

# Leadership=Expanded Thinking

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# Overview of Workshop

Two hallmarks of transformational leadership

- Thinking more strategically about one's environment and career
- Developing the ability to sustain career optimism

## Part I. Thinking more strategically

- The demand for nurse leadership
  - External demand
  - Increasing emphasis on **impact** in career development
- Leadership defined
- Paradigm shifts in health care and academia, as examples of expanded thinking
- Leadership=expanded thinking over the course of a career



## Part II. Sustaining career optimism

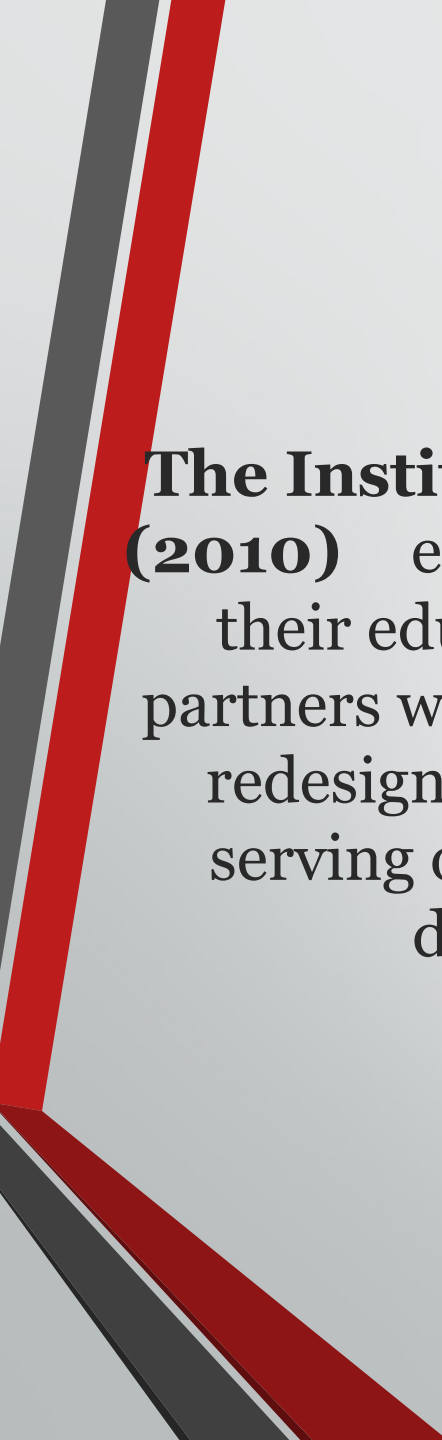
- Career optimism defined
- “Normal crazy” beliefs
- Strategies for self care
- Striving for balance
- Final thoughts

# Thinking More Strategically


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  - External demand
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# External Demand for Nurse Leadership

**The Institute of Medicine's *Keeping Patients Safe. Transforming the Work Environment of Nurses* (2004)** urged nurses to exert transformative leadership, take responsibility for the design of work and workspace to prevent and mitigate error, and serve as prime movers in developing organizational cultures of safety.




**The Institute of Medicine's *The Future of Nursing* (2010)** emphasized nurses practicing to the full extent of their education, more educated nurses, nurses as full partners with physicians and other health professionals in redesigning and leading healthcare change (including serving on boards), improved data collection to guide decision making, and lifelong learning.



The **International Council of Nurses** describes leadership development as core to professional nursing practice, because of the need to “strengthen nursing presence in policy, practice, education, regulation and socio-economic arenas through visible influence and impact on global, regional, and national agendas” (**2014-18 Strategic Plan**).





Nurses and midwives are critical in the delivery of essential health services and are core in strengthening the health system...They help to promote and maintain the health and wellness of an ageing population...contribute to reductions in newborn, infant and maternal mortality...provide a wide range of services in hospital settings, from accident and emergency through to palliative care. And as key players in crisis and post-crisis situations, they contribute to the risk communication, response planning and multisectoral participation aspects of emergency preparedness programmes; and provide services...in post-emergency recovery (**2016-20 WHO Global Strategic Directions**)

# Leadership

...a process whereby one inspires and catalyzes others to achieve shared goals and institutional mission in an environment where the context (e.g., economic situation) and meanings (e.g., of health and aging) are evolving, thus the constant need to design new ways of achieving long-held values

- **Not** synonymous with administrative title
- Includes individual performance and productive teamwork, plus inspiring higher performance in others and the creation of enduring excellence
- Assumes constant change
- Embraces both what you do and what you get done
- Presupposes impact

# Degrees of Impact



Marilyn Rantz,  
Founder of Tiger  
Place—a new  
model of elder  
care—and recipient  
of largest grant  
ever received by  
University of  
Missouri (\$19.8  
million)



# Interprofessional Board Leadership: Catherine Alicia Georges, Jennie Chin Hansen, Joan Austin, Linda Burnes Bolton, & Joanne Disch





