



# Global Leadership Development

## Lessons Learned and Strategies for the Future

Ann Marie T. Brooks, Marianne Hess, Sheila Ryan

# Disclosure

- There are no conflicts of interest for any of the symposium speakers:
  - Ann Marie T. Brooks
  - 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

Ann Marie T. Brooks, PhD, MSN, MBA, RN,  
FAAN, FACHE, FNAP

Expanding the Voice of Nurse Leaders and  
Clinical Nurses together

# 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

- First International Leadership Institute – June 1999, London, England
- 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



# Voice of Global Nurses

- 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

Falls with injury 23/24

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



# 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



# Leadership Competencies (Griffith, 2012)

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



# 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

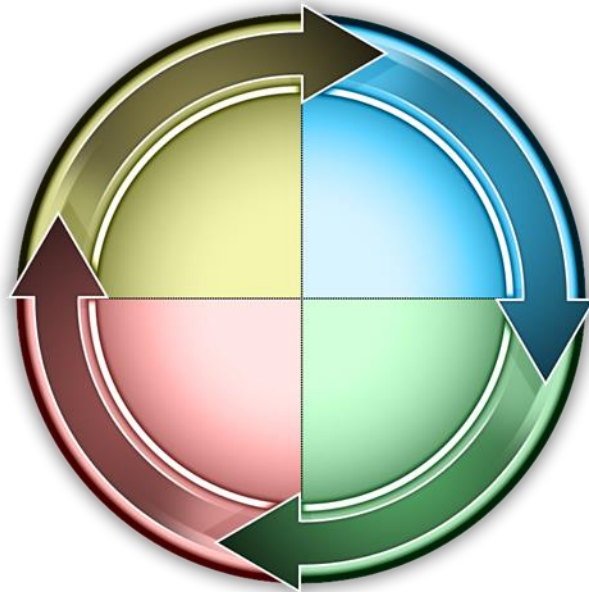
Boomer: 5 years



*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



# Results

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

Act On Environment vs Receive Environment

Outer focus

Inner focus

Predict and Control

Transcend and Enlarge

Answer and Defend

Question and Enlarge

Manage and Maintain

Becoming More

Create knowledge

Acquire Wisdom

Acquire materials

Cultivate relationships

Examine parts

Map patterns

Count quantity

Create meaning and quality

(Koerner)



