

Harnessing Nursing Innovations Across the Spectrum: Our Take Home Message

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Objectives

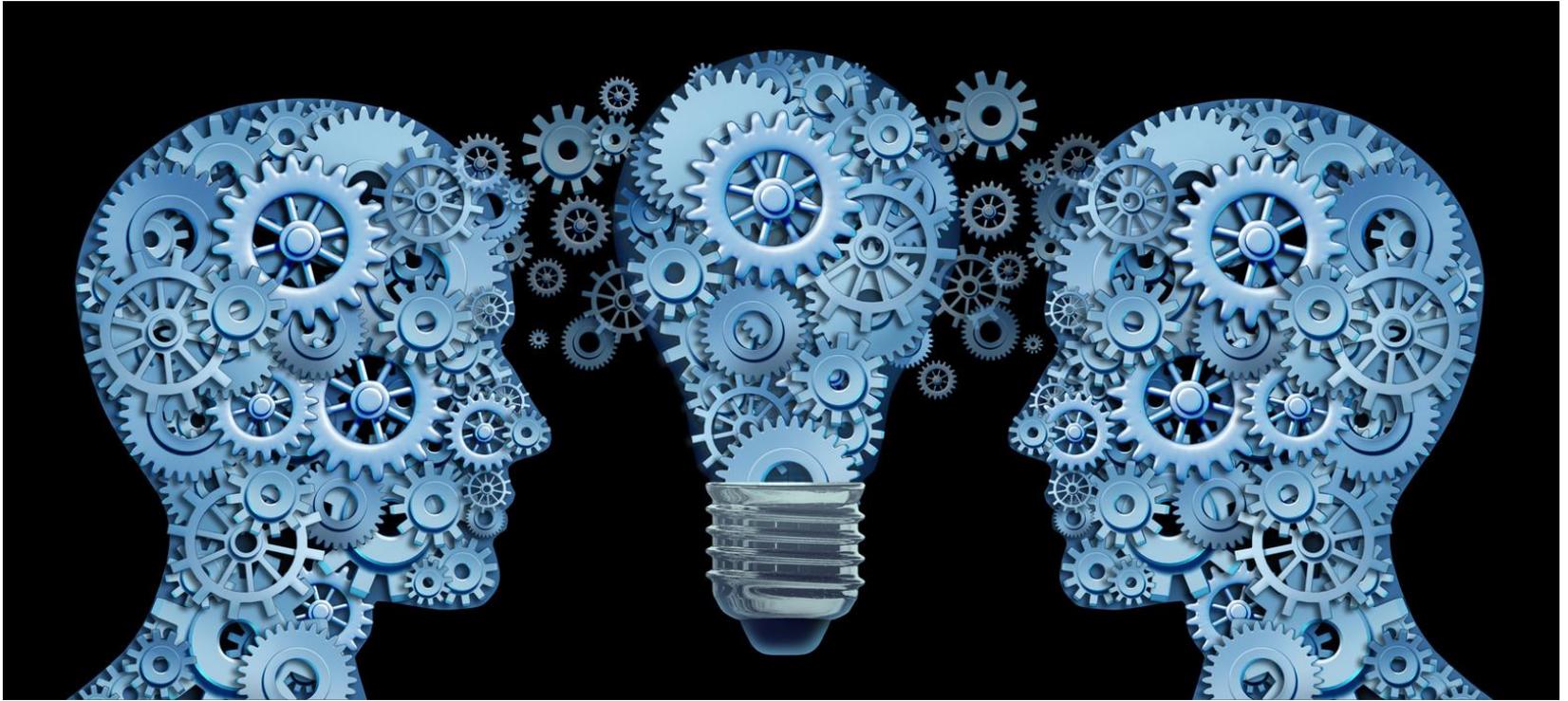
1. Introduction to Transformational Leadership Principles
2. Transformational leadership strategies to drive accountability for improving quality, patient experience, patient safety, and operational efficiency
3. Implementation strategies to navigate expected barrier to driving outcomes with this model of leadership
4. Identify strategies to impact a difficult situation utilizing transformational leadership





Nursing Innovation

Harnessing your Inner Creativity



Harnessing Innovation

- **Innovation is:** production or adoption, assimilation, and exploitation of a value-added novelty in economic and social spheres; renewal and enlargement of products, services, and markets; development of new methods of production; and establishment of new management systems. It is both a process and an outcome.

