



Sigma Theta Tau International
Honor Society of Nursing®

A blurred background image of the Indianapolis skyline, featuring several tall buildings under a cloudy sky. The image is partially obscured by a blue and purple striped banner at the bottom.

2017

44TH BIENNIAL CONVENTION

28 OCTOBER — 1 NOVEMBER | INDIANAPOLIS, INDIANA, USA

Mentor, Coach, Sponsor, Influencer: The Journey of Lifelong Learning as a Leader



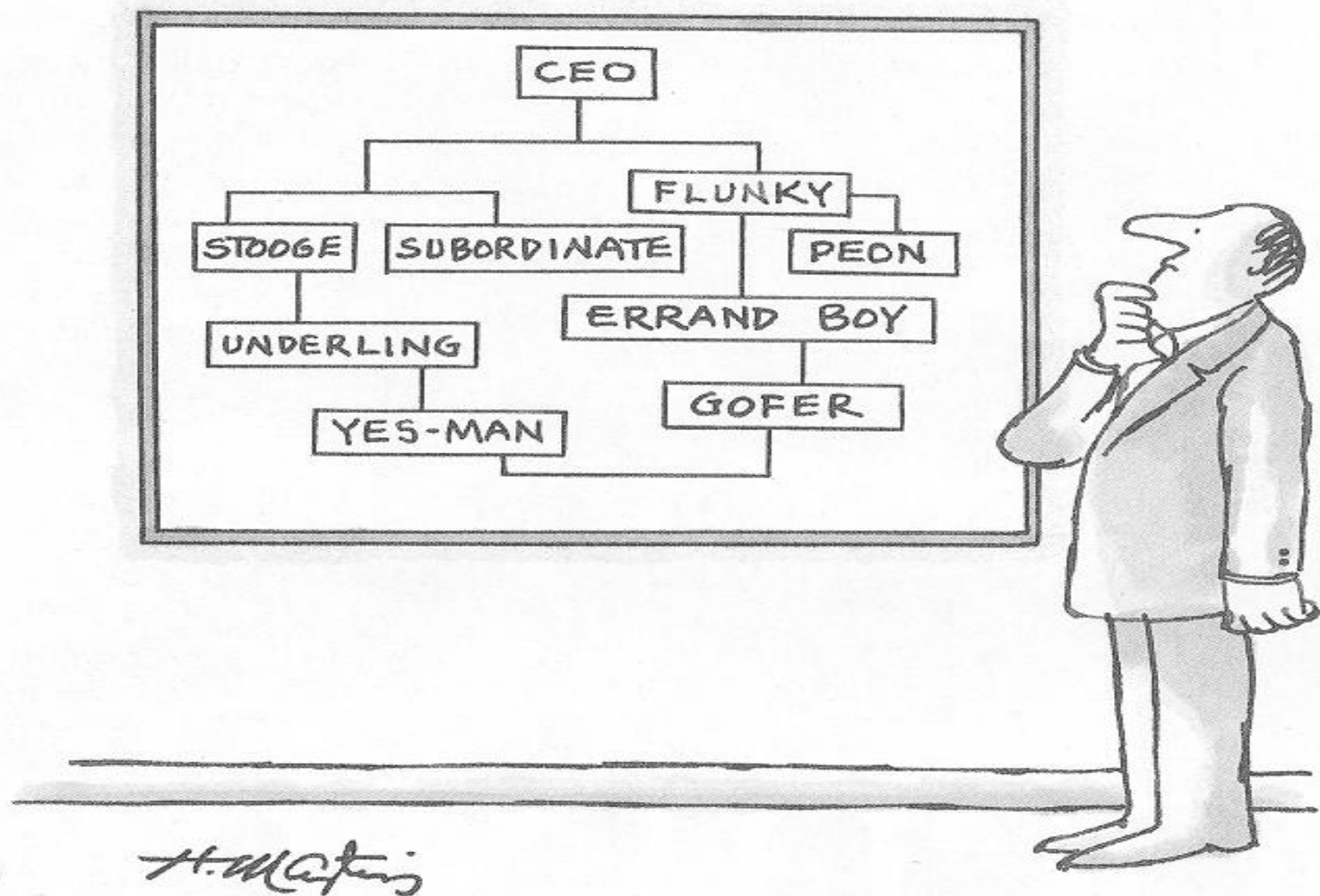
Gladys Campbell, RN, MSN, NC-BC, FAAN
Principle, Campbell Coaching and Consulting

