Essence-Driven Leadership: Illuminating the Lived Experiences of Chief Nursing Officers

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INTRODUCTION

Challenge to Profession:

- Global shortage of nursing resource
- Extreme exploitation and unfair labor practices
- Disproportionate nurse-patient ratios
- Increasing health care costs
- Emerging pandemic diseases
PURPOSE

To explore the lived experiences of selected ten Chief Nursing Officers (CNOs) in tertiary hospitals within the National Capital Region (NCR) and examine constructs which can be presented.
THEORETICAL FRAMEWORK

Upper Echelon Theory

- Butler & Evans (2011)
- Sadeghinejad (2013)
  Executive s’ characteristics:
  - Experience
  - Values
  - Personalities
RESEARCH DESIGN

- Heideggerian and Gadamerian hermeneutics
- Giorgi’s method of qualitative content analysis.
Population Frame and Sampling Technique

- **Purposive Sampling**
  - Incumbent Chief Nursing Officer
  - CNO in a tertiary hospital with at least three (3) years of experience
  - Had been in middle management for a total of five (5) years
  - With a minimum academic preparation of master’s degree
Data Gathering Procedure

- Letter of Approval
  - Dean, Graduate School
  - Individual consent

Instrumentation

- Unstructured interview
- Audio-record
  - 8 hours & 31 min excluding
  - 2 co-researchers
- Field notes
Data Analysis Flowchart

Phase I
- Reflexive Notations
- Openness and Awareness
- Holistic Scheming and Scanning of Transcripts

Phase II
- Lensing
- Selective Coding
- Abstraction
- Thematization: Essential Cluster Superordinate

Phase III
- Field Notes Analysis
- Interpretation of Superordinate Themes
- Reflection and Integration of Field Notes, Themes with Researcher Experiences
- Essence-Driven Leadership Framework

Eviza, 2015
PRESENTATION OF FINDINGS
Central Themes

- Supremacy
- Essences
- The Savvy
- The System
- Acculturation
- Homogeneity
Essence-Driven Leadership Model

Transcendence

Formation

Self-Mastery

ESSENCE

Transformation

Grounding

Environmental Mastery
SELF - MASTERY

The ability to control one’s self. Being aware of one’s limitations as well as strengths.
ENVIRONMENTAL MASTERY

Capacity to manage one’s life and surrounding world (Perron, 2005). An accurate projection of what can happen before it happens.
GROUNDING

Fusion of self mastery and environmental-mastery into one to make up an internal and external wholeness.
FORMATION, TRANSFORMATION & TRANSCENDENCE

Continuous synthesis and analysis of information into a spiral of wholeness.
ESSENCES

Dimensions:
1. Nursing
2. Organizational
3. Patient-focused
If not us, who?
If not now, when?

Hillel the Elder
Essence-Driven Leadership Model

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Environmental Mastery
Maraming Salamat Po!