-- *Crossan and Apaydin 2010*

Innovation in Nursing Practice



- “Innovation is about doing things differently or doing different things to achieve large gains in performance. It is a myth that most innovations come from laboratories, policy makers or senior leaders. Most innovations, whether in the public sector or the private sector, come from staff working within those organizations.”
 - *The National Health Service Institute for Innovation and Improvement*

Liberating Nurses to Embrace Innovation

Organizational Environment:

Strong mission/vision/values

Insightfulness of those around you to generate/evaluate ideas openly

Connecting/networking with external stakeholders in developing robust structures

Systems for sharing and communication of information

Personal Environment:

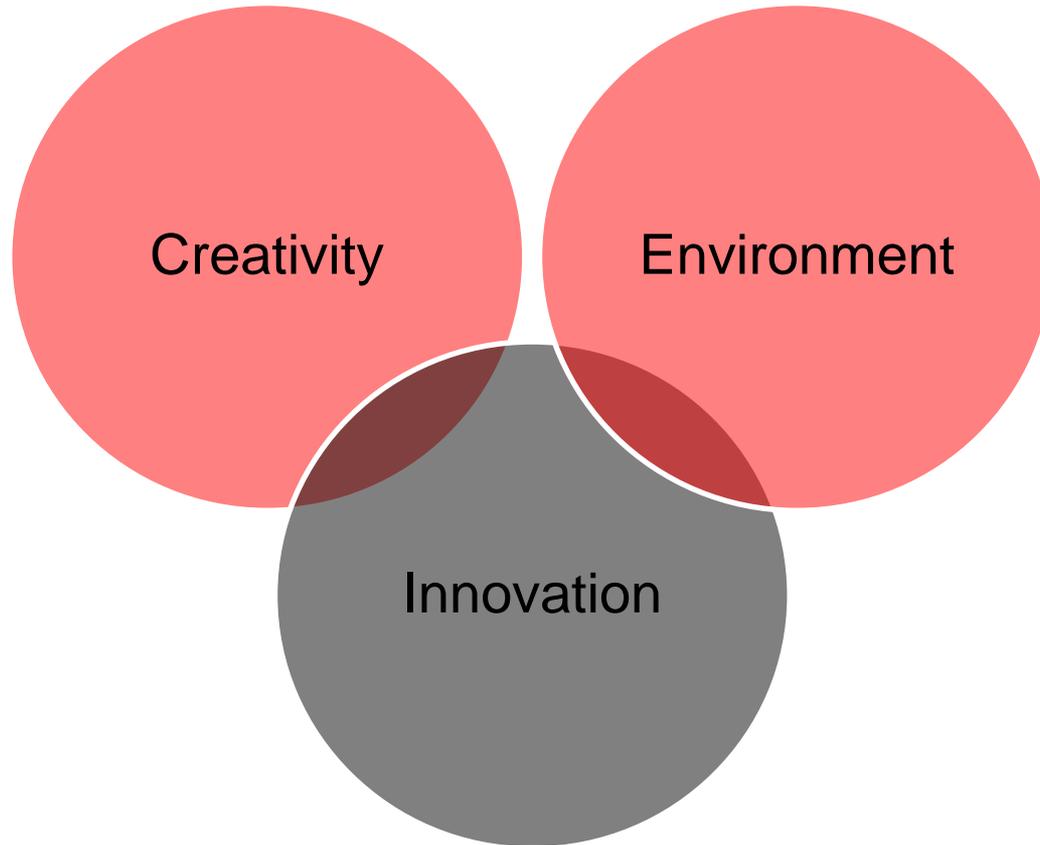
Personal goals

Willing to take the leap

Networking adventures

Willing to take the step

Intersection of Innovation





Disruptive Innovation in Healthcare

Transformational Leadership

Do you think you need to
have a **TITLE** to be a leader?

Assumptions

- How often do you assume just because they have a title that people will willingly follow that leader



- How often do we assume that energy and enthusiasm are the tonics that get things done
- If the leader has a vision and a passion they can transform their followers and achieve greatness

Challenge the status quo, be authentic no matter the situation you are in

-Joe Tye, The Florence Prescription: From Accountability to Ownership



“People don’t buy what you do; they buy why you do it. And why you do simply proves what you believe”

-Simon Sinek, Start with Why: How Great Leaders Inspire Everyone to Take Action



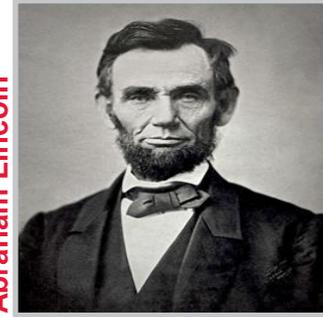
Transformational leadership is a style of **leadership** where a **leader** works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. --Wikipedia