# Government Leadership: Mary Wakefield, Patricia Horoho, Lois Capps, Shirley Chater & Linda Schwartz



# Paradigm Shifts: Health Care

## 20<sup>th</sup> Century

- Care episodic
- Fee for each service
- Care shaped largely by educational background of provider

## 21<sup>st</sup> Century

- Integrated delivery systems with managed transitions
- Bundled care; capitated payment
- Care shaped increasingly by evidence-based protocols and who has defining expertise



## 20<sup>th</sup> Century

- Care individualized, with little concern for management of groups with ongoing problems
- Stress on discharge planning
- Emphasis on acuity; specialty care prized

## 21<sup>st</sup> Century

- Care reliable and only tailored at margins, with management of vulnerable populations
- Stress on “next steps” in care management
- More emphasis on managing chronicity; primary care and prevention valued

## 20<sup>th</sup> Century

- Process-oriented (what professional does)
- Care time/place bound
- Value teams of **experts**
- Emphasis on provider-patient relationship

## 21<sup>st</sup> Century

- Outcomes oriented (value of what is done)
- No time/place limitations
- Value expert **teams**
- Emphasis on improving context, so therapeutic relationships and best practices can thrive

# Paradigm Shifts: Academia

## 20<sup>th</sup> Century

- Faculty “sage on stage” (didactic)
- Emphasis on teacher as content deliverer
- Faculty knowledgeable
- Emphasis on getting degree(s)

## 21<sup>st</sup> Century

- Faculty “guide by side” (interactive)
- Emphasis on teacher maximizing learning
- Faculty expert
- Emphasis on continuously learning

## 20<sup>th</sup> Century

- Process-oriented
- Time/place bound
- Career counseling focuses on entry into nursing
- Disciplinary silos
- Start-from-scratch mentality

## 21<sup>st</sup> Century

- Outcomes oriented
- No time/place limitations
- Career counseling over professional lifetime
- Emphasis on inter-professional education, practice, and research
- Make use of existing, reliable materials

## 20<sup>th</sup> Century

- Research shaped by personal interests
- Scholarship emphasizes “discovery”
- Service and academia separate

## 21<sup>st</sup> Century

- Research shaped by public need and funding
- Diversified scholarship and funding, but same outcome expectations
- Service and academia create new partnerships, e.g., DEUs, data mining

# Expanded Thinking over a Career\*

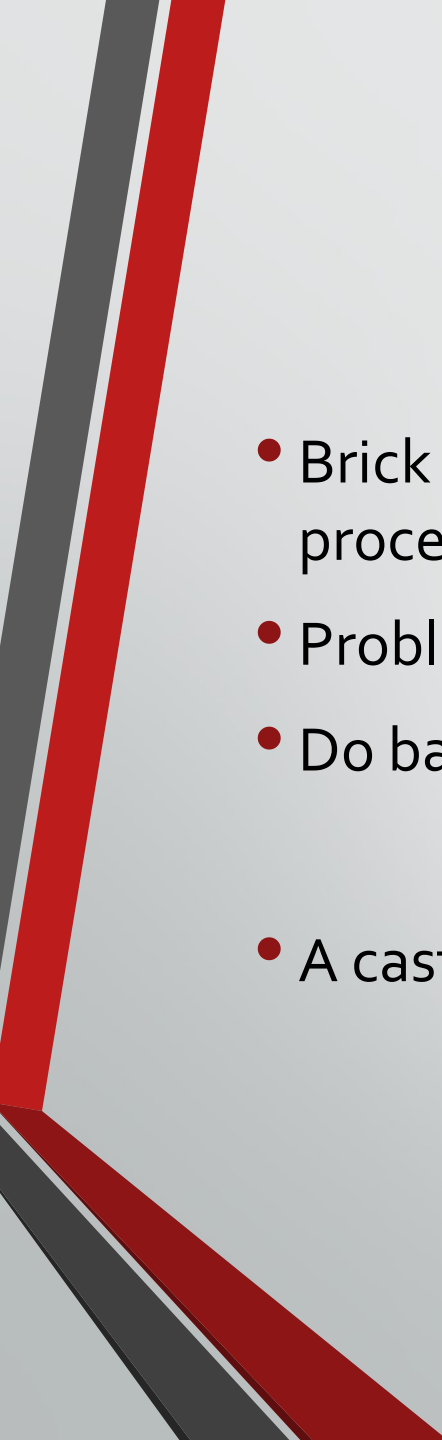
\*MD Watkins (2012). How managers become leaders. *Harvard Bus Rev.*

## Earlier in Career

- Generalist, then specialist, by virtue of setting and/or education
- Analyze data for decision making
- Implement tactics

## Later in Career

- Integrator, representing different specialties, who leads larger discussions
- Weave bits of information into big-picture thinking and model development
- Develop overall strategy for next steps

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- Brick layer building processes and structures
  - Problem solver
  - Do battle with problems
  - A cast member
  - Organizational architect updating mission/goals
  - Agenda setter
  - Change culture as a diplomat engaging stakeholders
  - Role model who, as lead, inspires

