Nursology-Specific Theories of Power and Their Integration in Teaching

Theory of Work Team/Group Empowerment – Application within Education

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Objectives

• Describe the middle range theory of group empowerment within organizations.

• Examine teaching strategies for application of the middle range theory of group empowerment within organizations within nursing programs.
Theory of Work Team/Group Empowerment within Organizations

Work Team/Group Empowerment
Definition: implementation of the capacity of a work team/group to achieve its [outcomes] (Sieloff, 1996)

Why is it important?

- Relationship to goals and outcomes
- Potential relationship to safe and quality care
Initial Development of the Theory of Nursing Departmental Power

- Originally developed in 1989 as the Theory of Nursing Departmental Power as part of doctoral studies
- Developed through synthesis and reformulation
  - Strategic Contingencies Theory of Power by Hickson, Hinings, Lee, Schneck and Pennings (1971) within
Theoretical Model – Current Version

Controlling the Effects of Environmental Forces

Position

Resources

Role

Nurse Leader’s Empowerment Competency (NLEC)
Communication Competency (CC)
Goals/Outcomes Competency (G/OC)
Empowerment Perspective (EP)

Group/Work Team
Empowerment
Capacity (EC)

Empowerment
Capability

EC  EC  EC  EC  EC
X   X   X   X   X
NLEC  CC  G/OC  EP

Strategies for Integration into Education

- Incorporation of the concept (work team/group empowerment) and variables into all nursing curricula and courses
  - Associate Degree – work team/group empowerment is an important concept in all work environments; strategies to further improve empowerment levels
  - Baccalaureate Degree
    - assessment of work team/group empowerment within work environments;
    - implementation of the nursing process to further improve empowerment levels
Strategies for Integration into Education continued

- Master’s Degree –
  - assessment of work team/group empowerment within work environments;
  - implementation of the nursing process to further improve empowerment levels;
  - participation in research to further examine the concept and its contribution to quality care

- Doctoral Degrees
  - DNP
    - implement research to further examine the concept and its contribution to quality care within different patient populations and settings
Strategies for Integration into Education continued

• quality improvement projects designed to increase nursing group or work team empowerment levels

- PhD – implement research to: 1) further examine the concept and its contribution to quality care, 2) expansion of the theory to different cultures, work environments, and nursing specialties
Incorporation Into A Course
Example

- Identify the key focus of a course whether it be clinical or non-clinical

- Identify the links between key content and theory variables contributing to a nursing group’s (group of RNs) empowerment level. Once identified, present the content within the course with those linkages.

Controlling the effects of environmental forces
  What environmental trends effect the content
  Anticipating
  Preparing for the effects
  Adjusting to
Incorporation Into Every Course continued

Position

What information does the group need to achieve its goals
How to assure that the information is received
Group’s work is made visible within the organization

Resources

What resources will be needed by the group to achieve goals
What staff will be needed
What technology resources will be needed
What staff development will be needed
Incorporation Into Every Course
continued

Role

How does the group coordinate to help the organization achieve outcomes

How does the group direct activities to help the organization achieve outcomes

Nurse Leader’s Empowerment Competency

How does the group help their leader collaborate with other groups

How to increase the group’s support of their leader

Communication Competency

How can the group be represented on all organizational decision-making bodies with voting privileges

intergroup decision-making bodies with voting privileges
Incorporation Into Every Course continued

Goals/Outcomes Competency (G/OC)

Establishment of goals by the group
  Input from all

Address the group’s needed resources

Provide for the development of workplace performance

Empowerment Perspective

Value placed on the empowerment of the group
Summary

• Nursing group/work team empowerment is an important concept for nurses

• The concept can and should be integrated into all levels and all courses within all nursing education programs.
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References


References continued