Transformational Leaders

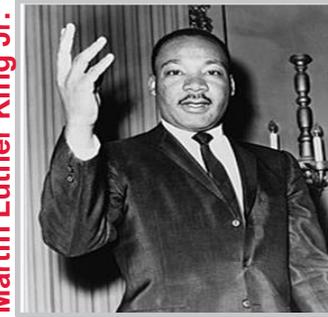
Do you think these
leaders asked before
they became a leader?



Mother Teresa



Abraham Lincoln



Martin Luther King Jr.



Franklin D. Roosevelt



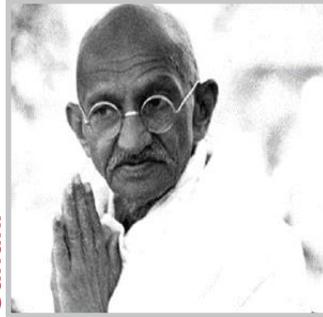
Princess Diana



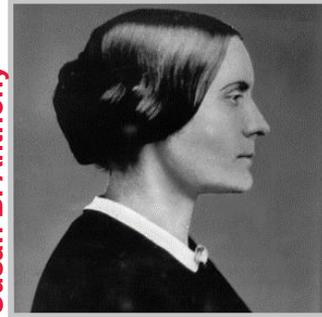
Nelson Mandela



Steve Jobs



Gandhi



Susan B. Anthony

What are the qualities of a Transformational Leader?

Inspires

Optimism

Empowerment

Principles

Challenges

Passion

Vision

Develops

Values

Empathy

Encouragement

Engages

Risk-Taking and Sharing

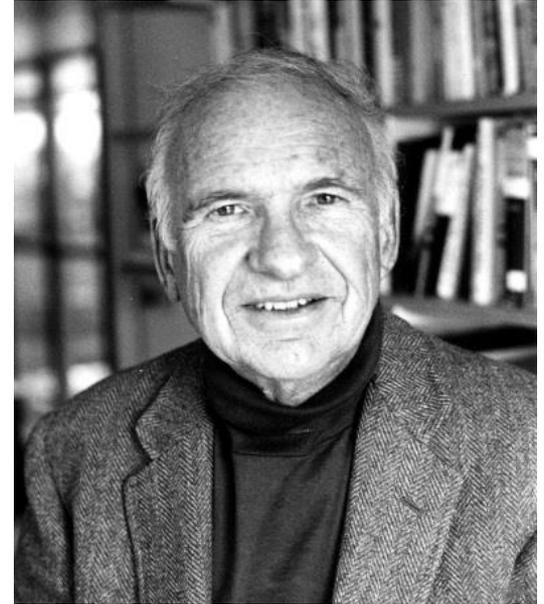
Aligns

Courage

Charismatic

History

- The term was coined by a sociologist named James V. Downton in 1973.
- In 1978 James MacGregor Burns introduced this concept in his descriptive research on political leaders. Burns was seeking to change the existing thoughts, techniques and goals for better results out of our current and future leaders.
 - “Leaders and followers help each other to advance to a higher level of morale and motivation” --Burns



Leadership Theories

Transformational leadership is a more humane leadership theory, as compared to the militaristic transactional theory



It believes in inspiring employees to do great work through example and the force of a leader's personality



