

***Lessons in Leadership:
The Betty Irene Moore
Speaker Series***

Video Transcripts

Lessons in Leadership Compilation Video

Leadership is... showing up and using your voice.

CLAIRE FAGIN Basically that's my philosophy, you're not silent and that you make sure that you use your voice every place that it counts and even when it doesn't count because you're not always sure when it counts. Now let me just tell you how I use my voice. I had been on three corporate - actually four corporate boards, one I quit. Wherever you are, it's the same rule; you don't start by talking about nursing. You open your mouth about other things so they think you're very intelligent and their ears start opening and then you pounce in with nursing when they already have their ears open.

ANGELA MCBRIDE Going to meetings, you know, there is a whole leadership thing about that. I have come to believe that you have to understand that you are stealth bomb and if they pay no attention to you at the beginning, showing up is a very key leadership strategy because after a while they forget they didn't invite you in the first place.

MARLA SALMON Doors are open. So here's the question, can we walk through them? We've pounded on them long enough, but can we walk through them, will we walk through them and when we walk through them do we have something to say.

Leadership is... about improving yourself and your craft.

PATRICIA BENNER I think by being a professional, you are a leader. You are a knowledge worker and you take seriously your civic responsibility to lead and to engage in a self-improving practice. How can you improve today upon, today, what you do tomorrow? And, that's at the heart of being a self-improving practice that everyone is engaged in making their practice today better than it was yesterday and tomorrow, better than it was yesterday.

PETER BUERHAUS Take an occasion to look at yourself in the mirror. And sort of ask that question, now why did I get into this field? What was it that drove me to that? Go back and get in touch with yourself and do it more often than what you think. You will find there is a lot of richness with inside of you and you become a more passionate, articulate spokesperson for what , for what you want. If you have a passion, follow it.

LINDA AIKEN Starting from that first day on, I have had to work and work and work and work and work to be the best I can be, instead of the settings where I was practicing helping me to be the best I can be. And so this is what has motivated me really all my career.

MARTHA HILL It was my interest in improving practice that led me to hear myself ask questions. It is the why questions. Listen to yourself, and then ask others have you noticed this, do you see this? Do you agree this isn't the right thing that should be going on? Can we share a sense of responsibility for addressing these questions? Listen to the passion; listen to your frustration about the clinical care. You know, why aren't we able to do more or do a better job? And find the barriers and figure out how to reduce them or eliminate them, so that success can occur.

Leadership is... standing up and taking ownership.

SHEILA BURKE Leadership is simply a function of standing up and taking ownership of a decision making process. And I think we're all given those opportunities in lots of different settings. Leadership need not be the head of some big group, it need only be in a small setting in which you are taking ownership of essentially helping people work through a process.

JENNIE CHIN HANSEN There are different opportunities to participate as quote 'leaders' to understand how decisions get made. It doesn't mean leadership with a capital 'l' necessarily. It's like doing something that makes a difference on your unit, doing something that you speak up on behalf of your patient and families.

SHIRLEY CHATER Persistence and determination are very, very powerful and speaking of power, power is what you take it's not the power that anyone gives you. One must really grasp power and work with it and move with it. It becomes part of your professional presence, it becomes part of your self-confidence.

Leadership is... the ability to build relationships and learn from others.

ANGELA McBRIDE For me, leadership is the ability to catalyze others to achieve the values and goals that you have in common, in a world that is constantly changing.

MARY NAYLOR Whatever opportunities you have to immerse yourself in the kind of work that draws on many, many other people, many other perspectives, in both helping to identify your problems or design your solutions, I have always found it not always the easiest path to get to solutions, but the most enriching and rewarding and substantive.

SHEILA BURKE There is also the lesson that I learned quite clearly, which is: going up you want to make sure that you develop relationships because inevitably you will come down. And you want the people that you passed on the way up to think fondly of you on the way down.

