

Betty Irene Moore Speaker Series
Beverly Malone in conversation with Judith Karshmer
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Chapter 1: Stepping Up to Leadership

Dr. Malone

Now you asked me how did I come to take that first big step toward being a leader. I was totally convinced I did not want to be a leader. I grew up in a very small town in Kentucky, survival was the name of the game where I grew up. People were saying to me you want to be a leader and I kept telling them, not on this watch. Because I just wanted to grow up. When I graduated from high school my aunt said, what do you want to do. I said I wanted to go to college and wanted some way to support myself for the rest of my life. And she said don't you want to get married? And I said, "I will only marry if there is a man who can buy me a washer and dryer". I mean my goals were incredibly high. This leadership thing just did not interest me. It seemed like a very vulnerable position and that other people could do it. I mean there were a lot of people from my perspective. I am sure there were people who wanted to be leaders I was just not one of them. So it was very difficult for me to make that step and all through my undergraduate program, I did not feel like I could be identified as a leader. Although if I talked to my colleagues that I went through the program with, they have stories that I am just not aware of. I think they have reframed my existence at the University of Cincinnati. So I graduated, not by the skin of my teeth, I did well in school. But at times it felt like by the skin of my teeth because nursing is so subjective in it's evaluation of whether you should or shouldn't be a nurse. At least it was and my hunch is that to a big degree, still is. It's a necessary part but when biases get involved it is an unnecessary part.

So I was glad to graduate from the University of Cincinnati and go on to my masters at Rutgers. And it was Paplau (wrong spelling) who said if you don't want to be a leader you shouldn't be here. I had to come to terms with whether or not I really wanted to be a leader. And I don't know about you, but if someone so powerful, so knowing, sees something in you that you don't even see yourself, I mean it's humbling and it calls you to the challenge to step up and say you're complaining about this you're complaining about that, when are you going to take this step to do something about it. And I think that is really the challenge for each of you here. If you are in to the complaint process very heavily, then I think you should think about leadership. If you're so knowing about how to do it better, then step up to the plate. It is not that you will step up by yourself there are mentors and folks who will help you step up their and help you stay there.

So I'm just hoping that you'll think that today will be a turning point about your step into leadership. Obviously the country needs you. Do you understand what I am saying? We are nurses. We are compassionate, we are knowledgeable, we understand the humanity that has to be addressed. That is such a huge package for leadership it is such a wonderful platform for us to do the work we need to do. I have to say that my nursing background has stood me in good stead with every leader that I have worked with. And they have been some national and international leaders. Whether it was Tony Blair or whether it was Bill Clinton, no matter who it was, my nursing background has been like a wonderful bed of promise in terms of me being able to make that next step and to deal with them toe to toe, face-to-face, have a dialogue, ask them how they're doing, are they taking care of themselves. My question to... I had dinner with Prince Charles, I did, my question was to him, we were sitting at dinner and when I wasn't focusing on which fork to use, I said how do you, where do you dream? And that is totally a beautiful psychiatric clinical nurse question, you know? Where do you dream? Because leadership has so much to do with the ability to dream, the ability to have time for yourself to be able to pull out and pull away and dream.

Chapter 2: A Variety Pack of Mentors

Dean Karshmer

So you talk a lot about mentors helping you through your life. Can you tell us sort of the role of how they became mentors. What makes for a good mentor? And what makes a good mentee?

Dr. Malone

I don't know if I can remember all of those things at the same time but I'll give it a shot. You know mentoring was my dissertation, was on mentoring so it is very close to my heart and I think I did it because that's who I am. I was telling somebody, I think last night that if you could pull me apart you'd find well that mentor is that part of that Bev, and that mentor is that part of Bev, and that mentor is... there will be a core of creativity and originality but I don't know how big it is colleagues, I don't know if you can... it might be microscopic. But I am such a product of all of those who have cared for me and about me. And it started with my great grandmother who was a healer in the community and she was tall like Judy. Judy is tall compared to me and she was tall and I have this thing about tall people all though Fay, I also like us. I just respected... so my granny was tall and she was the world to me. And she was... she had only gotten to the third grade in terms of a... she was a child of a slave. She was a slave until a certain age. She had only... third grade reading and she read the paper every day and anybody who came into the house and she fed them, she was just my hero. And she taught me a lot. I use this example, she would go outside and she carried out 25. I'm from Kentucky forgive me, and

she'd carry a 25, little gun, and she would roll it up in a sock... and so every now and then she'd take it out her stocking and just shoot it. I would say Granny why are you shooting, and she would just shoot in the air and I... she said I am just reminding them that I have it. She was that kind of person you know. I wanted to be that kind of person, you know not having necessarily a 25, but be able to when I need to, to pull that kind of energy that kind of confidence that kind of understanding of about the reality of the world in addition to being a halfway decent kind of human being. So she shaped me incredibly.