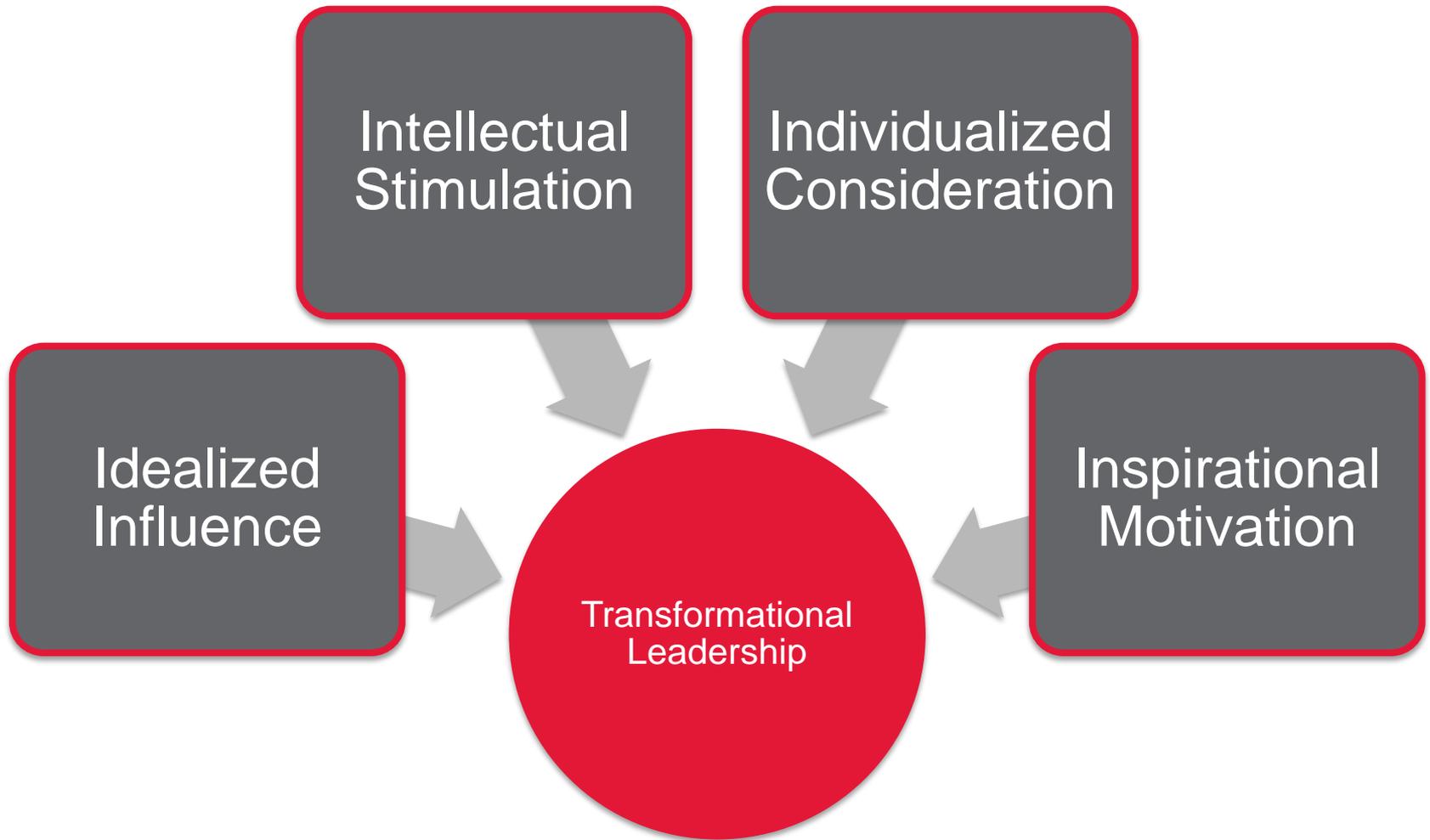
People rise higher through positive motivation, than negative motivation



It is a leadership theory which appeals to the higher need of an individual in the Maslov's hierarchy of needs, which is self-actualization