BEVERLY MALONE A mentor can say to you, Bev Malone, if you keep going in the direction you're going you will knock your head up against that wall. Feel those knots on your head, that's 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's why you need mentors. You've got to open that door and walk boldly through it. You've got to be ready for the opportunity.

ANGELA BARRON McBRIDE
RN, PhD, FAAN

Leadership is... "the ability to catalyze others to achieve the values and goals you have in common."

- Distinguished Professor and University Dean Emerita, Indiana University School of Nursing
- Chair, Board Committee on Quality and Patient Safety, Indiana University Health
- Former President of Sigma Theta Tau International and American Academy of Nursing
- American Academy of Nursing 'Living Legend'
- Elected to the Institute of Medicine

Angela Barron McBride is a pivotal force in shaping issues related to women's health and leadership.

This interview took place May 7-8, 2008.

McBRIDE

For me, leadership is the ability to catalyze others to achieve the values and goals that you have in common, in a world that is constantly changing. You have to in some ways be someone that people want to follow but then that notion of you achieve your values. So leadership is a team sport. You have to work together to achieve goals and values and the notion that the world is constantly changing says that you can't just always think about what you are doing right now based on what are the existing goals. You have to really re-think how things are evolving

Don't hesitate to be a leader, to pretend to be a leader. I know that sounds funny, but when you're not in the role, I say pretend, and if you ask yourself, what would a good manager do, you will see, that you'll never hesitate for an answer of what you think a good person would do. And, eventually the distance between what a good person would do and what you're doing become lined up. So don't hesitate to pretend to be a leader.

Going to meetings, there is this whole leadership thing about that. I have come to believe that you have to understand that you are stealth bomb and if they pay no attention to you at the beginning, showing up is a very key leadership strategy because after a while they forget that they didn't invite you in the first place.

If in fact quality and safety is the responsibility of the nurse, you want to be on the planning committees, the board committee on quality and safety so that you not only can have the responsibility in the here and now for quality and safety, but you want to think through how to change the structure so it is safer, so in fact you have better care.

I would also say that, if you are good wherever you are planted, opportunities will come. People will see that you are good at what you are doing and something will come up that you wouldn't have ever dreamed of that this would be a possibility.

SHEILA BURKE
RN, MPA, FAAN

Leadership is... "taking ownership and helping people work through a process."

- Chief of Staff to former Senate Majority Leader Bob Dole
- Former Deputy Secretary of the Smithsonian Institution
- Former Executive Dean, Kennedy School of Government, Harvard University, Faculty member at Georgetown University
- Senior Policy Advisor at Baker Donelson
- Elected member of the American Academy of Nursing and Institute of Medicine

Sheila Burke is a pivotal force in shaping major health policies.

This interview took place March 5, 2013.

BURKE

Leadership is simply a function of standing up and taking ownership of a decision-making process. And I think we're all given those opportunities in lots of different settings. Leadership need not be the head of some big group, it need only be a small setting in which you are taking ownership of essentially helping people work through a process. It is having people understand that you are part of the community; you are part of the decision-making. And it is that first identification that helps begin to create the relationship and establish you as part of the decision-making process.

We have always, I think are always in situations where someone has challenged your judgment, someone has called into question something you have done. And I think you are prepared to deal with that. You are prepared to stand your ground, admit a mistake when you've made it. There is very little in this life that is black and white. There is very little that the line is so bright that you can't possibly imagine compromising. And, you know, the disagreement today in your clinical setting and in any kind of professional setting need not essentially destroy a relationship and should not.

There's also the lesson that I've learned quite clearly, which is, going up you want to make sure you develop relationships because inevitably you will come down. And you want the people that you passed on your way up to think fondly of you on the way down.

I think it is at the heart of your own development and growth, is finding people that are smarter than you. In my case that was never a huge challenge. I always found someone who knew more about whatever it was that I ever knew. And you know being open to them and essentially developing that relationship and maintaining that relationship is enormously important. So, it is finding someone who can help guide you and who, whenever things are going to hell in a hand basket can say, 'What is it that I did wrong or how do I move forward.'

