Leadership and Management in Nursing

Learner Objectives: At the conclusion of this presentation the participant will be able to:

1. Describe leadership qualities in self and others
2. Outline the difference in leadership and management
3. Review leadership skills for effecting positive change and transforming the work environment
4. Define key strategies for developing and mentoring future oncology nurse leaders

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Leadership and management are not the same

**Managers** focus on doing the thing right

**Leaders** focus on doing things right

All leaders are not managers

Leaders do not need to choose management to make a difference

Leadership and Management

* **Leadership**
  * Behavioral
  * Promote Change
  * Mobilizes followers
  * Inspires a shared vision
  * Mentors

* **Management**
  * Organization, operations, and tactics
  * Manage resources
  * Sets priorities
  * Set the tone
  * Set the pace
Leadership and Management

**Manager**
- Administers
- Copy
- Maintains
- Focus on systems & structure
- Control
- Short-range view
- How and when
- Bottom line

**Leader**
- Innovates
- Original
- Develops
- Focus on people
- Inspires trust
- Long-range view
- What and why
- Eye on the horizon
Model of Nursing Leadership

Oncology Nurse Leader

- Education
- Continuous Learning
- Practice
- Research

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Leadership

Identify Characteristics of Admired Leaders in Your Life?
CHARACTERISTICS….Were these on your list?

* Integrity
* Honest
* Visionary
* Competent
* Fair
* Supportive
* Broad-minded
* Intelligent
* Courageous

* Mature
* Determined
* Ambitious
* Loyal
* Self-controlled
* Independent
* Cooperative
* Self-assured
* Caring
Leaders

* Everyone is a leader
* People with high hopes are also high achievers
* Consistency
* Compassionate
* Sustain hope
* Visionary
* Relationships - Bring people together
* Service- you serve a purpose for the people
Transformational Leadership

Building and Leveraging Your Leadership Strengths for Organizational Success
Today’s Leader

* Develops Relationships
* Creates a Vision
* Is a Servant
* Seizes Authority
* Garners Credibility
* Mentors the next generation

...Influence that commands respect and confidence.

* BELIEVE...
* Approach your dreams and goals with Authority
* Conquer your doubts with confidence
* Dare to make a difference
* Dare to take a risk

* Failure is not the END it is a BEGINNING
  * *Failing Forward*, John C. Maxwell (2000)---*Turning Mistakes into Stepping Stones for Success*
5 Practices of Exemplary Leaders

* Challenge the Process
* Inspire a Shared Vision
* Enable Others to Act
* Model the Way
* Encourage the Heart

Challenge the Status Quo

* **Search for opportunities**
  - Seize the initiative
  - Innovate and create
  - Commitment
  - Look outward for fresh ideas

* **Experiment and Take Risks**
  - Learn from mistakes
  - Generate small wins

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Inspire a Shared Vision

* Envision the Future
  * Forward looking
  * Having a vision
  * Possibility thinker... Kirk
  * Do not believe in a no win scenario

* Enlist Others
  * Develop a shared sense of destiny
  * Appeal to shared aspirations
  * Give life to your vision

Mentor and Support Others to Act

* Foster Collaboration
  * Improves performance
  * Builds relationships
  * Builds trust
  * Positive Interactions

* Strengthen Others
  * Generate power all around (empower others)
  * Foster accountability
  * Provide choices
  * Develop competence and confidence

Modeling the Way

* Find your VOICE
  * Clarify your values
  * Express yourself
  * Embrace your inner most thoughts & aspirations

* Set the Example
  * Build and affirm shared values
  * Align actions with values DWYSYWD

Encourage the Heart

* Recognize contributions
  * Focus on clear standards
  * Expect the best
  * Personalize recognition
  * Show appreciation for excellence

* Celebrate Successes

* Create a Spirit of Community
  * Set the example
  * Manage up (Studer,)
  * Tell the Story

The Making of Tomorrow’s Nurse Leaders
Twelve Key Action Roles of a Leader

1. Trust your judgment
2. Inspire a shared vision
3. Build relationships and encourage the heart
4. Innovative and creative
5. Challenge and seize opportunities
6. Act authoritatively
7. Patients first
8. Fiduciary responsibility with the organization
9. Take and share risk
10. Be prepared and accountable
11. Build teams and be a great team member
12. Communicator
13. Be a mentor and Empower others
Leading Change in an Environment of Change

What Oncology Nurse Leaders Need to Know and Do to Achieve Desired Outcomes

- Set Direction
- Demonstrate Personal Values
- Engage Individual Commitment

Adapted from: “Leading Change,” John P. Kotter, 1996
Personal Character

- Lead by Example
- Act with Integrity
- Demonstrate Trustworthiness
- Take Risks
- Do what you say you will do/Walk the Talk
- Be a Coach and Mentor
- Be Fair and Just
- Respect
Effective Nurse Leaders

* Engage Individual Commitment
  * Communicate the Vision
  * Promote Shared-Decision Making
  * Build Positive Collaborative Relationships
  * Build Trust
  * Develop Teams
  * Drive Out Fear
  * Encourage Innovation and Creativity
  * Empower others
Inspiring and Leading Nursing Excellence
It is all about LEADERSHIP!
Awaken the Leader Within

- Commit to caring
- The will to lead
  - Be a care innovator
- Voice you ideas
  - Right time, right place, professional manner
- Overcome your fears
- Look at the whole picture
- Be accountable
- Promote collaboration
  - Goal oriented
Opportunities for the Next Decade in Nursing

- Creating a Healthy Work Environment
- Recruitment
- Retention
- Aging workforce
- Multigenerational workforce
Leveraging Your Plan for Success

- One year Plan...
- Two Year Plan...
- Five year Plan...

- What is your dream for your professional self?
Discover Your Destiny?

* See yourself being successful in whatever you endeavor to achieve.

* Partner with others who can help make your vision a reality.

* Don’t be envious of others who have achieved what your want...
Recipe for Leadership Success...

- Take care of Self
- Take Care of Your Business
- Take Care of those you LOVE....
Leadership/Performance Inventories

* Kouzes and Posner – Leadership Practices Inventory (LPI)
* 360 Degree Feedback
  http://www.custominsight.com/360-degree-feedback/developing
* The Trusted Leader
  http://www.thetrustedleader.com/self-assess-1html
* Your Leadership Legacy
* Myers-Briggs
Putting it all Together

Looking in the Mirror

Internalizing the Results for Success

- Career coach/counselor
- Mentor
- Mentee
- Passion
- Value of 360 assessments
- Introspection
- Reflex, Refresh, Renew

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The Leadership Journey Forward
... Where YOU Lead others will follow
Watch your thoughts,
  They become words.
Watch your words,
  They become actions
Watch your actions,
  They become habits.
Watch your habits,
  They become your character.
Watch your character,
  It becomes your destiny……
Our greatest fear is not that we are inadequate, but that we are powerful beyond measure...

Marianne Williamson

Web Sites: accessed, April, 2012
http://www.custominsight.com/360-degree-feedback/developing
http://www.thetrustedleader.com/self-assess-1html
http://careerplanning.about.com/cs/aboutassesment/a/assess_overview/htm
http://www.winderdom.com/personality/L6-1PersonalityTypes.html