Our Leadership Obligation

1 – Crisis in Health Care Leadership

- 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

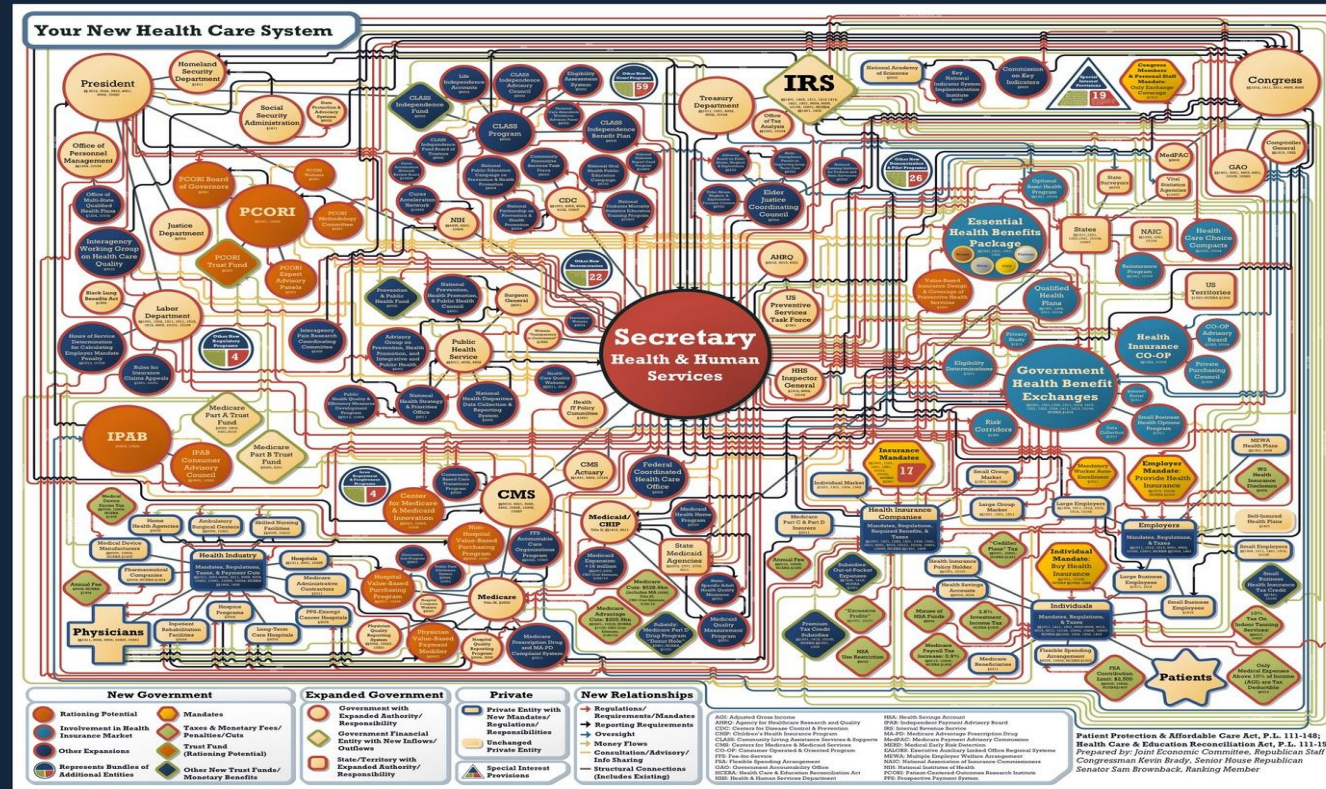
2 -- Maintaining the Nursing Workforce - Significant Nurse Retirements