Transformational Leadership Principles

4 I's Component

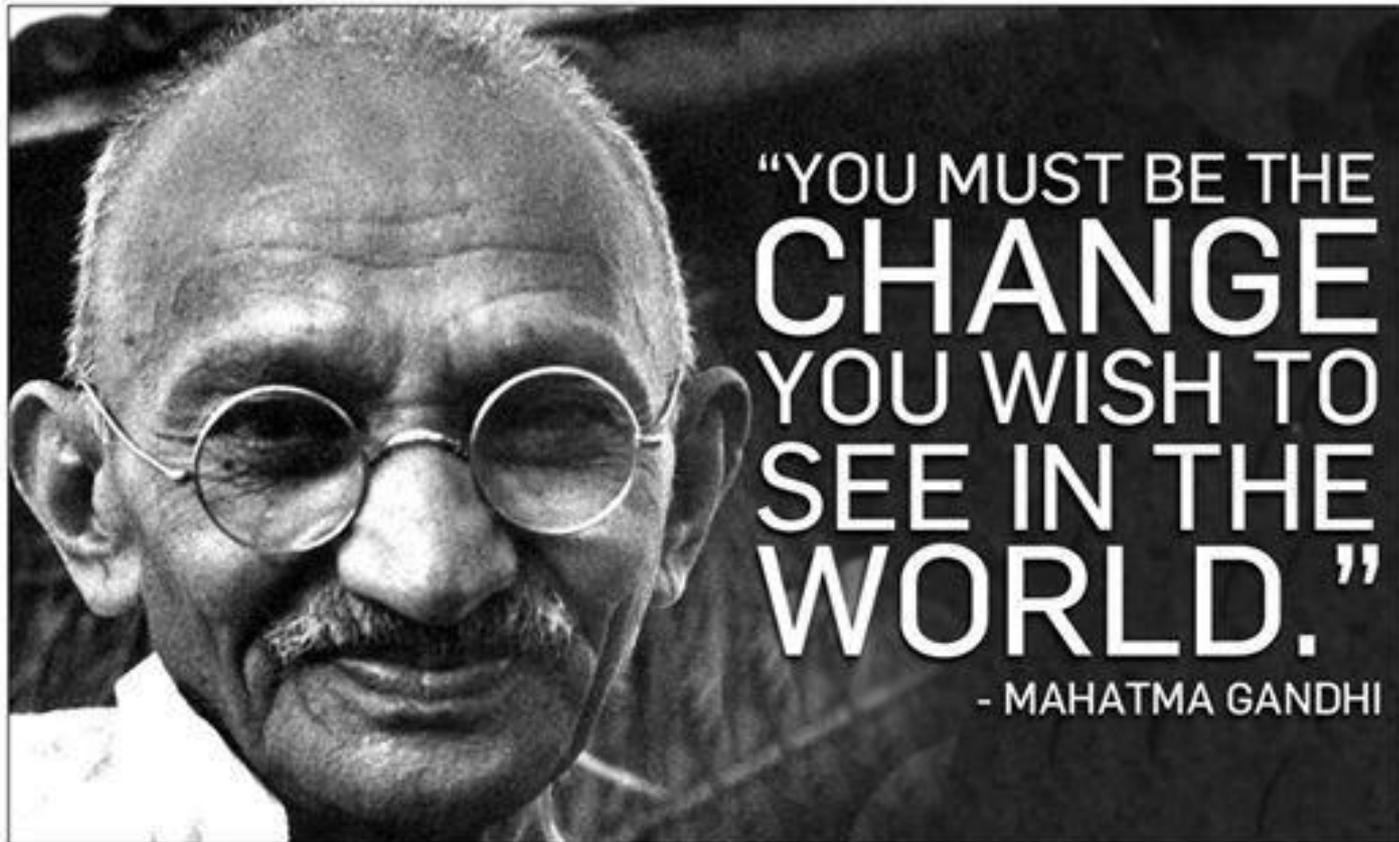


Idealized Influence (II)

- The leader serves as an ideal role model for followers; the leader walks the walk and talks the talk.....
- Always know where the leader stands.
- Willingness to take risks and follow a core set of values, convictions and ethical principles in the actions they take.
- The leader builds trust with his followers and the followers, in turn, develop confidence in their leader



