Global Leadership Development

Lessons Learned and Strategies for the Future

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Disclosure

• There are no conflicts of interest for any of the symposium speakers:
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  - Marianne Hess
  - Sheila A. Ryan
Symposium Objectives

• Discuss methods to expand the voice of nurses across the globe
• State why succession planning is critical to the success of global nursing leadership
• Identify innovative strategies for leadership development in global healthcare
Global Leadership Development

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Expanding the Voice of Nurse Leaders and Clinical Nurses together

We are trusted partners in preparing global healthcare leaders for the future!  www.gedinfp.com
Objectives

• Basic elements of the voice of nurses in practice, education and research
• Specific strategies for increasing voice of nurses in direct care, advanced practice, education and leadership
• Innovative strategies for enriching inter-professional collaboration and partnership
What is Voice?

• A Verb to:
  - Communicate
  - Articulate
  - State
  - Assert
  - Announce
  - Publish
Voice of Nurses

• 2016 Gallup Poll

- For the past 15 years – “Nursing is the most trusted profession.”
Voice of Nursing

- Evolution of nursing profession
- Vision of pioneers and trailblazers
- Image and level of influence
- Role of professional organizations

- Magnet recognition program
- Leadership development
- Gallup Poll
- Technology
Global Education: Reflections

• Education
• Socialization
• Resources
• Journey
• Sustainability
• New partnership opportunities
Global Journey: AIHA’s vision

- Committed to leadership development of nurses
- Partnership teams included nurse leaders
- Funded annual nurse leadership conferences and special programs
- Acknowledged the need for more intensive education
Evolution

• Second International Leadership Institute- June 2001, Copenhagen,
• Third International Leadership Institute -June 2003
Continuing Global Development

- Sigma Theta Tau International
- J & J STTI Maternal Child Health Leadership Academy – started in 2004 and has expanded to Africa
- Other leadership programs
- Emerging Global Healthcare Leadership Institutes
- WHO Collaborating Centers
- Graduate school; online programs
Magnet Program

• Journey toward excellence
• Sources verify and validate the voice of nurses
• Clinical nurses are the focus
• Site visit involves listening to the voice of nurses
• Clinical nurses and leaders are proud of their ability to influence and advocate
Magnet Recognition Program

- Initial recognition in 1983
- ANCC established
- Magnet Program in 1990’s
- Emphasis on professional practice model
- Focus during written application and site visit is the “voice of clinical nurses”
Professional Organizations

• Leadership opportunities
• Membership
• Leading practices shared
• Networking
Culture of Safety

- Nurses are drivers in building cultures of safety
- “Speaking up” is critical to success
- Zero tolerance for disruptive behavior
Leadership Development

Model the way
Inspire a shared vision
Challenge the process
Enable others to act
Encourage the heart
Model the Way

• Model the way
• Inspire a shared vision
• Challenge the process
• Enable others to act
• Encourage the heart
Inspire a shared vision

Align daily work and practices with big picture
Apply future orientation approach
Collaborate with purpose
Challenge the process

Creating infrastructure for influencing decision making
Provide education and coaching
Create opportunities
Recognize progress
Enable Others to Act

- Address obstacles that prevent others from doing their best
- Trust that others will do their best and recognize their efforts
Encourage the Heart

• Celebrate
• Celebrate
• Celebrate
• How do we develop mutually beneficial partnerships to enrich and expand the voice of nurses across the world?
• How do we use technology to connect
Challenges

Journey - Novice to Expert

• Are the voices the same and do we value differences?
• Can we foster the use of “voice” in new and innovative ways?
New opportunities

Building infrastructures

• Engagement

  The importance of “Why”

  Listen, listen, listen

  Use their ideas for action
Lessons Learned

• Voice goes beyond words
• Expand processes to influence and advocate
• Include all generations in leadership development
• Emphasize inter-professional collaboration
Measures of Success

- Career advancement
- Improved organizational outcomes
- Nurse led projects and programs
- Recognition of value
- Commitment of resources
- New opportunities

Falls with injury 23/24
What’s Next

• What do you want more of?

• What do you want same as?

• What do you want less of?
The Future is Bright

• Nurses across the globe are:
  - Using voice to improve the patient experience
  - Using voice to keep nursing visible, relevant and a driver in shaping healthcare
  - Using voice to embed core values and excellence in practice, education and research
  - Using voice to tell their stories and team stories about the difference they make in healthcare
Next Steps

GO FORTH
Global Leadership Development

Succession Planning for Nurses
Marianne Hess, MSN, BSN, RN, CCRN-K
Objectives

Describe the role of the environment in succession planning

Discuss the role of corporate culture in employee engagement

List behavioral competencies critical to today’s workforce
The Evidence

The environment fosters engagement and succession planning, both locally and globally!

