Evidence- Based Authentic Leadership Training

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Disclosures

None

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What is authentic leadership?
Authentic Leadership

• Authenticity- Greek philosophy
• “To thine own self be true”
• Applications in sociology, psychology, and education
• Authentic Leadership Theory (Avolio et al, 2004)
  a. Self-awareness
  b. Relational transparency
  c. Balanced processing
  d. Internalized moral perspectives
Attributes of Authentic Leaders

• Understand their own purpose
• Establish enduring relationships
• Exhibit relationship-centered principles
• Promote transparent relationships
• Foster trust and commitment with others
• Lead with compassion
• Self-discipline-balance with professional and personal life
Authentic Leadership vs. Other Leadership Styles

Authoritarian: power emanates from their title and position in the organization

Servant: Lack presence of explicit presentation of the leader’s true self

Charismatic: Use persuasive speaking strategies to influence audience

Transformational: focusing more on having a clear sense of purpose, of empowering and valuing others

Authentic: People identify with them, admire what they stand for, are apt to trust them and choose to follow
Measuring Authentic Leadership

**Authentic Leadership Questionnaire (ALQ)**

1) Self-awareness
2) Relational transparency
3) Balanced processing
4) Internalized moral perspective

Walumba et al, 2008
Measuring Authentic Leadership

**Self-awareness** - demonstrate an understanding of how individuals are cognizant of their leadership and the world around them.

**Relational transparency** - ability to present his/her true self when engaging with others.

**Balanced processing** - ability to show that they can objectively analyze all relevant data before coming to a decision or conclusion.

**Internalized moral perspective** - ability for self-regulation of behaviors and alignment of these behaviors with personal values.
Measures of Authentic Leadership

1) Self-awareness
   **Application:**
   What are my strengths/weaknesses?
   How can I best serve others?
   How do I impact others?

2) Relational transparency
   **Application:**
   Am I genuine and do others perceive me this way?
   Do others see me as trustworthy and transparent?
   Do others want to follow me?
   Am I trustworthy and transparent?
Measures of Authentic Leadership

3) Balanced processing

Application:
Am I objective in my decision making?
Have I sought out pertinent insights to inform my decisions?
Is there something else I might be missing even though it might be difficult for me to hear?

4) Internalized moral perspective

Application:
Are my actions guided by my moral standards and values?
Are my actions consistent with my spoken words and values?
Evidence-Based Authentic Leadership Training

Why Implement Evidence-Based Authentic Leadership Training?

- Challenges in U.S. healthcare system (i.e. HVBP)
- Challenges in recruitment and retention of staff, improve staff satisfaction, patient experience, patient quality outcomes
- Billions of U.S. dollars spent on leadership activities (external programs) but few target internal development of leaders
- Implementation of cost-effective practices
- Self-development is central to building effective leadership skills
- Nurse leaders are in positions to create these changes
- Authentic leadership training can improve nurse leaders and improve organizational outcomes
Evidence-Based Authentic Leadership Training: Theoretical Framework

**Authentic Leadership Theory**

**Theory of Self-Efficacy**
- Middle range nursing theory by Barbara Resnick
- From social cognitive theory and conceptualizes that there is a reciprocal relationship among person, environment, and behavior interactions.
- Defined as one’s judgment of his or her abilities or capabilities to organize and implement courses of action.
Evidence-Based Authentic Leadership Training: Methodologies

- **Scholarly Question:** For the nurse managers and team leaders (nursing leadership), how will an implementation of an EBP (evidence-based practice) Authentic Leadership Program impact their leadership self-awareness as per the Authentic Leadership Questionnaire (ALQ) survey in eight weeks?
Evidence-Based Authentic Leadership Training: Methodologies

- **Population**: Managers and Team Leaders
- **Intervention**: Pre-training Authentic Leadership Questionnaire (ALQ) survey, EBP Authentic Leadership Program, Post-training ALQ survey
- **Comparison**: No comparison for intervention at practicum site; Pre-training and post-training ALQ surveys were compared.
- **Outcome**: Desired outcome of improvement in self-awareness of managers and team leaders as per ALQ survey
- **Timeframe**: Eight Weeks Implementation Phase
- PDSA Cycle was used
Evidence-Based Authentic Leadership Training: Methodologies

- PDSA Cycle
- Plan: 1) Creating mission, vision, objectives- alignment with practicum site
  2) Organizational needs
  3) Collaboration with practicum site:
     - meeting with stakeholders
     - identifying participants (managers and team leaders)
  4) Inclusion and exclusion criteria
  5) IRB Process
Evidence-Based Authentic Leadership Training: Methodologies