So, I think it is enormously important, and I also think it is a responsibility of all of us do that; to be willing to do that when people come to you who are new to the environment and seeking advice. I think everyone of us really should in fact agree to be and should seek opportunities to be mentors. I think that's part of sort of payback that we all give.

JENNIE CHIN HANSEN
RN, MS, FAAN

Leadership is... "the ability to understand a solution that is needed and how you could help as a partner."

- CEO of the American Geriatrics Society
- Former President of AARP and MedPAC Commissioner
- Long-time leader of On Lok, Inc., a community-based program for frail older adults that became the federal PACE legislation
- Elected member of the American Academy of Nursing
- Board member of the Institute for Healthcare Improvement

Jennie Chin Hansen is a pivotal force in shaping policies and practices related to care of older Americans.

This interview took place April 10, 2012.

CHIN HANSEN

There are different opportunities to participate as “leaders” to understand how decisions get made. It doesn’t mean leadership with a capital “L” necessarily. It’s like doing something that makes a difference on your unit, doing something that you speak up on behalf of your patient and families and when you find some moral distress about these issues that you have, having somebody to talk to about how do you begin to think about these issues. So, I think it’s understanding what are the leavers that will allow that conversation to occur and sometimes we need to spend time at it and it takes understanding the kind of cultural dynamic as well as the punitive and reward issues that they’re under.

My mother has a Chinese term called [Chinese language] which means stiff neck, meaning ‘I was very stubborn.’ When you’re able to live in that space of doing that which you really care about and believe in. It just makes life easier you know. You’re not playing different personalities and trying to synchronize them all the time because it really takes a lot of energy to do that. So, I think the more we can live in that space of what feels genuinely right and with some core values and principles that you have and sometimes it really does take stubbornness. You know it’s one thing to do something kind of well yourself. It’s a whole different set of other competencies to learn how to help others learn how to do it as well as to set some standards that need to be benchmarked. There’s opportunities that are with raw ingredients but the ability to make it into a good recipe is one of the things that we can do.

We tend to hang out with the folks who think like us and are like us. And, I think our ability to grow is to be in an environment that’s unfamiliar. By putting ourselves into really understanding and appreciating difference allows us to listen better and hopefully develop a sense of understanding that’s better.

Practice the humility of apology when we’re in error. You know I think we’re so eager to make our points sometimes and then sometimes we just genuinely screw up and we make a mistake. It’s one of those areas where it can just make the world a lot more you know just genuine. And, when you can live in that genuine space more in our time in life it’s so much easier on our psyche and our heart.

MARY NAYLOR
RN, PhD, FAAN

Leadership is... "never compromising on integrity and leading with optimism."

- Professor, University of Pennsylvania School of Nursing
- Architect of the Transitional Care Model for older adults
- Member of the Medicare Payment Advisory Commission
- Elected member of the American Academy of Nursing and Institute of Medicine

Mary Naylor is a pivotal force in shaping the healthcare system for chronically ill adults and families.

This interview took place April 22, 2010.

NAYLOR

It's this notion of people count, not projects, not your idea, but the people that ultimately are going to be the next generation of leaders and scholars and clinicians etc. so invest in them. I love noisy environments. So have people around you that really are much brighter than you are. And capitalize on that, capitalize on their ideas, create a noisy environment.

Whatever opportunities you have to immerse yourself in the kind of work that draws on many, many other people, many other perspectives, in both helping to identify your problems or design your solutions, I have always found it not always the easiest path to get to solutions, but the most enriching and rewarding and substantive.

I think that the biggest challenge we have is to promote our own sense of accountability for delivering the most reliable, consistently high performing care that we can do. We need to position ourselves to take much greater advantage of the opportunities going forward and some of that will be in terms of what happens in the educational programs. My sense is that we should be bold in schools of nursing and really begin to say, not only in prevention, what I do to you as an individual to make sure that you get all the right tests and immunizations and health checkups etc., but begin to think about how nurses engage communities and again in partnerships with others, to really change the health of the community.