And then I had my teachers along the way who shaped me and if you read the story you will know that it was black teachers and white teachers and it was just an incredible mixture of folks who shaped me. Mentoring... I always talk about it like this; that a mentor can tell you whether you are going in the right direction or not. A mentor can say to you, Bev Malone, if you keep going in the direction that you are going you will knock your head up against that wall. Feel those knocks on your head, that is where you hit the wall before. Move over to the right. Turn the knob and walk through the door. A mentor can distinguish between a wall and a door. That is why you need mentors. It is not a luxury. There are some people that are standing on the sidelines, counting the times that you hit your head up against the wall. Taking bets on how many more times you're going to hit. So we need those mentors that are positive people, who are saying, look we believe in you, there is something about you that reminds me of myself.

Mentoring is very narcissistic I have to tell you this. The mentor sees something in you that they want to keep going on for eternity. Because it reminds them of themselves, they really liked it. That's like me. So there is a real narcissistic piece to mentoring, but it's good narcissism because it's generativity, it keeps the world going in terms of leadership and caring and compassion and brightness. So mentors, a good mentor is someone who understands that they are giving and they are getting. That the mentor is not all just giving out, oh I am such a great mentor, I am so good. No. Mentors are a receiving. Peplau (bad spelling) taught that to me when she said that what I have is mentee's all over the world, protégés all over the world and therefore I have power bases all over the world. Because every mentee every protégé owes their mentor. Peplau could call Judy or myself and say, "I want you to jump this high at this time of day in this way", and we've would be struggling to figure out how we were going to do it. Because we owe our mentors. It is a power building phenomenon. So you need a mentor.

The other thing about mentoring is you don't just need one. You need a variety pack of mentors. You should have one to get up, one to go, you know,... one to walk, how you learn to walk one how you talk, in terms of

my mentors, I have one who's been with me most of my life. And she is now bedridden and she is still calling people trying to figure out what the next step in my career should be. She is one of the most powerful women I have ever met. Another one who is a white Jewish male who was the chairman of my psychology department. Now why did I have him as a mentor? I wanted to get through the program. Does that make sense? I have another one who was a black psychology PhD and she was over in the counseling department. That was a part of me to. I had a senator he Inouyene (spelling is wrong) who was a senator from Hawaii, who introduced me into politics and has been around Congress for a long time and has done some great work to have nurses move forward. I would consider Tony Blair to be one of my mentors now. I know him well enough now that I can call him that. He is not here, so he can't deny it. That's another thing you can do with mentors, by the way. If you get far enough away from them, you can do almost anything. So it is a variety pack of mentoring that we need to move forward and then to understand that one can't be everything to you. It just can't happen. Nobody is perfect and so you need the variety pack. The rumor is that the number of mentors you have on this hand is correlated with the number of the zeroes in your paycheck on this hand. So I always try to get as many as I possibly could.

Chapter 3: Academic Progression: Our Patients Deserve It

Dean Karshmer

You know we've talked about these informal mentor relationships but formal education is a big part of what got you here. So talk about, talk to us about what you believe about formal education and its role in both producing an effective leader and how we should help our colleagues consider formal education.

Dr. Malone

I think formal education is about... doing it as expeditiously as you possibly can and as thoroughly as you possibly can, especially for nursing. I think nursing has lost its grip on terms of how long it takes to become educated. My view of nursing is that we go to our associate degree program and we graduate and we say, "Oh, I am so glad to be done". We take a deep breath. We breathe in sometimes a marriage, children, car loan, a mortgage, so by the time we've had that deep breath and we exhale to go back to school to get that next degree, five years or ten years have passed. And then we get a baccalaureate degree. And then we say, "Boy... whooph", and we take another deep breath and it goes on with these five and six and seven year intervals in between our educational steps and we end up 60 and 55 and 50 years old before we get our doctorates. Now there is nothing wrong with a 50 year old person who gets his or hers doctorate. But any of us who reached it at that time would say to you, "Boy I sure wish I could've done it earlier". Because there is so much more time to

have a scholarly life, a teaching life, a career, a professional journey than waiting until that point to get it. So just because we did it that way doesn't mean you have to do it that way.

I believe nursing needs to change. And I think we are, I think that the programs that allow you to move you to your associate degree program and jump over your baccalaureate program, to your masters, go for it. I find it online, find it wherever you need do, go for it. The program that allows from your baccalaureate and jump over to your masters degree to get easier than DMP or PhD, go for it. Jump for it. I don't have any strong feelings against associate degree nursing, or baccalaureate degree nursing or any of the types. I just want us to be able to do it. I think because our patients deserve it. Not about us, it's about the people we serve. We should be the best prepared nurses possible. What the figures say is that less than 17% of nurses who have associate degrees go back to school to get that next degree. Less than 21% of those who have baccalaureate degrees, go back to school to get that next degree. From my perspective it is an issue of nothing but progression. A lack of academic progression, and life gets in the way for nurses. So I know that... I don't want you to stop living, I'm not suggesting that, but I am suggesting that you don't deep breathe in between those milestones where you get that degree. Try your best to keep going.

