

# 2015 ASSESSMENT FORM



(CONFIDENTIAL WHEN COMPLETED)

**INTRODUCTION:** The Canadian Certified Physician Executive (CCPE) credential process requires an assessment of the physician candidate's leadership capabilities based on those found in the **LEADS in a Caring Environment** framework ([www.leadersforlife.ca/leads-framework](http://www.leadersforlife.ca/leads-framework)) — qualities of effective leadership endorsed by the Canadian Society of Physician Leaders (CSPL), Canadian Medical Association (CMA) and many other national and provincial organizations across Canada.

The CCPE program has endorsed this framework as it represents the key capabilities that are desired of all leaders within the health care system. The **LEADS** framework contains five domains:

**Lead Self, Engage Others, Achieve Results, Develop Coalitions and Systems Transformation**  
(<http://leads.in1touch.org/site/framework?nav=02>)

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 own leadership capabilities**.

**OVERVIEW OF PROCESS:** There are several steps in the CCPE assessment process:

## Candidate Instructions

**Step 1:** Physician candidates complete a self-assessment based on **LEADS** capabilities on the **2015 Assessment Form** (*this form*). Please fill in all pink-shaded areas.

**Step 2:** Physician candidates will select three referees and provide **each of them** with a copy of the **2015 Assessment Form** (*this form*) that has been **filled in** with the candidate's self-assessment.

## Referee Instructions

**Step 1:** Thank you for agreeing to participate as a Referee in the assessment of this physician's eligibility for the CCPE credential. All Referees will fill in the orange-shaded Referee Comments and Referee Ranking areas on the 2015 Assessment Form with detailed comments please.

**Step 2:** Once you have completed your assessment of the Candidate, please return it directly by email to the CCPE Secretariat at [ccpe@cma.ca](mailto:ccpe@cma.ca). You will receive a confirmation email once received. The information you provide will be kept in the strictest confidence.

**Step 3:** An appointed CCPE Peer Review/Assessment Panel of prominent physicians conducts the final assessment.

In each case, the assessment process uses both quantitative and qualitative evidence of leadership capability to inform judgments. **The 2015 Assessment Form** is to be used by all CCPE candidates to assess their own mastery of each capability described in the **LEADS** Framework and to receive referee input. To assist you with this process, you may want to review the **mock-up assessment** on the CCPE website ([www.cma.ca/ccpe](http://www.cma.ca/ccpe)), which illustrates the use of the rating scale and outlines the kinds of examples required.

Should you have any questions about this assessment, please do not hesitate to contact the **CCPE Secretariat** or consult the program website - [www.cma.ca/ccpe](http://www.cma.ca/ccpe)

## INSTRUCTIONS FOR SELF-ASSESSMENT COMPLETION

Name of credential candidate:
Date:

*(ONLY TYPEWRITTEN FORMS ACCEPTABLE)*

1. First 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.
2. This assessment will require you to **rate** your leadership capability (*quantitative assessment*) and to **provide evidence/concrete examples** that support your rating (*qualitative assessment*).
3. Your leadership performance is rated on a **four-point scale**, described below:

Performance level	Rating*	Description of level
Mastery	4	The physician 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 physician 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 physician 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 physician 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.

\* Most of the capabilities of successful CCPE candidates will be rated 3 or 4.

4. 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 capability "in action". All domains are important but particular attention is paid to the capabilities in the domains "**develop coalitions**" and "**systems transformation**".
5. Evidence for your rating should be based on education, career accomplishments and professional experience. At least **one example and no more than three examples** 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 CCPE Peer Review/Assessment Panel's rating.)*
6. Once you have completed your self-assessment, electronically save your copy and send it to your three Referees for review. We must receive all three of the completed referee assessments **in full** before your CCPE application will be considered, so give your referees plenty of time before the October 31<sup>st</sup> deadline.

## INSTRUCTIONS FOR REFEREE ASSESSMENT COMPLETION

REFEREE INFORMATION	
Name:	Title:
Email:	Contact telephone number:
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.):	

- The leadership assessment tool**  
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.
- 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 physician candidate’s leadership. Areas requiring your response are shaded in light orange. Simply type in the boxes provided and save the completed form on your computer.
- Begin your assessment**  
This assessment must be **completed in full and submitted to the CCPE Secretariat office** before the candidate’s application will be considered.

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

Performance level	Rating*	Description of level
Mastery	4	The physician 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 physician 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 physician 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 physician 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.