- Do Stage:
  1) Pre-training ALQ survey
  2) Authentic Leadership (AL) training
  3) Post-training ALQ survey
AUTHENTIC LEADERSHIP PRE-TRAINING SURVEY

1. Pls. choose (circle) one: Title: Nurse Manager, Manager, Team Leader
2. Pls. choose (circle) one: Gender- Male or Female (Optional)
3. Pls. choose (circle) one: Years of experience as a manager or team leader at
   0-2.9 years
   3-4.9 years
   5- 10 years
   > 10-11 years
   11- 15 years
   >15-16 yrs
   16- 20 years
   Greater than 20 years

4. Have you worked in a management position prior to joining [ ]? (circle one):
   YES  NO

5. Authentic Leadership Self-Assessment Questionnaire
   Instructions: This questionnaire contains items about different dimensions of authentic leadership. There are no right or wrong responses, so please answer honestly. Use the following scale when responding to each statement by writing the number from the scale below that you feel most accurately characterizes your response to the statement.

   Key: 1 – Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly agree
   1. I can list my three greatest weaknesses.
      1 2 3 4 5
   2. My actions reflect my core values.
      1 2 3 4 5
   3. I seek others’ opinions before making up my own mind.
      1 2 3 4 5
   4. I openly share my feelings with others.
      1 2 3 4 5
   5. I can list my three greatest strengths.
      1 2 3 4 5
   6. I do not allow group pressure to control me.
      1 2 3 4 5
   7. I listen closely to the ideas of those who disagree with me
      1 2 3 4 5
   8. I let others know who I truly am as a person.
      1 2 3 4 5
   9. I seek feedback as a way of understanding who I really am as a person.
      1 2 3 4 5
   10. Other people know where I stand on controversial issues.
       1 2 3 4 5
   11. I do not emphasize my own point of view at the expense of others.
       1 2 3 4 5
   12. I rarely present a “false” front to others.
       1 2 3 4 5
   13. I accept the feelings I have about myself
       1 2 3 4 5
       1 2 3 4 5
   15. I listen very carefully to the ideas of others before making decisions.
       1 2 3 4 5
   16. I admit my mistakes to others.
       1 2 3 4 5
AUTHENTIC LEADERSHIP POST-TRAINING SURVEY

Instructions: This questionnaire contains items about different dimensions of authentic leadership. There are no right or wrong responses, so please answer honestly. Use the following scale when responding to each statement by writing the number from the scale below that you feel most accurately characterizes your response to the statement.

Key: 1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly agree

1. I can list my three greatest weaknesses. 1 2 3 4 5
2. My actions reflect my core values. 1 2 3 4 5
3. I seek others’ opinions before making up my own mind. 1 2 3 4 5
4. I openly share my feelings with others. 1 2 3 4 5
5. I can list my three greatest strengths. 1 2 3 4 5
6. I do not allow group pressure to control me. 1 2 3 4 5
7. I listen closely to the ideas of those who disagree with me 1 2 3 4 5
8. I let others know who I truly am as a person. 1 2 3 4 5
9. I seek feedback as a way of understanding who I really am as a person. 1 2 3 4 5
10. Other people know where I stand on controversial issues. 1 2 3 4 5
11. I do not emphasize my own point of view at the expense of others. 1 2 3 4 5
12. I rarely present a “false” front to others. 1 2 3 4 5
13. I accept the feelings I have about myself. 1 2 3 4 5
14. My morals guide what I do as a leader. 1 2 3 4 5
15. I listen very carefully to the ideas of others before making decisions. 1 2 3 4 5
16. I admit my mistakes to others. 1 2 3 4 5
Evidence-Based Authentic Leadership Training: Methodologies

Study Stage: 1) Statistical analysis of ALQ surveys pre/post training

- Authentic Leadership Questionnaire (ALQ)
  - Scores of 4 or 5 mean the participants have higher self-awareness; total of 16 or higher on ALQ means higher authentic leadership behaviors of the surveyed participants
  - Shapiro-Wilk test: confirmation that the ALQ responses are non-normal
  - T-test used to compare pre- and post-training data
  - Results summary with medians, interquartile range, bar graphs, box plots
Evidence-Based Authentic Leadership Training: Evaluation - Analysis

