Transcending Traditional Leader-Follower Dyads:
A Dynamic Model for Supporting, Growing & Loving

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Disclosures

By the end of this presentation the participant will be able to:

1. Explain the Leader-Follower Relationship Model
2. Describe the necessary steps for creating shared meaning
3. Identify strategies to promote transcendence in the leader-follower relationship necessary to promote a healthy work environment.
Pressing Issues

Unexpected outcomes related to poor communication:

- Preterm labor and premature infant delivery as RN stated that she afraid to call MD
- Pt. Pitocin not managed appropriately; Staff not asking Charge nurses for assistance as they had been previously scolded publicly
- Surgical field contaminated; circulator afraid to address with tenured scrub tech
- High risk patient managed by CNM; New RN already looking for new job as she had been treated poorly by CNM
- Unwarranted C-Sections- Staff did not use their chain of command as it had “backfired” or they saw no change in reported behaviors.
Incivility & Disruptive Behaviors

“Horizontal hostility is a consistent pattern of behavior designed to control, diminish, or devalue a peer (or group) that creates a risk to health and safety.” Gerald Ferrell
• “We need each other. Nursing is difficult work. Building a new future starts with rebuilding our relationships—one at a time.”

• “A relationship is that thing we need to be our most productive, healthiest, and happiest self. Relationships take work—an investment of energy, time, and social skills” (p.ix, para. 3)
Homeostasis = Healthy Work Environment

- Conceptual Framework
- Maslow’s Hierarchy
- Bi-directional Forces
- Skilled Communication
  - Self-Awareness
  - Reflective Practice
  - Authentic
  - Mindful
  - Candor
Stimulus Deviation Point

• The Coronation
• Bi-directional Forces
• Chaos
What is your Motive?

Empower or Embarrass?

Mentor or Malice

Orient or Oppress?

Team-build or Torment

Inform or Intimidate

Vindicate or Vindictive

Bartholomew (2015)

Bi-directional
A. Intentionality
B. Presence

1. Becoming Candid
2. Becoming Reflective
3. Becoming Authentic
4. Becoming Mindful
5. Becoming Aware of Self-Deception

Healthy Work Environment
Transcendence

- Meaning & Purpose
- Sense of Belonging
- Power of Community
- Mindfulness
- Service to Others
- Self-Care
- Challenging Assumptions
Creating Shared Meaning

Theory of Human Becoming
Power resides in the relationship
The Journey to Self-Discovery

• Human Becoming
• Co-Creating meaning
• Revealing-Concealing
• Rhythmical Patterning
• Languaging
Creating Space for Shared Meaning

• Scheduled time for 1:1 meeting for leader & follower
• Safety Champion
• H.E.A.R.T Campaign: Healing, Encouraging, Acts of kindness, Respect, Trust
• Word Cloud
• Commitment to my Co-worker-Manthey’s Pledge
Plan

**Education**
- Incivility & Disruptive Behaviors
- Assertive Communication

**Coaching**
- 4 hours of one-on-one coaching charge nurses

**Book Club**
1. The Servant-Leader
2. The 5 Languages of Appreciation
3. The 4 Agreements

**Leader**
- 8 hour workshop
- Group discussions @ book club meetings

**Follower**
- 90 minutes

**Accountability**
- The quick brown fox jumps over the lazy dog.

Lippitt’s’ Change Theory.
Problem Recognition
The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.

TEXT HERE
The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.

Journey to Self-Discovery & Becoming

Transcendence
The quick brown fox jumps over the lazy dog. The quick brown fox jumps over the lazy dog.

HWE
- Candor
- Reflective
- Authentic
- Mindful
- Aware of Self-Deception
H.E.A.R.T. Campaign

- **Heal** to become sound or healthy again

- **Encouragement** the action of giving someone support, confidence, or hope

- **Acts of Kindness** selfless acts performed to either assist or to cheer up an individual

- **Respect** admire deeply, for one’s abilities, qualities, or achievements

- **Trust** firm belief in the reliability, truth, ability, or strength of someone
Words have energy and power with the ability to heal to promote respect and to convey trust thus we shall choose words of encouragement and acts of kindness.
Encourage one another and build each other up.