## Some Concluding Thoughts


- Presentation meant to provide a framework for thinking about your leadership journey
- Consider where you are in terms of degrees of impact and where headed
- Think of paradigm shifts as providing some sense of where you can assume leadership in moving forward
- Expanded thinking is learned over time



Comments

Questions






# Sustaining Career Optimism

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- Career optimism defined
- “Normal crazy” beliefs
- Strategies for self care
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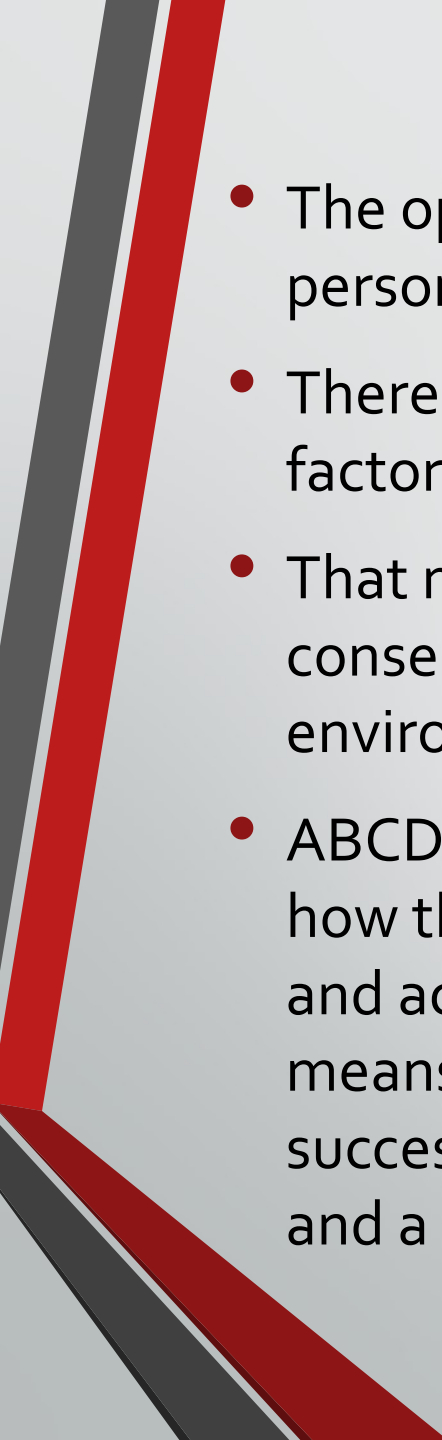
“Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence”

Helen Keller



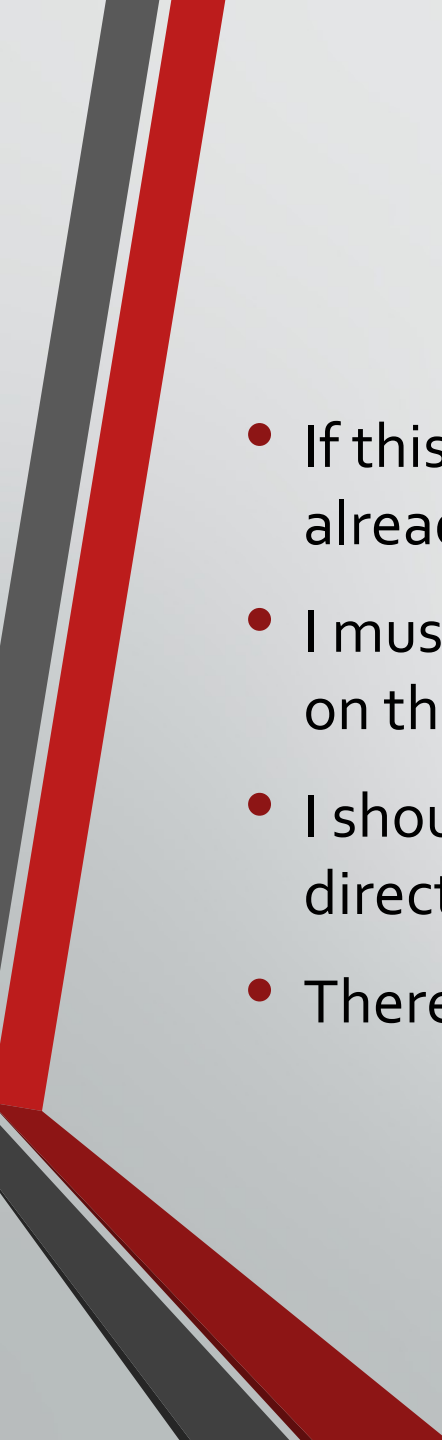
# Career Optimism

...the ability to stay hopeful and energized about one's work, particularly in the face of adversity or failure