# Complex Adaptive Systems

From Position

to

Decisional

- Hierarchical
- Reductionist
- Vertical
- Locational
- Directive

Relational

Wholistic

Multilateral

User Driven

Value centric



# Scenario

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

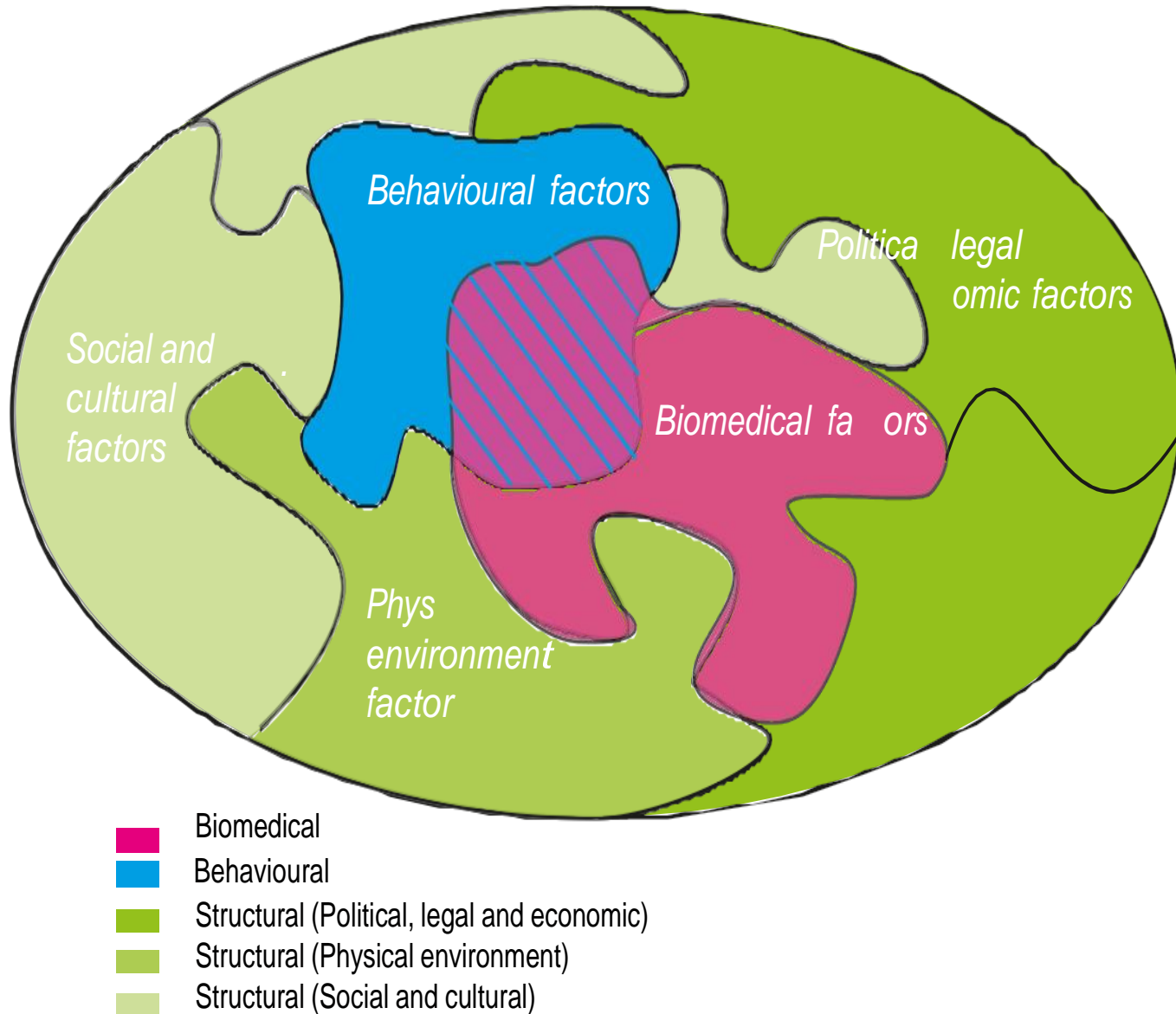
Service providers to platform developers





# Interacting causes of chronic illness, risk and vulnerability

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# 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

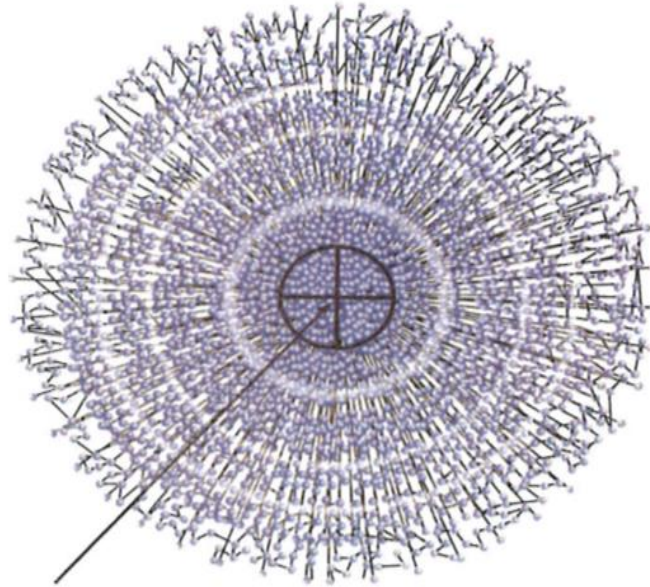
Engaging collaborative and diverse problem solving

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

# Scenario

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.

