

IIMHL/IIDL LEADERSHIP FRAMEWORK

REAFFIRMING OUR VALUES AND INCLUSIVE DIRECTION

REFLECTION

In 2020, IIMHL/IIDL reflected on the context of the worldwide COVID-19 pandemic, heightened attention to racial injustice, the continuing impacts on vulnerable communities, and the shifting environment of post-pandemic care.

As a result, the organization undertook a strategic review of the leadership opportunities going forward and decided to update and reaffirm its values and inclusive direction, as one of the priority early actions.

The consultation process provided valuable insights from members and stakeholders.

RECOMMITMENT TO CULTURE AND VALUES

The consultation highlighted the central importance of IIMHL/IIDL being both a values based and values led organization, with support for its current values and mission, which were felt to remain appropriate.

The sense of IIMHL/IIDL being a 'safe space' among international peers was also highlighted and is a key reason why members from a range of leadership perspectives feel able to share their experiences, insights and knowledge freely.

Inclusion was a key theme in the consultation process. There was recognition that more work is needed to create greater diversity of members from a variety of backgrounds, professional and cultural, to be better able to more clearly embrace and demonstrate that inclusion.



IIMHL/IIDL LEADERSHIP PRINCIPLES

OUR VALUES AND STRATEGIC DIRECTION

- INCLUSIVE**
 - Promote a sense of belonging
 - Value diverse experience and expertise
 - Adopt a rights-based approach
 - Amplify voice and increase influence for all
 - Promote a culture that is just and fair
- COMPETENT**
 - Model and promote self-care, well-being and resilience
 - Set clear goals and expectations
 - Performance manage on outcomes
 - Create flexible roles and working patterns
 - Encourage taking of initiative and responsibility
 - Acknowledge the specificity of leadership in different contexts
 - Invest in leadership capability in workforce and with peers, families, carers, and communities
- AUTHENTIC**
 - Promote an environment of psychological safety
 - Act with integrity, honesty and humility
 - Value all voices and listen with openness
 - Respect and listen to different points of view
 - Encourage truth-telling and listen with curiosity
 - Acknowledge and embrace complexity and unpredictability
- COLLABORATIVE**
 - Engage communities in systemic change
 - Build trusting relationships with a broad range of stakeholders
 - Promote team working across organisational and disciplinary boundaries
 - Drive intergenerational collaboration
 - Promote servant leadership and collective leadership models
 - Develop a shared understanding of risk and quality
- INNOVATIVE**
 - Ensure a culture of continuous learning and quality improvement
 - Test and evaluate new ideas
 - Engage experts by experience and experts by occupation in design, development and evaluation of initiatives
 - Mentor emerging leaders
 - Encourage a sharing of knowledge and expertise
 - Ensure equity of focus and investment in prevention and treatment
- VISIONARY & STRATEGIC**
 - Advance vision for mental health, substance use and disability
 - Ensure inclusion of different world views
 - Develop clarity of purpose, inspire and motivate
 - Embrace transformational change
 - Be future focussed
 - Evaluate and establish appetite for risk
 - Create an environment that empowers and enables everyone to contribute

DEFINING LEADERSHIP IN A POST-PANDEMIC WORLD

The consultation highlighted the challenge in applying tight definitions to leadership and suggested there may be scope for the creation of a set of principles, behaviours, and approaches to leadership that IIMHL/IIDL would wish to promote and see reflected both in its own leadership as well as that of its members.

The IIMHL/IIDL Leadership Framework is seeking to promote inclusive behaviours that apply to mental health, substance and disability leaders, and the work we need to do to ensure that we have a more diverse leadership group.

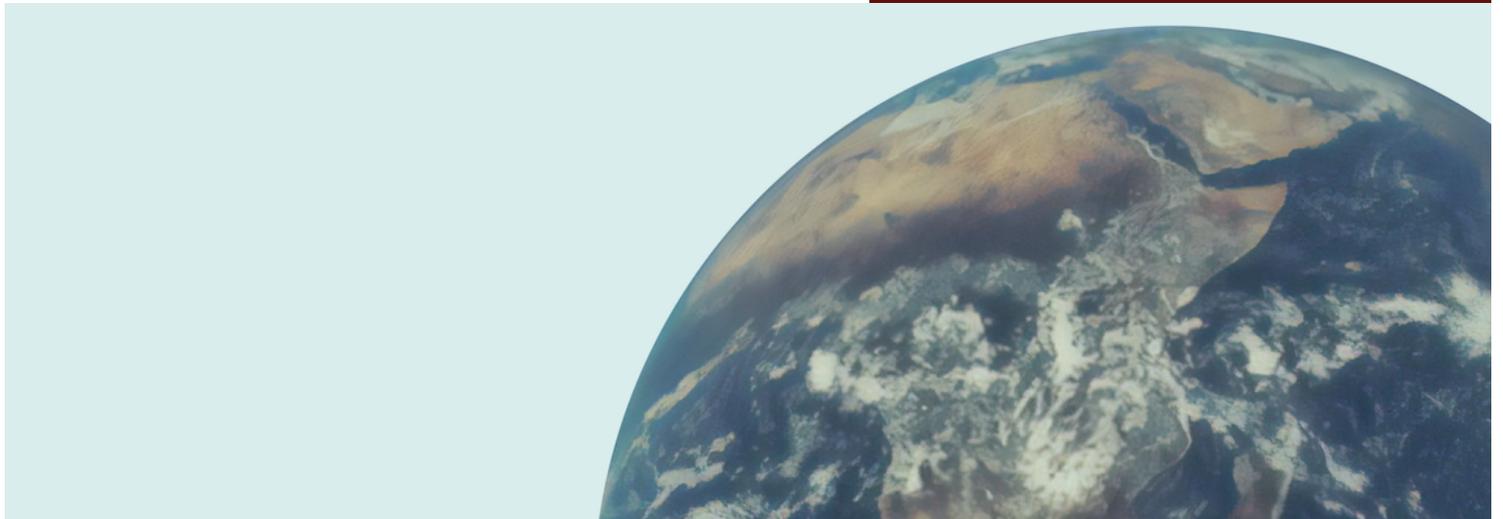
The Framework provides a focus on the behaviours that promote genuine inclusivity in organisations. For example, across each of the domains of the Framework there are behaviours that promote a sense of belonging, value all forms of expertise and experience, promote equality and equity, ensure voice and influence for all, promote psychological safety. It also seeks to promote a form of leadership based on mutual respect, trusting relationships, generosity in sharing expertise which are at the heart of IIMHL/IIDL, as well as being future focussed, testing out new ideas and learning from experience.

Throughout the drafting process, the intention has been to demonstrate that leadership exists at all levels and to focus on what is valued in leaders.

The Framework is intended to include the important elements of leadership in delivering meaningful, transformational change in the mental health, substance use and disability fields, in all settings and at all life stages.

The framework is to be viewed as a work in progress as it will be open to regular review, thus it should be seen as a living document.

We welcome comments and feedback to erin@iimhl.com.



The Leadership Framework is seeking to promote inclusive behaviours that apply to mental health, substance and disability leaders, and the work we need to do to ensure that we have a more diverse leadership cadre.