Judy and I did the same thing. I finished my undergraduate program and against all kinds of warnings went directly into to get my masters program. So I was 22 when I was masters prepared and there was a lot of denial are the units that I was masters prepared, they couldn't believe it. And they didn't in fact, they would go around me looking for somebody who was Beverly Malone who had a masters degree. But that to me helped so much. And then I did read, and then I did get married and I had two babies, not at the same time, some people do, but by the time I started working my doctorate, I had a two-year-old and a two week old baby and so I started my doctoral program under those kinds of circumstances. And I can tell you that it is not an easy way to do it. If it's all you got, you do what you have to do. I am not suggesting that there is anything the way you have to do it, but both Judy and I know is that the best you can do is knock out education before you start the whole wonderful process of having those wonderful heathens, do it. Do it. There is nothing wrong with getting that education out of the way as quickly as you possibly can. And I'm hoping our programs, our educational programs will start moving toward that more clearly, that that's the preferred route for nurses to get that education so that we can actually, whether were men or women, we can actually then continue our lives and our careers and have a longer time to develop, not just the scholarly, the research, but the teaching to become these great teachers that many of you already are.

End: 38:50

Chapter 4: Leveraging Access to Influential People

Dean Karshmer

I've heard you talk about how access to influential people can be used as leverage. Can you talk to us about how to exploit that position that you find yourself in with leverage?

Dr. Malone

Yes I will use Tony Blair as the example, I was trying to get in to see Mr. Blair, Tony, nobody calls him Mr. Blair everyone calls him Tony... and there is a war going on. Yes... so he was a little preoccupied. He saw me when I was in the role of General Secretary for the Royal College. He would see me at least twice a year for half an hour each time to talk about nursing, how nursing is doing and what that was about. So I didn't have my second time to meet him and he said well look, why don't we... why don't you ride to an event with me. It was one of those 7 AM kind of mornings, you know and I went down to number 10 and they took me through the bowels of the building and out back and got into the car with Tony Blair and I had him all to myself, except for the driver. And so that's leverage. I had this man for 45 minutes.

...what I was able to talk to him about was, he always wanted to know how nursing was and I told him we are having difficulty practicing because we don't have full access to the formulary. We could only have, we only have partial access so that means that we have nurses who suture, but they can't give... prescribe anything for the pain that goes along with it. We are stifled. Patients are not getting what they deserve to get. He says that makes no sense, I said I didn't think that made sense, he said why don't we change that and I said well you're the Prime Minister why don't we change it. He said well go and talk to the secretary of state and tell him that we need to change this right away. I said I will as soon as I get an appointment I will do that so because his car was like his office after we did the event, where ever we were, he couldn't ride me back he had another meeting with somebody to go back. So I got into the car with the secretary of state. I said you know I just had a talk with Tony and he said that you should change the access for nurses to the formulary, it should be full and complete access, and he said he said that, and I said he said it and he didn't understand why it hadn't been done already. He said well we will have to look at that and I said well he thought you should do more than look at it because he thought it was affecting the care that people were receiving. In two weeks it was changed. To me that using the leverage and the opportunity and walking through the door and being prepared with your issue. You can't give him the waterfront. Sometimes were very talkative as nurses and we want to say it's not just that I got one issue or two issues or three issues, I got ten issues I've been waiting to talk to you about. And by the time we talk about 10 of them they don't know what we've shared with them what we've talked about. You need your

two or three issues and you just do repetition repetition repetition. About those three issues if you really care about them. So you prioritize.

Chapter 5: Focusing on the Key Issues

Dean Karshmer

So for this, in the United States in 2008, what are the key issues that we should be addressing?

Dr. Malone

I think we should be, I think they asked the question last night on TV, is health care a right or a privilege or a responsibility? I think for... I know for myself that it is a right. It should not be considered a privilege. I think that's the biggest issue that the US faces. (applause) And I think that the UK has kinda got that one figured out. They believe it's a right. Now how they do it is messy. It's not clean, it's not easy, but I think we could even do it better here because we have the components that they didn't have when they started, so I'm hoping that the next administration will let nurses help them figure it out about how to do it well.

