



Sigma Theta Tau International
Honor Society of Nursing®

2013

The Global Nurse Executive

Sigma Theta Tau International

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GIVE BACK TO
MOVE FORWARD



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Challenging, but exciting times

- Nurses are poised at a unique time to make important contributions
- Demand for lower cost, higher quality (Affordable Care Act)
- The industry is in a state of chaos; but from chaos comes opportunity! (Affordable Care Act)
- Nurses possess the greatest breadth and depth of health care experience
- Our time is now!





Leadership

*“Making your mark in the world is hard.
If it were easy everybody would do it. But it’s not.
It takes patience, it takes commitment and
it comes with plenty of failure along the way.
The real test is not whether you avoid failure,
because you won’t.
It’s whether you let it harden or shame you into inaction,
or whether you learn from it;
whether you choose to persevere.”*

— Barack Obama





Broad opportunity

- **IOM** report calls upon nurses to contribute as essential partners in the redesign of the nation's health care system
- **AONE** says nurses have moved beyond their traditional executive-level roles as **CNOs** at health care organizations to hold broader and more senior executive-level positions in and outside of health care organizations





Robert Wood Johnson

- Nurses are viewed as one of the most trusted sources of health information, but...
- Are seen as having less influence on health care reform than government, insurance and pharma execs and others
- This represents opportunity!





Key Gallup Findings

- Nurses' primary areas of influence are: reducing medical errors (51%), improving quality of care (50%), coordinating patient care (40%)
- Opinion leaders would like to see nurses have more influence





Key Gallup Findings

➤ **Opinion leaders identify top barriers as:**

- » Not being perceived as important decision-makers (69%), or revenue generators (68%)
- » A focus on primary vs. preventive care (62%)
- » Not having a single voice in speaking on national issues (56%)





Unique characteristics of female leaders

- The female advantage: relationships
- The female challenge: a more complex and circuitous path to leadership
- The Leadership Labyrinth (McDonagh and Paris)
- Getting outside your comfort zone





The board

- The role of the board is governance
- For-profit boards are primarily concerned with increasing stockholder wealth
- Nonprofit boards exist to serve a community need





The board

FOR-PROFIT CORPORATIONS	NONPROFIT CORPORATIONS
Owned by stockholders	Owned by the public
Generate money for the owners	Serve the public
Success is making sizeable profit	Success is meeting needs of the public
Board members are usually paid	Board members are usually unpaid volunteers





The board

FOR-PROFIT CORPORATIONS

Members can make very sizeable incomes

Money earned over and above that needed to pay expenses is kept as profit and distributed to owners

CEO is often on the Board of Directors, and sometimes is the President of the Board

Usually not exempt from paying federal, state/provincial, and local taxes

Money invested in the for-profit usually cannot be deducted from the investor's personal tax liability

NONPROFIT CORPORATIONS

Members should make reasonable, not excessive, incomes

Money earned over and above that needed to pay expenses is retained as surplus and should be spent soon on meeting the public need (the nonprofit can earn profit from activities not directly related to the nonprofit's mission; however, the nonprofit often has to pay taxes over a certain amount)

Conventional wisdom suggests that the CEO (often called the "Executive Director") not be on the Board

Can often be exempt from federal taxes, and some state/provincial and local taxes, if the nonprofit was granted tax-exempt status from the appropriate governmental agency

Money donated to the nonprofit can be deducted from the donor's personal tax liability if the nonprofit was granted charitable status from the appropriate government agency

Adapted from McNamara (2008)

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Women on boards

- Women are the majority on non-profit boards
- Women are a rarity on corporate boards
- Europe, Australia and Canada have been proactive in placing women on corporate boards





Women on boards

- USA 17% of all corporate board members are women(20% by 2020)
- Little change in the past decade
- Several research studies indicate that corporations with women board members outperform corporations without women





Women on boards

- France requires 14% women by 2014 or trustees won't get paid (22% now)
- Britain 25% by 2015
- Sweden 50% women
- Canada & Australia “comply or explain” goal of 30+%





