL CRI DE LA SANTÉ ET DES SERVICES SOCIAUX DE LA BAIE JAMES
CREE BOARD OF HEALTH AND SOCIAL SERVICES OF JAMES BAY

Your Masters of Ceremony

Helene Pelchat

Jessica Moar

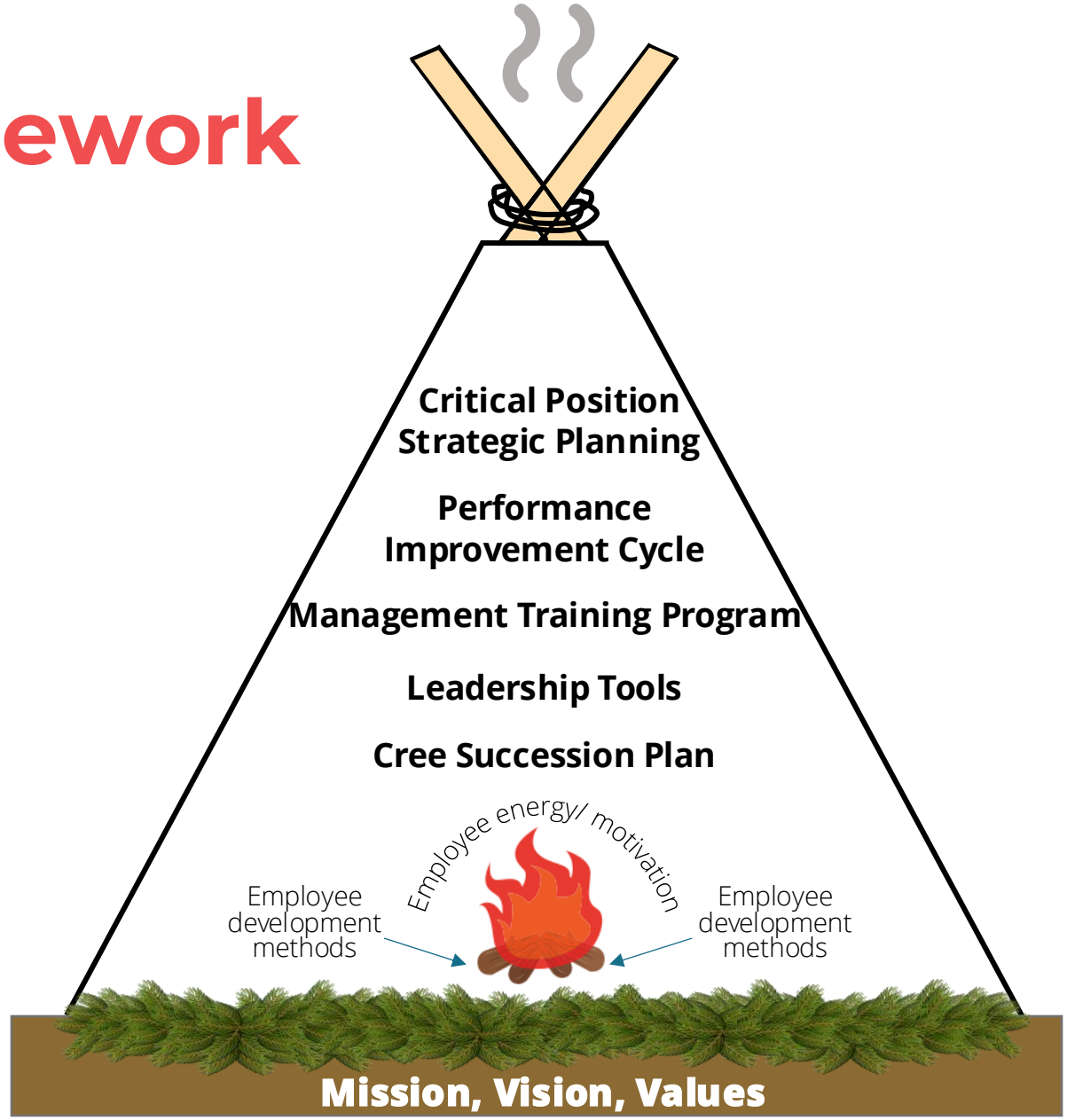
Virginie Hamel

Special appearance by
Helen B.
Shecapio Blacksmith

Our agenda for today

- The Cree Succession Leadership Framework
- Our beginnings
- The Plan in Action
- Learning from our Participants' Journey
  - *From the Plan to the Framework*
- Helen's Journey
- Lessons Learned
- What's next?
  - Building Capacity at All Levels

Cree Succession Leadership Framework



Our beginnings

Quote by Annie Bobbish

First Advisor Cree Succession Plan

“The success of the CBHSSJB Succession Planning Program will be ensured with a shared vision, purpose and most importantly values/goals.”

“It is a long-term transformation with shared measures by all key players.”