The other issue for me is safety and quality. Huge issue and we... I feel that that's something that belongs to nursing, because we run the environment whether or not we are talking hospital or community. We are responsible for the environment that care is delivered in. And we need to step up to the plate and start stopping this stuff about I am just working here, no. You are managing that environment and everything that comes in you should know about it. You should be facilitating and helping and responsible for managing that environment for the best of the patient. Meeting the needs, and when I say patient, I'm talkin' and family too. I'm not talking patient as if it's one, I'm always talking about that wonderful beautiful piece that comes with being a patient, whether it's formally of family or whether it's an informal family, or community. So I think we have a real opportunity as nurses to step up to the plate on that one too.

Dean Karshmer

What kinds of things should we be doing with ourselves and with our students to help them take on the responsibilities that it's indeed not just caring for the environment but making sure that the government and the people that have some purse strings listen to this? What are the steps we need to be taking?

Dr. Malone

I think we have to redefine political involvement and not necessarily always being in the White House every other week or being... having a conversation with your senator or your congressperson I mean there is that level of political involvement, but there is also just shooting off that e-mail, that doesn't take you but 2 seconds to do. That you can do with three little young ones and I called them heathens but that they are darlings, you know that, you know. How does a mother or a father with this wonderful grouping all under the age of six, how do I stay politically involved and I suggest to you just be e-mail conscious. That when an issue is raised kick that e-mail off. Usually it's already phrased you don't have to think about it, just hit that send button to send that e-mail to your congressperson. Let them know who you are.

Some of my colleagues who do it interestingly, one of my friends she does it according to pies. She feeds her congresspeople. And she feeds them pies, and I mean she has kept funding through four administrations for a project that she has. Pies and Florida oranges, whatever works for you in terms of building the relationship and how deep it has to be, whether it's the e-mail or the actual relationship. I think that's really important for faculty, I think that our students are looking at us to walk the walk, that it's not enough to say this is what you need to do, I'm teaching this class, listen here, they are looking for how we treat each other as faculty, they're looking to how we treat them. How do we talk about working with patients in a humane and compassionate way if they see as talk about another faculty member in a very dehumanizing way? So I'm of that kind of ilk. I think we've got to put the model out there or it show it.

Chapter 6: A Self-Charging Battery

I would ask you as a mentor how are you, because you represent nursing at that level where you represent me at that level of the larger community, how do you stay a light when there might be some darkness coming and when we're needed more than ever. Just how do you personally recharge your batteries to do that and pass that on to us further down the line?

Dr. Malone

Well... okay, I believe you have to have a self charging battery. That if you depend on other people to charge your battery they may choose not to. And so you've got to have some way of feeding yourself continually. So when others decide that it's time to feed you like, "You, Bev, you've done a good job", it's icing on the cake because you've already taken very good care of yourself. So I really work at that. I have to say that my faith, and that's my personal way of doing it, that my faith carries me a long distance. You know I'm from the South, I

was raised in the Baptist church. That's been the story of my life, a faith journey all the way. It's all been part of who I am. For me, prayer and joy and understanding that there's things bigger than me, thank you very much... understanding that this world is a gift to me. That Judy is a gift to me that both of those gifts are so precious and I don't know about you, but the older I get the more precious the gifts look.

Right now I've got two grand children. They are the... fan... let me just tell you, it makes me stand up to talk about them. They are incredible. And they give me such joy I mean, I'm out here interviewing for the job of babysitter for them. I can do it better than anybody you can bring in. You know, from my children, it's... so that's a joy for me and we talk about generatively in terms of mentoring, generatively also in terms of those who are your loved ones, and I believe that it doesn't have to be your kin, your blood because my grand... granny raising me was not related to me in any way. Not related to me. Called her granny, she raised me she raised my grandmother, she raised my mother, she raised my aunt, she just raised anybody's babies. So it's not about what I'm talking about this joy, about this generatively piece has nothing to do with, it has to be your blood relationship. I'm talkin' about however you understand... start getting connected to more than just you. If it's all about you, you've got problems. You're going to lose your joy on a regular basis.

You've got to find your disappointed with yourself every now and then and you won't know how to get yourself up. So you've got to have something bigger than yourself. And I don't know what it may be for you. I'm not recommending anything, but you should know what it is for you. What can move you beyond your self? What can move you beyond a negative comment that somebody gives you. Or do you accept that as the truth? Is it something that you take and you worry about it, oh my goodness they didn't like the way I was talking or the way I was looking. Is it... get a grip. There is always somebody who's going to not like something that your not... that you are doing. There is always going to be that competition out there. There is always going to be the critique, especially when you stand up. The rule is if you stand up you will get shot at. You just become a target. Keep your bottom down and people will pass right over you but when you stand up to lead, you will get shot at. It's not about you, so part of being... having that joy is understanding that some of the stuff coming at me has nothing to do about Bev Malone. It's about the role that I'm in, it's about the I screwed up and stepped out and said I want to be a leader, not just that I want to be a leader, guess what, I am a leader.(Applause).