Title:
Influence of Military Experience on Nursing Education Leaders

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Session Title:
Poster Presentations

Slot (superslotted):
PST: Friday, April 8, 2016: 10:00 AM-10:45 AM

Slot (superslotted):
PST: Friday, April 8, 2016: 12:00 PM-1:15 PM

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PST: Friday, April 8, 2016: 6:00 PM-7:00 PM

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PST: Saturday, April 9, 2016: 7:30 AM-8:30 AM

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Keywords:
Transformational Leadership Theory, military experience and nurse educators

References:
Abstract Summary:

Literature supports the links between transformational leadership and military leaders. A case study approach analyzed the influence previous military experience has on nursing education leaders with emphasis on the values they impart. Upon analysis of the data, nursing education leaders do exhibit characteristics associated with previous military experience.

Learning Activity:

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<thead>
<tr>
<th>LEARNING OBJECTIVES</th>
<th>EXPANDED CONTENT OUTLINE</th>
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<tr>
<td>The learner will be able to discuss the case study findings related to the characteristics of nursing educators with military experience.</td>
<td>Discussion of military experience and Transformational Leadership Theory 1. Transformational Leadership Theory - Framework for Case Study Identify values of military and nursing leaders 1. Identify the propositions used for analysis of the case study results. Discussion of the results of the case study: 1. The analysis revealed that nursing education leaders do exhibit the characteristics associated with previous military experience and the Transformational Leadership Theory. 2. Discuss how nursing education leaders convey values and attributes attained through their military experience within their role as nursing education leaders.</td>
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<td>The learner will be able to describe the influence previous military experience has on the role of nursing education leaders and nursing education.</td>
<td>Provide examples of individual military experiences and how they impact nursing education leaders. Discussion of the implications of the results from the case study regarding nursing education. Identify the need for further research regarding the impact previous military experience of nursing education leaders has on student learning outcomes</td>
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Abstract Text:

The purpose of this case study analysis is to describe the influence previous military experience has on the role of nursing education leaders. A case study approach provided the framework for the analysis. Military experience impacts individuals beyond their time in military service. Many believe military leaders exhibit the characteristics identified by the Transformational Leadership Theory. Previous studies on military leadership have found a high level of association with the theory of transformational leadership (Eid et al., 2004). Additionally, effective leaders in nursing practice have also demonstrated characteristics of the theory of transformational leadership (Casida & Parker, 2011). Transformational leaders work towards motivating individuals and creating positive change (Lee, Coustasse, & Sikula, 2011). Furthermore, transformational leaders care for others while enhancing their performance (Lee et al., 2011). When considering the ethics and values that drive both nursing education and military leadership combined with the attributes of transformational leaders, one can see the overlap of these
components. Therefore, Transformation Leadership Theory provided the theoretical framework for this research. Furthermore, the propositions developed for the case study research are linked with both military and nursing values. They include nurse educators with previous military experience are (a) strict, structured, and disciplined leaders with high expectations for student performance; (b) are leaders in both the classroom and in the faculty role; (c) role model behaviors that emphasize integrity, respect, and caring toward students; (d) use innovative thinking to develop student learning opportunities. The sample consisted of two nursing education leaders from a large state university in central Pennsylvania. Data collection methods consisted of in-depth semi-structured interviews, classroom observations, and collection of ancillary documents including curriculum vitae, summary evaluations, and course syllabi.

Data analysis occurred using pattern matching of the propositions with the data collected. The analysis revealed that nursing education leaders do exhibit the characteristics associated with previous military experience and the Transformational Leadership Theory. Each study participant identified with values from their military career that impacted their roles as nursing educators. The characteristics and beliefs of the study participants are consistent with both military and nursing values. This case study adds to the body of knowledge of nursing education in identifying the influence military experience has on nursing education leaders. Furthermore, it identifies the link between military experience and transformational leadership characteristics. Nursing educators provide the foundation for student development of values (Haigh & Johnson, 2007). Using the transformational leadership characteristics exhibited by nurse educators with previous military experience, could assist in the development of training opportunities to develop these skills in nurse educators without previous military experience.

Furthermore, studies have shown that nurse managers exhibiting the characteristics of transformational leadership have led to positive patient care outcomes (Eid et al., 2011). Based on this, transformational leadership exhibited by nurse educators could have the same positive impact on nursing student outcome and additionally, patient outcomes. Through the identification of these links between military experience and transformational leadership, institutions could benefit from seeking individuals with this experience. Additionally, research conducted by Avolio (2001) found that transformational leaders are "more inspiring, ethical, developmentally oriented, intellectually challenging and clear in setting expectations" (p. 57). Avolio (2001) also identified "the transformational teacher-officer combination can powerfully enhance unit readiness, adaptiveness, and performance" (p. 57). When reviewing the goals of nursing education, this emphasizes the importance of having transformational leaders in both the classroom and clinical setting to assist nursing students to develop into professional nurses. Additionally, this research will help identify the characteristics that military personnel convey and how this can help with instilling the values and characteristics critical to nursing practice.