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- The optimist looks at failure and setbacks as not personal, not permanent, and not pervasive
  - There is evidence that how one sees matters can be a factor in what happens about 40% of the time
  - That motivational margin can have significant consequences as it promotes hopefulness within the environment
  - ABCDE Models says **a**dversity is what happens; **b**elief is how the adversity is interpreted; **c**onsequences (feelings and actions) result from those beliefs; **d**isputation is the means by which one counters negative beliefs, and successful disputation leads to **e**nergization (celebration and a sense of accomplishment)

# Some “Normal Crazy” Thoughts

- I must be loved/liked by everyone
- I should love/like everyone
- Things should not go wrong
- People should always be considerate and fair to me
- I must have all the answers or I don't deserve to be in charge
- If I'm not perfect then I'm no good

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- If this was a really good idea it would have been tried already
  - I must be able to do any new job well or I should not take on that position or set of responsibilities
  - I should have known better when we started in this direction
  - There is a solution to every problem



# An Example of Disputation

## *If I'm not perfect, then I'm no good*

- How does a failure make me a failure?
- If my worth is dependent on being perfect, then I'm doomed to feel worthless most of the time, because perfection is not possible.
- If I judge my value by never making mistakes, then I'll not be disposed to be innovative or daring, because any failure means I'm worthless, so I'll always play it safe.
- If I constantly judge myself and find myself to be lacking, I'll be paralyzed, too busy castigating myself to notice anyone or anything else and then, of course, I will be no good.


# Another Example

## *Things should not go wrong*

- Maybe I don't want anything to ever go wrong, but things regularly go wrong, and they tend to do that at inconvenient times. Machines break down. Accidents happen. People make mistakes. Family members get sick.
- The problem is if I think things shouldn't ever go wrong, then I'm likely to be so angry that something went amiss that I'm ill prepared to deal with the problem, and I'm likely to go around blaming the gods (or others) rather than either getting everyone to work together for a solution or analyzing how I contributed to the problem.

# Strategies for Self Care

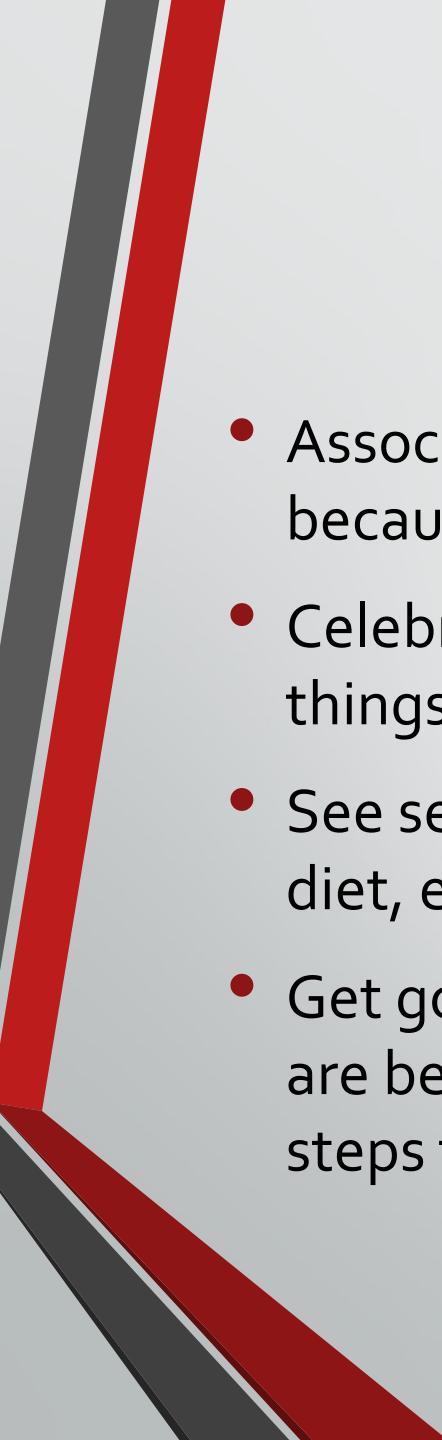
- Expect regular failure, so you are neither surprised nor undone by it
- Build on your strengths, so you spend most of your time doing what you like, but make friends with those who are good at what you are not , so they can become members of your team and you're not vulnerable to your weaknesses
- Monitor how you think about matters, particularly your explanation patterns, e.g., overgeneralizing; taking the positive for granted; internalizing failure and externalizing success

