LEADERSHIP AS INFLUENCE: REFLECTIVE MODELS TO CREATE WORK ENVIRONMENTS FOCUSED ON QUALITY AND SAFETY

Symposium Organizer:

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symposium

Leadership as Influence: Reflective Models to Create Work Environments focused on Quality and Safety
• Gwen Sherwood

Appreciation, Influence, and Control: A Theory and Model for Leadership Development
• Dan Pesut

Developing the Foundations for Leadership: Changing the Way We Interact through Appreciative Inquiry
• Sara Horton-Deutsch

Liberating Structures: Innovative Processes for Reflecting, Relating and Doing
• Sharon Sims
Leadership to Improve Quality and Safety

Examine the essential dynamics of leadership competencies grounded in reflection, appreciative inquiry, and Appreciation, Influence and Control.

Apply Appreciative Inquiry and Liberating Structures as models and methods to support implementation of QSEN teamwork and interprofessional competencies.

Developing a work place where all thrive
Managing relationships; improving care

<table>
<thead>
<tr>
<th>QSEN</th>
<th>IPEC</th>
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<tr>
<td>• Patient centered care</td>
<td>• Values and Ethics</td>
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<td>• Teamwork and collaboration</td>
<td>• Teamwork</td>
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<td>• Evidence based practice</td>
<td>• Communication</td>
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<td>• Quality improvement</td>
<td>• Roles and responsibilities</td>
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<td>• Safety</td>
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<td>• Informatics</td>
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Building Collaborative Tools

Developing teams
- Leadership as influence
- Leadership is relationships

Reflective Practice
- Developing leadership
  - Appreciation, Influence, Control (AIC)
  - Appreciative Inquiry
  - Liberating Structures
Interprofessional Teams

Roles & Responsibilities

Safety
(IOM Core Competencies, 2003; QSEN, 2007)

Evidence Based Practice

Communication

Teamwork

Informatics

Patient Centered Care

Quality Improvement

Values & Ethics

(IPEC, 2011)
Leadership as Influence: Reflective Models to Create Work Environments focused on Quality and Safety

Appreciation, Influence, and Control (AIC) A Theory and Model for Leadership Development in Nursing

- Daniel J Pesut PhD RN PMHCNS-BC FAAN ACC
  - Professor of Nursing Population Health and Systems Cooperative Unit
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Outcomes

- Examine the essential dynamics of leadership competencies grounded in reflection, appreciation, influence and control (AIC).
THE AIC Fractal
Linking
Purpose Power Process

http://www.youtube.com/watch?v=RFvVJmIXu68
## THE ORGANIZATIONAL PERSPECTIVE
(The Means)

<table>
<thead>
<tr>
<th>Appreciative Means:</th>
<th>Influence Means:</th>
<th>Control Systems:</th>
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<tbody>
<tr>
<td>• Open to the environment</td>
<td>• Enable relationships</td>
<td>• Gain Closure</td>
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<tr>
<td>• Open to change</td>
<td>• Appraise alternatives</td>
<td>• Give final form</td>
</tr>
<tr>
<td>• Perceptive</td>
<td>• Political</td>
<td>• Objective</td>
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<tr>
<td>• Aesthetic</td>
<td>• Priorities</td>
<td>• Decision</td>
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<tr>
<td>• Research</td>
<td>• Competition</td>
<td>• Structure</td>
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<td>• Education</td>
<td>• Collaboration</td>
<td>• Measurement</td>
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<tr>
<td>• Design</td>
<td>• Marketing</td>
<td>• Operations</td>
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Meaning of Order of Color Choices

Future
1st The environment you would like
2nd How you would like to engage
3rd What you want to be or do

Present
4th The environment you are in
5th How you engage
6th What you are or do

Past
7th The environment you dislike
8th How you don’t like to engage
9th What you don’t want to be or do

Your World
Your Relationships
What You Want
THE POWER MAP

The environment I want

The relationships I want

What I want to do or be

What I don’t want to be/do

My difficult relationships

What I most fear
THE NINE POWERS
EXPRESSED AS PHASES OF AN ORGANIZING PROCESS

EVALUATION
A-a

POLICY
A-c

DIPLOMACY
A-i

APPRAISAL
I-a

NEGOTIATION
I-i

STRATEGY
I-c

AGREEMENTS
C-i

MONITORING
C-a

OPERATIONS
C-c
The Influence Process
4 Dimension Emphasis

FEEDFORWARD

In-formation

FEEDBACK

Formation

Purpose

Ideals

Values

Goals

Transformation
THE NINE POWER RELATIONSHIPS Determines My Ends

My Appreciative Power

My Influence Power

My Control Power
Fundamental AIC Questions

What is the purpose?