September 2015

It started with an idea…

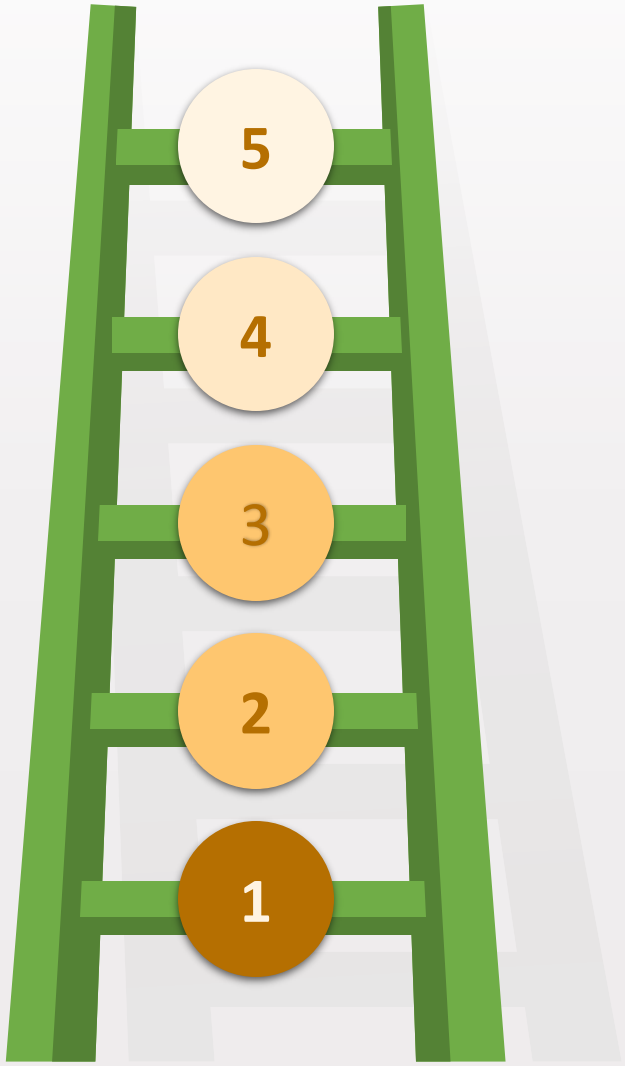
- The 2004-2014 Strategic Regional Plan (SRP), identified the importance to move towards long-term Cree human resource planning, particularly at the management level.
- That commitment was reaffirmed in the 2016-2021 SRP and it was identified that the long-term success of our organization requires a strong, stable and predominantly Cree and Indigenous workforce.
- For that purpose, a strategic initiative was launched in 2015-2016, the Cree Succession Plan:
  - The Cree Succession Plan's purpose is to develop Cree and Indigenous leaders for key management positions to lead and shape the future of our organization.
  - The CBHSSJB, identified as its first goal the creation of a larger pool of qualified Cree and Indigenous potential managers to fulfill its future management needs.

Why Focus on Developing Leaders First?

- Development of role models
- Operational continuity
- Greater stability to changing environments
- Stronger engagement from employees
- Achieving and moving towards our mission and vision
- Living our values
- Provide employees with opportunities to grow
- Develop competencies
- Increase retention

The Key Players

The Cree Succession Plan



Graduation of our first cohorts

Creation of the Steering Committee

Launch of the first cohorts – Educational Program

Selection Committee

Call for Applicants

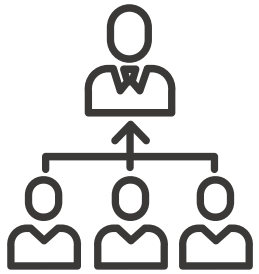
The Plan in Action

The Plan In Action

Undergrad. Certificate	**23** employees enrolled	=	**18** completed studies
Graduate Diploma	**16** employees enrolled	=	**13** completed studies
Masters	**1** employee enrolled	=	**1** completed studies

The Plan In Action

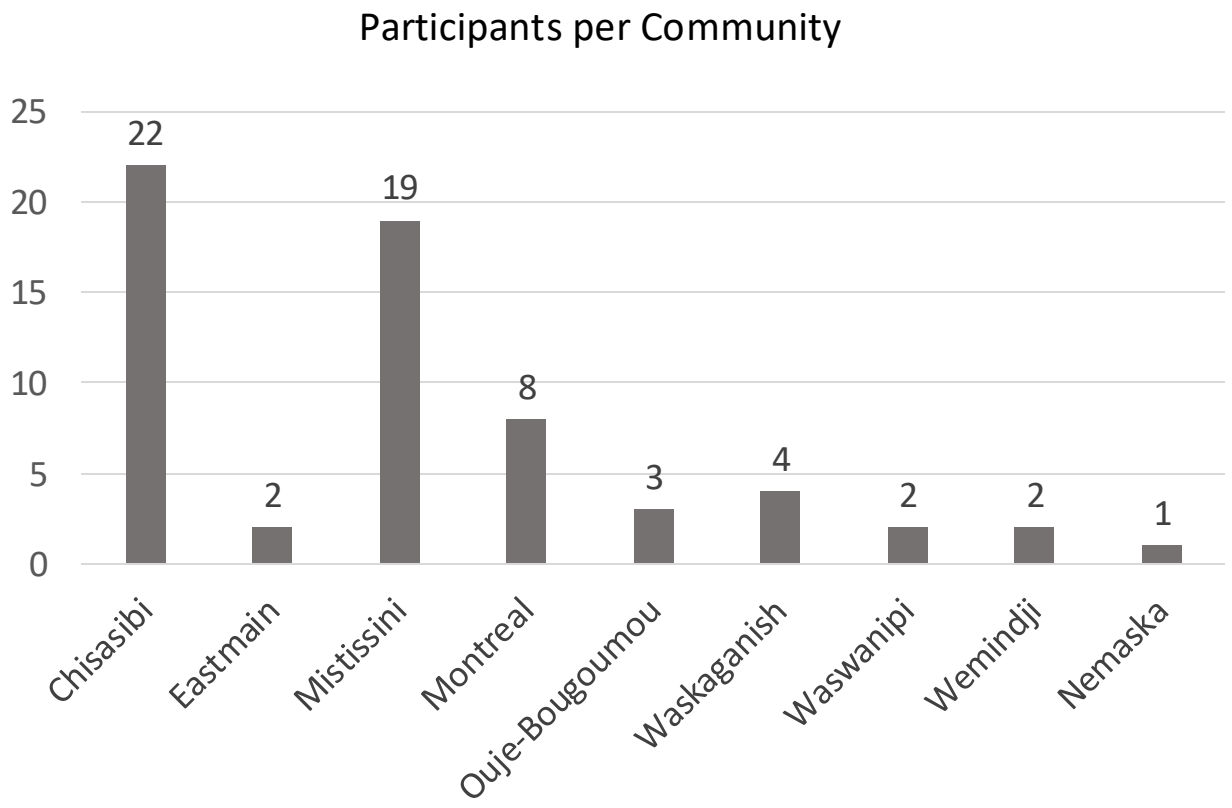
The program is open to all employees wishing to develop managerial skills.



