

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

QSEN

- Patient centered care
- Teamwork and collaboration
- Evidence based practice
- Quality improvement
- Safety
- Informatics

IPEC

- Values and Ethics
- Teamwork
- Communication
- Roles and responsibilities

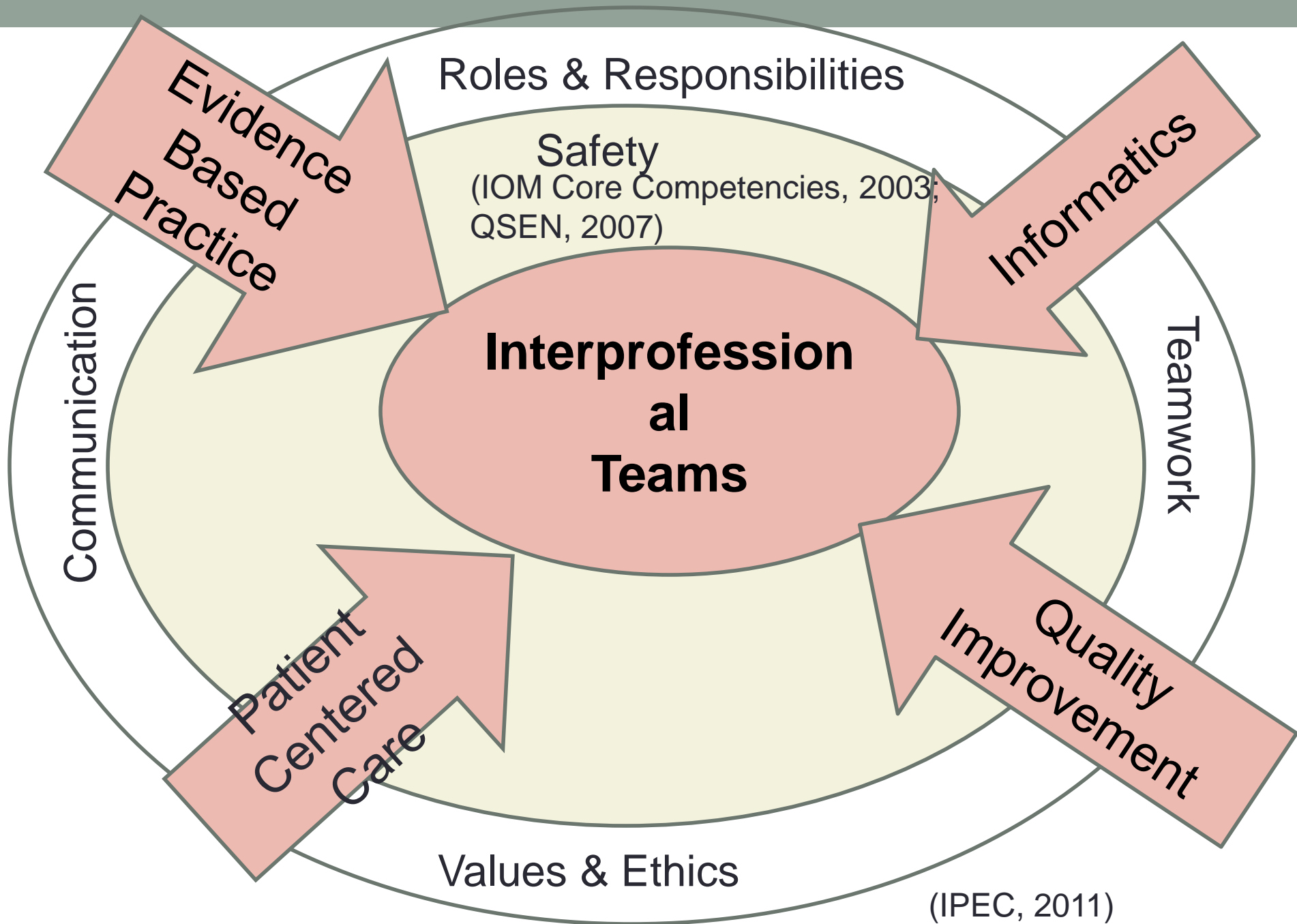
Building Collaborative Tools

Developing teams

- Leadership as influence
- Leadership is relationships

Reflective Practice

- Developing leadership
 - Appreciation, Influence, Control (AIC)
 - Appreciative Inquiry
 - Liberating Structures