So my biggest one, and especially in this time and era, never compromise on integrity. That's the challenge that many of you and I along the journey have confronted opportunities where we were in the rough and we could have taken shortcuts and we could have maybe gotten a bigger something out of it.

Lead with optimism. It is really important, don't allow yourself to become cynical, stay focused on the big, big picture and it will allow you to lead with optimism because there's a lot we can do. Pay forward and do it with a great sense of joy.

PATRICIA BENNER
RN, PhD, FAAN

Leadership is... "showing respect, curiosity and openness toward frontline workers."

- Professor Emerita, University of California, San Francisco School of Nursing
- Author of *"From Novice to Expert: Excellence and Power in Nursing Practice"*
- Director of Carnegie Foundation's *"Educating Nurses: A Call for Radical Transformation"*
- American Academy of Nursing 'Living Legend'

Patricia Benner is a pivotal force in shaping the life-long education and practice of nurses.

This interview took place April 19, 2011.

BENNER

I think by being a professional, you are a leader. You are a knowledge worker and you take seriously your civic responsibility to lead and to engage in a self-improving practice.

I think it is terribly important for those who are in formal leadership positions to really be in touch with the frontline workers so that you are getting their frontline knowledge. We also have to be very careful not to marginalize that central patient care direct patient care delivery, because that is where it happens. And, if you imagine that it is only distant managerial practices that make that better, you're living in a kind of fantasy. You really have to listen, pay attention to, improve the staff development so that you have more situated coaching and development and that we truly make our hospitals and medical centers better learning organizations so that we're teaching to all of the changes that are occurring all the time.

I do think in teaching and in leadership both formal and influence to really bring and articulate what you know from your frontline learning and to take that seriously and bring that into a public space, making it public, making it influence what is going on in the practice and in healthcare is a really important leadership vision. We are truly impoverished when we do not have the nursing voice in the leadership arenas and in the policy arenas.

All changes create new opportunities and challenges and you have to be looking for the challenges and the opportunities and not be just resistant and dig in your heels. Don't always just go for the floor. Go for the ceiling and find out units that are doing far better or communities that are doing better and find out how they manage that.

How can you improve today upon, today, what you do tomorrow? That is at the heart of being a self-improving practice that everyone is engaged in making their practice today better than it was yesterday and tomorrow better than it was yesterday. So, I think that makes all of us leaders.

PETER BUERHAUS
RN, PhD, FAAN

Leadership is... "having a passion and following it relentlessly."

- Professor, Montana State University College of Nursing
- Elected member of the American Academy of Nursing and Institute of Medicine
- Former Professor, Vanderbilt University School of Nursing
- Former Director of Vanderbilt's Center for Interdisciplinary Health Workforce Studies

Peter Buerhaus, a leading scholar on the economics of the healthcare workforce, is a pivotal force in shaping policies on nursing.

This interview took place October 23, 2009.

BUERHAUS

The exposure to hospital administrators and others made me realize that in solving problems you really did need to get multiple perspectives. Zeroing in on the problem and then hopefully working productively to address them, but everybody had important insights and important contributions. To see where we're going and then put it all together, break down the isolationism, get the nurse more and the leadership piece and grow it at whatever level you have to, but I think that's where we need to go. If we don't do that what is the value of our profession. Will society still hold us up the way they do now? So, set your bar high and then set them up higher. And you will achieve far more if you do that.

Focus, focus, focus, focus. Get on with it. Avoid the distractions that get in your way of following your passion. Whatever it is. And you have to work at that because there's too many distractions. Broaden your understanding by taking time to understand if your passion is about cardiology and nursing or quality and safety, how do others see that? Pharmacy, medicine, administration, policy, everybody, how are they all seeing your problem and you will be a far better and you will know about it and you will see the niches where nursing can get at better and with clarity and a better opportunity, so take time to broaden out.