36 of the 63 participants are currently managers

1 in 5 participants are male.

Male **Female**



Let’s listen to one of our participants about the Plan.

“Link to video”

Learning from our Participants' Journey

From the Plan to the Framework

Quote by Jessica Moar

Advisor Cree Succession Leadership Framework

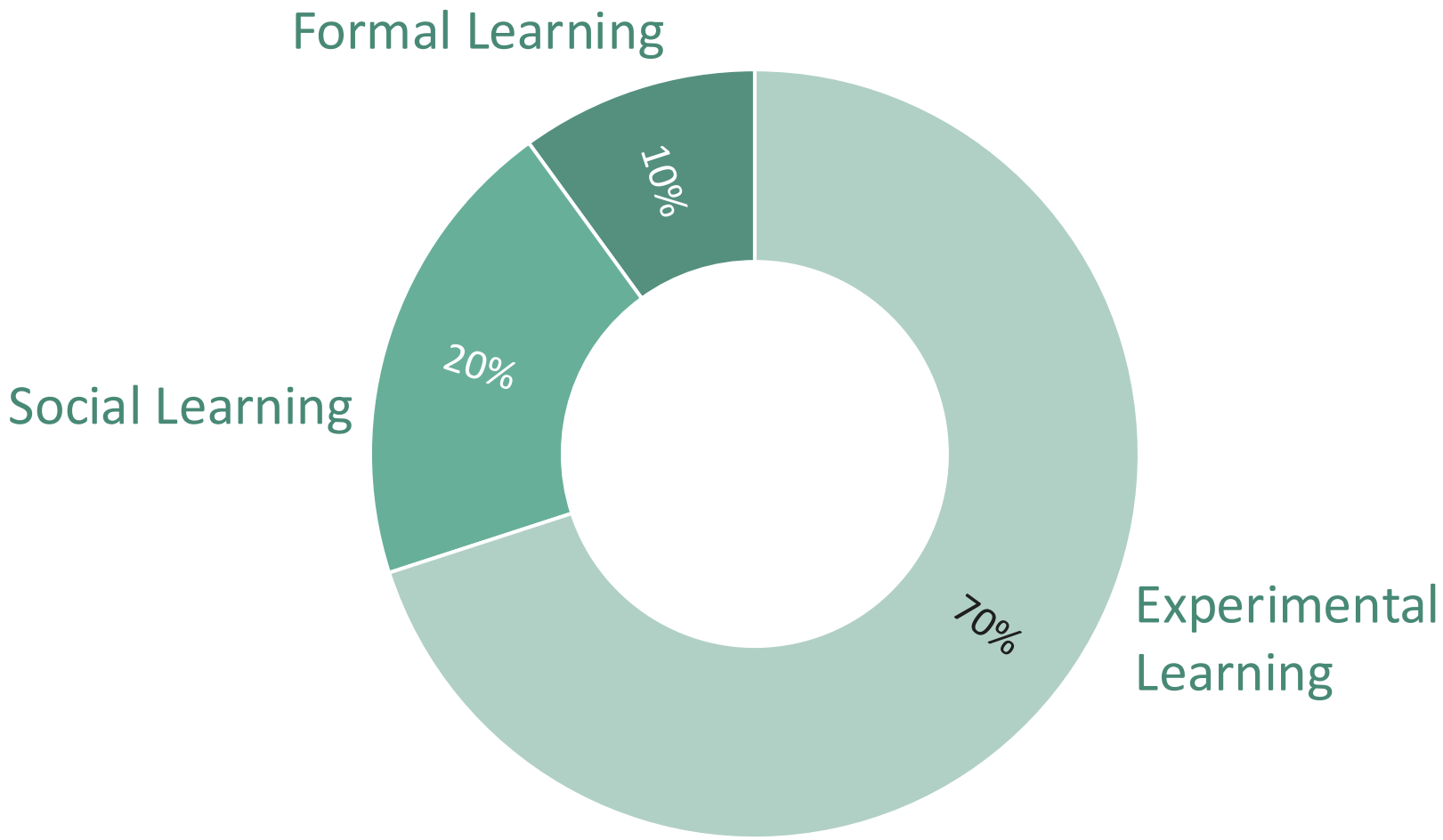
“It takes a village to raise a kid.”

