

DEVELOPING NOVICE NURSE FACULTY: FINDING AUTHENTIC LEADERSHIP VOICE

Barbara Patterson, PhD, RN, ANEF

Laura Dzurec, PhD, PMHCNS-BC, ANEF, FAAN

Gwen Sherwood, PhD, RN, FAAN, ANEF

Tony Forrester, PhD, RN, ANEF, FAAN



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- ⦿ There are no financial or personal interests affecting our objectivity in relation to the conduct of the study or dissemination of the findings.

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Objectives

- ① **Describe the impact of a mentored leadership development program for novice nurse faculty;**
- ② **Identify 2 strategies to implement leadership development for novice nurse faculty.**

Background

- ⦿ **Global shortage of academic nurse leaders;**
- ⦿ **Lack of preparation for the academic role;**
- ⦿ **Limited experiential leadership development and opportunities for mentoring for nurse faculty.**
- ⦿ **Leadership development may contribute to retention of nursing faculty and improve the health of the academic work environment.**

Kouzes-Posner (K & P) “Leadership Challenge”

- ① **Model the Way**
- ② **Inspire a Shared Vision**
- ③ **Challenge the Process**
- ④ **Enable Others to Act**
- ⑤ **Encourage the Heart**

Nurse Faculty Leadership Academy (NFLA)

- 20 month guided leadership journey
- Two leadership development workshops
- Triad Relationship
- Individual leadership development plan
- Design & lead a team project

Research Question

- ① **What is the impact of a 20-month mentored leadership development program for new nurse faculty with less than five years of academic experience?**

Procedure

- ① Qualitative descriptive design
- ① Human subjects approval
- ① All Scholars were invited to participate
- ① Responses to the Scholars' Final Reports for the Academy at the end of 20 months were analyzed
- ① Comparative analysis by team members to reach consensus on the data to identify themes

Sample

- ⦿ **14 Scholars (12 females and 2 males)**
- ⦿ **Mean age 49 years (range 33-58 years)**
- ⦿ **93% doctorally prepared**
- ⦿ **Years in current teaching position (Mean 2.6 years)**
- ⦿ **Years as a nurse (Mean 23.5 years)**
- ⦿ **86% were Assistant Professors**
- ⦿ **79% prior leadership experience**

Developing Authentic Leadership Voice

- ① Identifying inner strengths and areas for improvement;
- ② Increasing self-confidence and self-awareness;
- ③ Increasing focus on others;
- ④ Clarifying aspirations for a leadership future.

Developing Authentic Leadership Voice

- A genuine voice that required them to learn when and when not to use it.

“I now find myself included in some of those conversations. Balancing when to speak up and when to keep others informed of potential changes continues to be important. I feel more comfortable in asking for support or guidance from others”.

Identifying inner strengths and areas for improvement

- ⦿ **Gathered personal assessment data to facilitate the identification of areas for behavioral change**

“I learned that my strengths were in setting up clear standards and expecting the best. It was encouraging for me to find validation that I was doing well in ‘Modeling the Way’ for others”

Increasing self-confidence and self-awareness

“I realized I had made significant progress as a leader. It was a wow moment when I realized I was walking just a bit taller, talking with greater confidence, listening quietly to others, and reflecting after each meeting and encounter. I was feeling a strong inner strength.”

Increasing focus on others

- ◎ While developing a leadership voice, they revealed that they listened to others more and were more intentional in their interactions with colleagues.

“I now recognize how important this is in developing a greater sense of community and relationships. Recognition is a powerful tool that makes others feel good about the work that they do and the contributions that they make.”

Clarifying aspirations for a leadership future

“I would like to be recognized for my contributions to nursing education beyond my own local and regional area. I now have goals that include achieving academy at national levels ...”

“The one thing I see differently about my organization since becoming an NFLA Scholar is that my vision for myself will not be supported by the organization, and that in order for me to achieve my goals, I need to move on.”

Implications and Recommendations

- ⦿ Identified a greater need for leadership development early in nurse faculty careers;
- ⦿ Contributed to empirical evidence for mentored leadership development;
- ⦿ Usefulness of a leadership model to guide mentored experiences;
- ⦿ Leadership development is an on-going journey rooted in reflective practices to increase awareness of self, others, and context (Horton-Deutsch & Sherwood, 2008).

**COMMENTS
OR
QUESTIONS?**