*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**

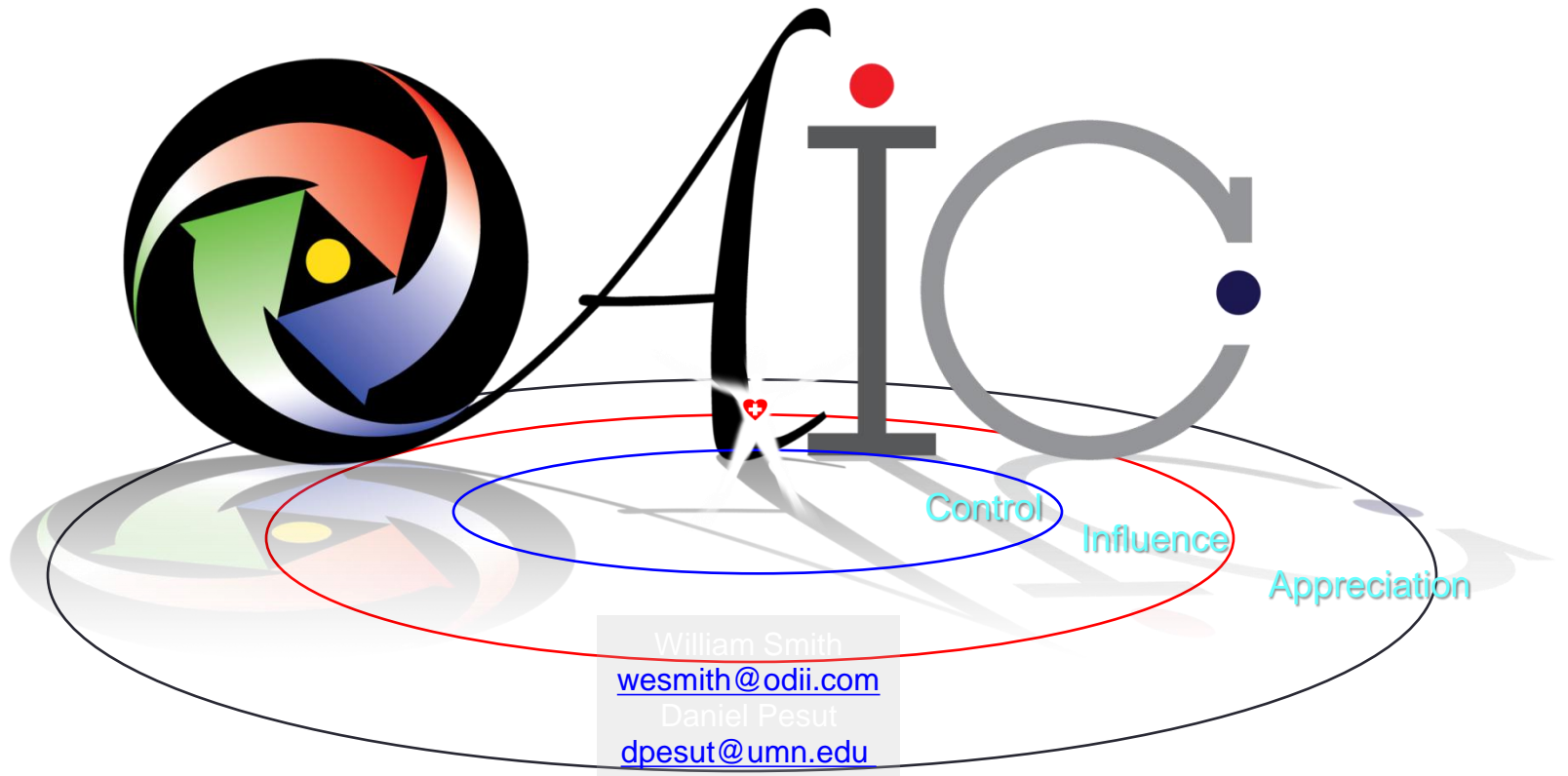
- Daniel J Pesut PhD RN PMHCNS-BC FAAN ACC
 - Professor of Nursing Population Health and Systems Cooperative Unit
- Director of the Katharine Densford International Center for Nursing Leadership