Take an occasion to look at yourself in the mirror. And sort of ask that question, now why did I get into this field? What was it that drove me to that? Go back and get in touch with yourself and do it more often than what you think. You will find there is a lot of richness with inside of you and you become a more passionate, articulate spokesperson for, for what you want. If you have a passion, follow it. Stick to your passion and follow it relentlessly.

LINDA AIKEN
RN, PhD, FAAN, FRCN

Leadership is... "thinking about goals and priorities."

- Professor of Nursing and Sociology, University of Pennsylvania
- Founder, Director of Penn Nursing's Center for Health Outcomes and Policy Research
- Founder, Director of the International Hospital Outcomes Consortium
- Elected member of the American Academy of Nursing and Institute of Medicine

Linda Aiken is a leading researcher on linkages between nursing and patient outcomes. She is a pivotal force in shaping the international community's perspectives on the contribution of nurses.

This interview took place September 29, 2006.

AIKEN

Starting from that first day on, I have had to work and work and work and work and work to be the best I can be, instead of the settings where I was practicing, helping me to be the best I can be. And so this is what has motivated me really all my career.

I would like urge people to be thinking about the goals and priorities that you have; but to put them in patient safety context, because that's the sort of common language that we're developing that bridges all the parts of the health care system.

One of the ways that we make new graduates safe is that we provide some kind of mentoring residency, some kind of thing that allows them to move into the practice arena with assistance from a nurse with more expertise.

All of you have to take these ideas, like this research that I do globally across thousands of hospitals, and you have to replicate it in your own institutions. You know, think globally, act locally.

SHIRLEY S. CHATER
RN, PhD, FAAN

Leadership is... "being persistent and having determination."

- Former Commissioner, United States Social Security Administration
- Former President of Texas Woman's University
- Former Vice Chancellor of Academic Affairs, University of California, San Francisco
- American Academy of Nursing 'Living Legend' and elected member of Institute of Medicine
- Architect, Robert Wood Johnson Foundation's Executive Nurse Fellows program

Shirley S. Chater is a pivotal force in inspiring nurses to create positive change through leadership.

This interview took place May 16, 2007.

CHATER

You have all been in a situation, where you're sitting in a room and someone walks into the room and you look at that person, and you see this person who stands up straight, and who looks confident, and who obviously has a lot of sense of self, a sense of almost professional presence. People walk into a room and you look, and you notice, that's a leader. The person has opened a mouth yet, but you sense it, you feel it and that it is so important. Leadership skills are transferable to another situation. So never turn down an opportunity because you don't know the content. It's really the leadership skills that are very, very important.

I differentiate two things; there is a difference between a job and a difference between our work. In people who go to a job, do things, they do tasks. But people who go to work, people who go to their life's work, don't just do things, they know how to be. And "how to be" means that we as leaders interact, we communicate, we observe, we do assessments, we see the patient in the larger context of family and even beyond that to community. And that's the professional's view, and with that life's work, as a leader, we also see ourselves as extremely self confident with a high, high level of self-esteem.

Never burn a bridge. You may never know when you want to cross it again. And, maintain your network, so that people know who you are, where you are and what you are doing. Part of leadership is being persistent if you just be a pest, you really have to sometimes, be a pest. If you feel good about yourself, and you feel good about your goal, and the goal is to be an advocate for the patient, then you become a pest and you are very, very persistent and you just don't let it stop. But persistence and determination are very, very powerful and speaking of power, power is what you take it is not the power that anyone gives you. One must really grasp power and work with it and move with it. It becomes part of your professional presence, it becomes a part of your self confidence.

CLAIRE FAGIN
RN, PhD, FAAN

Leadership is... "using your voice every place it counts."