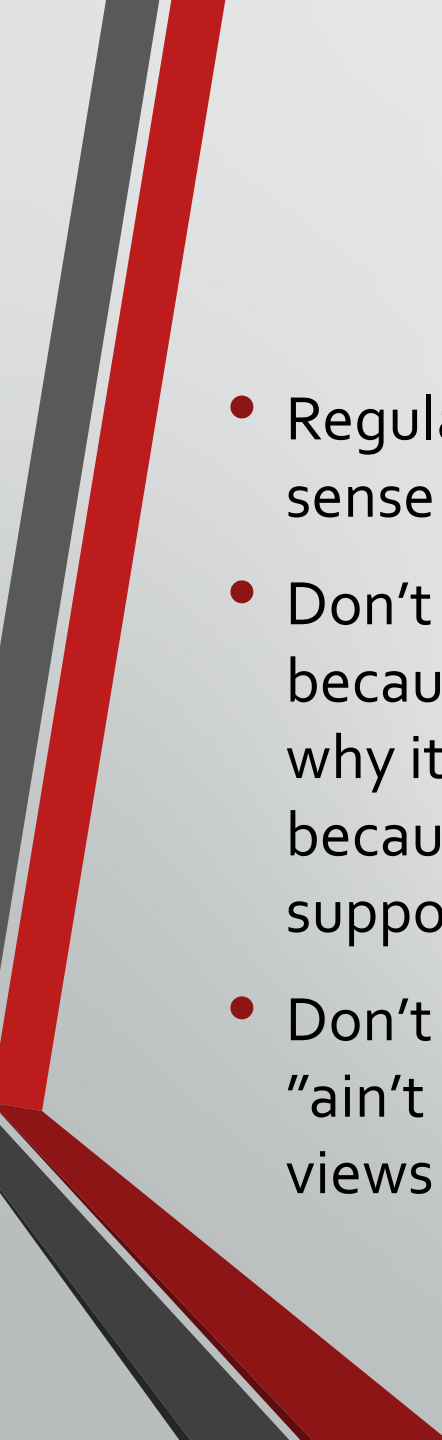



WHETHER YOU  
**THINK YOU CAN**  
OR YOU THINK YOU CAN'T,  
**YOU'RE RIGHT.**

[ Henry Ford ]

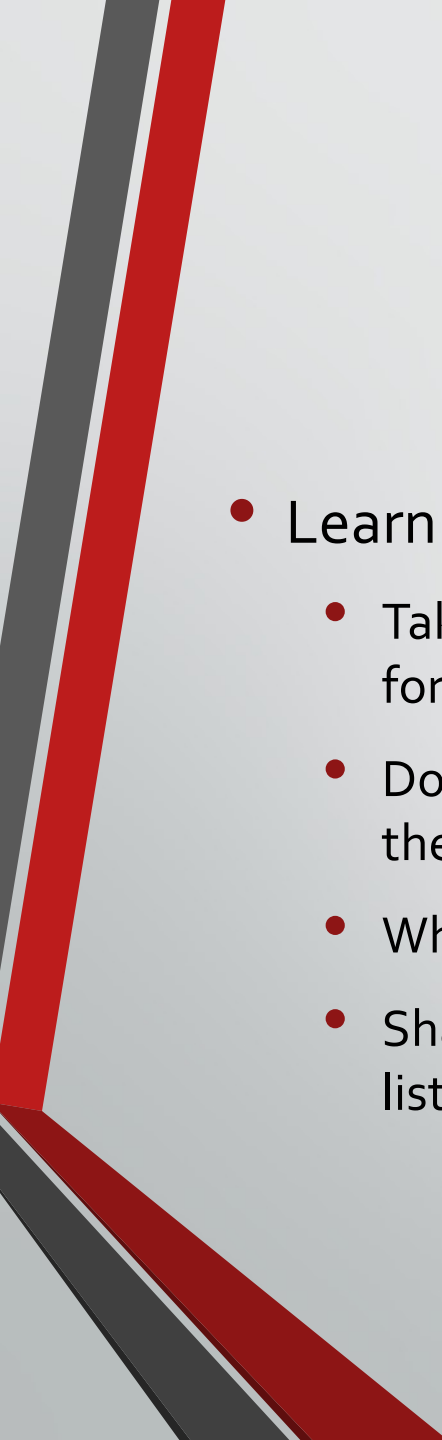
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- Helps to see problems as generic or developmental—“the problems all organizations have in 2017” or “the problems that go with my stage of development”
  - Learn the art of reframing: “The bright know what the ideal might look like, so it is not surprising that they regularly feel inadequate in the current situation”... “A NO can be useful in next round of negotiations”