 - Katherine R. and C. Walton Lillehei Chair in Nursing Leadership
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Outcomes

- 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)

Appreciative Means:

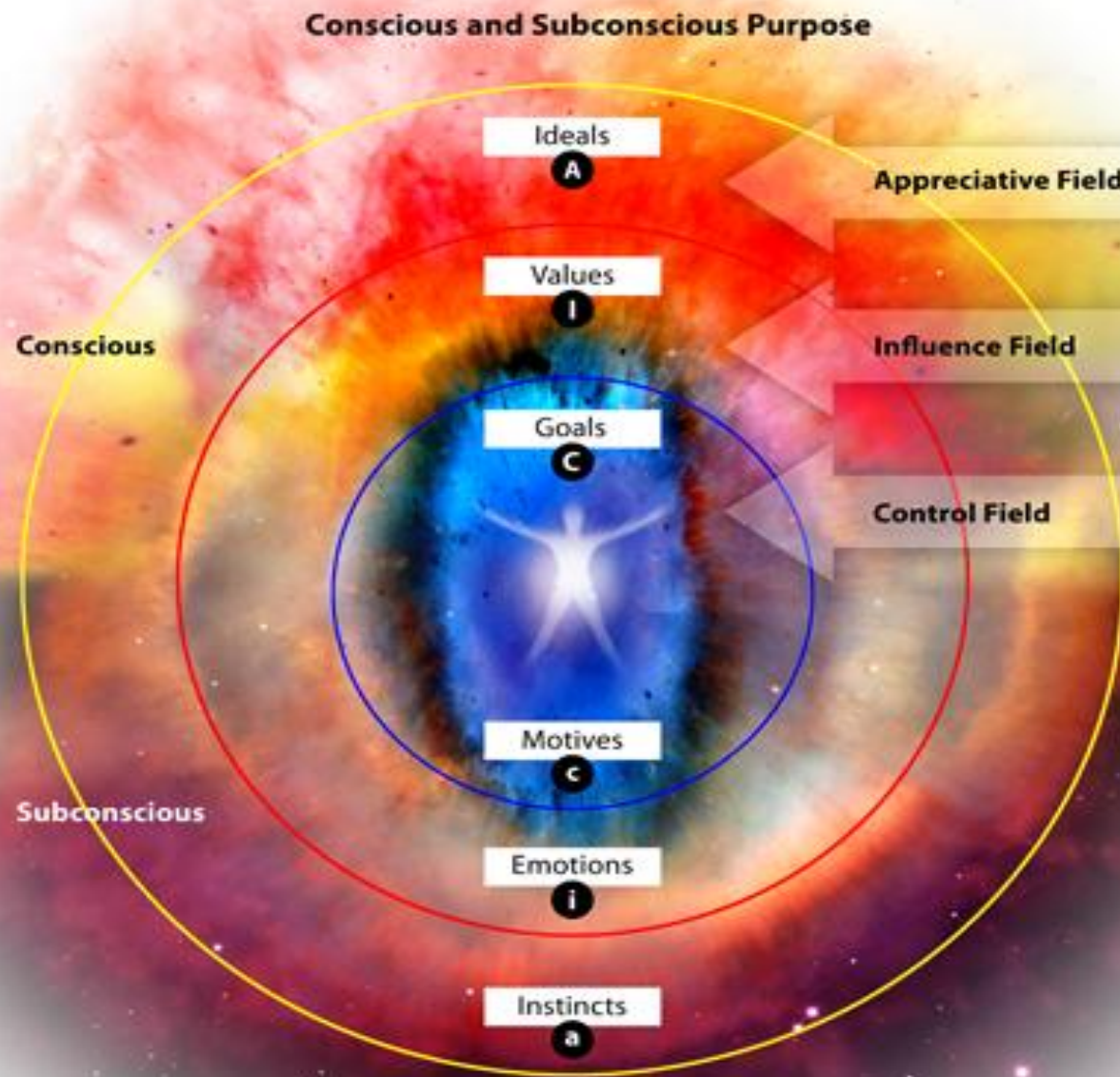
- Open to the environment
- Open to change
- Perceptive
- Aesthetic
- Research
- Education
- Design

