

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



Kathleen F. Eviza, MSN, RN

Assistant Nurse Unit Manager - Operating Room Complex
St. Luke's Medical Center - Global City
Taguig, Philippines

INTRODUCTION

A close-up photograph of a female nurse in blue scrubs. She has a stethoscope around her neck and is looking down with a distressed or tired expression, resting her head on her hand. The background is a plain, light-colored wall.

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

- ❖ Hambrick & Mason (2007) Academy of Management Review
- ❖ Butler & Evans (2011)
- ❖ Sadeghinejad (2013)
Executive s' characteristics:
 - Experience
 - Values
 - Personalities



RESEARCH DESIGN

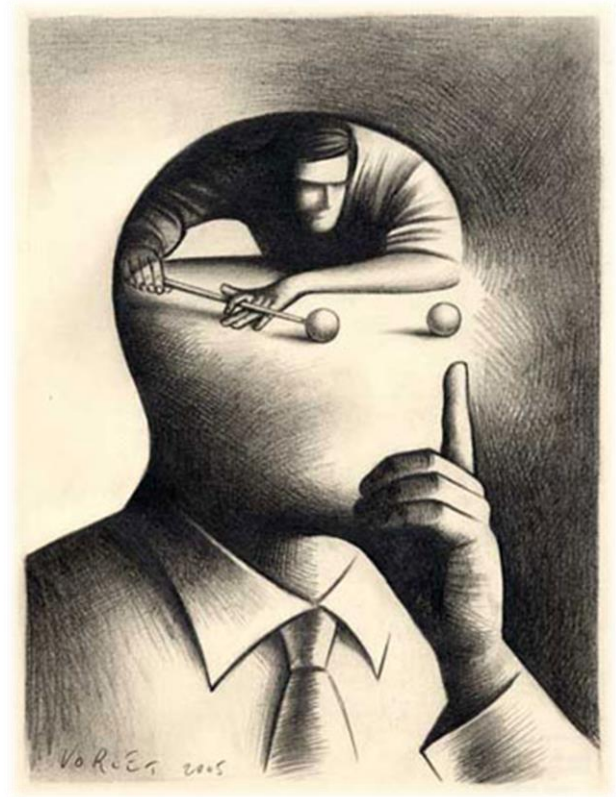
- ❖ *Heideggerian and Gadamerian hermeneutics*
- ❖ *Giorgi's method of qualitative content analysis.*



