Becoming an Authentic Leader as a New DNP or PhD Young-in-Age Nurse

Kathleen Z. Wisser, PhD, RN, CNE, CPHQ
Dean, School of Nursing
Notre Dame University of Maryland

Anne M. Fink, PhD, RN, CNE
Assistant Dean for College and Student Services
Villanova University
Developing as an Authentic Leader

Objectives

0 Identify leadership challenges encountered by new graduates of DNP and PhD programs.

0 Describe qualities and attributes that facilitate development as an authentic leader.

0 Examine key elements necessary to craft a life story that contributes to a better understanding of self and growth as an authentic leader.
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Authenticity

The term *authenticity* refers to

“owning one’s personal experiences,” be they thoughts, emotions, needs, wants, preferences, or beliefs, processes captured by the injunction to “know oneself” and further implies that one acts in accord with the true self, expressing oneself in ways that are consistent with inner thoughts and feelings.

(Harter, 2002)
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What is Authentic Leadership?

- Emphasizes the character of the leader rather than describing leadership in terms of traits and behaviors.

- An authentic leader has knowledge of their own strengths and weaknesses, is guided by a set of values and beliefs, and gains faith and trust from others.

- An authentic leader takes responsibility for their own actions.
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Influencing Factors

Positive Psychological Capacities

- Confidence
- Hope
- Optimism
- Resilience

Moral Reasoning Capacities

- Deciding right and wrong
- Promoting justice, greater good of the organization or community
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Authentic Leaders

- Align people around a vision
- Demonstrated consistent support and empathy
- Are available to others
- Deliver on commitments they make
- Recognize their own weaknesses
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Question

Why is being an authentic leader important in Nursing and for new young-in-age doctorally-prepared graduates in particular?
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Relevancy to Nursing

- Increases employee creativity in problem solving and innovation, and contributes to increased job satisfaction (Rego, Sousa, Marques, and Pine e Cunha, 2011).

- Has a negative direct effect on workplace bullying which contributes to increased job satisfaction and retention of new nurses (Spence-Laschinger, Wong, & Grau, 2012).
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Relevancy to Nursing

- Positively impacts structural empowerment for nurses, improving job satisfaction and performance (Wong & Laschinger, 2013).

- Promotes transparent relationships and decision-making that builds trust and commitment among followers (Avolio & Gardner, 2005).

- Fosters inclusive structures and ethical climates (Avolio & Gardner, 2005).
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Authentic Leaders

- Are self-aware and genuine
- Are mission driven and focused on results
- Lead with their heart
- Focus on the long-term

Leaders with heart create a masterpiece wherever they go.
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Creating Your Story

0 The journey to authentic leadership begins with understanding the story of your life.

0 Your life story provides the context for your experiences, and through it, you can find the inspiration to make an impact in the world (George, Sims, McLean & Meyer).
Shamir and Eilam (2005) describe how leaders’ life stories provide insight into the meanings they attach to life events to guide followers, and in turn to develop themselves over time through reflection.
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Self-Knowledge

0 Consciousness of one’s unique identity

0 Requires reflection upon one’s values, inspiration, motivation, priorities, abilities, shortcomings, and perceived meaning of events in one’s life
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Self-Knowledge

Answer these questions

- Who am I?
- Where have I come from?
- Who has influenced me and why?
- Why am I here in the present?
- Where am I headed?

(Friedman, 2008; Shamir & Eilam, 2005)
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Constructing a Life Story/Narrative

0 Identify 4-5 important events or experiences that have impacted your values or direction in life.

0 Examine oneself at various stages of life and within one’s career.

0 Can be the story of a person who matters to you if it relates your values to others.

0 Draws on past lessons learned.

(Friedman, 2008)
Identify the meaning of the story

- Did a skill or trait emerge out of a struggle or response to a cause? Was it learned or always present? (Shamir & Eilam, 2005)

- Was a lesson learned? (Friedman, 2008)
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Constructing a Life Story/Narrative

Identify at least one person who you admire and briefly explain why (Friedman, 2008).

*Why?* Helps you to visualize qualities you have integrated and those you wish to emulate in the future.
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Crafting a Good Story

0 Keep the story simple and not overly detailed
0 Have an easy-to-remember outcome/take-away
0 Be engaging by using language that is relevant and captures ideals and aspirations of others
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Crafting a Good Story

0 Provide vivid examples (Friedman, 2008)

0 Incorporate negative turning points to evoke emotions and sympathy (Weischer, Weibler, & Petersen, 2013)

0 Find a way to connect your personal history to those whom you wish to connect with followers
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Struggling?

- Keep a diary
- Journal often
- Read biographies and autobiographies

(Weischer, Weibler, & Petersen, 2013)
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Conveying Your Story

- Explains one’s values
- Identifies strengths as well as very human weaknesses
- Justifies claim for leadership
- Establishes commonalities with followers
- Shows transparency and vulnerability

(Shamir & Eilam, 2005)
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Acting with Authenticity

0 Knowing oneself and staying true to these values and aspirations

0 Communicate *true* life stories that link to the needs or aspirations of others

(Friedman, 2008)
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Acting with Authenticity

Entails perseverance and commitment to one’s convictions and to the leadership role (Al Arkoubi, 2013)

- Requires absolute consistency (Shamir & Eilam, 2005)
- Verbal communication
- Non-verbal communication
  - Significant predictor of perceived leader authenticity (Weischer, Weibler, & Petersen, 2013)
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What’s Next for You?

Thoughts? Comments?
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Contact Information

Kathleen (Kathy) Z. Wisser
Notre Dame of Maryland University
Baltimore, MD
kwisser@ndm.edu
410.532.5513

Anne M. Fink
Villanova University
Villanova, PA
anne.fink@villanova.edu
610.519.4905
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References