Appreciation (Open)
What are the ideals ~ What is the reality?

Influence (Dialogue and Banter)
Who or what will support ~ will oppose?

Self-Control (Closure)
What will you do about it ~ will it make it better?

http://www.powermap.odii.com/
Four-Steps to Become an Influential Leader

1. Understand influence
   - Determine how influential you are and how you use influence at work.

2. Become influential
   - Learn what behaviors you must develop to immediately expand your influence.

3. Influence up, down, and laterally
   - Engage superiors, empower subordinates, and build peer relationships.

4. Five essential traits
   - Solid reputation, enhanced skill set, executive presence, superior likeability and power to persuade.

Knowledge Work Questions

• What concepts, ideas, tools, techniques or resources are most useful?
• How can the information be used?
• Why is the information important?
• Why care about the information?
Developing the Foundations for Leadership: Changing the way we interact through Appreciative Inquiry

Sara Horton-Deutsch, PhD, RN, ANEF
Professor and Coordinator Psychiatric Nurse Practitioner Major
Indiana University School of Nursing
Outcome

• Apply Appreciative Inquiry as a model and method to support the implementation of QSEN teamwork and interprofessional competencies.
Teamwork in healthcare is being proposed as one of the solutions to help stabilize and sustain our health care system.
Two Paradigms of Organizational Change

Paradigm 1: Problem Solving
- Identification of Problem
- Analysis of Cause
- Analysis of Possible Solutions
- Action Plan (Treatment)

Paradigm 2: Appreciative Inquiry
- “Appreciating/Valuing the best of what Is”
- Envisioning “What Might Be”
- Dialoguing “What Should Be”
- Innovating “What Will Be”
Propositions underlying AI practice

• Inquiry into the art of the possible in organizational life begins with appreciation.

• Inquiry into what is possible yields information that is applicable.

• Inquiry into what is possible should be provocative.

• Inquiry into the human of organizational life should be collaborative.
Appreciative Inquiry “4-D” Cycle

- **DEFINE**
  What do you want to learn more about?

- **DISCOVER**
  What is the best of what is?

- **DREAM**
  What might be?

- **DESIGN**
  What should be? What is the ideal?

- **DELIVER**
  What will be?

Choose the positive as the focus of inquiry.
Discovery

Individuals engage in a dialogue and meaning-making.

Involves open sharing of stories, discoveries and possibilities.

Through dialogue consensus begins to emerge around a vision that is valued and should aspire to.

Leads to collective appreciation and a deliberative support context for dialogue.
Dream

Occurs when the best of “what is” has been identified….which leads to envisioning what might be.

Passionate thinking, creating a positive image of a desired and preferred future.

Uses the interview stories from the Discovery step to elicit the key themes that underlie the times when an organization was most alive and at its best.
Design

Co-construct a provocative and inspiring statement of intention that is grounded in the realities of what has worked in the past combined with new ideas envisioned for the future.

Enhances organization by leveraging own past successes with strategic intent.

Signals what the organization wants more of... future built on what can be and what is.
Destiny

Once guided by a shared image of what might be… members find innovate ways to move toward the organization closer to the ideal.

Because the ideals are grounded in previous realities, the organization is empowered to make things happen.
So what does appreciative leadership look like?

Appreciative Leadership is the relational capacity to mobilize creative potential and turn it into positive power— to set in motion positive ripples of confidence, energy, enthusiasm, and performance— to make a positive difference in the world.
Four Formative Ideas:

1. It is relational
2. It is positive
3. It is about turning potential into positive power
4. It has ripple effects
5 Core Strategies of Appreciative Leadership

**Inquiry:** Ask positive powerful questions.

**Illumination:** Bring out the best of people and situations.

**Inclusion:** Engage with people to coauthor the future.

**Inspiration:** Awaken the creative spirit.

**Integrity:** Make choices for the good of the whole.
Inquiry

• Lets people know that you value them and their contributions.