- 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

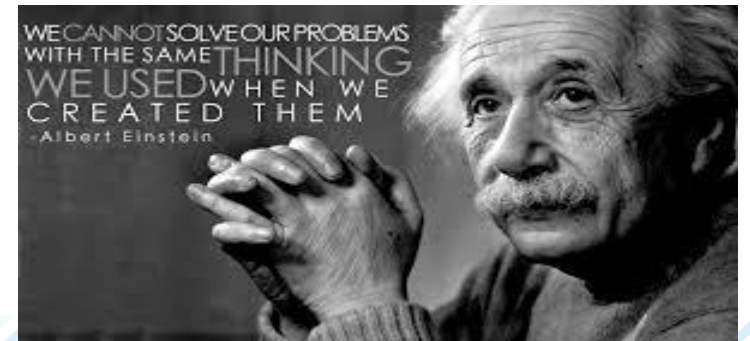
3 -- Managing the Complexity of Health Care



What Does Our Leadership Consist of?

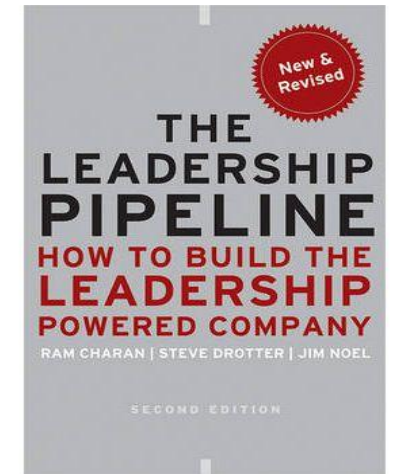
Two Basic Attributes

- 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



What do all three of these Leadership Component Lists Have in Common?



**LEADERSHIP
BEGINS WITH
LEADING ONE SELF...**

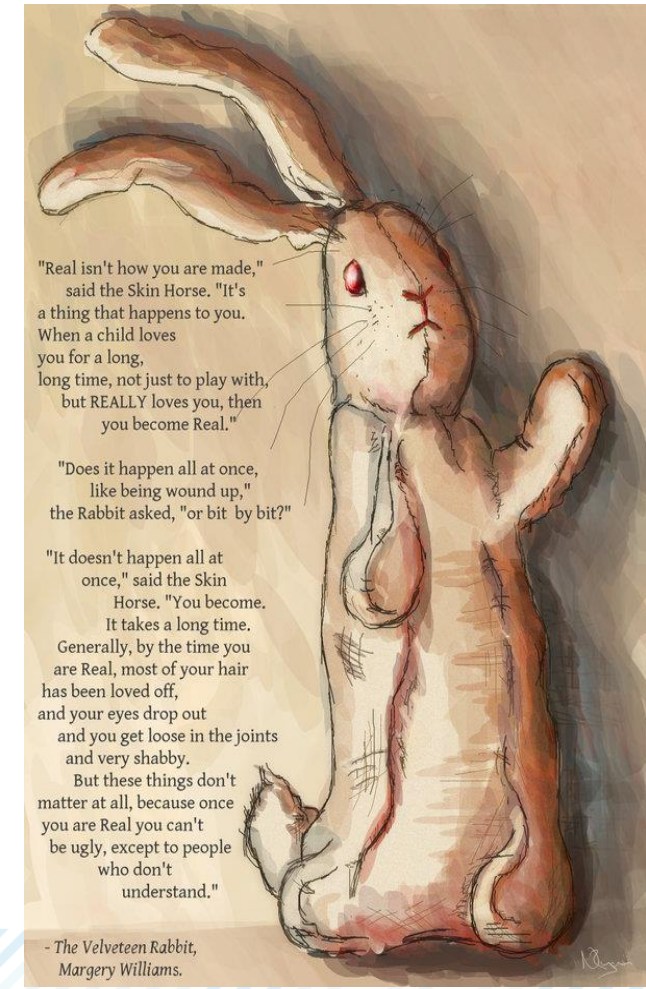
What Are The Components of Self-Leadership?