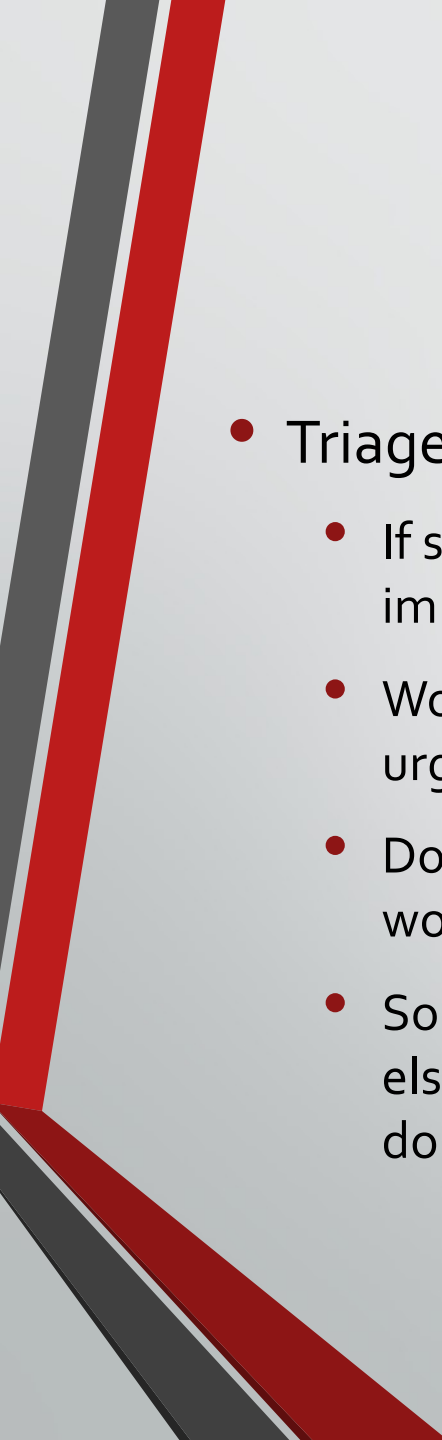
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- Associate with the optimistic, rather than the pessimistic, because you are shaped by those around you
  - Celebrate marker events—it's only in celebrating small things that you stay energized for the big
  - See self as an executive deserving to be well cared for—diet, exercise, meditation, sleep, relaxation, financial plan
  - Get good at “body listening” so you recognize when you are beginning to “lose it” and need to take proactive steps to recharge body and soul

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- Regularly recall the good in your life , so you maintain a sense of perspective
  - Don't expect to be fully appreciated by where you work, because no one can be a "star" in home setting; that's why it is important to go to professional meetings because colleagues elsewhere can be a major source of support and understanding
  - Don't get into a competition for who is more miserable—"ain't it awful" thinking that belongs to old-fashioned views of nursing

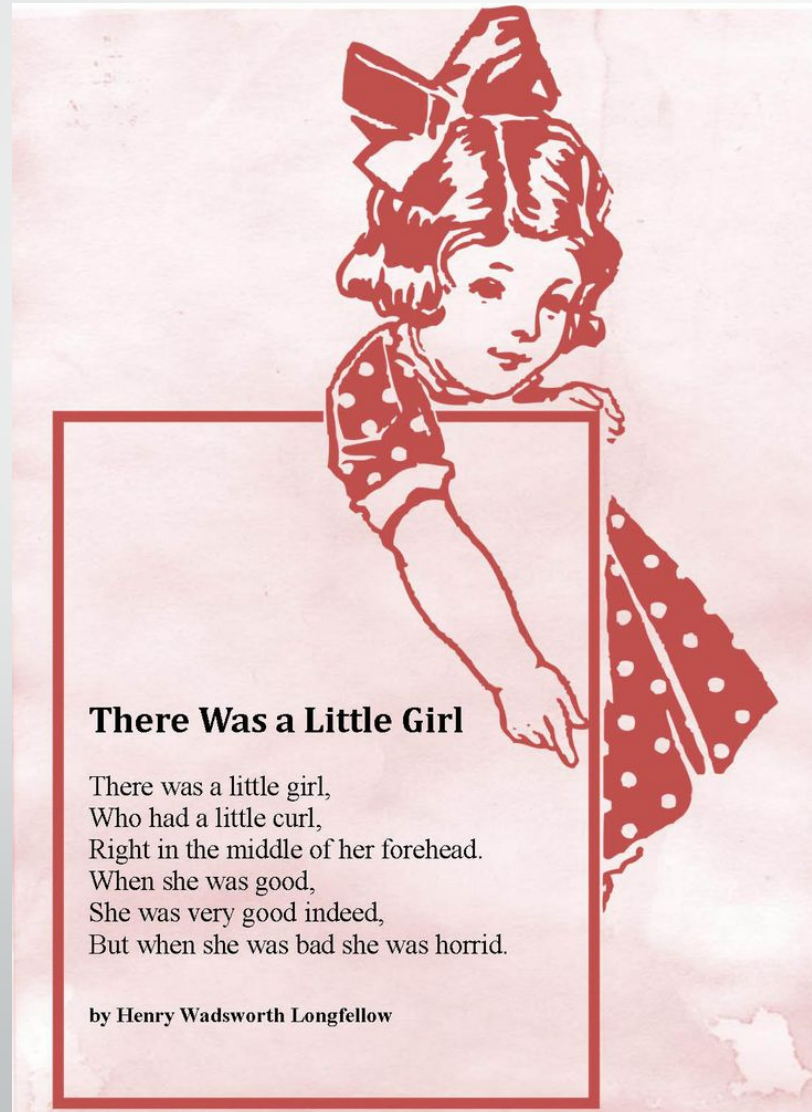
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- Keep in mind the four “Cs” of hardiness:
    - Committed to what you do
    - Convinced that you can control what happens to you in important respects
    - See change as likely to yield some good
    - Stay connected to community—both professional community and home community



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- Learn time management
    - Take control of your time because no one else can or will do that for you
    - Doing things right vs. doing right thing; perfection is enemy of the good
    - What can someone else do?
    - Shaped by clock or compass? Guided by reminders and to-do lists or by values clarification?

