Sigma Theta Tau International
Honor Society of Nursing®

**2017**

**44th BIENNIAL CONVENTION**

28 OCTOBER — 1 NOVEMBER | INDIANAPOLIS, INDIANA, USA
Mentor, Coach, Sponsor, Influencer: The Journey of Lifelong Learning as a Leader

Gladys Campbell, RN, MSN, NC-BC, FAAN
Principle, Campbell Coaching and Consulting
In the past two decades 18 – 20% of our hospital and health system CEOS have turned over.

40% of senior executives in health care are pushed out, fail, or quit within 18 months (Center for Creative Leadership).

Many hospital CEOs come to the role with little operational experience, and many do not understand the core business of patient care.

Financial success and the bonuses attached to this success become the priority over care delivery.
Our Leadership Obligation

2 -- Maintaining the Nursing Workforce - Significant Nurse Retirements

- There are just under 4M nurses in this country
- Roughly 1/3 of them are expected to retire in the next decade
- How will we rebuild our nursing workforce if not through strong and committed nursing leadership
- How will be rebuild strength in Nursing Leaders and Nurse Leader Roles
Our Leadership Obligation
3 -- Managing the Complexity of Health Care
What Does Our Leadership Consist of?
Two Basic Attributes

• Leaders draw people to them
• This may be “charisma”......
  It may be something else
• The transference of enthusiasm

• Leaders are Smart
• They have intellectual,
  • emotional, and creative acumen
• When people are drawn-in, a
  leader then knows what to do
  with them
Beyond Degrees & Certifications How Do We Approach Lifelong Learning?

• AONE has 3 defined arenas of leadership
  • The leader within – creating the leader in yourself or self-leadership
  • The Science – managing the business and practice of health care, and
  • The Art – leading others, leading teams, and understanding teamwork

• The Leadership Pipeline defines 6 developmental passages for managers
  • Managing Self
  • Managing Others
  • Managing Managers
  • Functional Management
  • Business Management, and
  • Enterprise Leadership
Beyond Degrees & Certifications How Do We Approach Lifelong Learning?

My personal Model Of the Sphere’s of Leadership

Civic & Professional Leadership
Organizational Leadership
Self Leadership
What do all three of these Leadership Component Lists Have in Common?
What Are The Components of Self-Leadership?

• At the heart of every strong and successful leader is a strong and successful person!
• Emotional intelligence
• Self-regulation
• Personal accountability
• Self-development
• Aware of impact of own behaviors
• Maturity
To Be a Leader, Mentor, Coach, or Person of Influence
You Must First Be a Person Who Has Mastered Self-Leadership

• Lifelong learning is not skill acquisition alone
• Abandon your perfectionism – examine mistakes & weaknesses, and be willing to express vulnerability
• We must be willing to be real in all of our flawed humanness .. Like the velveteen rabbit with his fur rubbed off
• Self-honesty informs the lifelong learning path
• “the last will be first”, “in weakness we are strong”
The Roles of Leadership as Related to the Development of Others in the Workplace –

- Roles may include: Preceptor, Mentor, Coach, Sponsor, Influencer or “Inspirer”

- Preceptor
  - Usually an assigned role by an employer rather than a chosen role
  - The preceptorship is a vehicle an employer uses to assure that new hires meet competency requirements
  - Preceptor is a teacher & guide who provides structured action learning, support, & supervision during a time of transition of an individual from learner to the application of skills
Roles Related to the Development of Others in the Workplace -- The Mentor

• Mentor
  • An experienced or trusted advisor, counselor, & teacher who is usually chosen by the mentee
  • Gives help & advice to a less experienced colleague who may or may not be a member of the same workplace
  • Mentorship is a relationship with a wiser & more experienced guide
Roles Related to the Development of Others in the Workplace -- The Coach

• Coach
  • A person who supports a client to achieve specific personal or professional goals, that are defined by the client
  • In partnership with the client, the coach uses thought provoking, creative, & inspiring processes to assist the client to maximize their potential
  • The coaching process enhances learning & development which usually improves performance
“My question is: Are we making an impact?”
Roles Related to the Development of Others in the Workplace -- Sponsor

• Sponsor
  • A sponsor vouches or advocates for another
  • Opens doors for another
  • May literally pay a price to advance another or to advance an idea
Roles Related to the Development of Others in the Workplace -- Influencer

• Influencer

• All leaders should be influencers
• Leaders get things done through others and that is accomplished through influence
• One who has the personal power to effect positive change in a person, process, or institution
• A leader of influence has the EQ to draw people to them, and the IQ to know what to do with them when they come – has the intellectual acumen to set an inspiring and compelling vision
Roles Related to the Development of Others in the Workplace -- “Inspirer”

• “Inspirer”
  • Influence and Inspirer are often put together
  • Unique to the inspirer is the concept of energy
  • An inspirer is someone who re=energizes you
  • Who like inspiration – breathes life into you such that you are literally brought back to life and to action
And What About Your Professional Network?

• Understand the difference between your job and your profession
• As you build your professional network you will fine that it can provide you with mentors, sponsors, & those who inspire you
• In your professional network you move away from the individual and toward an evolving large group of professional supporters
• Though your involvement in your profession your network is built
• The network allows you to develop a spirit of generosity/abundance
What Your Network Can Provide for You

- Big picture approach to your career & its possibilities
- Different contextual perspective
- Sea of advisors
- Assistance in positioning yourself for career advancement
- The ability for you to share openly with others about the struggles and challenges of health care leadership
- Antidote to loneliness
- Understanding confidants who are outside your organization & its politics
- People who provide diverse styles and bring different ideas and perspectives forward
- People who will be there for you in the worst of times and the best of times
Our Profession Has a Strong and Powerful History

- Nurses who were not just leaders in their profession, but strong civic & community leaders
- Nurses who took risks to ensure the health of communities
- Nurses who were radical and wise change agents
- Nurses who did not beg for “a seat at the table” but instead set the agenda for civic change
Alexis de Tocqueville

Democracy in America
Alexis de Tocqueville
Edited by Bruce Frohnen
So As You Continue Your Development.....

• May you find and use your voice for civic good
• May you be the mentor, coach, sponsor, influencer, & inspirer for many
• May you be a rich source of generosity within the professional network you build
• May you never confuse your job with your profession
• May you be the leaders we have all been waiting for....
•Thank You!

Gladys Campbell, RN, MSN, NC-BC, FAAN
gmcampbel4@aol.com
503-422-8236