- 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 –

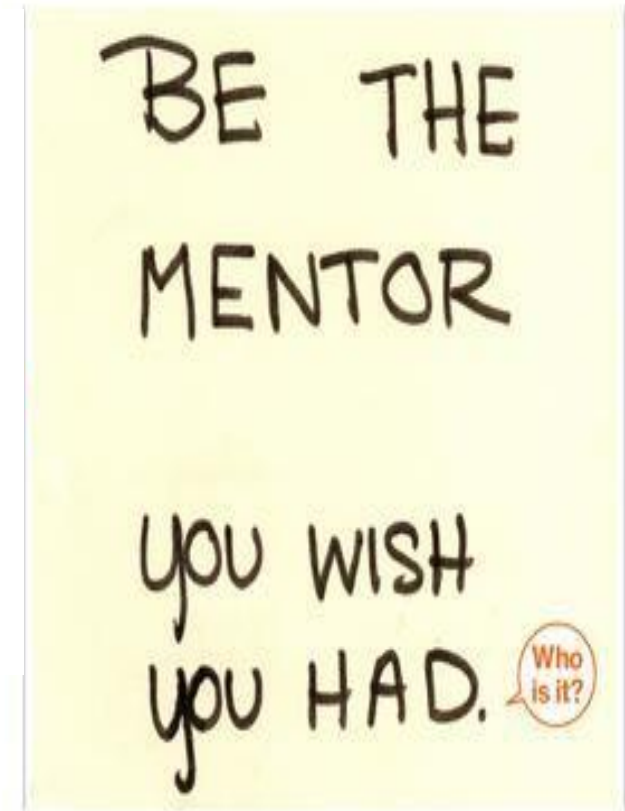
- Roles may include: Preceptor, Mentor, Coach, Sponsor, Influencer or “Inspirer”
- **Preceptor**
 - Usually an assigned role by an employer rather than a chosen role
 - The preceptorship is a vehicle an employer uses to assure that new hires meet competency requirements
 - Preceptor is a teacher & guide 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

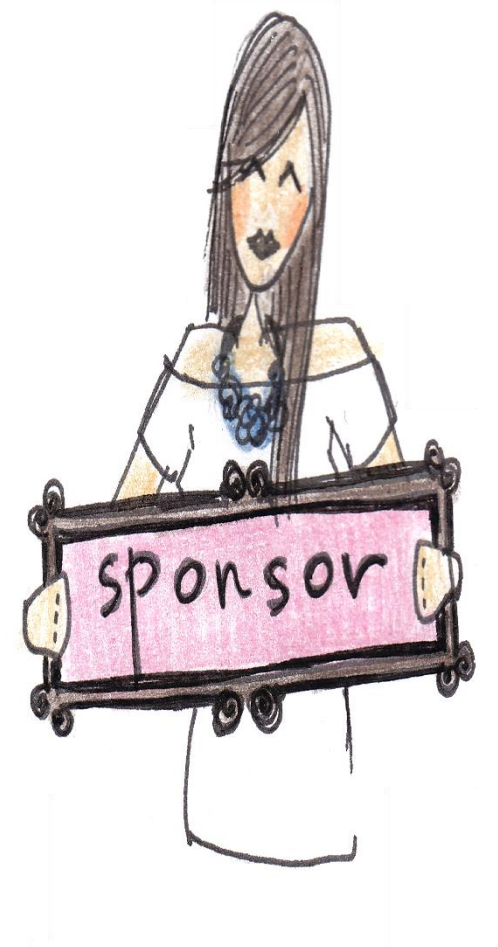




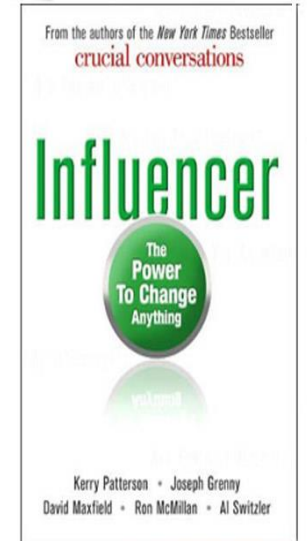
"My question is: Are we making an impact?" All Posters

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 ideas



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 find 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