Gandhi as a Transformational Leader

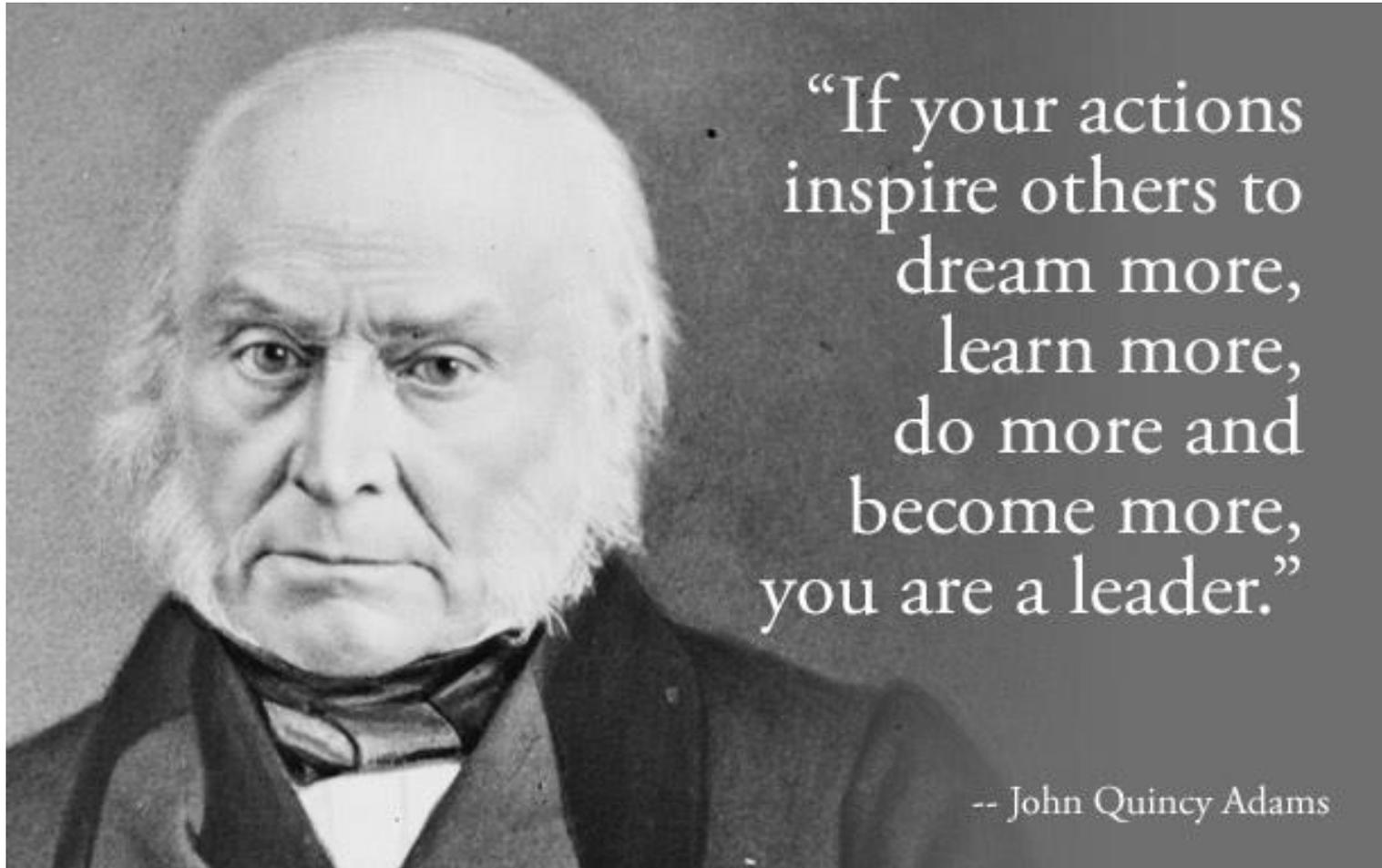


Inspirational Motivation (IM)



- Inspires and motivates others to follow
- Has enthusiasm and positive energy that is infectious
- Inspires confidence, motivation and a sense of purpose
- Must articulate a clear vision for the future, communicate expectations of the group and demonstrate a commitment to the goals that have been laid out
- Requires superb communication skills as the leader must convey the messages with precision, power and a sense of authority
- Continued optimism, enthusiasm and ability to point out the positive