*\*Most of the capabilities of successful CCPE candidates will be rated 3 or 4.*

**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
<p><b>Self-aware</b> You are aware of your own assumptions, values, principles, strengths and limitations.</p>					
Candidate’s example/evidence:					
Referee Comments: Please provide your comments about the candidate’s capability.					Referee Ranking
<p><b>Manage oneself</b> You take responsibility for your own performance and health.</p>	No opinion	Developing1	Mature 2	Distinguished 3	Mastery 4
Candidate’s example/evidence:					
Referee Comments: Please provide your comments about the candidate’s capability.					Referee Ranking
<p><b>Develop oneself</b> You actively seek opportunities and challenges for personal learning, character building and growth.</p>	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate’s example/evidence:					
Referee Comments: Please provide your comments about the candidate’s capability.					Referee Ranking

<b>Demonstrate character</b> You model qualities, such as honesty, integrity, resilience and confidence.	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					Referee Ranking

**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
<b>Foster the development of others</b> You support and challenge others to achieve professional and personal goals.					
Candidate's example/evidence:					
Referee Comments: Please provide comments about the candidate's capability.					Referee Ranking
<b>Contribute to the creation of healthy organizations</b> You create engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities.	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate's example/evidence:					

<b>Referee Comments:</b> Please provide your comments about the candidate's capability.					<b>Referee Ranking</b>
<p><b>Communicate effectively</b></p> <p>You listen well and encourage open exchange of information and ideas using appropriate communication media.</p>	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
<b>Candidate's example/evidence:</b>					
<b>Referee Comments:</b> Please provide your comments about the candidate's capability.					<b>Referee Ranking</b>
<p><b>Build teams</b></p> <p>You facilitate environments of collaboration and cooperation to achieve results.</p>	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
<b>Candidate's example/evidence:</b>					
<b>Referee Comments:</b> Please provide your comments about the candidate's capability.					<b>Referee Ranking</b>

**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
<p><b>Set direction</b></p> <p>You inspire vision by identifying, establishing and communicating clear and meaningful expectations and</p>					

outcomes.					
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					Referee Ranking
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					
Referee Ranking					
<b>Strategically align decisions with vision, values and evidence</b> You integrate organizational missions, values and reliable, valid evidence to make decisions.	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					
Referee Ranking					
<b>Take action to implement decisions</b> You act in a manner consistent with organizational values to yield effective, efficient public-centred service.	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					
Referee Ranking					
<b>Assess and evaluate</b> You measure and evaluate outcomes. You hold yourself and others accountable for results achieved against benchmarks and correct the course as appropriate.	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate's example/evidence:					

Referee Comments: Please provide your comments about the candidate's capability.	Referee Ranking

**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
<p style="text-align: center;"><b><i>Purposefully build partnerships and networks to achieve results</i></b></p> <p>You create connections, trust and shared meaning with individuals and groups.</p>					

Candidate's example/evidence:

Referee Comments: Please provide your comments about the candidate's capability.	Referee Ranking

Demonstrate a commitment to customers and service	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
<p style="text-align: center;"><b><i>Demonstrate a commitment to customers and service</i></b></p> <p>You facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service.</p>					

Candidate's example/evidence:

Referee Comments: Please provide your comments about the candidate's capability.	Referee Ranking



<p><b>Mobilize knowledge</b></p> <p>You employ methods to gather intelligence, encourage open exchange of information and use quality evidence to influence action across the system.</p>	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					Referee Ranking
<p><b>Navigate socio-political environments</b></p> <p>You are politically astute. You negotiate through conflict and mobilize support.</p>	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					Referee Ranking

**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
<p><b>Demonstrate systems/critical thinking</b></p> <p>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>					
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					Referee Ranking

<b>Encourage and support innovation</b> You create a climate of continuous improvement and creativity aimed at systemic change.	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					Referee Ranking
<b>Orient oneself strategically to the future</b> You scan the environment for ideas, best practices and emerging trends that will shape the system.	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					Referee Ranking
<b>Champion and orchestrate change</b> You actively contribute to change processes that improve health service delivery.	No opinion	Developing 1	Mature 2	Distinguished 3	Mastery 4
Candidate's example/evidence:					
Referee Comments: Please provide your comments about the candidate's capability.					Referee Ranking

**OVERALL RECOMMENDATION BY REFEREE**

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

**Highly recommend**

*Please state why:*

**Recommend with reservations**

*Please state why:*

**Do not recommend**

*Please provide rationale:*

**Other comments:**

**YOU ARE DONE!**

**THANK YOU FOR PARTICIPATING IN THE CCPE PROGRAM  
AND FOR COMPLETING THIS ASSESSMENT.**