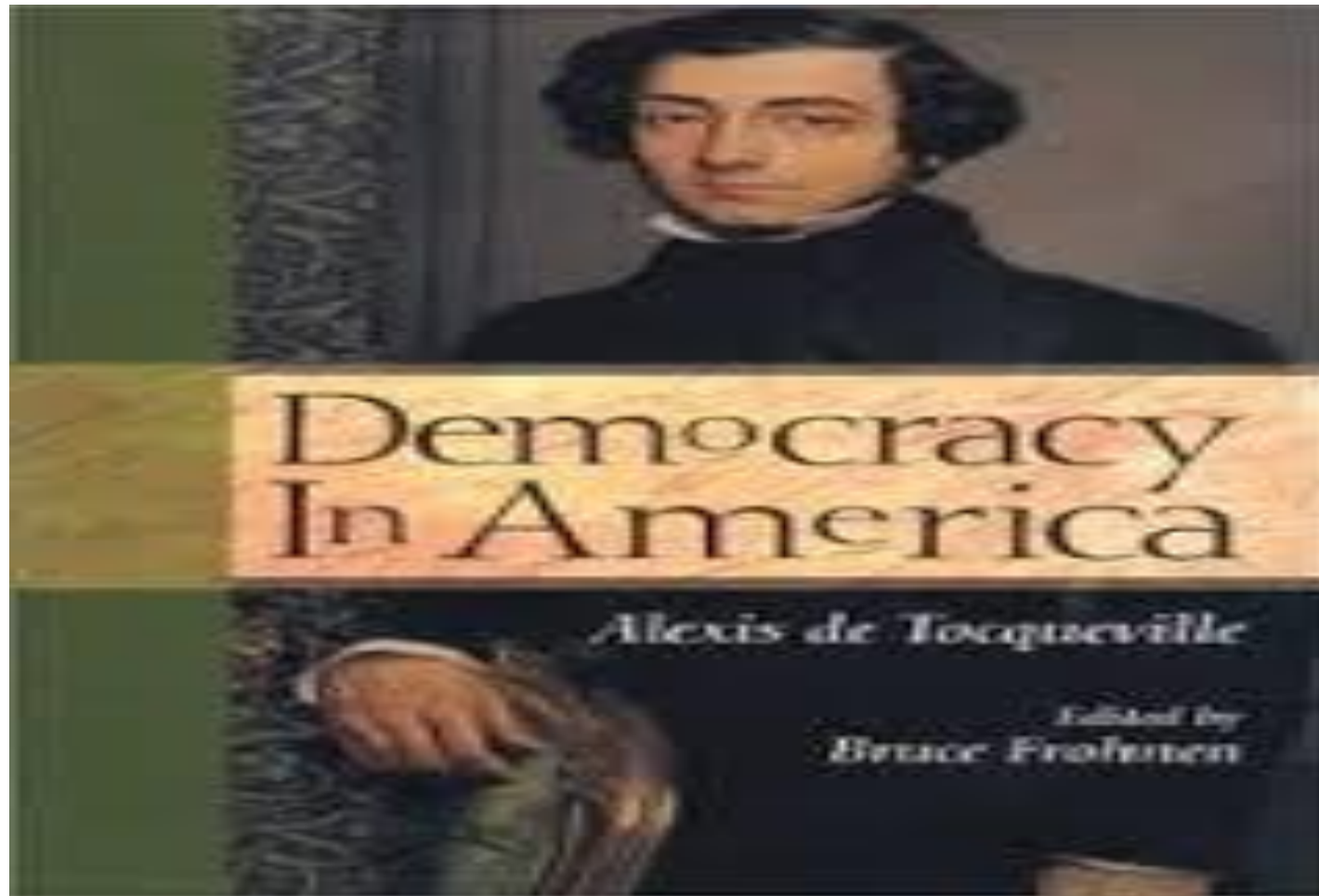


Our Profession Has a Strong and Powerful History

- 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



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....



A background image featuring a light blue and white gradient. Scattered across the scene are numerous green puzzle pieces. Some pieces are floating in the air, while others are resting on a surface at the bottom. A faint, out-of-focus image of a microscope is visible in the upper right corner.

•Thank You!

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