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

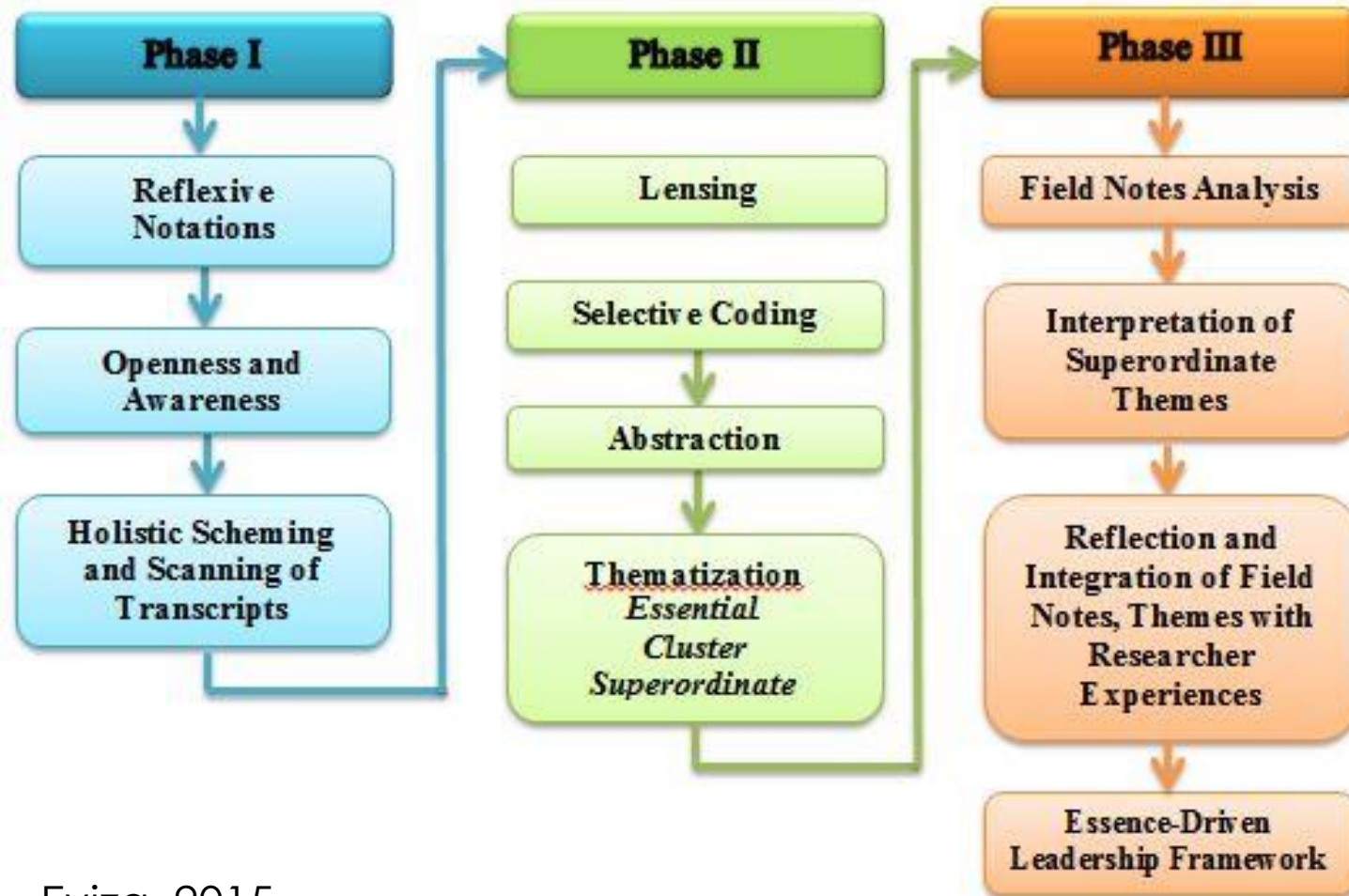
- ❖ Letter of Approval
 - Dean, Graduate School
 - Individual consent