Nurses on boards

- What Nurses Bring to the Table:
 - Credibility with policy-makers, employees, health plan administrators, physicians and executives
 - Public trust—nursing is a top-ranked profession
 - The ability to identify and triage problems
 - An understanding of issues concerning hospital staff and effective approaches to employee retention
 - Awareness of community health needs





Nurses on boards

- Nurses Benefit Through Board Service:
 - Set policy that guides care delivery
 - Influence resource allocation decisions in ways that maximize stakeholder benefit
 - Set strategy to help ensure the future health of a vital community resource
 - Assume a valued community leadership role





Nurses on boards

- Paving The Way for Nurse Involvement on Boards:
 - Seek nurse leaders from within and outside the organization to serve on boards
 - Support and encourage nurses leaders within the organization to prepare for board service
 - Works with organizations like the RWJ Foundation & STTI to encourage nurse board participation





Nurses on boards

- Assessing Board Opportunities:
 - Why are you attracted to this organization?
 - What are the key problems and accomplishments of the board?
 - Who are the existing board members and what are their skill sets?
 - Are you willing to devote 4-6 hours/month to this board?
 - Are you willing to give or get money for the organization?
 - What skills and expertise do you have to assist this board and organization?





Reinventing your personal brand

- Self-development is an ongoing process
- A factor that correlates consistently with success is conscientiousness—a key nursing core competency!





Reinventing your personal brand

- Failure Tolerant Leaders:
 - Break down social and bureaucratic barriers that separate them from their followers
 - Engage at a personal level with those they lead
 - Openly admit their own mistakes
 - Try to eliminate destructive competitiveness
 - Push people to see beyond traditional definitions of success and failure

Farson and Keyes (2002)





Reinventing your personal brand

- The Process of Rebranding:
 - Clearly define your destination
 - Learn to leverage points of difference
 - Develop a narrative around your key differentiators
 - Reintroduce yourself to your existing network
- Dorie Clark (2011)





What may be holding you back?

- Assessing Strengths and Opportunities for Improvement:
 - Are your expectations realistic?
 - Do you have a collaborative approach?
 - Do you have an inclusive attitude?
 - Is your focus based more on facts than feelings?
 - Do you have a proactive approach?





Executive leadership lessons

- The traits of extraversion, emotional stability, agreeableness, conscientiousness and openness to experience are highly correlated with success.
- Educational level, quality, prestige and degree type all predict financial success.
- The need for flexibility and balance are critical!
- CEOs must balance agility with the need to create a secure culture.





CREDENTIALS, CLUBS AND CONTACTS





Credentials, clubs and contacts

- *The Future of Nursing: Leading Change, Advancing Health* (IOM, 2010):
 - Nurses should practice to the full extent of their education and training.
 - Nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression
 - Nurses should be full partners, with physicians and other health care professionals, in redesigning health care
 - Effective workforce planning and policy making require better data collection and information infrastructure.





Credentials, clubs and contacts

• Finding the Right Mentor—Consider:

- Whether the potential mentor will challenge your thinking and encourage you to constantly raise the bar for personal growth and development.
- Whether the potential mentor has the expertise, experience, time and willingness to help achieve your desired learning goals.
- Whether you will feel comfortable learning from this individual; is there a “good learning fit”?





Executive leadership lessons

- Go to the absolute best school you can
- Get the best degrees you can
- Prepare to be a lifelong learner
- Take advantage of new networking opportunities allowed through social media
- As you advance in your career, look for opportunities to mentor others





Executive leadership lessons

- Manage your career deliberately
- See failure as opportunity
- Develop deep understanding of all of the organization's critical functions
- Consider ways of exposing rising stars to new experiences
- Be prepared to meet increasing demand for results





Executive leadership lessons

- Planning, budgeting and performance measure systems are essential for board leadership
- Both for- and nonprofit boards add value to society in different ways
- Good governance is essential for the success
- Nurse leaders possess the knowledge, skills and values to be excellent board members
- The IOM has identified the need for nurses to play a greater role in the governance of health care organizations





Executive leadership lessons

- **Has never been a better time for nurses to leverage opportunities to achieve personal and professional goals**
- **Career disappointments are part of the journey, and should be expected**
- **Be broad in your scope and wide in your vision**
- **Spend more time exploiting strengths than whining about weaknesses**
- **Be financially literate**
- **Respect is reciprocal**





When You Are Through Changing.....

