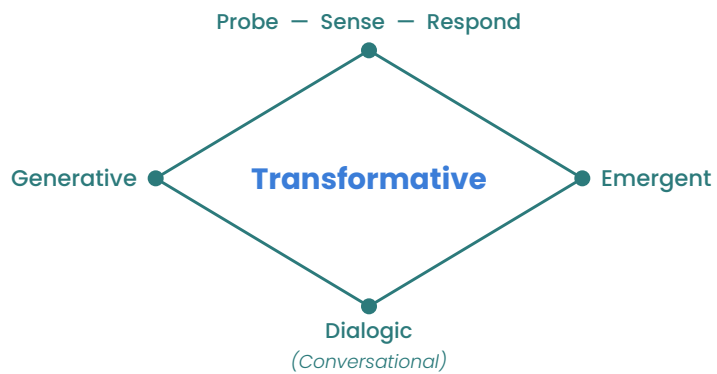


# Navigating Two Domains of Leadership

When protocols work — and when a different kind of leadership is required

## “Opportunity” Complex



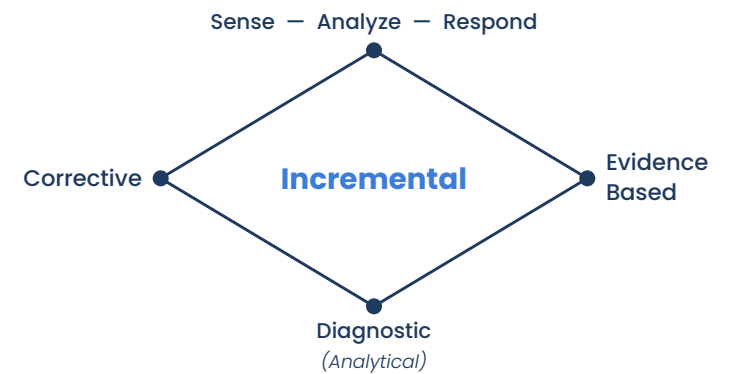
### IN YOUR WORLD

- Retaining paramedics through a workforce crisis
- Evolving scope toward community paramedicine
- Building trust with First Nations communities
- Making it safe to access mental health support

**BEING**

Strategic

## “Obligation” Complicated



### IN YOUR WORLD

- Implementing a new CPR algorithm
- Rolling out an electronic patient care record
- Updating dispatch triage protocols
- Fleet maintenance and scheduling

**DOING**

Strategy

# From Framework to Practice

A scenario to work through together | A diagnostic to take with you

Leading Change When There's No Protocol

Dr. Trevor Maber | PSCS 2026

## Workshop Scenario

Use the framework to diagnose this challenge

The Challenge:

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### 1 Is this technical or adaptive?

Do we have a known solution, or do people need to learn new ways?

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### 2 Is this complicated or complex?

Can expertise find the answer, or does the answer need to emerge?

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### 3 What frame are you defaulting to? What frame(s) also need attention?

Structural · Human Resource · Political · Symbolic

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### 4 Who needs to be in the conversation?

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## The Monday Morning Diagnostic

Four questions for any challenge you face

The Challenge:

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