John Quincy Adams as a Transformational Leader

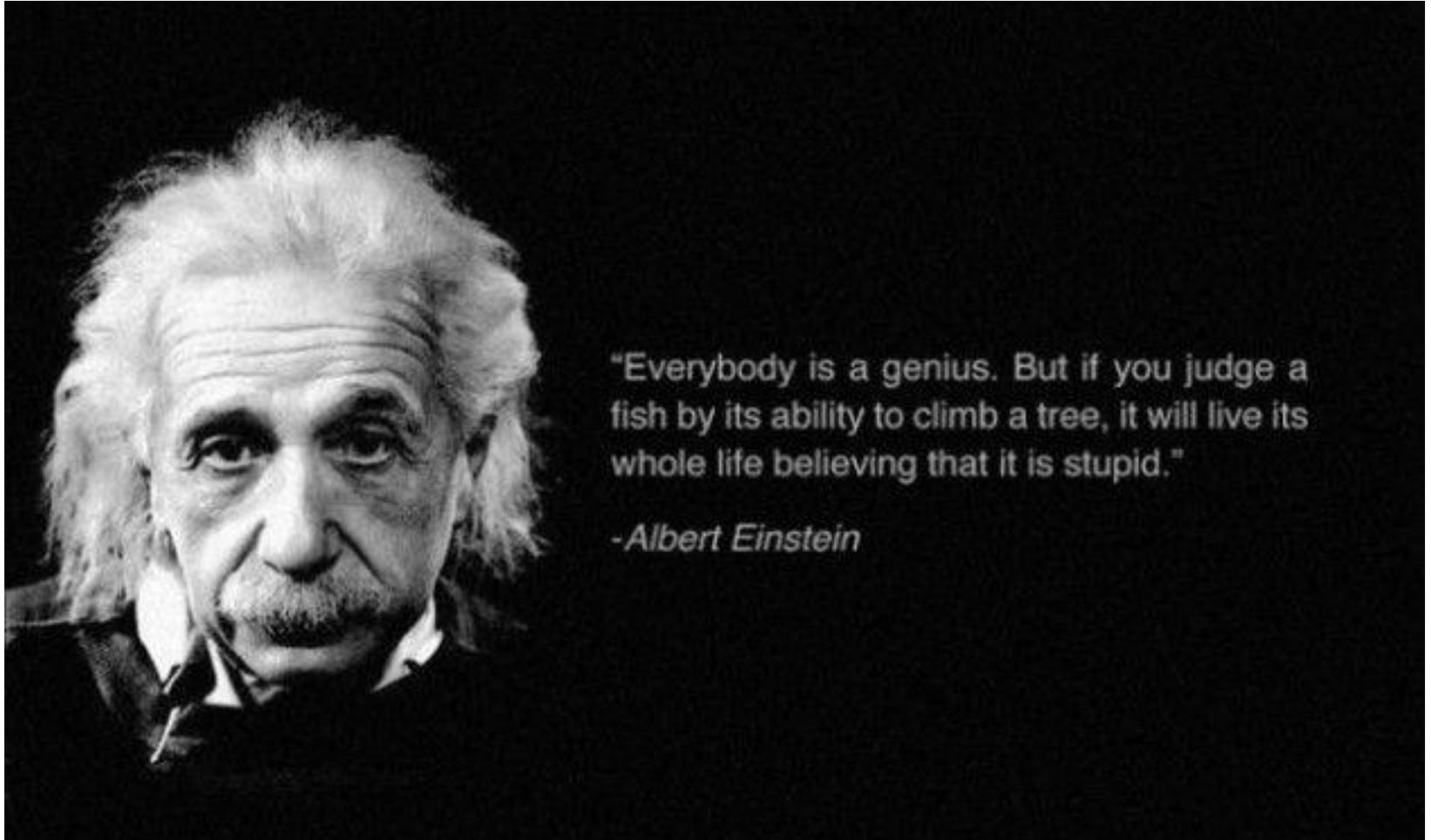


Individualized Consideration (IC)



- Demonstrated genuine concern for the needs and feelings of their team. This helps to bring out the best in those on the team
- The leader must be able to recognize or determine --- through eavesdropping or observation --- what motivates each individual
- Through one-on-one coaching and mentoring, the transformational leader provides opportunities for customized training sessions for each team member. These activities allow team members to grow and become fulfilled in their positions

Albert Einstein as a Transformational Leader



Intellectual Stimulation (IS)

