Leadership Challenges: Capitalizing on Distance and Diversity

2008-2010
Board Leadership Development Fellows
Presentation Objectives

Objective 1
• to describe the challenges of working in virtual teams.

Objective 2
• discuss the qualities of authentic leaders that contribute to effective leadership.
Overview

- Board Leadership Development Fellows
- Formation of Publication Team
- Division of Work Responsibilities
- Distance Working Dynamics
- Leadership and Followership
- Outcomes and Conclusion
Board Leadership Development Fellows

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- Maria Roche-Dean MS, RN, SUNY Institute of Technology Utica/Rome, Iota Delta
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- Mansour Olawale Jumaa, DProf, CMgr, MBA, RN, FWACN, Centre for Business and Social Progress, Beta Tau, Tau Lambda-at-Large,
Authentic Leadership Theory

...a pattern of leader behavior that:

- promotes positive psychological capacities
- promotes positive ethical climate
- fosters greater awareness
- draws upon an internalized moral perspective
- uses a balanced processing of information
- demonstrates relational transparency on the part of leaders working with followers
- fosters positive self-development.
Formation of Publication Team

Challenge of diverse nurse leaders was also a benefit.

• Self-selection by each member of the section to which they would contribute based on areas of expertise and degree of participation.
• Individual perspective into areas of expertise and amount of participation they could contribute to the project due to other life demands influenced selection.
• Several team members worked collaboratively in developing their section of the article. Collaboration resulted in depth and richness to the content of the article.
Division of Work
Responsibilities

**Initiative**
- When it became impossible for the team leader to continue in her position, two other team members emerged to complete our task.

**Integrity**
- Shared authorship that reflected contributions were discussed among the team members.
- Each author contributed substantially to the writing of the article.
- Order of authors was changed during project to reflect contributions.
Dynamics of *Distance Teams*

- **Distance**: (adjective) Taking place via electronic media; linking people together
- **Team**: (noun) Persons associated together in work [origin: to draw or pull]
Dynamics of *Distance Teams*

**Cons**
- Technology
  - Organization
  - Training
- Participation
  - Isolation
  - Loss of Goal
- Communication
  - Time Zones

**Pros**
- Connections
  - Support
  - Networking
- Pooled Strengths
- Variety of Ideas
- Shared Workload
Leaders with Other Roles

- Appreciation of the continuum between a Leader and a Follower
- Role of hierarchy in the continuum
- Self-identity contributes to the spectrum
Important Qualities in Leaders & Followers

Justice
Judgment
Dependability
Initiative
Decisiveness
Tact
Integrity

Enthusiasm
Bearing
Unselfishness
Courage
Knowledge
Loyalty
Endurance
Bringing Together the Leaders & Followers

Purpose

Leader

Follower

Provide Feedback

Be Honest

Communicate

Respect

Collaborate
Benefits of a Positive Leader-Follower Relationship

- Common vision
- Increase commitment to goals
- Active participation and engagement
- Clarity of roles
Outcomes and Conclusion

- Authentic Leadership Theory provided a viable framework for guiding our collaborative team
- Diverse backgrounds provided richness
- Diverse backgrounds allowed each of us to focus on an area of interest and expertise
- Distance challenges overcome through strong leadership and commitment of team
- Ultimate outcome achieved!
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