“It takes an entire organization to raise a leader”

We realized we needed to do More…

How do people learn?

Learning Mechanisms



Let’s Focus on our Participant’s Journey

Step 5: Support in their application to Managerial Position

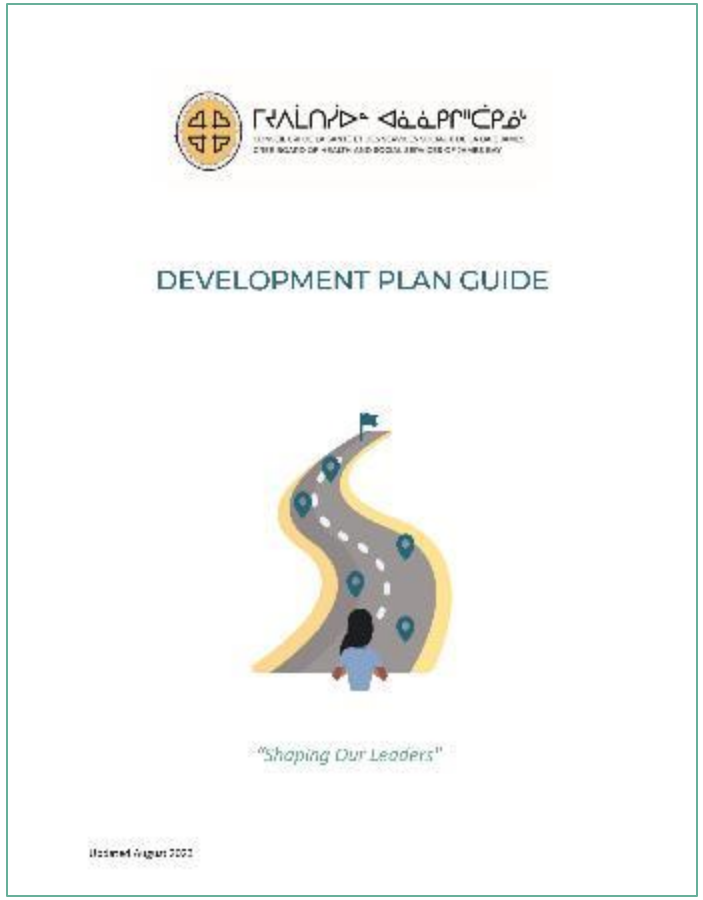
Step 4: Ongoing Discussions with Succession Plan Advisor and Supervisor

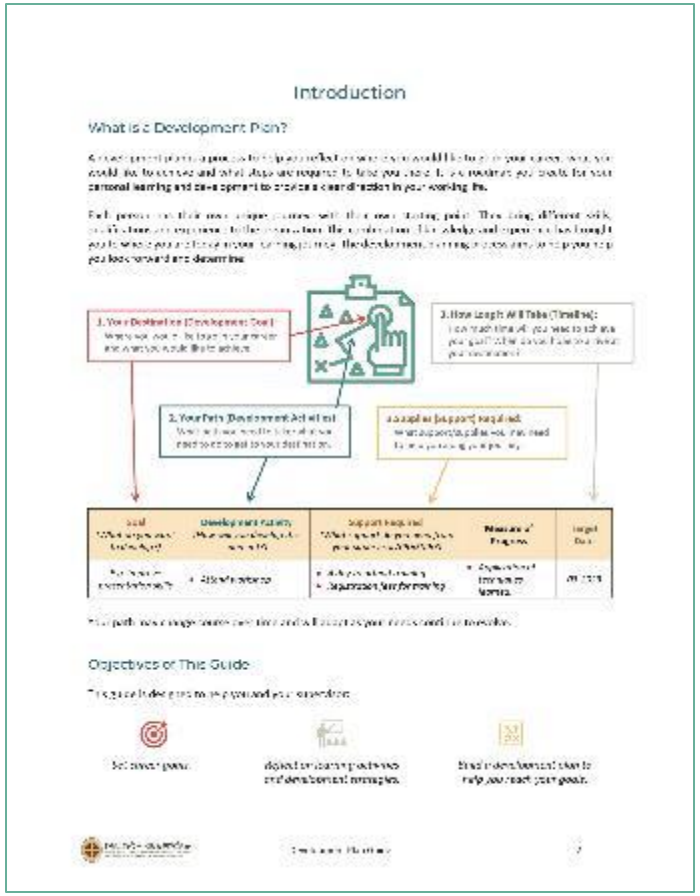
Step 3: Development Activities for a Managerial Role