N=14 participants

<table>
<thead>
<tr>
<th>Characteristic, N=13</th>
<th>n (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
<td></td>
</tr>
<tr>
<td>Nurse manager</td>
<td>6 (46%)</td>
</tr>
<tr>
<td>Manager</td>
<td>2 (15%)</td>
</tr>
<tr>
<td>Team leader</td>
<td>4 (31%)</td>
</tr>
<tr>
<td>Director</td>
<td>1 (8%)</td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>3/12 (25%)</td>
</tr>
<tr>
<td>Female</td>
<td>9/12 (75%)</td>
</tr>
<tr>
<td><strong>Years of experience as a manager or team leader at MJHS</strong></td>
<td></td>
</tr>
<tr>
<td>0-2.9 years</td>
<td>10 (77%)</td>
</tr>
<tr>
<td>3-4.9 years</td>
<td>1 (8%)</td>
</tr>
<tr>
<td>5-10 years</td>
<td>2 (15%)</td>
</tr>
<tr>
<td>&gt;10-11 years</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>11-15 years</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>&gt;15-16 years</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>16-20 years</td>
<td>0 (0%)</td>
</tr>
<tr>
<td>Greater than 20 years</td>
<td>0 (0%)</td>
</tr>
<tr>
<td><strong>Have you worked in a management position prior to joining MJHS?</strong></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>10 (77%)</td>
</tr>
<tr>
<td>No</td>
<td>3 (23%)</td>
</tr>
</tbody>
</table>
### Evidence-Based Authentic Leadership Training: Evaluation - Analysis

#### ALQ Pre-Training and Post-Training Results:

<table>
<thead>
<tr>
<th>Survey question</th>
<th>Pre-intervention median [interquartile range]</th>
<th>Post-intervention median [interquartile range]</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-awareness</td>
<td>17 [16, 19]</td>
<td>16 [16, 19]</td>
<td>0.709</td>
</tr>
<tr>
<td>1. I can list my three greatest weaknesses</td>
<td>4 [4, 5]</td>
<td>4 [4, 5]</td>
<td>0.735</td>
</tr>
<tr>
<td>5. I can list my three greatest strengths</td>
<td>4 [4, 5]</td>
<td>4.5 [4, 5]</td>
<td>0.357</td>
</tr>
<tr>
<td>9. I seek feedback as a way of understanding who I really am as a person</td>
<td>4 [3, 5]</td>
<td>4 [3, 4]</td>
<td>0.502</td>
</tr>
<tr>
<td>13. I accept the feelings I have about myself</td>
<td>5 [4, 5]</td>
<td>4 [4, 5]</td>
<td>0.367</td>
</tr>
<tr>
<td>Internalized moral perspective</td>
<td>16 [15, 17]</td>
<td>17 [16, 18]</td>
<td>0.449</td>
</tr>
<tr>
<td>2. My actions reflect my core values</td>
<td>5 [4, 5]</td>
<td>4.5 [4, 5]</td>
<td>0.573</td>
</tr>
<tr>
<td>6. I do not allow group pressure to control me</td>
<td>4 [3, 4]</td>
<td>4 [4, 4]</td>
<td>0.357</td>
</tr>
<tr>
<td>10. Other people know where I stand on controversial issues</td>
<td>3 [3, 4]</td>
<td>4 [3, 4]</td>
<td>0.382</td>
</tr>
<tr>
<td>Balanced processing</td>
<td>15 [15, 16]</td>
<td>17 [15, 18]</td>
<td>0.210</td>
</tr>
<tr>
<td>3. I seek others’ opinions before making up my own mind</td>
<td>3 [3, 4]</td>
<td>3 [3, 4]</td>
<td>0.603</td>
</tr>
<tr>
<td>7. I listen closely to the ideas of those who disagree with me</td>
<td>4 [4, 4]</td>
<td>4 [4, 5]</td>
<td>0.093</td>
</tr>
<tr>
<td>11. I do not emphasize my own point of view at the expense of others</td>
<td>4 [4, 5]</td>
<td>4 [4, 5]</td>
<td>0.937</td>
</tr>
<tr>
<td>15. I listen very carefully to the ideas of others before making decisions</td>
<td>4 [4, 5]</td>
<td>4 [4, 5]</td>
<td>1.000</td>
</tr>
<tr>
<td>Relational transparency</td>
<td>16 [15, 17]</td>
<td>16 [15, 17]</td>
<td>0.854</td>
</tr>
<tr>
<td>4. I openly share my feelings with others</td>
<td>4 [3, 4]</td>
<td>4 [3, 4]</td>
<td>0.878</td>
</tr>
<tr>
<td>8. I let others know who I truly am as a person</td>
<td>4 [3, 4]</td>
<td>4 [4, 5]</td>
<td>0.142</td>
</tr>
<tr>
<td>12. I rarely present a “false” front to others</td>
<td>4 [4, 5]</td>
<td>4.5 [4, 5]</td>
<td>0.774</td>
</tr>
<tr>
<td>16. I admit my mistakes to others</td>
<td>4 [4, 5]</td>
<td>4 [4, 4]</td>
<td>0.400</td>
</tr>
</tbody>
</table>