- Absenteeism
- Productivity
- Healthcare costs
- Adverse outcomes
- Retention of staff
  - Capital cost
  - Nursing shortage
  - Generational differences
Succession Planning Is...

Having the right people in the right place at the right time

An ongoing process of identifying and developing new leaders

Recruit and retain

Coach and mentor

An opportunity to create standards and competencies for the future
Succession Planning

Nursing’s future

- Moving from peer to leader
- The interim position
- Transitioning to the new role
- Planning for succession at all levels
Behavioral competencies

• Communication and listening skills
• Emotional intelligence
• Team spirit
• Positive attitude
• Adaptability
• Humility
• Compassion
• Creativity
• Patient & family centered
Global perspective of healthcare
Decision-making skills that incorporate evidence
Understand the political process
Foster team building
Adapt to change
Ability to meet expectations
Technological skills
Create an environment of patient and staff safety
Role of Corporate Culture

Promote a Healthy Work Environment
Healthy Environment

Aimed at overall well-being
Promotes sustainable culture and workforce
Reconnecting to one’s passion

www.gedinfo.com
Reconnection to Passion of Nursing

Exercise:
Describe “nurse”
Promotion of Healthy Work Environment

Transformational change
Cultural change begins at the top
Be visible
Mutual respect
Open place of communication
Model collaboration
Engage behaviors
Drivers of Engagement

- Quality and service
- Outcomes
- Job satisfaction
- Respect
- Environment
- Salary and benefits

- Resources
- Professional development
- Ethics
- Safety
Generational Differences (Keene & Handrich, 2015)

Longevity expected in current job

Millennial: 3 years
GenX: 5 years
Boomer: 7 years

Length of employment to be considered “loyal”
Millennial: 7 months
Boomer: 5 years
As the largest segment of the health care workforce, engaged nurses are central to effective, efficient, caregiving teams. By capturing the voice of nurses, organizations can use these insights to understand the unique concerns of nurses, build a patient-centered culture that reduces stress for caregivers, and support strategies to attract and retain valued nurses.”
Circle of Leadership
Nursing’s Future

Collectively, we must

• Drive innovation
• Take Risks
• Use our voice
Thinking differently
Acting differently
A thriving workforce
Communication and listening skills
Emotional intelligence
Team spirit
Engaged staff
Global Leadership Development
Sheila Ryan, PhD, MSN, BSN, RN
Education is the Key to Success
Objectives

• Describe the role of the complex environment in transformational leadership

• Discuss the key behaviors to transform systems compared to traditional leadership of command and control

• Review the use of complex scenarios to practice competencies critical to today’s needs for transformation
Transformative Leadership

Create a world to which people want to belong

Unleash and harness diverse slices of genius for a collective good, more than performance evals.

The individual’s identity, values and talents to contribute; focus on learning and development

Nurture both ind. and group to co-design the improvement of patient centered outcomes

Promote improvisation, confrontation, creative agility, autonomy, transparency and restructuring
• Complexity sciences now forms the foundation for thinking about existence, organization, and human functioning of systems.

• Systems are perfectly designed to get the precise results they are achieving or not achieving.

• Balance includes rights of individuals while meeting the needs of the common (welfare). (philosophy 101)

• Adaptive capacity is the ability to identify the key responses necessary to thrive in a change situation and to build new and related responses.

• Organizations are dynamic living organisms. They operate less like a machine and more like an organism. Leaders must now see them as ever-changing dynamics with no permanent form.

• Leaders frame adaptation by looking carefully for the intersections and interaction between seemingly unrelated systems and processes and dynamically managing these connections.
Chaos and Complexity Science

• Order emerges
• Information forms us
• Relationships are central to interaction, engagement and collaboration
• Vision provides the internal and invisible energy for change
• Simple rules and constant adaptability (Plsek)
## Science vs Living Systems

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<thead>
<tr>
<th>Act On Environment vs Receive Environment</th>
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<tbody>
<tr>
<td>Outer focus</td>
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<tr>
<td>Predict and Control</td>
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<tr>
<td>Answer and Defend</td>
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<tr>
<td>Manage and Maintain</td>
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<tr>
<td>Inner focus</td>
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<tr>
<td>Transcend and Enlarge</td>
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<tr>
<td>Question and Enlarge</td>
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<tr>
<td>Becoming More</td>
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<table>
<thead>
<tr>
<th>Create knowledge</th>
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<tbody>
<tr>
<td>Acquire knowledge</td>
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<tr>
<td>Acquire materials</td>
</tr>
<tr>
<td>Examine parts</td>
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<tr>
<td>Count quantity</td>
</tr>
<tr>
<td>Acquire Wisdom</td>
</tr>
<tr>
<td>Cultivate relationships</td>
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<tr>
<td>Map patterns</td>
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<tr>
<td>Create meaning and quality</td>
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(Koerner)
Complex Adaptive Systems