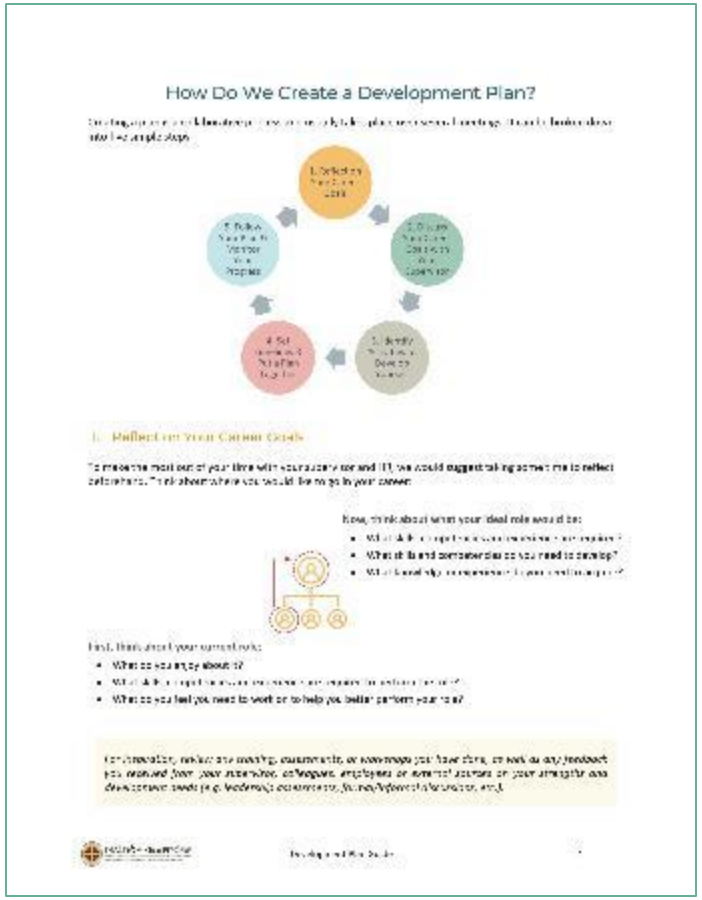
Step 2: Personal Development Plan

Step 1: Completion of Educational Program

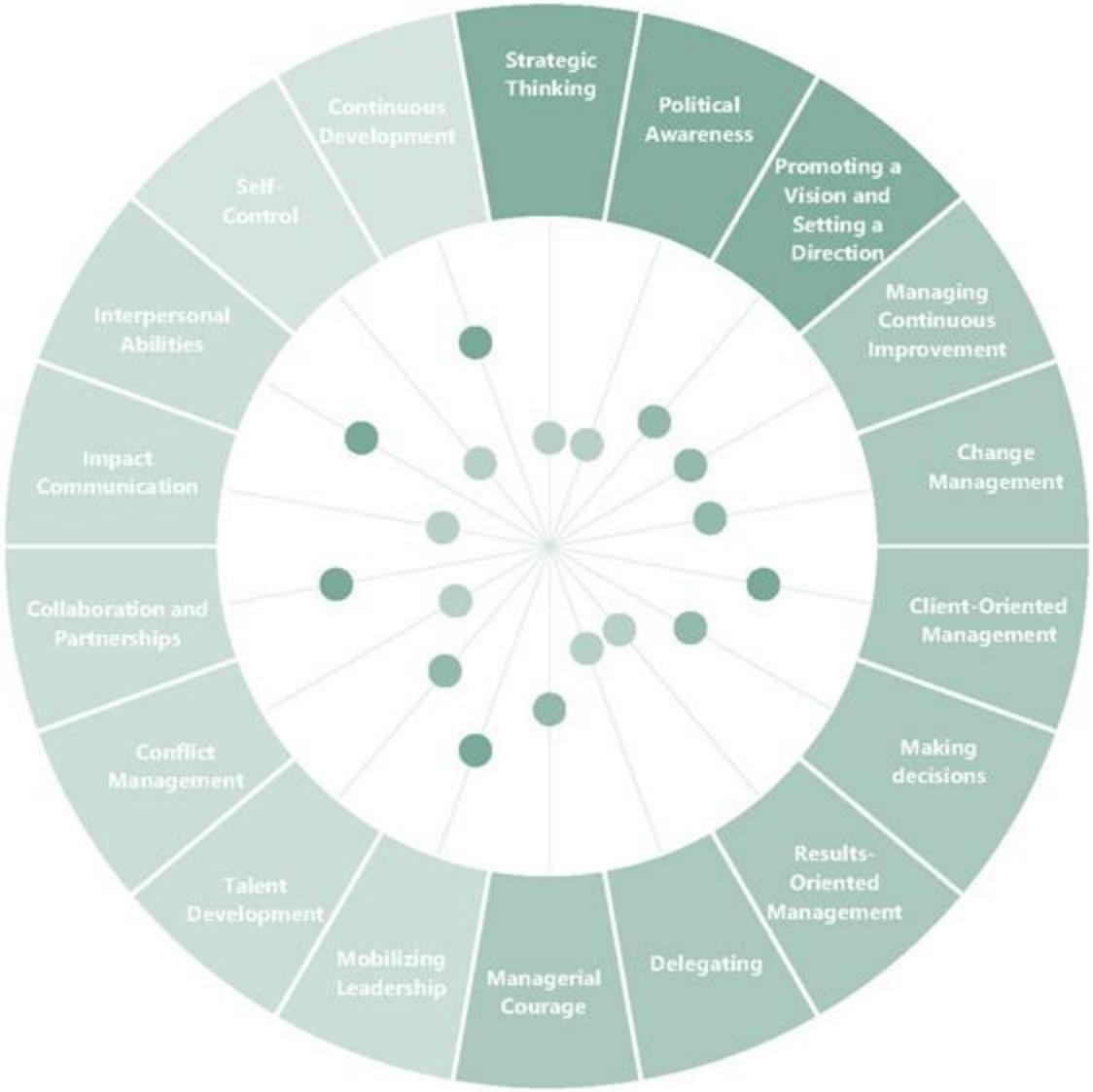
Personal Development Plan







Leadership Assessments



Leadership Development Tools

Orientation Session & Guide

- Separate information sessions for new participants and for their supervisors.
- Guide detailing objectives, activities and expectations, as well as roles and responsibilities.

Meet and Greet Session

- Sessions for new participants to meet colleagues and foster learning/development community.
- Clarified the role/expectations of participants and supervisors and introduced Development Plan.

Development Plan Onboarding & Guide