- You are Through!!!





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Competencies

- Understand what impacts world health and how to sustain that health
- Be skillful with contingency planning, political impacts, the business of healthcare, and global future visioning
- Design and develop systems to promote delivery of healthcare for global communities
- Understand global communities -- including competing values, political systems, and ethical standards – and how to relate to, collaborate with, and promote collaboration via multinational partnerships





Competencies (Cont'd.)

- Create/develop positive global policies and practices that will work for individual communities
- Collaboratively create and implement innovative solutions to complex global health and healthcare business issues
- Apply appropriate frameworks in decision making, system trend identification and analysis, and resource cultivation and acquisition
- Understand intercultural relationships such as caring, justice, social norms, social taboos.





Expected areas of expertise:

- **Global Nurse Executive Leadership**
- **Global Economy**
- **Structure, Systems, and Support**
- **Culture**
- **Politics and Policy**
- **Influence vs. Implementation**





Expected areas of expertise (Cont'd) :

- **Networking and Trends**
- **Tensions and Shifting Sands**
- **Value Proposition**
- **Ethics**
- **Best practices**





EXPECTED AREAS OF EXPERTISE

Knowledge, Skills and Abilities in detail:





Global Nurse Executive Leadership

- Global leadership skills
- Characteristics of a global leader & how one becomes a global leader
- Leadership development theories and qualities
- Analysis of leadership vs. management
- Personal capacity and capabilities identification/assessment
- Context of global leadership across diverse settings





Global Economy

- The GDP, world bank, global economy, and health care
- The impact of world, national and local economics on healthcare
- Resource cultivation





Structure, Systems and Support

- Global definitions
- International development
- Competing values frameworks
- Issues identification and principles of global nursing





Structure, Systems and Support (cont'd.)

- “Futures” visioning and planning
- Global nursing/healthcare issues
- Strategic thinking and planning
- Benchmarking and systems analysis





Culture

- Cultural issues and expectations
- Frameworks, theories, and concepts
- Dynamic principles and mindset development
- Societal needs and issues
- Mentoring and coaching





Policy and Politics

- Policy formation
- Legislative, regulatory, political, and legal frameworks
- Understanding nations and their politics
- Influence of non-governmental organizations in policy/practice
- Professional networks
- Research process, collaboration, and dissemination





Influence vs. Implementation

- Optimal approach determination
- Principles of influencing and being influenced
- Principles of implementing and leading implementation
- Scenario setting and application for global issues





Influence vs. Implementation

(Cont'd)

- Underlying dynamics between influence vs. implementation in global leadership
- Global transformational leadership
- Team and change management





Networking and Trends

- Global networking
- Global trends in healthcare
- Principles of networking, team-building, and mutual purpose
- Purpose and potential outcomes of global leadership
- Global principles of decision-making





Networking and Trends (Cont'd)

- Partnership/alliance development
- Stakeholder identifications
- Principles and strategies of negotiation
- Recognition of early indicators to global, regional, and national trends





Tensions and Shifting Sands

- Globalization and politicalization concepts
- Power dynamics and authority
- Identification of high-risk environments
- Safely navigating rising tensions in healthcare/political situations
- Personal/resource planning, preparedness, and safety





Value Proposition

- Developing and communicating value propositions
- Establish meaningful global outcomes
- Communication and public speaking
- Global marketing
- Values and qualities identification and assessment





Ethics

- Accepted practices in global business/healthcare
- Negotiation/negotiation skills
- Global ethics, values, and standards
- Reaching a common ethical ground
- Ethical codes, principles, practices, and decision-making





Best Practices

- Global benchmarks and best practices
- The science of global healthcare delivery
- Evidence-based practice in global systems
- Systems-based information sharing
- Accessing and implementing best practices





Coming soon...





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