

## **45th Biennial Convention (16-20 November 2019)**

### **Global Leadership: Characteristics and Commitment Developed Through Community**

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The Global Leadership Mentoring Community offered nurse leaders and emerging nurse leaders an opportunity to establish intentional mentoring relationships focused on developing global nurse leaders. The Community strategically identified outcomes for this global leadership mentoring experience, and since inception, noted that key professional characteristics proved formative in achieving a successful mentoring relationship. This presentation will reflect on key demographics and relational attributes that facilitated successful mentoring of leadership tenets: commitment to engagement, authenticity and mutual respect, trust, and acceptance of new possibilities. The reciprocal value of successful mentoring can be found in a more resilient and insightful emerging nurse leader contributing to a joyful and productive workforce.

Intentional pairing of mentors and mentees ensured demographic compatibility that enhanced the mentoring experience. Consideration of world regions, languages, professional roles, research aspirations and accomplishments as partner identifiers facilitated mutual achievement of goals. This was exemplified by the Community leaders aligning time zones with pairings so that meetings could be scheduled at mutually agreeable times. Language also factored into the intentional mentoring of pairs. English as a common language facilitated communication, allowed the relationship to develop, and enhanced mentor understanding of cultural imperatives influencing the mentee's nursing reality. Mentors and mentees recognized multiple strengths in the robust and candid dialogue. One mentee described the communicative ease as increasing her knowledge of global challenges in nursing, such as employment opportunities, nursing education, and strategies to address personal and professional opportunities.

The Community members found it reassuring that, despite geographic differences, the acceleration of cross-cultural interactions in this global society identified common leadership issues and the value of knowledge sharing to address complex leadership challenges (Shin, Han,

& Cha, 2016). Members also noted that membership in Sigma – the global community of nurses - provided a foundational basis in mentoring leaders to transform healthcare. Promoting membership in Sigma, and other professional organizations, offered a significant opportunity to connect globally with nursing colleagues. Mentees recognized that active membership provided a shared belief in the Sigma mission and the global intentionality of the Community. Because of this shared understanding, the mentor/mentee relationship flourished and facilitated scholarly discussions about professional aspirations and global issues influencing nursing and healthcare. Relational characteristics also factored into the success of the mentor/mentee pairing. Of most significance, commitment to the relationship and regular meetings proved essential. The frequency and duration of meetings allowed the mentoring relationships to evolve – both personally and professionally. Prioritizing and attending the mentoring meetings fostered a commitment to the process and each other, and offered time to establish intentional and relevant goals. Demonstrated commitment to the relationships and processes promoted continuity in leadership discussions and allowed the mentees to achieve short and long term goals. Authenticity also enhanced the mentoring collaboration. Authentic relationships and professional contributions to individual mentoring sessions and to the Community, exemplified key elements of successful learning communities – camaraderie, proximity to expertise, role modeling, reflection, feedback, and critique. Within the context of authentic mentorship, mentor/mentee relationships evolved into a professional collaboration and scholarly partnership. The development of an authentic scholarly partnership created a “safe” collaboration founded on trust.

Trusted, confidential mentor/mentee relationships encouraged mentees to genuinely listen, self-reflect, identify strengths, and strategically address leadership opportunities from a global perspective. The scholarly objectivity demonstrated in the mentor/mentee relationship opened mentees to accept risk and embolden themselves to identify their global leadership potential. Consequently, mentees embraced their roles as emerging nurse leaders. One mentee stated she entered the discussions assuming she had little to offer because of her lack of experience. However, her mentor coached her to gain confidence and explore new possibilities of personal leadership. The mentor’s wisdom, guidance, and encouragement often imbued confidence to identify and implement innovative solutions.

Of particular significance was the serendipitous value of establishing a joyful, global mentoring experience –grounded in trust, authenticity, and shared wisdom. Joy in professional work and relationships is a driver of engagement, satisfaction, pride in personal workmanship, quality outcomes, and enhanced organizational performance. Mirroring the safe environment established in the mentor/mentee relationships, joy in professional experiences creates a “safe, humane place for people to find meaning and purpose in their work” (Perlo et al., 2017, p. 7).

The founding vision of this Global Leadership Mentoring Community - to engage and nurture emerging global nurse leaders in multiple domains of practice, education, scholarship, policy, advocacy, and leadership - continues to demonstrate relevance in the global community of nursing. The application of digital technologies makes it possible to develop and sustain global, professional relationships and to provide evaluative ongoing feedback (Benton & Ferguson, 2017; Buckner, et al., 2014). Examples shared from this global education and nursing leadership experience, reinforce the impact of this Community in implementing intentional mentoring that develops our next generation nursing leaders (Hafsteinsdottir, van der Zwaag, & Schuurmans, 2014). Though not without some stressors and lessons learned, the potential of this Community in building relationships across Sigma’s global regions continues to positively impact emerging

leaders' essential role in influencing policy and advancing the health of the world's people (Montavlo & Veenema, 2015). After concluding two cohorts, the Community leaders anticipate participants in this engaging program will continue to develop leadership capacity to be the next generation leaders who will advance the mission and vision of Sigma by promoting global nursing excellence.

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**Title:**

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**Keywords:**

Global Leadership, Intentional Mentoring and Joy in Professional Work

**References:**

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**Abstract Summary:**

The Global Leadership Mentoring Community strives to develop global nurse leaders through intentional mentoring. Key demographics and relational attributes facilitate successful mentoring of leadership tenets. The value of successful mentoring can be found in a more resilient and insightful emerging nurse leader contributing to a joyful and productive workforce.

**Content Outline:**

## 1. Introduction

1. Objectives of Global Leadership Mentoring Community
2. Strategically Intentional Mentor/Mentee Pairing
2. Successful Mentor/Mentee Partnerships
  1. Demographic Characteristics
  2. Relational Attributes
3. Demographics - Cross Cultural Interactions to Enhance Understanding of Cultural Imperatives
  1. World Regions
  2. Diversity of Professional Roles
  3. Establishing Research & Professional Aspirations/Goals
  4. Language & Communication
  5. Common Leadership Issues and Problem-Solving
4. Relational Attributes to Enhance Mentor/Mentee Collaboration & Achieve Program Outcomes
  1. Commitment to Relationship
  2. Commitment to Program Participation
  3. Authenticity
  4. Trust
  5. Sharing Knowledge & Mentoring Objectivity
  6. Joyful, Global Mentoring Experience
5. Conclusion
  1. Benefit of Strategic Intentionality in Mentor/Mentee Pairings
  2. Lessons Learned
  3. Achievement of Program Objectives
  4. Advancement of Global Nursing Leadership
  5. Recommendations for Future

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