Addressing Leadership Challenges
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Leadership Challenges

- Clinical practice
- Education
- Administrative
Evidence Guiding Practice

- Limited research literature in nursing, nursing education
- Some literature in business
- Conducted literature searches in CINAHL, Ovid, and Business Source Premier databases
- Keywords: leadership, integrity, adversity, attitude, failure, and criticism
The Integrity Choice

• Integrity – defined as being just, honest, and trusting the process (Parse, 2008)

• “Guard your integrity as if it is your most prized possession” (Cottrell, 2008).
Integrity

• Study measured perceived integrity in manufacturing
• Compared low-ethical, moderate ethical, and high ethical
• *Perceived Leadership Integrity Scale*
• 72% of respondents felt leaders had high integrity
Integrity

• Study of values as determinants of the motivation to lead

• Those with increased integrity levels viewed situations as needing their leadership

• Motivation may be driven by obligation instead of desire
Integrity

Literature in Nursing suggests 8 steps towards integrity:

1) Doing what we say we will do
2) Doing the right thing
3) Taking responsibility
4) Supporting our own weight
5) Holistic thinking
6) Respecting others
7) Checking the mirror
8) Defining the rules and values
The Adversity Choice

• “A state or instance of serious or continued difficulty or misfortune” (Merriam-Webster, 2015)
Adversity

• Research examined how physician leaders developed on the job
• Handling adversity identified as a key lesson
• Developing ways to accomplish one’s goals in the face of obstacles
• Leaders discussed difficult situations are often not out of one’s control/need to take action
Adversity

• Article referencing lessons that make great leaders
• Success does not lead to wisdom, overcoming adversity does
• Outstanding performers have common theme – overcoming adversity/failure
• Use missteps to make better choices
Attitude

- Literature defined attitudes as “determinants of behavior.”
- Linked to personality, perception, feelings, and motivation
- Mental state of readiness learned and organized through experience
Attitude

• Research examining nursing leadership in academic hospital
• Theoretical framework: Maxwell’s Four Pillars of Leadership
  – Relationships
  – Equipping
  – Leadership
  – Attitude
Attitude

• Leaders should:
  – Evaluate their attitude
  – Believe bad attitude can be changed
  – Change to positive thought patterns
  – Choose to have a right attitude
Failure and Criticism

• Literature review on why leaders fail
• Causes:
  – Arrogance
  – Aloofness
  – Perfectionism
  – Insensitivity
  – Selfishness
  – Betrayal of trust
Failure and Criticism

• Survey of employees identified 7 common leadership pitfalls:
  – Lying
  – Bullying
  – Stealing ideas
  – Playing favorites
  – Not communicating
  – Managing inconsistently
  – Being unsupportive
Failure and Criticism

• “Leader’s inability to exhibit core leadership behaviors”
• Causes of failure identified in Nursing:
  – rigidity
  – poor relationships
  – low self-awareness
  – lack of open and reflective thinking
Failure and Criticism

• 3 types of failure:
  – Failure of omission
  – Failure by commission
  – Failure outside area of responsibility
Failure and Criticism

• Failure provides opportunity to learn and grow
• Open and honest
• Offer apology
• Promotes truth and integrity
Failure and Criticism

• Powerful management tool
• Can provoke negative responses
• Necessary for continued learning and improvement
Next Steps

- Research
  - Qualitative and quantitative studies needed in nursing
- Reflection and Deliberative Practice
Recommended Readings for Reflection


Business Readings


Business Readings


Nursing Readings


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