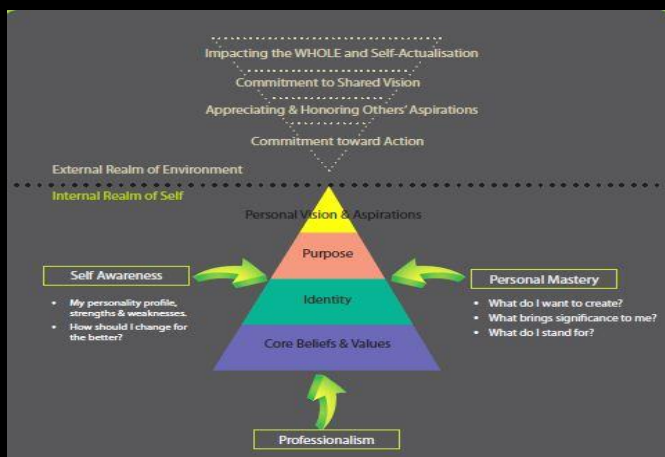


Introduction

In end 2010, SingHealth aimed to establish a systemic approach for in-house progressive leadership development, including cascading desired leadership behaviours for all staff throughout the cluster.

Methodology

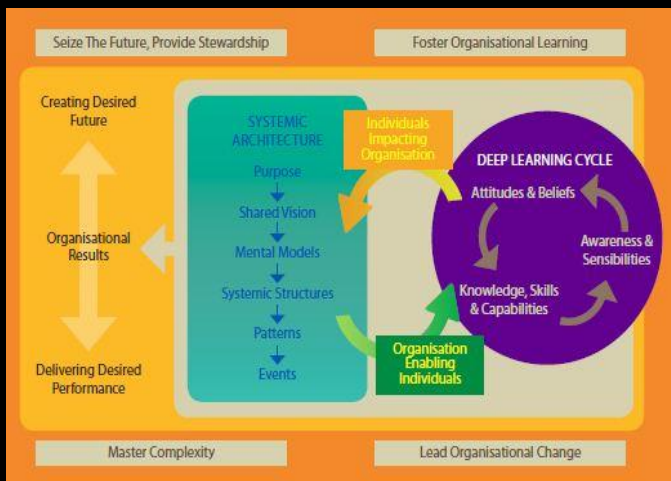
To identify critical leadership competencies for SingHealth, interviews with senior leaders and focus groups with 344 staff across all communities were conducted in early-mid 2011. Literature search was done concurrently to identify the best fitting Leadership theories to describe our leadership approach. All these efforts provided a rich source of data and theory, out of which a Leadership Competency model was formulated. This model was reviewed with SingHealth Senior Management, and adopted as the official SingHealth Leadership Competency Model (LCM). The frameworks detailing the 3 domains (Self Leadership, Team Leadership & Organisational Leadership) are shown below.



Model of Internal Realm of Self Impacting External Environment



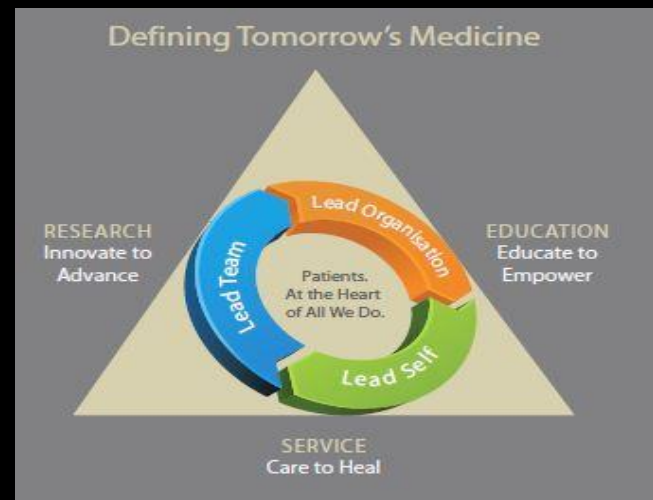
Core Theory of Success with Related Team Leadership Competencies



Systemic Architecture and Deep Learning Cycle in Organisational Leadership

Results

The LCM was formulated in end 2011, with the underlying frameworks adapted from the research of Peter Senge and Daniel Kim. It describes the core leadership competencies required for SingHealth staff at various career stages, and serves as a common reference for the staff to benchmark their leadership developmental needs.



SingHealth Leadership Competency Model

Building on the LCM, 3 in-house Core Leadership Milestone Programmes were developed and launched in April 2012. These contextualised programmes are provided to all staff at increasingly senior job levels, and are targeted to raise the collective level of leadership effectiveness. To date, over 400 staff have attended the programmes. Feedback has been very positive, with average satisfaction score of 4.50 and above (based on maximum score of 5.00). We are also concurrently evaluating the impact of these core programs on various measures important to the organization, beyond satisfaction scores.



SingHealth is also exploring ways to embed the leadership competencies into broader aspects of organizational life, e.g. how we appraise our leaders and develop an in-house 360 tool for leaders. These initiatives will further strengthen the leadership development efforts at a more systemic level.

Conclusion

Leadership Development efforts are subsequently aligned with a cluster-wide leadership competency framework. A common leadership language is advocated across SingHealth and the desired leadership behaviours will be imbued in every SingHealth staff. This will also ultimately lead to a sustainable leadership pipeline in SingHealth.