- Team met with participants and supervisors to walk them through the development plan process.
- Guide detailing planning process, how to reflect, set career objectives and select development activities.

Check-Ins and Follow-Ups

- Check in with participants to monitor progress and provide support on their plan.
- Follow-up with participants after activities and support supervisors.

The Management Training Program

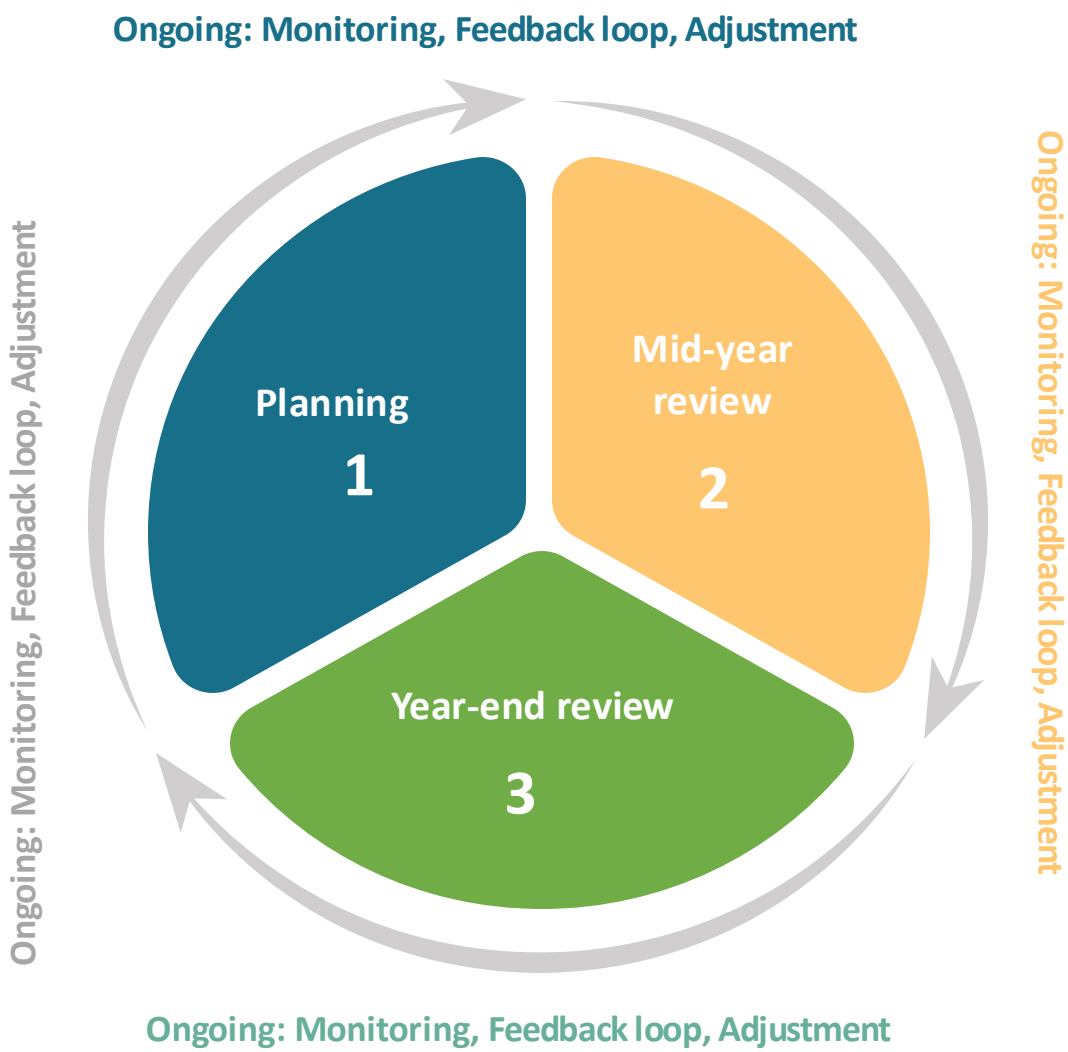
Program roadmap:

- Module 1: **The Leader's Journey**
- Module 2: **Self-Management & Self-Care**
- Module 3: **Leadership Styles**
- Module 4: **Creating a Healthy & Engaging Team Climate**
- Module 5: **The Power of Feedback**
- Module 6: **Managing Conflict**
- Module 7: **Delegation & Accountability**