- First woman to serve as Interim President of an Ivy League University, University of Pennsylvania
- Dean Emerita and Leadership Professor Emerita, University of Pennsylvania School of Nursing
- Recognized by John A. Hartford Foundation with Claire M. Fagin Fellow Award Program
- American Nurses Association's Hall of Fame inductee
- American Academy of Nursing 'Living Legend' and elected member of Institute of Medicine

Claire Fagin is a pivotal force in inspiring nurses and shaping nursing and healthcare.

This interview took place May 17, 2006.

FAGIN

I worked at Bellevue and there I again had a very formative experience. My head nurse there was absolutely terrifying. She says "I understand that you're in big trouble with Ms. So-and-so and that you are doing personal things for the patients to get them on your side." This is why I say it was formative. Just out of my head I was able to tell her what nursing was. I didn't start with "I." That's a big learning, not starting with the word "I" and starting with the patient. I said, "You're totally wrong. These patients need," and then I went into a little litany.

Basically that's my philosophy, you're not silent and that you make sure that you use your voice every place that it counts and even when it doesn't count because you're not always sure when it counts. Now let me just tell you how I use my voice. I had been on three corporate - actually four corporate boards, one I quit. I worked like a dog and I made a policy for myself which I think I had used the same policy at the Institute of Medicine because I have many colleagues in the Institute of Medicine and the way you turn them off, and that's true in hospitals, wherever you are, it's the same rule, you don't start by talking about nursing. You open your mouth about other things so they think you're very intelligent and their ears start opening and then you pounce in with nursing when they already have their ears open.

The dream of nursing is a wonderful dream, I love the dream of nursing, but there's a big difference between the dream of nursing and the reality of nursing. And the only way you get the reality of nursing is if you are in direct patient care position for some length of time and I don't mean you need to be in it for two years, five years, seven years, ten years, but enough to know what it is to really be involved with active patient care under difficult circumstances. And there's no way you can reproduce that.

I really believe in being with patients and also with being with students. Now maybe being with students is quite not as important as being with patients, but I think the cohort that you are with remains with you for life. And what you learn in being in a cohort is very, very important for your future.

BEVERLY MALONE
RN, PhD, FAAN

Leadership is... "walking through doors when people open them and being ready for the opportunity."

- CEO of the National League for Nursing
- Former Deputy Assistant Secretary at Department of Health and Human Services
- Former President of the American Nurses Association and former General Secretary of the United Kingdom's Royal College of Nursing
- Elected member of the American Academy of Nursing and Institute of Medicine

Beverly Malone is a pivotal force in shaping the education, leadership and diversity of the nursing workforce.

This interview took place October 8, 2008.

MALONE

You asked me how did I come to kind of take that first big step toward being a leader. I was totally convinced that 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. It seemed like a very vulnerable position. I was glad to graduate from the University of Cincinnati and go on to my masters at Rutgers. And it was Paplau who said that 'if you not a, 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 when 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. It is not that you will step up by yourself. There are mentors and folks who will help you step up there and help you stay there.

A mentor can say to you, Bev Malone, if you keep going in the direction you are going you will knock your head up against that wall. Feel those knots 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's why you need mentors. You got to open that door and go boldly through it. You've got to be ready for the opportunity. I really found that my nursing skills, that if I can go into a patient's room and within three minutes start doing some very intimate things with that patient, surely I can go into any leaders' office and talk to them about relevant issues about health care and how nurses can make a difference.

I had dinner with Prince Charles once, I did, my question was to him....'how do you, where do you dream?' And that is totally a beautiful psychiatric clinical nurse specialist 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 pull out pull away and dream.

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. And it's my belief that any time something happens where you miss your mark, it's just a delay, as long as you've got breath, you've got opportunity.

MARLA SALMON
RN, ScD, FAAN

Leadership is... "finding the issue you care about and then doing something about it."

