Top actionable ideas for the challenge of 'managing multiple commitments, finding time for priorities and balance'

Democratizing Leadership:
- Empower colleagues in important topics increases decision-making power; succession planning
- Reposition the power dynamic, degrees of power
- Divvy up the tasks of the various leaders; delegation
- Motivate others to find autonomy and their purpose in the work; harness their drive.

Meeting Strategy:
- Trust the team to take on certain meetings, to make decisions and take the action items
- Strategize attendance based on need:
  - **share information** – use email instead
  - **make decisions** – delegate another to attend, and get a quick recap after
  - **strategic** – attend meeting
- Decrease the amount of time needed to meet; create clear meeting agendas with context and opportunities for conversations, use virtual tools to support individual input

Visual Tool For Tracking:
- Set an intention of how to dedicate non-clinical time; big buckets (Admin, Strategic, Mentoring, etc.) and allocate time over the month
- Use Eisenhower matrix for planning, reflect on where time is being spent - proactive or reactive
- Colour code calendar to see visually where time is being spent weekly/monthly
- Avoid burnout by fitting in what's important to you; ensure some of the week is allocated to activities that are fulfilling

Psychological Health and Safety Discussions

1. How to share power for more involvement and influence

Self-Awareness

- Those with more privilege can be more challenged to see the power dynamics and realize that they hold power over others
- Gain awareness about our own leadership styles, how we may find balance

Share Power
- Help others feel that they have agency and a voice; role model collaborative leadership
- Medical leaders' voices are strong, try to tone it down to give space for others to share
- Being clear is different than being directive
- Listen and act on what others suggest; people want to be seen, heard and understood
- Consider different ways of engagement, refer to IAP2 Principles
- Daniel Pink 'Sawyer effect' – engage others to contribute to the greater improvement

2. How to manage the power distance to foster clarity and psychological health and safety

Connection before content

- Build relationships, acknowledge each other, create the right space (greetings, eye contact, talking about more than just work during clinical duty – hold space for people)
- Being vulnerable and sharing leads to trust, transparency, and engagement
- Correct others when they refer to leadership as 'the dark side'. Clarify that leaders step into the roles to make things better for them, for others, and for the patients