Influence Means:

- Enable relationships
- Appraise alternatives
- Political
- Priorities
- Competition
- Collaboration
- Marketing

Control Systems:

- Gain Closure
- Give final form
- Objective
- Decision
- Structure
- Measurement
- Operations



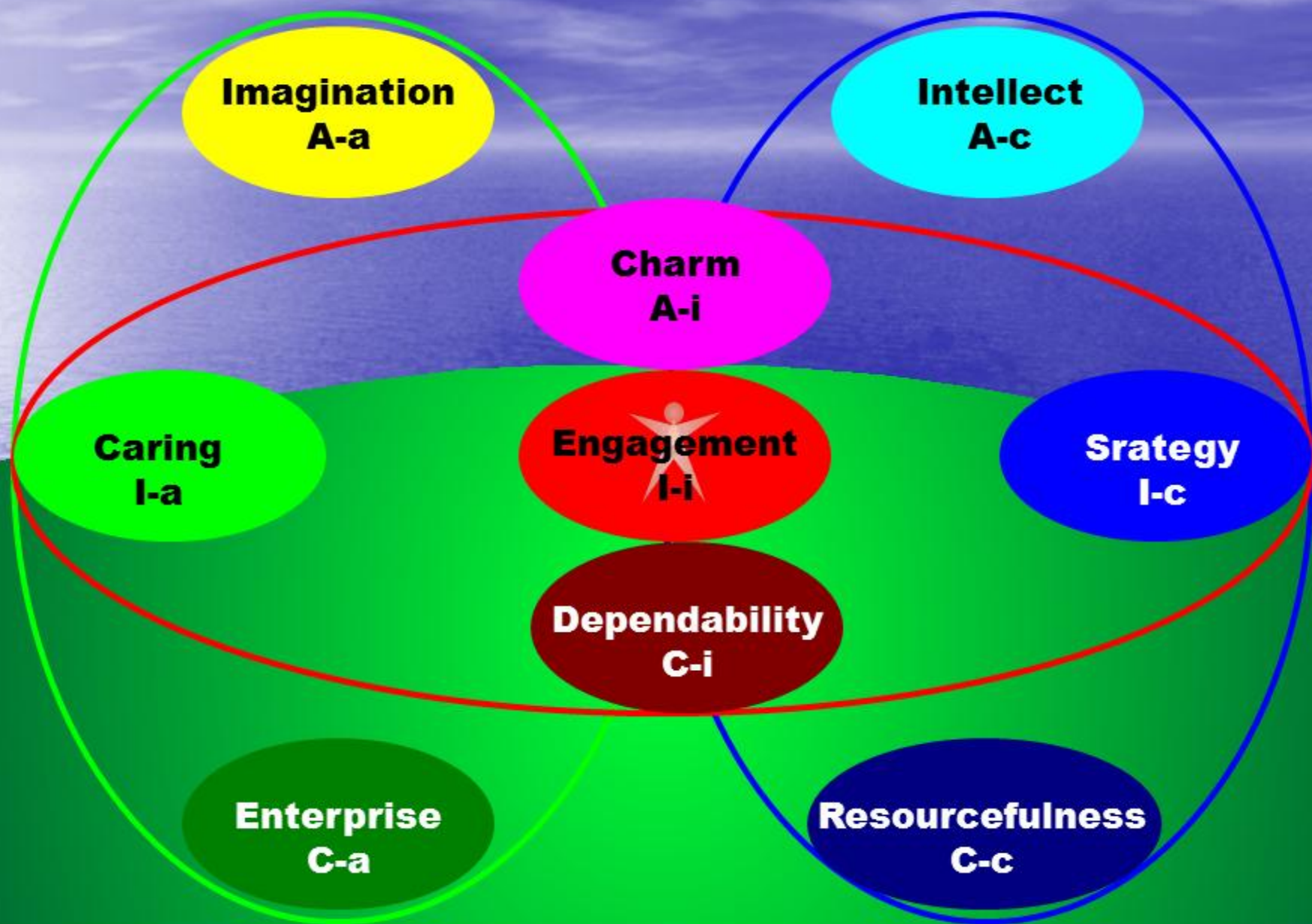
Meaning of Order of Color Choices



THE POWER MAP

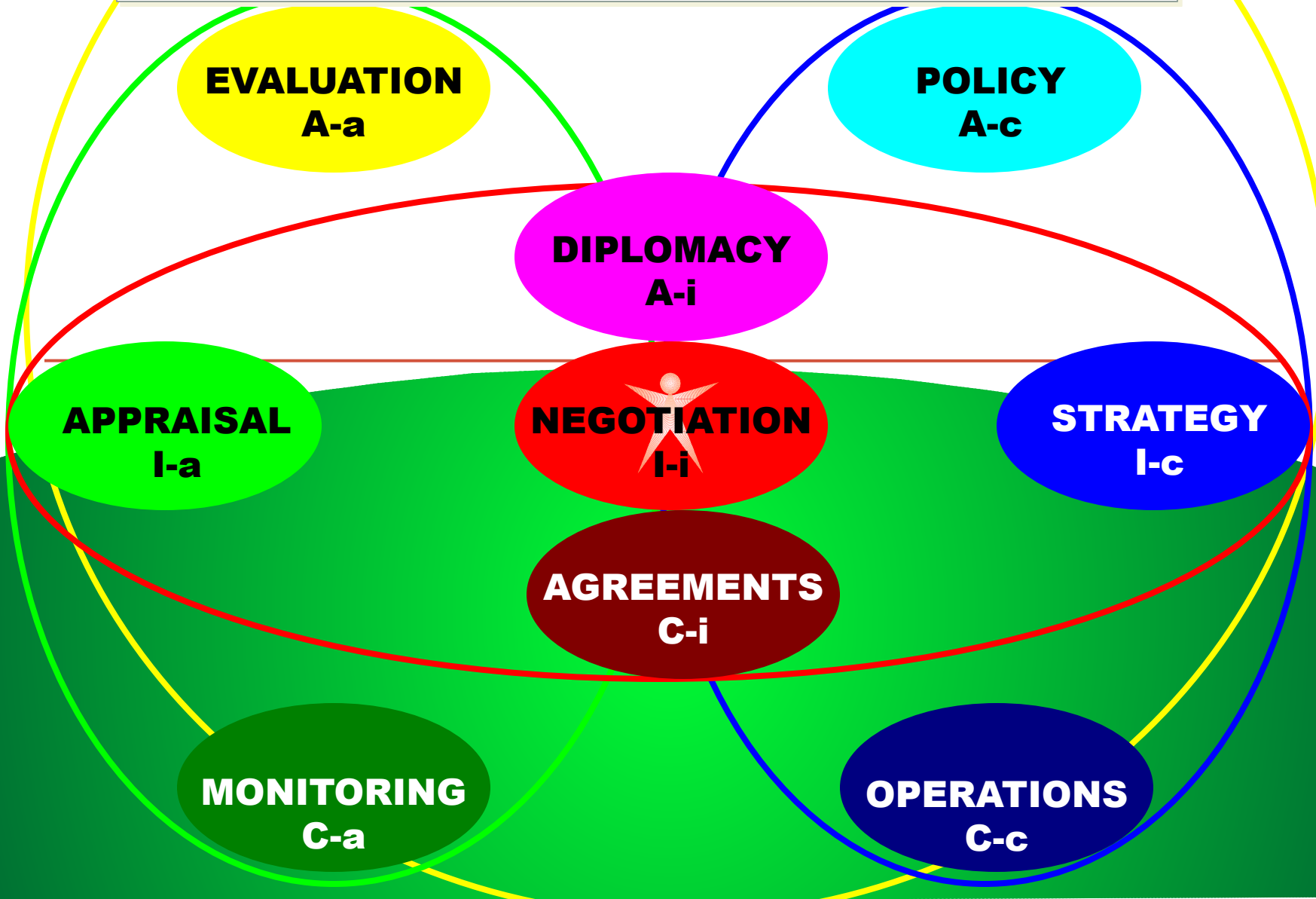


Our Nine Powers



THE NINE POWERS

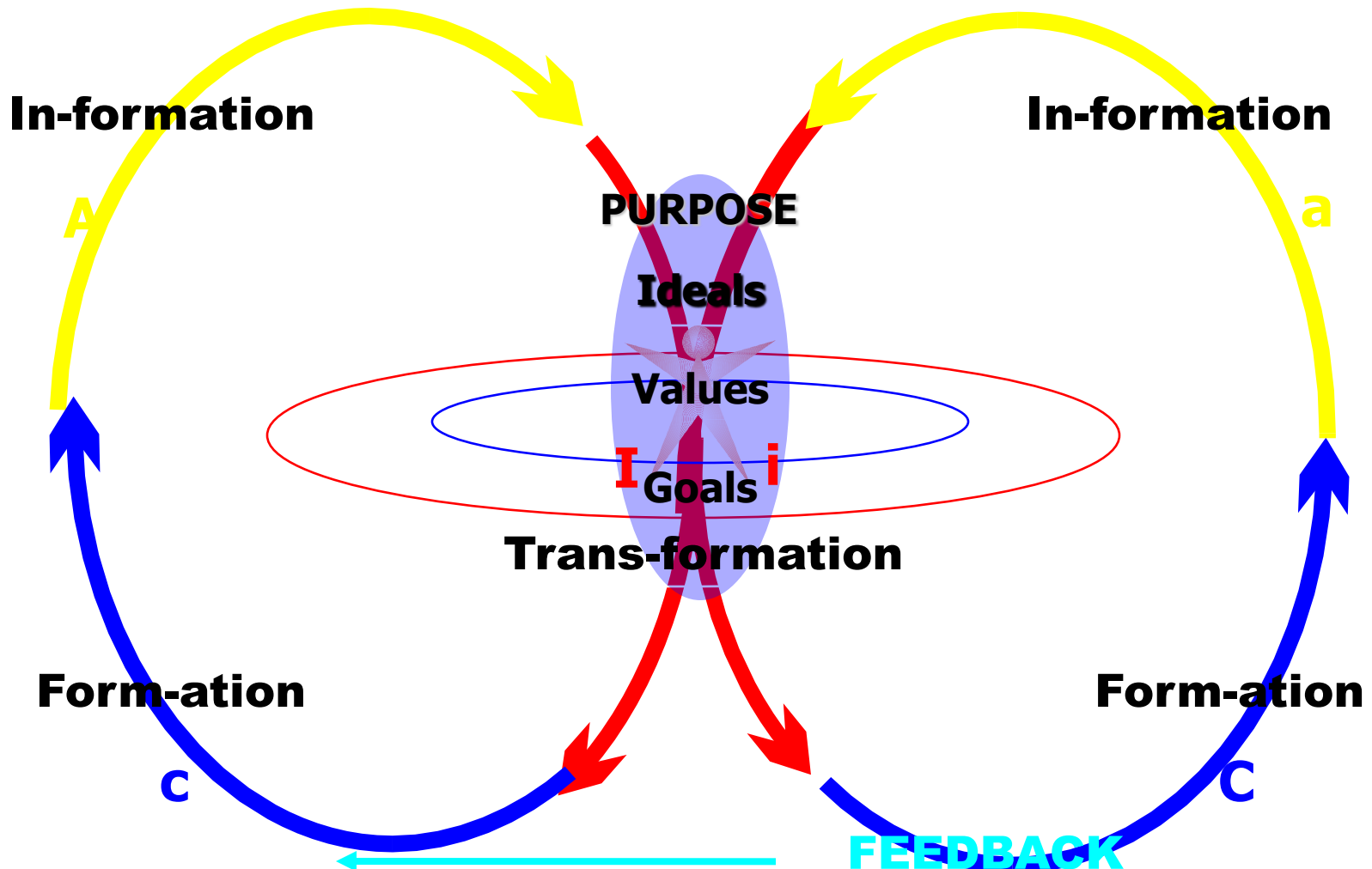
EXPRESSED AS PHASES OF AN ORGANIZING PROCESS