- Former Dean, University of Washington and Emory University Schools of Nursing, Professor of Nursing and Global Health
- Advisor to national and global health entities
- Trustee Emeritus, Robert Wood Johnson Foundation
- Founding Director, Lillian Carter Center for International Nursing
- Elected member of the American Academy of Nursing and Institute of Medicine

Marla Salmon is a pivotal force in shaping health policy and workforce development to improve the lives of vulnerable people globally.

This interview took place May 5, 2009.

SALMON

Start with what you care about. Don't take anybody else's issue. Take the issue that you care about and your scope of influence is where you are and the farthest that you can reach. Here is the lesson that I think is really important, which is, if it lies outside the channel that you're on, give it a second thought. When we're on a track we have blinders on, and our ability to really think about how we craft our future probably ought to be more based on what we want to achieve than what job we want.

Doors are open. So here's the question, can we walk through them? We've pounded on them long enough, but can we walk through them, will we walk through them and when we walk through them do we have something to say. So it's not just about opening the door, it's about what to say. I'm going to add one little piece to that which is that I think each of us are so urgent in what we want to do to make a difference that we need to also think about who can carry the water and that you don't always have to carry the water yourself. Sometimes it's figuring out who the very best person is to carry water and put your message in that bucket and prop them up and help them move along, along the way.

When there is a great deal of uncertainty the thing you'll want to do most is the thing that works least, which is to nail everything down. To have a set of things I would call either defining moments or defining situations, moments in which I may have even made a really bad decision, but came out of it and was able to benefit through that process.

Strive for common ground not consensus. I think that we are now in a period of time when differences offer us enormous options. And that we should not kill differences through a process but rather find out what's common to us that we can care about and then absolutely respect and support those differences because when we run out of options, someone else will have them. So dissent is really important, different perspectives are important, but what brings us together at the end is what we care about, not that one decision that we're going through.

Believe in something. Stand for something. And do something. And what that really means is first of all that everyone in this room can do something that makes a difference. That you need to define it in terms of what you really care about. It is very important to find your center in terms of what you care about, what really matters. And then simply do something about it. It can be small, doesn't need to be big. But it does make a difference.

MARTHA HILL
RN, PhD, FAAN

Leadership is... "respecting other people and understanding their worldview."

- Dean Emerita and Professor, Johns Hopkins University School of Nursing
- Only nurse to serve as President of the American Heart Association
- Elected member of the American Academy of Nursing and Institute of Medicine

Martha Hill is a leading scholar in the prevention and treatment of hypertension among young, African-American men. She is a pivotal force in preparing nurses as practitioners and researchers internationally.

This interview took place October 11, 2007.

HILL

I didn't know that I was going to have a career. I never anticipated becoming an NIH funded investigator, or a Dean. But life happens and you find yourself getting to intersections where the opportunities are there and you can either say I want to continue to grow and I want to continue to learn, and I need to keep changing where I am. Not that I sought it, but when it presented itself, it was a matter of saying, if I want to make a difference, or keep making a difference, then I need to keep growing and I need to be willing to take on new challenges.

It was my interest in improving practice that led me to hear myself ask questions. It is the why questions. Listen to yourself, and then ask others have you noticed this, do you see this? Do you agree this isn't the right thing that should be going on? Can we share a sense of responsibility for addressing these questions? Listen to the passion; listen to your frustration about the clinical care. Why aren't we able to do more or do a better job? And find the barriers and then figure out how to reduce them or eliminate them, so that success can occur.

We've got to take on responsibilities as a professional group for lifelong learning. Nursing has got to catch up fast with our own competency and knowledge of administration today and if you don't know budgeting and if you don't know systems level change, then you can't be at the table for most of the discussions, never mind being at the head of the table chairing the meeting.

Persistence is good. But you can't keep doing the same things that aren't working, because that's stupid so it's figuring out a new way, a new creative strategy for moving forward. The power of talking with people and listening to people and being able to articulate your own particular needs and concerns while they are articulating their own needs and concerns allows a conversation. I think having that respect for other people and having a desire to understand their worldview is absolutely fundamental.