Learning Strategies:

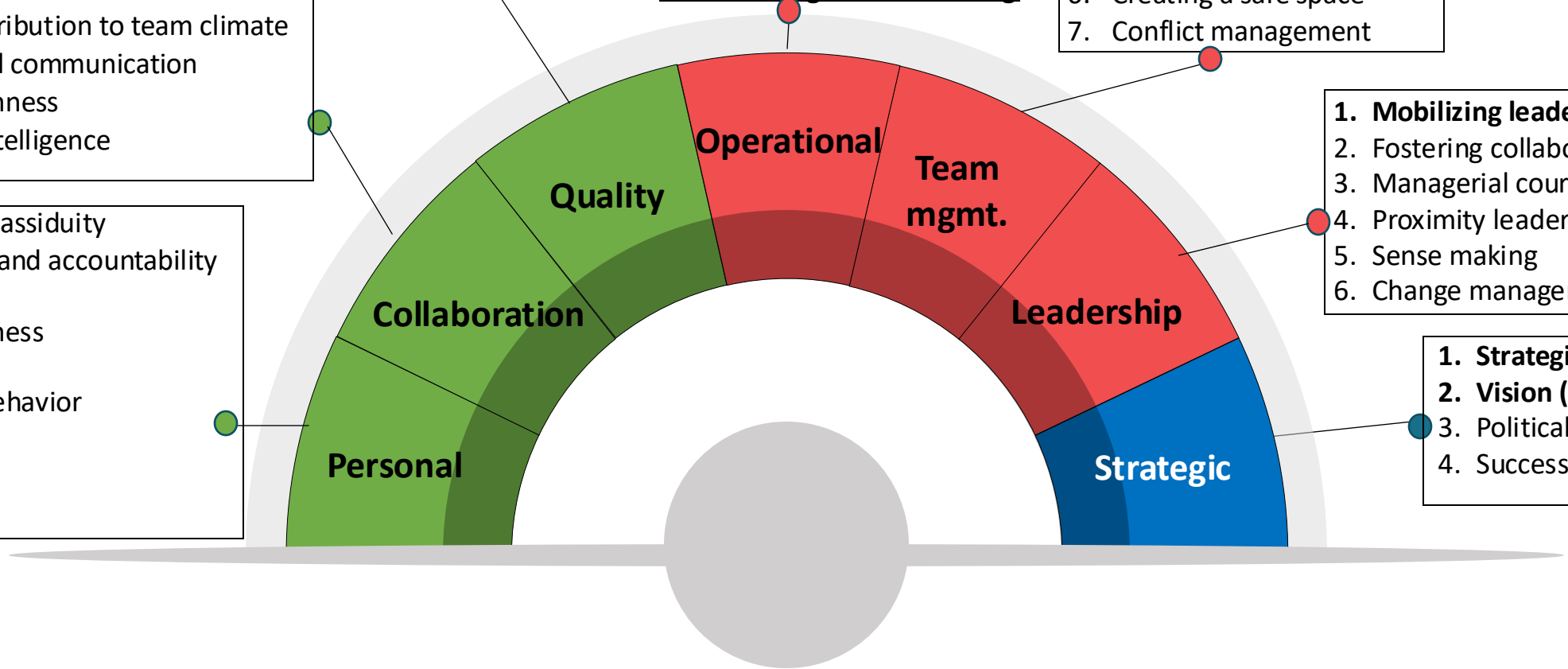
- 7 Self-Assessment Tools
- 7 Targeted Training Modules
- 7 Co-Development/Practicum
- 3-4 One-on-one Mentoring support
- Buddy System
- Supervisor Loop In

The Performance Improvement Cycle



The Performance Improvement Cycle

Competencies Framework



1. **Meticulousness**
2. Client orientation
3. Continuous improvement

1. Teamwork
2. Positive contribution to team climate
3. Interpersonal communication
4. Cultural openness
5. Emotional intelligence

1. Reliability and assiduity
2. Responsibility and accountability
3. Initiative
4. Open-mindedness
5. Adaptability
6. Professional behavior
7. Self-care
8. Self-control

1. **Directing**
2. Decision making and problem solving
3. Priority management
4. **Resources management**
5. **Planning and monitoring**

1. **Cultural safety**
2. Managerial communication
3. Team meetings
4. Delegation
5. Development focus
6. Creating a safe space
7. Conflict management

1. **Mobilizing leadership (AED)**
2. Fostering collaboration
3. Managerial courage
4. Proximity leadership
5. Sense making
6. Change management

1. **Strategic thinking**
2. **Vision (AED)**
3. Political awareness
4. Succession focus

Critical Position Strategic Planning

- The CBHSSJB started the process of identifying the critical positions and developing action plans for individuals to assume those positions in 2020.
- We conducted a series of conversations with the AEDs and some Directors (each department are currently at different stages).
- The tool show an overview of the identified potential successors and their readiness for the position, using the following colour-coding system:

Ready for role now

Ready for role soon (6-18 months)

Ready for role medium term (19-36 months)

Ready for role long term (36+ months)

Readiness to be determined

- While the exercise was completed through the lens of identifying Cree, First Nation and Indigenous successors, the department was also invited to identify contingency plans in order to ensure the continuity of services delivered.