The Influence Process

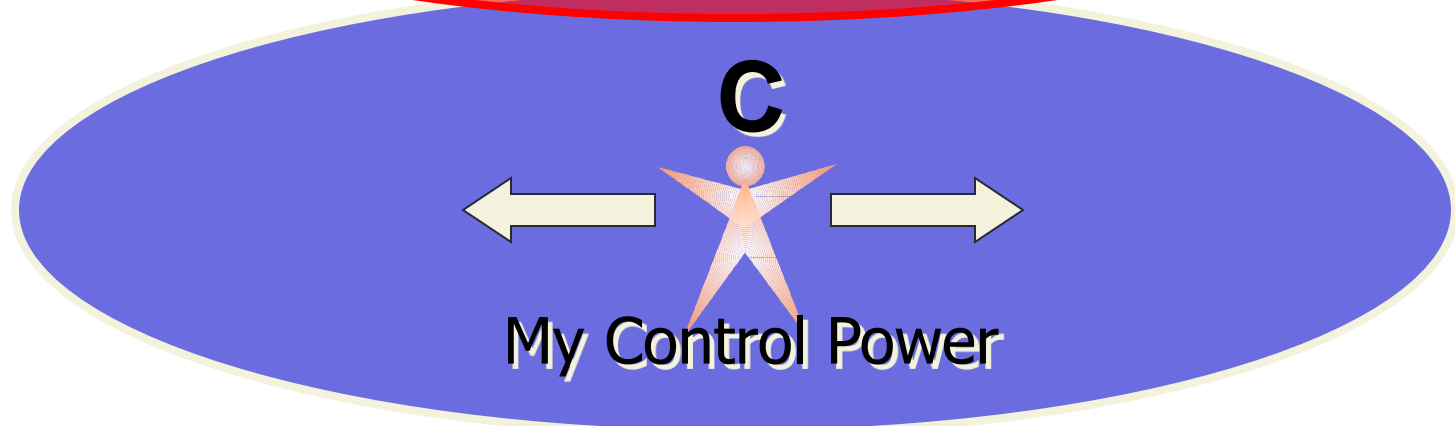
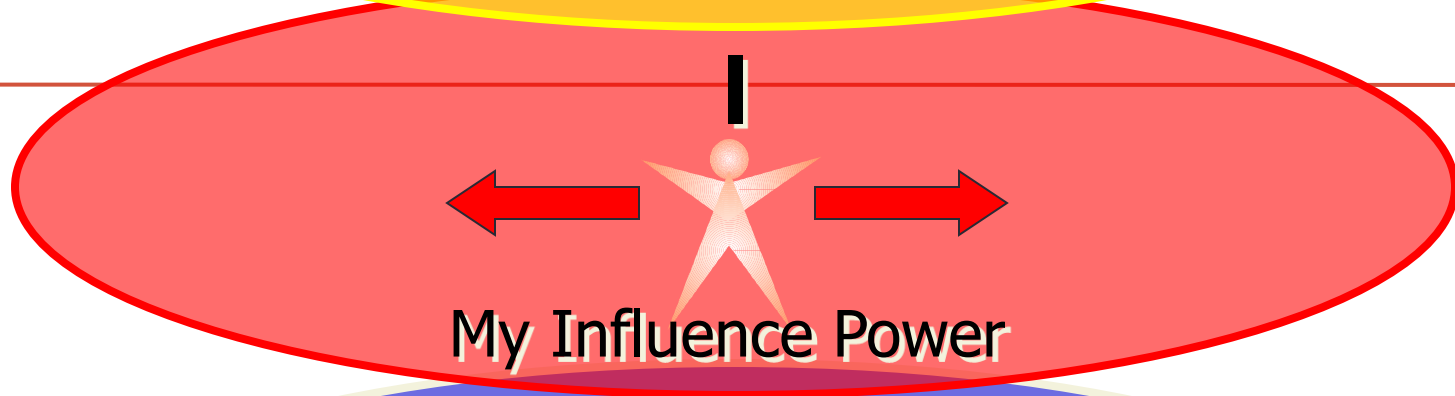
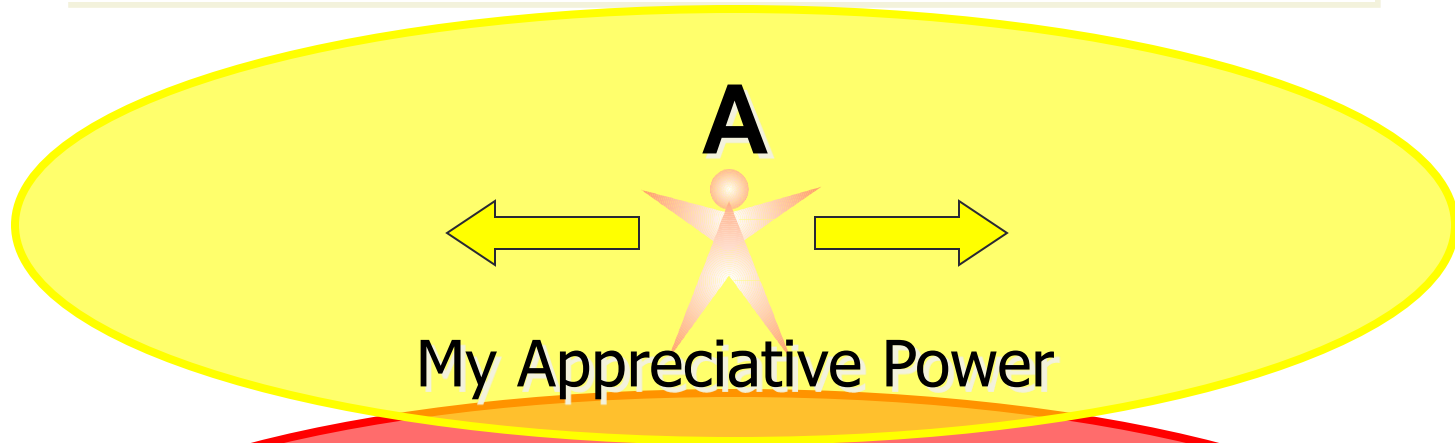
4 Dimension Emphasis