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- Triage daily, putting first things first
    - If something is both urgent and important, then it needs immediate attention
    - Work as much as possible on matters that are important but not urgent, activity most likely to be strategic
    - Don't do anything that is neither urgent nor important; it's busy work
    - Something urgent but not important usually means someone else is trying to make this your problem; resist fixing what you don't perceive as in need of repair

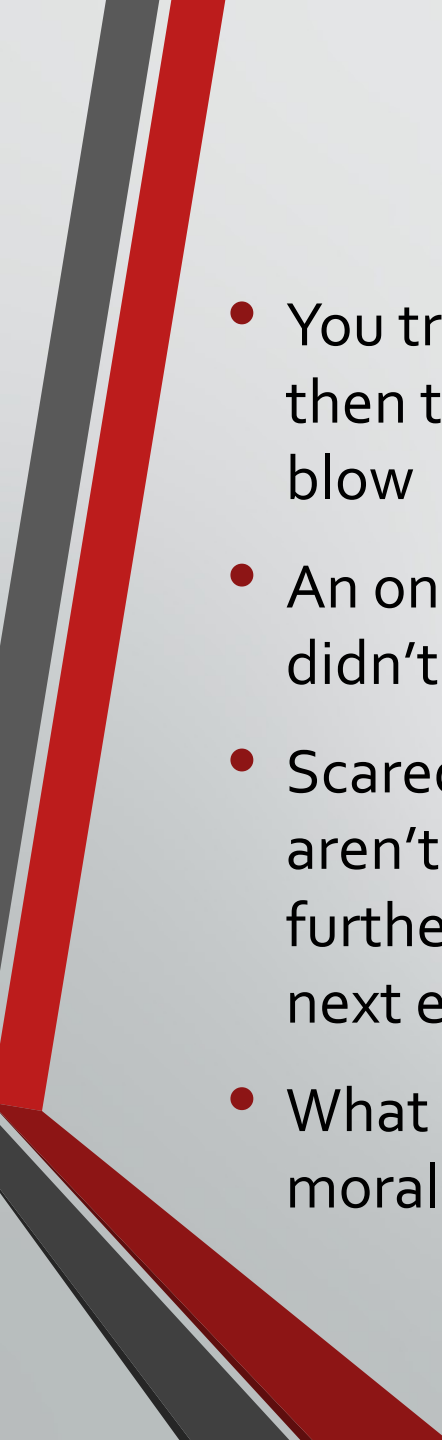
# Anger and Women's Psychological Conundrum



## **There Was a Little Girl**

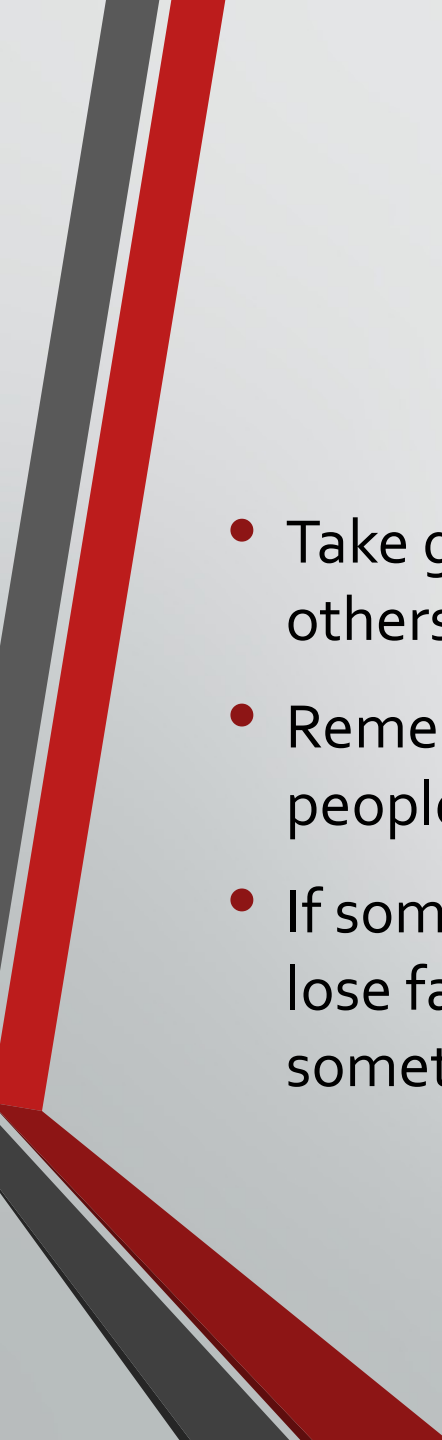
There was a little girl,  
Who had a little curl,  
Right in the middle of her forehead.  
When she was good,  
She was very good indeed,  
But when she was bad she was horrid.