Executive Director

Succession Planning

Selected Successors

Graduate Program

impm

International Masters Program for Managers

Lancaster | McGill | IIMB | YNU | FGV EBAPE

Master's

1

Selection Process

2

Learning continuum

To support growth and improve performance

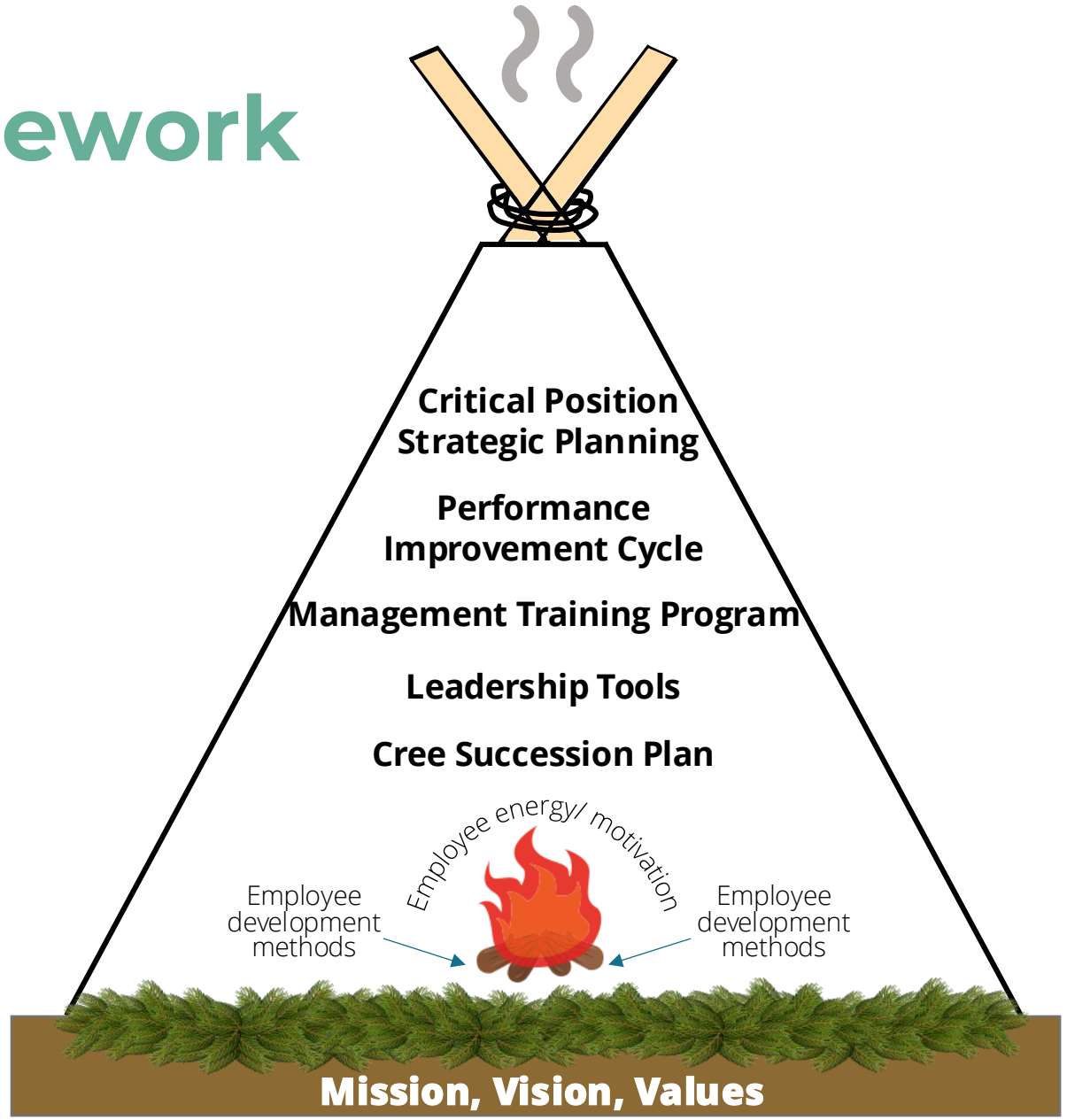
Coaching | Mentoring | Prof. Develop. | Strategic Projects

3

12-16 months | 12 months | 12-24 months*

**Note: The learning continuum section can be split into two 12 months periods. The first spent in direct mentoring and professional development with the current Executive Director. The second as an option where the new Executive Director would have access to mentoring and counselling with Daniel St-Amour through a Service Agreement.*

Cree Succession Leadership Framework



Helen's Journey

Helen’s Journey

From Interpreter to Director

2017: Director of Wiichihiituwin

2017-2022: Master’s degree – Public Administration

2015: Medical Secretary

2012-2015: DEC in Nursing

2006: Interpreter

Success Factors and Lessons Learned

Lessons Learned along the way

Be patient

Consultation

Effective Communication

Active Listening

Courage and Commitment

Customization

Success Factors

Organizational Courage

Focus on the people

Competency Development Approach

Organizational Commitment

Long-term Vision

What’s next?

Building Capacity at All Levels

Building Capacity at all levels

Meegwetch
Thank you!

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