FEEDFORWARD



THE NINE POWER RELATIONSHIPS

Determines My Ends



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/>

GLOBAL INSIGHT AND IMPACT

Enlightened
Human
Global Approach
A-a

Diplomatic
Global National
Presence
A-i

Policy Design
Educational
Reform
A-c



Appraisal of New
Partnerships
And Forms of
Collaboration
I-a



Health

LEADERSHIP

I-i



Strategic
Partners
New Models
I-c

Committees

Team System



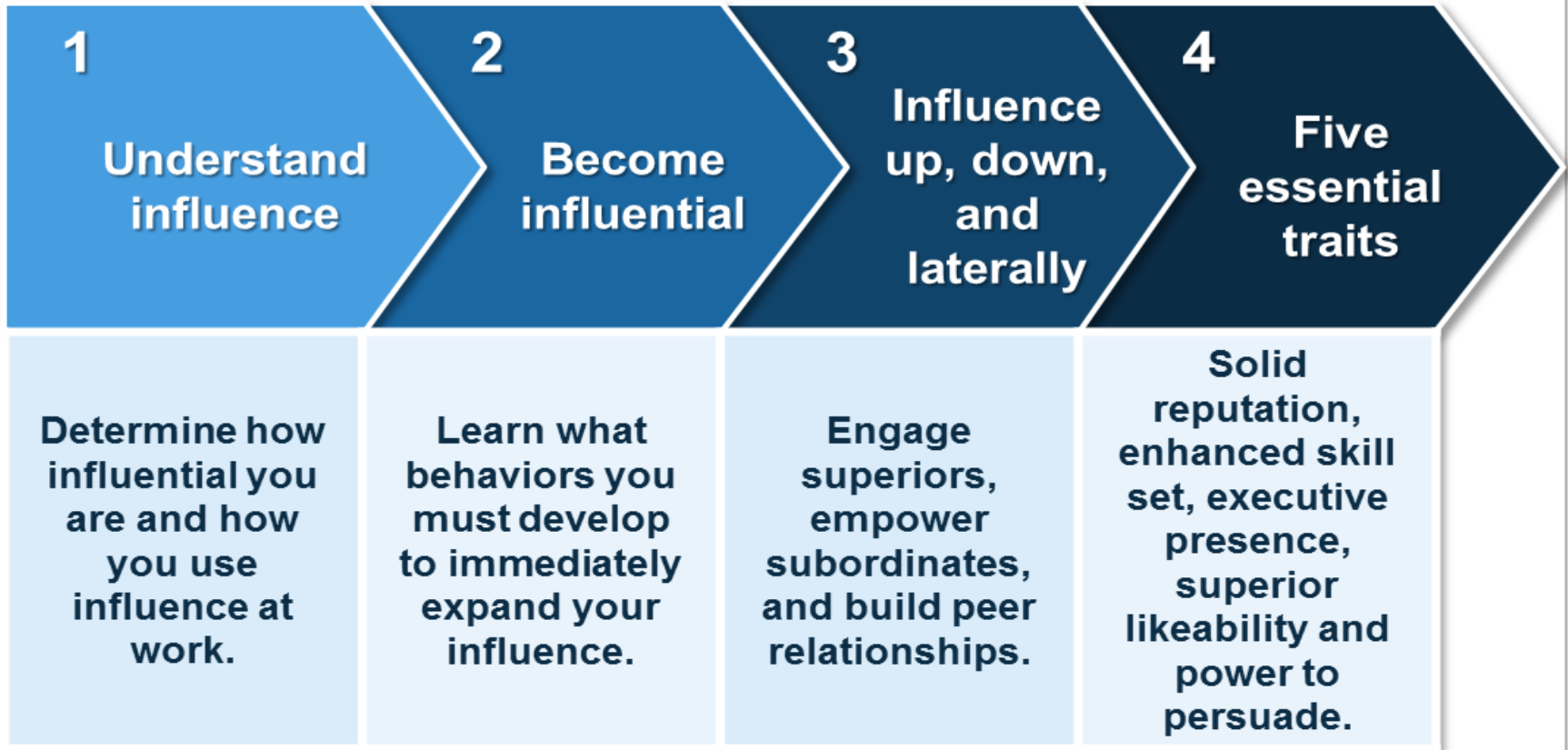
C-i

New
Information
on Practice
C-a

Best
Practices
C-c

PATIENT BASED SERVICE

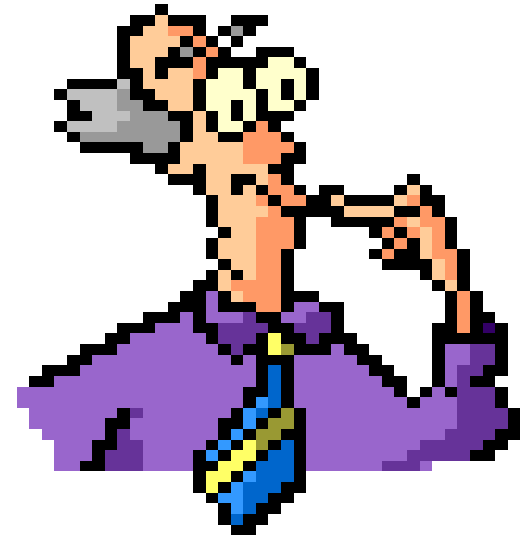
Four-Steps to Become an **Influential Leader**



Sullivan, Eleanor (2013). *Becoming influential: A guide for nurses 2nd edition*, Pearson Education, Boston, MA.
http://www.eleanorsullivan.com/pdf/Taking_the_Mystery_Out_of_Influence.pdf
<http://www.nursing.umn.edu/densford/wisdom-dialogue-series/eleanor-sullivan/Prezipresentation/index.htm>

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?



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

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



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 innovative 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.



Appreciative Leadership: Five areas of relational practice

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.
3. Sharing stories of best practices for learning and standardization.
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.”*

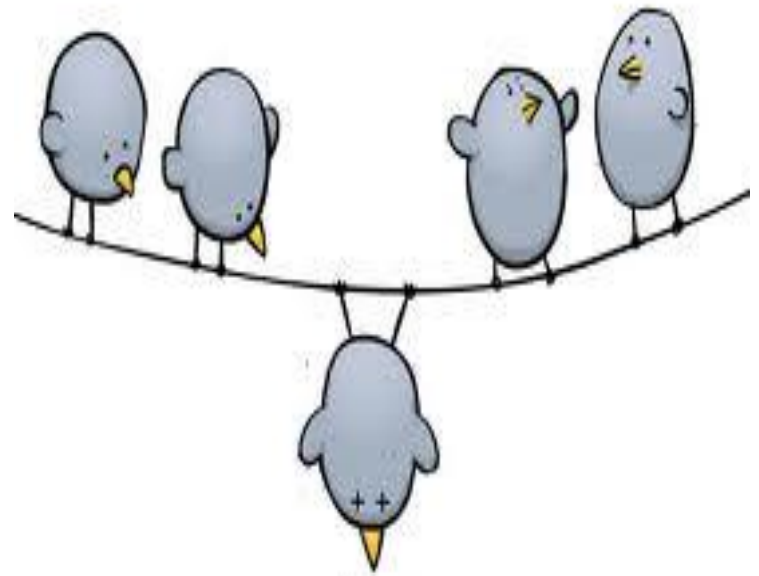
- Choose to be positive.
- Talk story.
- Be generous with appreciation.
- Share hopes and dreams for the future.
- Foster hope by planning the path forward.
- Organize to a life-affirming purpose.

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.