• When you ask people to share their thoughts and feelings -- their stories of success or ideas for the future -- and you sincerely listen to what they have to say, you are telling them, “I value you and your thinking.”
Four Practices of Illumination

1. Seeking the best people, situations, and organizations.
2. Seeing what works when people are at their best.
4. Aligning strengths for development of collaborative advantage.
Inclusion

Gives people a sense of belonging. When you practice inclusion, you open the door for collaboration and co-creation.
Inspiration

• “There is a battle between two wolves inside us all. One is bad. It is anger, jealousy, envy, pride etc.. The other is good. It is joy, peace, hope, humility, kindness, love, empathy etc… Which wolf wins the battle?
• The one you feed.”

• Choose to be positive.
• Talk story.
• Be generous with appreciation.
• Share hopes and dreams for the future.
• Foster hope by planning the path forward.
• Organize to a life-affirming purpose.
Key Practices of Integrity

• Engage in conscious decision making
• Be true to yourself
• Empower principled performance
• Foster right relationship
• Measure success by your principles
• Make the most of mistakes
• Work in service to the whole
7 Practices of Being True to Yourself

- Do what you love, with people you respect.
- Follow your dreams.
- Work to your strengths.
- Express your creative spirit.
- Make value-based decisions.
- Keep your word.
- Be relationally responsible.
Being an Appreciative Leader

Employ the five strategies and practices of Appreciative Leadership and making them your own.

Be guided by your strengths, interests, and areas of responsibility.

These will coalesce in the area in which you can be most effective as an appreciative leader.
Reflection Question

• From what you have heard and experienced so far, what new leadership strategies are emerging for you?
IF WE WERE MEANT TO TALK MORE AND LISTEN LESS, WE WOULD HAVE TWO MOUTHS AND ONE EAR.

-Mark Twain
Recommended Web Sites

- http://appreciateinquiry.case.edu
- www.positivechange.org
- www.inquiryinstitute.com
- www.strengthsfinder.com
- www.viacharacter.org
- www.taoinstute.net
- www.uri.org
LEADERSHIP AS INFLUENCE: REFLECTIVE MODELS TO CREATE WORK ENVIRONMENTS FOCUSED ON QUALITY AND SAFETY

Liberating Structures: Innovative Processes for Reflecting, Relating, Doing

Sharon Sims, PhD, RN, FAANP, ANEF
Professor Emiratis
Indiana University School of Nursing
Outcome

• Apply Liberating Structures as a model and method to support the implementation of QSEN teamwork and interprofessional competencies.

• [link to website] www.liberatingstructures.com
Liberating Structures is a collection of methods designed for easy use by anyone to shift the patterns of interaction and “unleash the collective wisdom and creativity of nearly everyone in an organization”.

(Lipmanowicz & McCandless, 2010, p.7.)
The Basic Idea: Liberating Structures are…

- Combinations of freedom and control.

- Provide minimal structures or rules to maximize engagement.

- Easy to learn and use.

- Create conversational spaces for people to self organize and discover latent innovations that remain hidden when too many decisions are imposed from the top.
Liberating Structures: Inviting and Unleashing Everyone

**Conversation Café**
- Making sense of and forming consensual hunches about challenges

**Appreciative Interviews**
- Creating momentum by building on and designing with “what works now”

**1-2-4 Rapid Cycle Conversation**
- Conversing in rapid cycles: Self reflection, pairs & small groups

**Open Space**
- Liberating inherent creativity, action, and leadership in large groups

**Wicked Questions**
- Framing a paradoxical challenge that engages everyone’s imagination

**TRIZ**
- Designing a perfectly adverse system to make space for innovation
Shifting Behaviors & Culture
Self-Reinforcing Patterns

Control
Focus on Tasks & Alignment

Dependency

Liberating Structures
A Personal and Organizational Journey

Letting Go
Focus on Engaging People & Purpose

Self-Organization

© 2007, Keith McCandless
Two possibilities for Organizational Behavior

**Centered on Control**

- Cycle of dependence
- Focus on tasks and alignment
- When control is ascendant, culture fosters negative behavior (aggression, forced buy-in, secrecy, burnout, blame, mistrust) and dependency which feeds back into even more control.

**Centered on Letting Go**

- Cycles of self organization
- Focus on engaging people
- When letting go is predominant, culture engages interdependent work and share accountability fostering positive behaviors (listening, asking for help, removing barriers to innovation, taking more responsibility, risk taking)
Getting Started:

Think/Pair/Share
or
1 - 2 - All
CHANGING THE WAY BY WHICH WE INTERACT WITH EACH OTHER IS ABOUT CHANGING OUR CULTURE, WHICH IS ABOUT CHANGING OUR HABITS AND BEHAVIORS (K. MCCANDLESS).