Instrumentation

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



Data Analysis Flowchart



Eviza, 2015

PRESENTATION OF FINDINGS



Central Themes



Essence-Driven Leadership Model



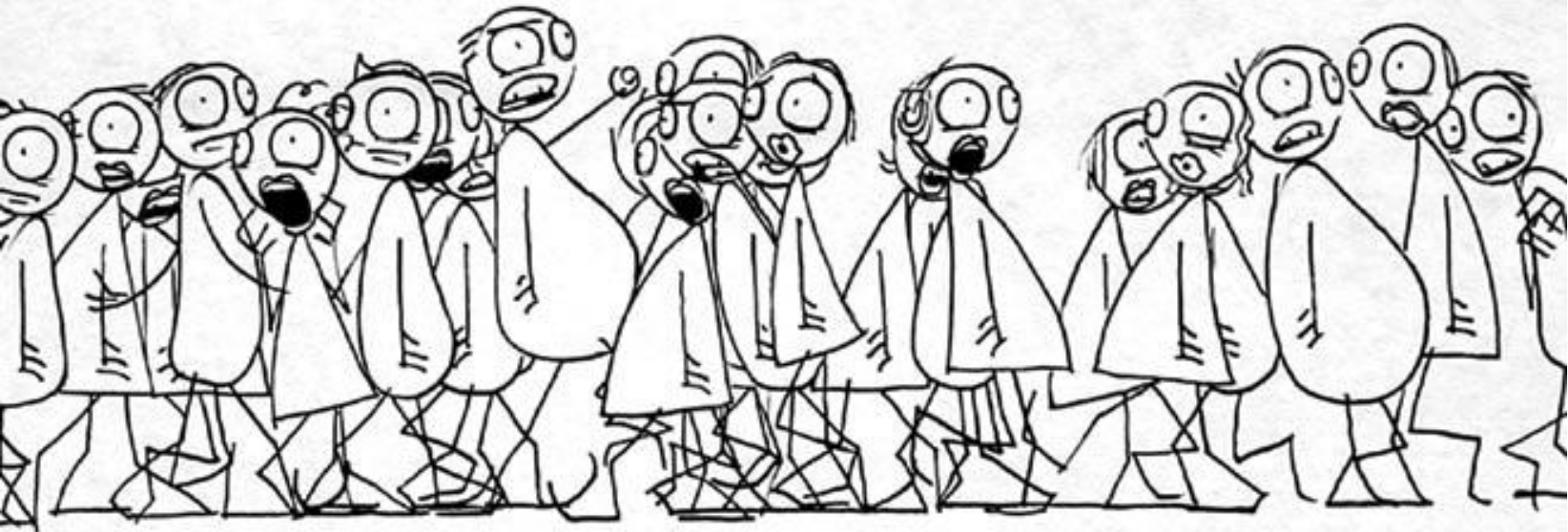
SELF -MASTERY



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.



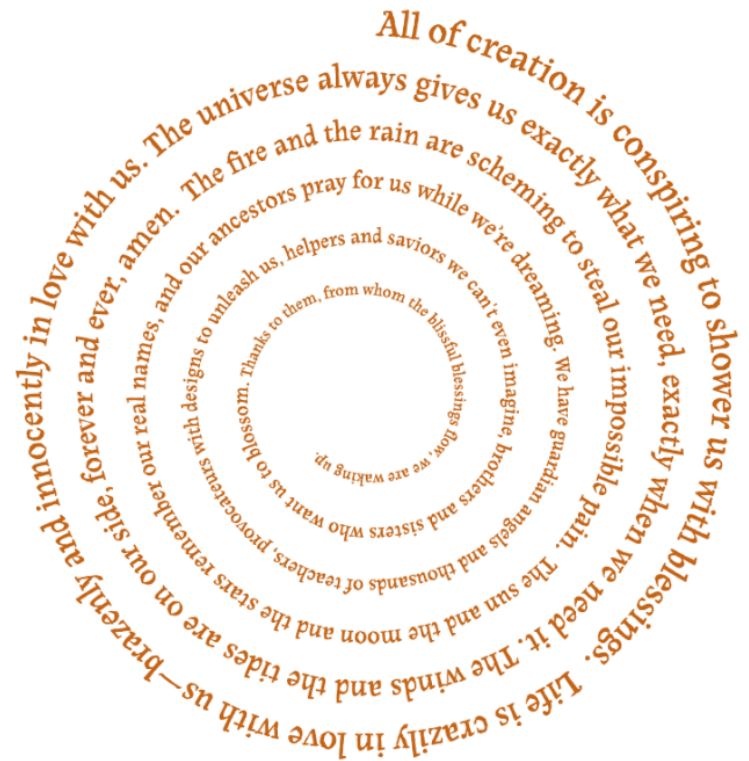
GROUNDING

A silhouette of a person in a meditative pose, possibly a variation of the lotus position, with arms extended outwards and upwards in a 'T' shape. The person is centered against a background of a sunset or sunrise, with a gradient of colors from yellow at the top to orange, red, and purple towards the bottom. The person's shadow is cast onto the ground below them.

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.