by **Henry Wadsworth Longfellow**

- 
- You try to handle reoccurring slights with equanimity, then the same thing happens for the 20th time and you blow
  - An onlooker would be mystified because the response didn't seem proportional to the immediate stimulus
  - Scared by your own behavior, you wonder if you really aren't a bit crazy, so you tamp down your emotions further resolving to do better, and the stage is set for the next explosion
  - What is more, getting angry causes you to lose whatever moral authority you originally had


# What Are More Helpful Strategies?

- Don't be quick to take offense; don't go ballistic choosing option #10 when you haven't tried options #1 through #9
- Call a HALT to acting poorly when hungry, angry, lonely, and/or tired
- Learn how to have "crucial conversations" so annoyances do not build
- Be properly assertive
  - Recounting what happened
  - Describing how event affected you
  - Making clear what you expect in future and/or in reparations

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- Take group action when warranted, e.g., working with others to address a shared grievance
  - Remember that most of us also have difficulty with people being angry with us and usually get defensive
  - If someone is angry with you, remember that you don't lose face by admitting early on that you didn't handle something all that well

# Striving for Balance


- Striving for balance is an aspirational goal, one not actually achieved in everyday life because juggling is the main event
- Most of the time we are seesawing back and forth between meeting our needs and the needs of others, so we only occasionally ~~4747~~ have a sense of balance
- You are most likely to feel “in balance” when you are at a plateau and ready for the next challenge (which will unseat that sense of balance)
- Moo-cow contentment isn't the normal human condition, so don't judge how well you are doing by how you feel

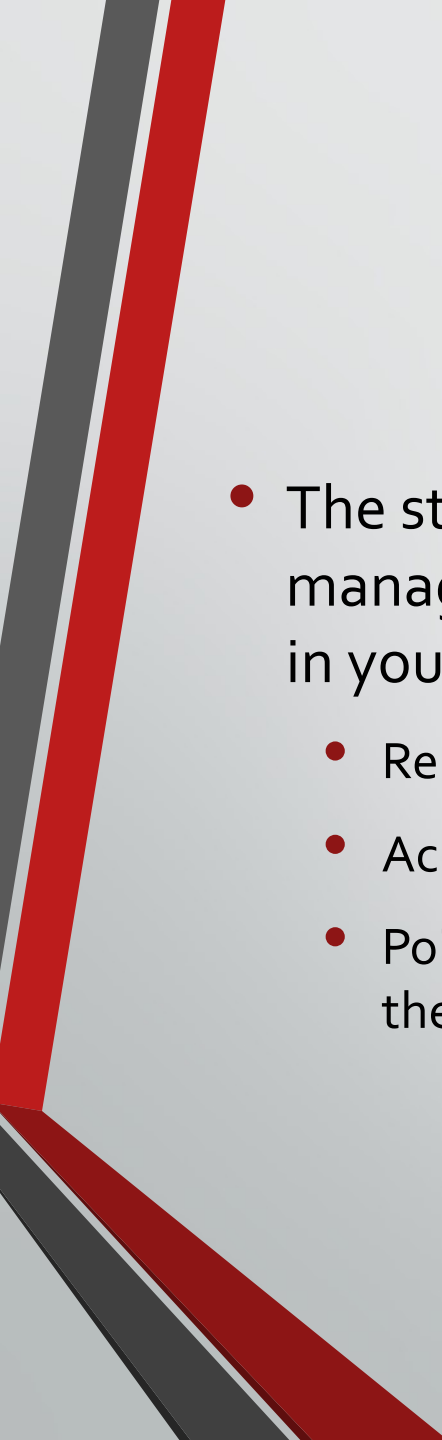
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- Balance isn't a feeling; it is a commitment to not be one-sided
  - Take pleasure in how combining work and family can be enriching
    - The paycheck is reaffirming when the teenager is sullen; the hug is comforting after a difficult day at work
  - Don't stint on supports or conveniences that can help you achieve your larger goals, e.g., household help, investment in a gym membership or additional education



# Some Final Thoughts

- Individual instances of behavior are far less important than patterns of behavior
- Self-knowledge is never complete; it is achieved through ongoing introspection, candor, figuring yourself out in different situations, interaction with a trusted mentor, and looking at yourself through the eyes of others

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- No matter how busy you are, take time for friends and family, because they will be there for the long run
  - Anticipate the problems of success, e.g., you get so busy that you cannot meet everyone's expectations; your abilities are increasingly taken for granted

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- The strategies that can help you sustain optimism, manage anger, and strive for balance can also be helpful in your dealings with patients and colleagues
    - Reminding patients not to overgeneralize
    - Acknowledging that a co-worker's tears might mean she is angry
    - Pointing out that balance is likely to be illusive, and juggling is the main event