#### Self-Awareness Questions 1, 5, 9, 13

#### Internalized Moral Perspective: Questions 2, 6, 10, 14

#### Balanced Processing: Questions 3, 7, 11, 15

#### Relational Transparency: Questions 4, 8, 12, 16
Evidence-Based Authentic Leadership Training: Evaluation - Analysis

Box Plots of Pre- and Post-Intervention Scores
Evidence-Based Authentic Leadership Training: Evaluation - Analysis

Box Plots of Pre- and Post-Intervention Scores
Evidence-Based Authentic Leadership Training: Evaluation - Analysis

**Comparison of Pre- and Post-Intervention Dichotomized Domain Scores**

Scores: 16-20 stronger authentic leadership component

<table>
<thead>
<tr>
<th>Category</th>
<th>Pre-intervention, n (%)</th>
<th>Post-intervention, n (%)</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-awareness ≥ 16</td>
<td>10 (77%)</td>
<td>11 (79%)</td>
<td>1.000</td>
</tr>
<tr>
<td>Internalized moral perspective ≥ 16</td>
<td>9 (69%)</td>
<td>11 (85%)</td>
<td>0.645</td>
</tr>
<tr>
<td>Balanced processing ≥ 16</td>
<td>6 (46%)</td>
<td>7 (58%)</td>
<td>0.695</td>
</tr>
<tr>
<td>Relational transparency ≥ 16</td>
<td>10 (77%)</td>
<td>8 (62%)</td>
<td>0.673</td>
</tr>
</tbody>
</table>
Evidence-Based Authentic Leadership Training: Results

- 14 participants (13 completed the demographic section)
- 46% nurse managers, 15% managers, 31% team leaders, 8% director titles
- 75% female, 25% male
- 77% had 0-2.9 years of leadership experience
- 77% had previous managerial or leadership positions prior to current job
- No statistical significance noted with self-awareness and other components of ALQ pre- and post-training/intervention
- All fourteen participants scored themselves 16 or higher on the pre- and post ALQ-surveys
Evidence-Based Authentic Leadership Training: Sustainability

Act/ Adjust Stage: Lessons learned

- Senior leadership support to have authentic leadership training as part of their resources located in their internal website.
- Senior leadership support to keep authentic leadership training part of their orientation for managers and team leaders, new hires.
- Nursing Education Department incorporation to their learning/development monthly programs, which includes coaching and simulation-based training.
Evidence-Based Authentic Leadership Training: Implications for Practice

- Other research studies have shown that participants have scored themselves higher on pre-intervention surveys.
- 77% of the managers/team leaders have been in current organization for less than three years; More opportunities for organization to foster authentic leadership which can create positive impact on frontline staff and patients.
- Eight-week timeframe, time constraints with training, and leaders’ time availabilities (design and dose) limited impact of authentic leadership training.
Evidence-Based Authentic Leadership Training: Implications for Practice

- Six months or more of authentic leadership training at practicum site, which includes coaching and simulation-based training can cause statistically significant results.
- Future studies needed to assess self-awareness and other components of authentic leadership in healthcare leaders, such as managers and team leaders.
- Internal development of leaders is a vital component to building positive leadership, which is rooted in authentic leadership.
Evidence-Based Authentic Leadership Training: Conclusion

• Leadership training is important in creating changes at all levels of healthcare.
• Authentic leadership leads to effective management results (Datta, 2015)
• It leads to better staff job satisfaction and performance through empowerment (Wong & Laschinger, 2013)
• It leads to higher work engagement (Bamford et al, 2013)
• It can result in better retention rates of new graduate nurses (Read & Laschinger, 2015)
Evidence-Based Authentic Leadership Training: Conclusion

- Healthcare leaders face challenges, and organizations may lack resources to effectively train their leaders.
- Internal leadership development also needed to create effective leaders.
- Low-cost internal development leadership program called Authentic Leadership Training can create and maintain authentic leaders who can create positive outcomes in the workplace.
References


References


Evidence-Based Authentic Leadership Training