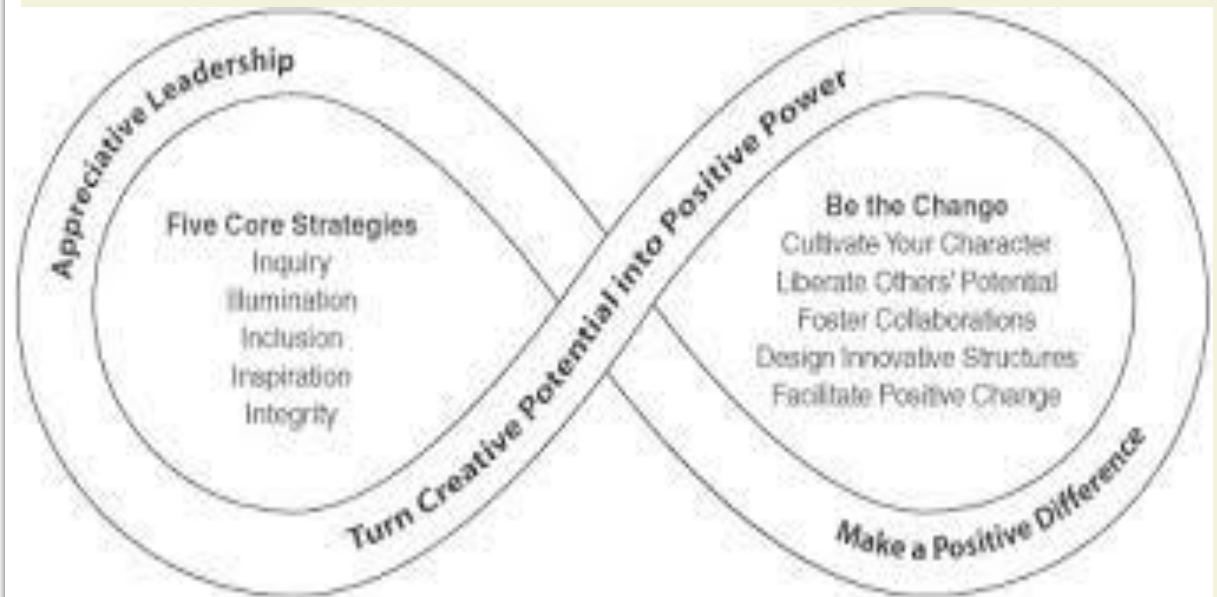


Being an Appreciative Leader

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

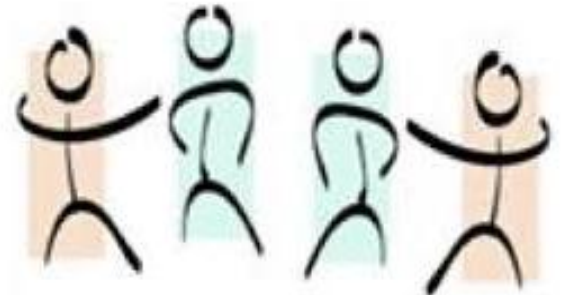
Recommended Web Sites

- <http://appreciateinquiry.case.edu>
- www.positivechange.org
- www.inquiryinstitute.com
- www.strengthsfinder.com
- www.viacharacter.org
- www.taoinstitute.net
- www.uri.org

***LEADERSHIP AS INFLUENCE:
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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.
- 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

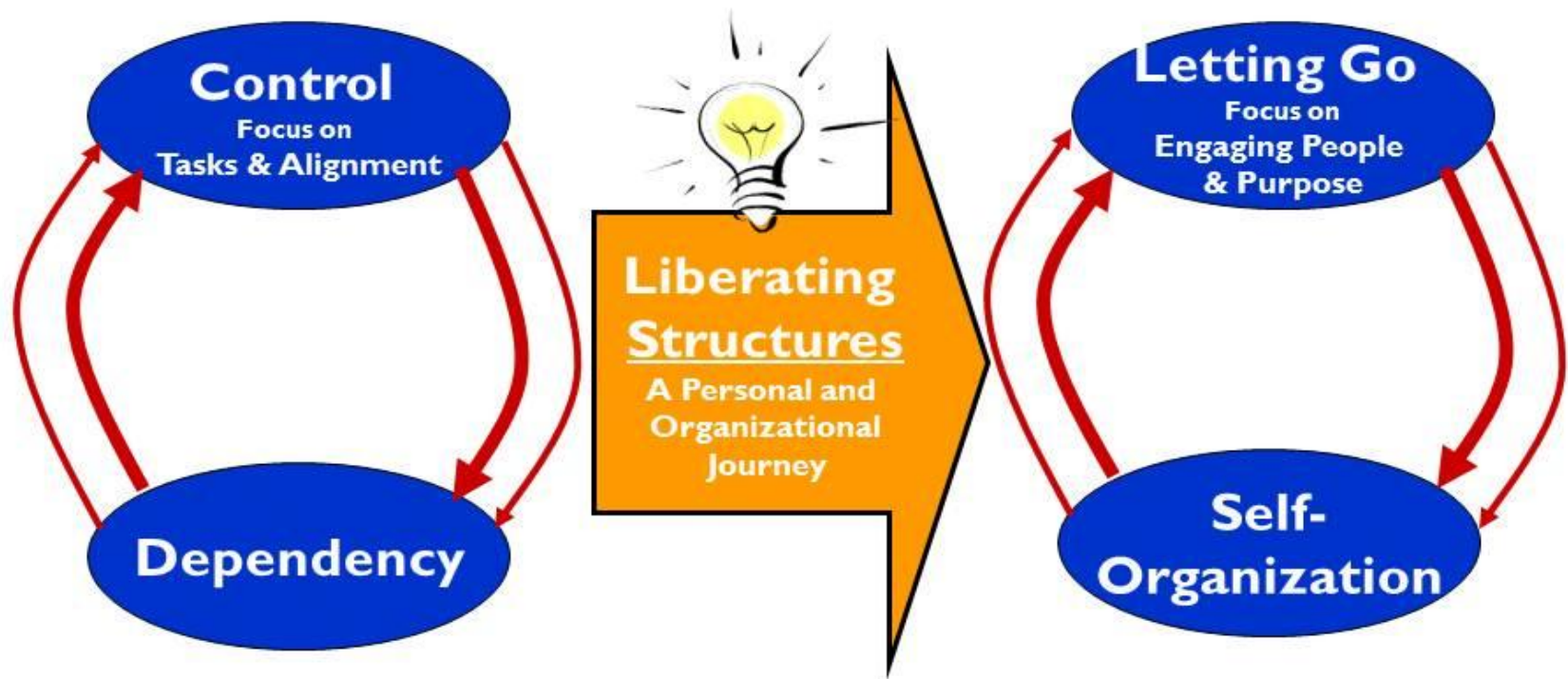
- Framing a paradoxical challenge that engages everyone’s imagination

TRIZ

- Designing a perfectly adverse system to make space for innovation

Shifting Behaviors & Culture

Self-Reinforcing Patterns



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).



A word cloud visualization of terms related to organizational culture and change. The words are arranged in a horizontal, somewhat irregular shape. The most prominent words, shown in larger fonts, include "complex problems", "Liberating Structures", "conversation", "engagement", "diversity", "innovation", "groups", "change", "generative", "systems", "unusual suspects", "sustainability", "emergent", "interaction", "small", "productive", "grassroots", "scalable", "hotspot", "up", "resilience", "right", "over in feet", and "suspects". The words are in various colors, including shades of purple, blue, green, and brown, and are set against a white background.