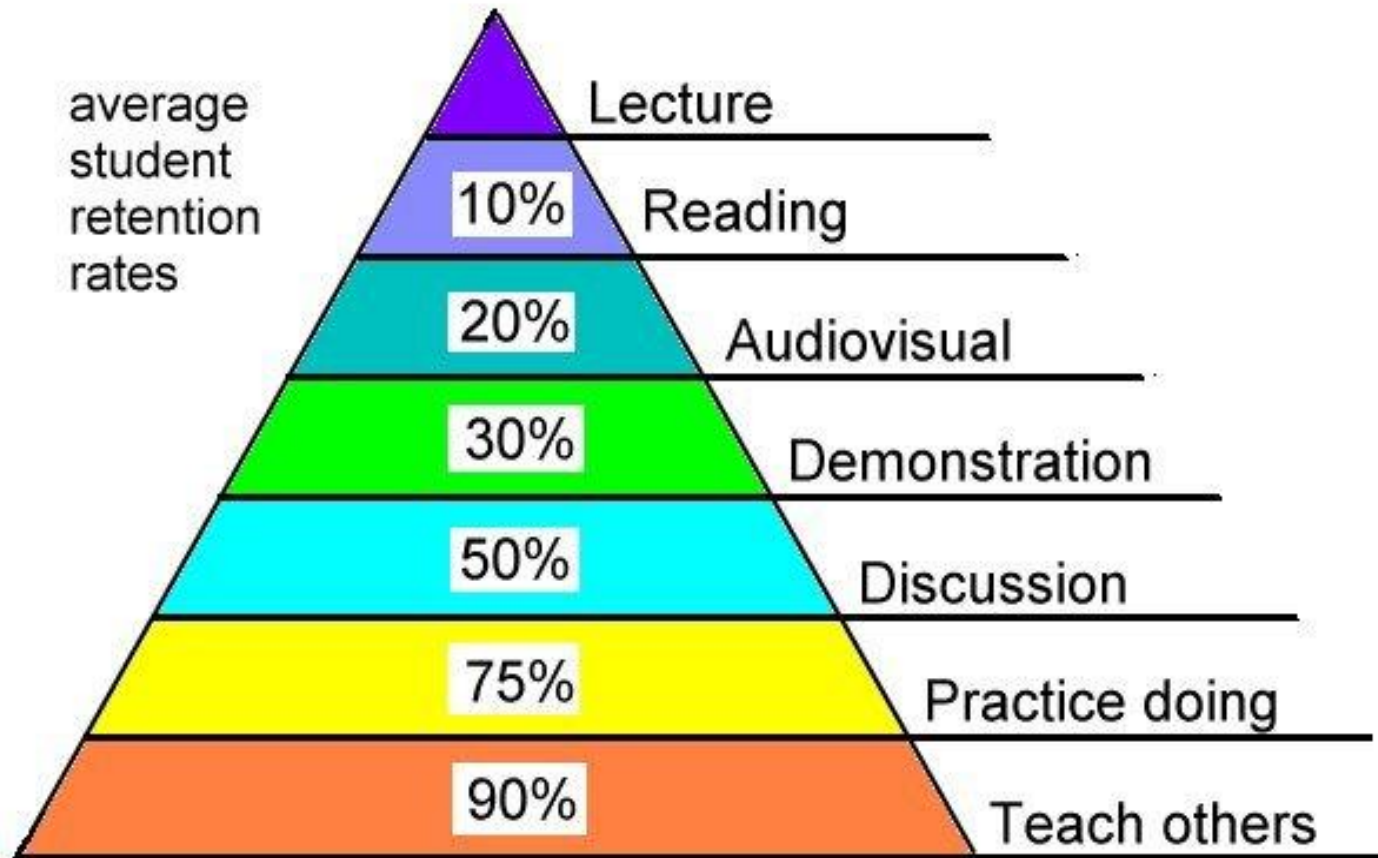
Process of learning and knowledge creation: new problems defined and new knowledge developed to solve them. (Plsek 1977)

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

(Malcom Baldrege)



# Learning Pyramid



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.

