The Imperative for APRN Leadership

in the New Healthcare World Order
What is Leadership

Leadership is a process of social influence which maximizes the efforts of others towards the achievement of a goal.
Management vs. Leadership

- Management works via resource control while Leadership works through influence.
- Managers infer authority through position while leaders do so through influence.
- Management is a formal role, while Leadership is formal or informal.
The world is a Changing Landscape. Someone has to lead those changes
Leadership Lessons

1. You can be the victim of change or the architect of change.
2. In the absence of strong leadership, something fills the void.
3. Learning and using new skills improves job and life satisfaction. It expands our sense of purpose.
Talent Gap

• 2008 survey of 2,200 employers in 20 industries in 3 countries demonstrates a gap in leadership talent to serve the industry needs in the coming 20 years. (CCL)

• There is an insufficient volume of leaders in our movement, and those that remain are aging out (baby boomers)

• We need new thinkers in a new frame for a new world.
Where is Leadership Needed?

Anywhere there is change or tension… (and the former leaders are moving on)

- Healthcare Systems – new payment models, team focus, ACOs, mergers, affiliations, clinical evidence, quality focus, patient engagement (Kaiser)
- Health Policy – scope of practice, Medicaid payment, Opioid Rx. Restrictions, movement toward the DNP
- Civic Policy – community risk, populations health, public safety, school food programs & obesity, drug & alcohol addiction issues, emergency preparedness, funding of social services, housing
- Our society broadly – politics, policy, our civil rights: our President, firearm access
- Our religious and social groups – who belongs and does not, how do they connect people
Conventional Model

- Conventional Modern Corporation/Hospital
- Leadership through reliance on roles – everyone has their job and is expected to do it. When they do, the ship runs smoothly.
- System relies on standards & policies
Leadership (in the day of the Oldsmobile)

- Obtained status through education level, position, courage, financial success
- Ordinate/Subordinate (royalty stems from this concept) Top down
- Relied on Use of Force to assure that orders were followed
- Diversity was not considered an asset
- Occasionally benevolent
- Knew how to play the game…and did
“The greatest danger in times of turbulence is not the turbulence—it is to act with yesterday’s logic.”

Peter Drucker
Types of Modern Leadership

- Charismatic Leader
- Transformational Leader
- Visionary Leader
- Transactional Leader
- Servant Leader
- Participative Leader
Charismatic Leader

- Strong communicator, especially verbal
- Influences others through the power of personality
- Makes others feel important
- Passionate, works by developing a sense of devotion to the cause
Transformational Leader

- Commitment to a radical vision
- High level of personal skill, knowledge and drive
- Devoted to changing the system
- Attracts non-linear thinkers
- Challenging to linear thinkers
Visionary

- Dreams about the future and is not held back by convention.
- Develops new and often radical ideas
- Lives the vision; sets the standard
- Changes Paradigm and attracts highly creative thinkers and those who want to be.
Servant Leadership

- Humility and Justice are primary elements of leadership
- Places the needs of others above all
- Seeks to understand what others want and involve them in solution seeking
- Listens to learn
Participative Leadership

- Assumes colleagues are skilled and interested
- Leader assumes a role of coach, encouraging, reflecting, ultimately using input to decide.
- Builds a sense of team.
- Involves teams in assessing, planning and executing.
There are leaders for War and leaders for Peace.
YOU AS LEADER
Leaders aren’t *Born*; they are *Created*

- Get to know yourself: through self assessment/self reflection
- Develop an ability to accept critique
- Inventory your skills and identify what you need to hone or develop
Develop & Work Through a Network

- Join a coalition of interest.
- Networks provide a platform larger than yourself and lend credibility to an idea because it is shared by others.
- Networks build a deep talent pool that holds numerous skill sets.
Marshmallow Challenge

• [https://www.ted.com/talks/tom_wujec_build_a_tower?language=en](https://www.ted.com/talks/tom_wujec_build_a_tower?language=en)
A word about Introverts
Improve Communication Skills

- Practice Active Listening:
  - Listening without judging
  - Staying in the moment, not thinking ahead
  - Using words that do not shut down others (I like your idea…*but*)
- Practice Pulling back – not reacting when an idea hits a nerve
- Practice clear, concise and strategic speech and strategic framing
Communication Skill: *Strategic Framing*

- A schema of interpretation created by the mental maps associated with specific ideas and words.
- *Strategic Framing allows us to present an idea so that the listener does not shut out the concept, rather the concept resonates with her mental map.*

This is how we interpret information given to us... we hook onto specific words to generate a full picture. Frames are shortcuts.
Communication Skill: Emotional Intelligence

• The ability to perceive, evaluate and control emotions.
• The ability to understand how events and information affect others and to craft our own behaviors and words with an understanding of those emotions.
EQ as a Leadership Skill
Build Your Personal Brand and Care for It
Get Out of Your Comfort Zone

If you want something in your life you’ve never had, you'll have to do something, you've never done.
~ JD Houston
Decisions are Made by Those who Show UP.
Find a Mentor
Cultivate Resilience

• Change is inevitable; growth is optional.
• Learn to reframe when things don’t go your way.
• Understand that change is a process that unfolds over time.
• Don’t give up.
Learn the Language of Finance

- Money is a key resource and is taken into account in nearly all healthcare and civic decisions.
- Understanding the language will yield greater influence at the decision making table.
A few Things to Avoid…

• Don’t undercut yourself
• Don’t act like you know it all
• Don’t gossip.
• Don’t get hijacked by social media
• Don’t be a wallflower at the table
Leaders have a *seat* and a *voice* at the table

- Don’t wait for someone to recognize your talent. Take Action.
- Be willing to take risk.
- Read/study broadly *and* outside your own sphere of expertise.
- Learn how your opponents view a situation.
- Find your voice and use it wisely.
A Word About Self Help Books…