From Position to Decisional
- Hierarchical
- Reductionist
- Vertical
- Locational
- Directive

Value centric
Your hospital board members are increasingly vocal against single mothers, “welfare moms milking the system and using our tax dollars. They want to limit the overall care to this group (Medicaid ADC reimbursement) to 5% of the total budget. Your task is to open up the board attitudes regarding diversity to reach no less than 25-30% revenue from this group. Consider the following: Is this cost effective use of tax dollars re-enforcing dependency? Why do black babies get more help than white babies? How can we help these Moms become financially independent? Are financial security issues more important than effective approaches to aid impoverished children?
Forces and Directions of Change

Sick care to health and wellness
Hierarchical structures to hybrid social networks
Acute illness to community-based to chronic condition mgmt.
Solving discrete problems to managing polarity and complexity of change dilemmas
Managing resources and assets to mapping value-added benefits
Service providers to platform developers
Interacting causes of chronic illness, risk and vulnerability

- Biomedical factors
- Behavioural factors
- Structural (Political, legal and economic)
- Structural (Physical environment)
- Structural (Social and cultural)

Diagram: Interacting causes of chronic illness, risk and vulnerability.
globalization

• A process that is changing the nature of human interaction across a wide range of spheres, ie., economic, political, social, technological and environmental (Lee, 2000)

• Without borders, boundaries, isolation

• Sharing wealth, ideas, information and trust

• Challenges of Inequality vs inequity

• Security vs Systems
Solving System Problems Systematically

Aggregate and Patient ‘results’ focused data (EBPvPBE)

Continual feedback and benchmarking

Engaging collaborative and diverse problem solving

Innovative, out-of-box thinking

Stability is synonym for death, no movement and carries a false sense of peace, security and safety
WHY IS INNOVATION ALWAYS DRIVEN FROM THE POINT OF SERVICE?

Core of the network: The point of service where all structure and effort converge to fulfill the purposes of the system.

Network Convergence

THIS IS WHERE THE REAL POWER DWELLS!!!
You serve on a community health board representing the northeast region of your state that contains three Native American reservations. You recently learn that for young men ages 16 to 35, the suicide rate is three times higher than national average; for adult males it is nine times higher and for adult women it is nineteen times higher. Your charge is to lower the rate of Native American suicide in your region, even though the board’s first response was to say, “This is not our job. This belongs to the Indian Health Services.” How can engagement, collaboration and relationships guide this change?
Definitions of Innovation

Irreversible change in the way of doing things, creative destruction... and discomfort  (Schumpeter, 1943)

Anything that creates new or altered resources, processes or values.

Process of learning and knowledge creation: new problems defined and new knowledge developed to solve them. (Plsek 1977)

Practical, concrete implementation of an idea; it can be taught but needs practice (10,000 hrs= virtuoso)

(Malcom Baldrege)
Learning Pyramid

average student retention rates
- Lecture: 10%
- Reading: 20%
- Audiovisual: 30%
- Demonstration: 50%
- Discussion: 75%
- Practice doing: 90%
- Teach others: 100%

Source: National Training Laboratories, Bethel, Maine
Innovation: Factoid and Frame Shifting

IQ scores continually rising while performance ranking is dropping and creativity scores falling

Examples of Frame Shifting:

Energy as unleaded gas? energy without gas?

All living growth as no longer needing oxygen? Or earth with two suns?

Healthy living in k-12 schools without any lecturing?

Redefine humanity through learning about animal speech, communication and use of tools?
Motivation and Conflict

Leaders cannot motivate anyone to do anything. It is internally generated. Leader’s role is to create congruence and alignment between personal and organizational goals. Characterized by engagement and personal ownership and mutually advantageous gains.

Conflict requires difference and dialogue to be part of the problem and solution. Difference and dialogue are necessary for sustainable human interaction.
Scenario

You work for your state’s Health Department and your new governor charges you to lower health expenditures for all Medicaid and Medicare by 25% in the next two years and 50% reduction over 5 years. You want to improve quality while reducing costs so you begin to explore wireless health applications esp., for the chronically ill population. Not to be confused with the HER, the use of technology for health care delivery and self-management facilitates continuous access to health information, expert advice and therapeutic interventions. Your goal is to reduce costs for pts with hypertension, diabetes, asthma and depression by improving self-management and reducing hospital and ER admissions.