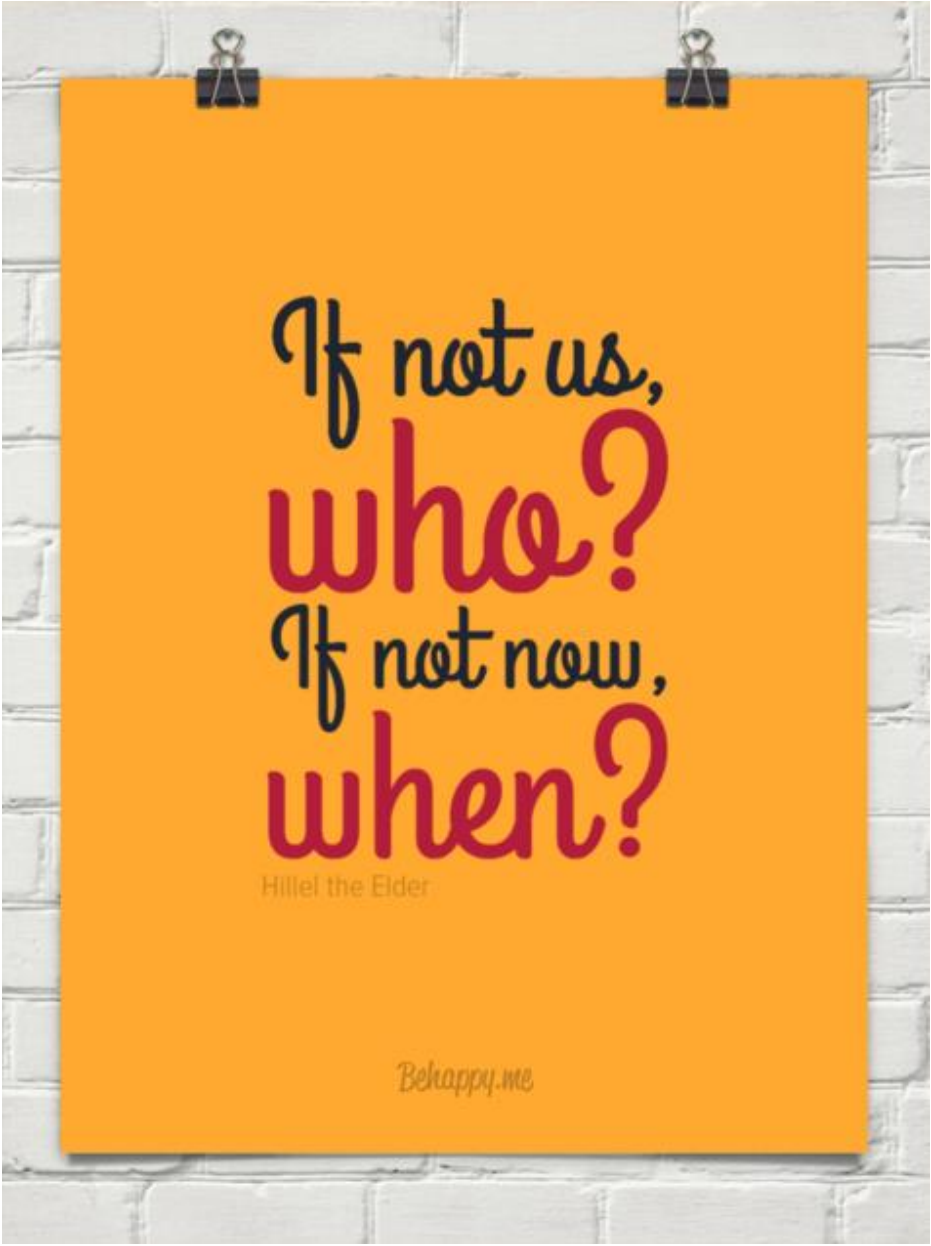


ESSENCES

Dimensions:

1. Nursing
2. Organizational
3. Patient-focused





If not us,
who?
If not now,
when?

Hillel the Elder

Behappy.me

Essence-Driven Leadership Model





Maraming Salamat Po!