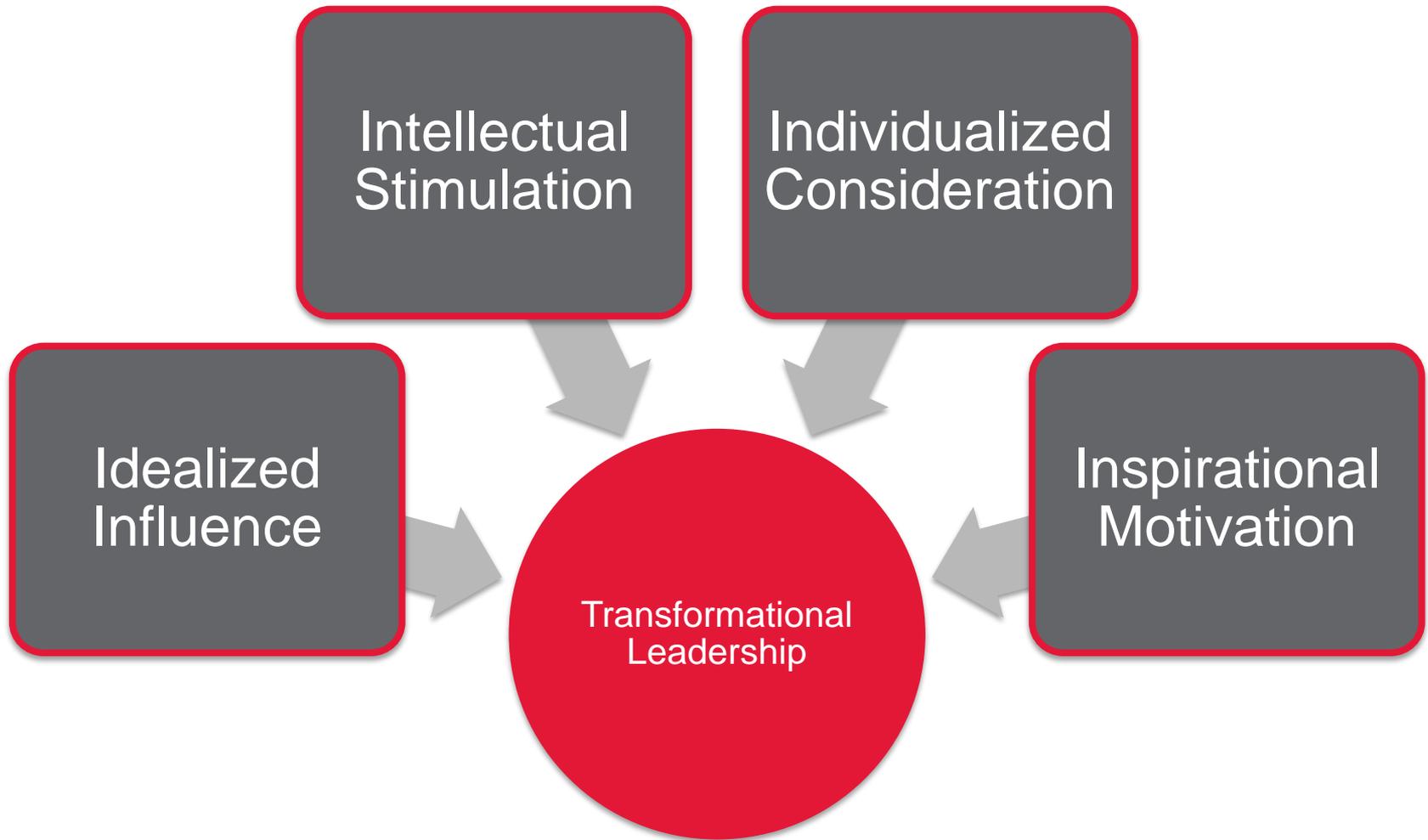


- Challenges followers to be innovative and creative
- Consistently challenges those around them to a higher level of performance
- Challenges their teams most basic way of thinking
- Involving them in the decision-making process and stimulating their efforts to be as creative and innovative as possible to identify solutions
- Challenges assumptions and solicits ideas from followers without criticizing
- The vision the leader conveys helps followers see the big picture and succeed in their efforts

Eleanor Roosevelt as a Transformational Leader



4 I's Component





Transformational strategies are used to make drastic and significant changes within a business to change the course of its short and long term viability

Leadership Strategies



Examples of Transformational Leaders

William Edwards Deming



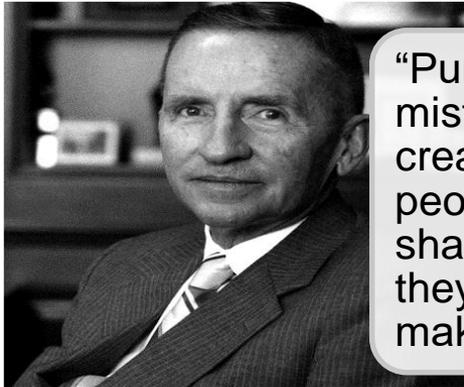
- He is known as the father of statistical quality control.
- “A bad system will beat a good person every time.”

Peter Drucker



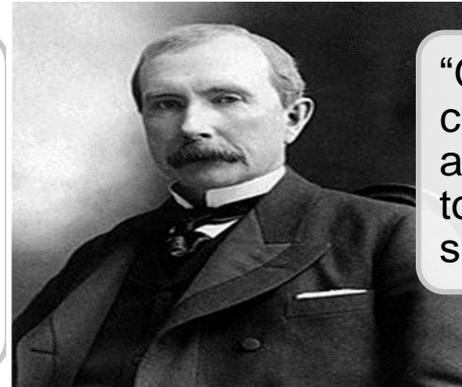
“If you want something new, you have to stop doing something old”

Ross Perot



“Punishing honest mistakes stifles creativity. I want people moving and shaking the earth and they are going to make mistakes.”

John D. Rockefeller



“Good leadership consists of showing average people how to do the work of superior people.”

- So never lose an opportunity of urging a practical beginning, however small, for it is wonderful how often in such matters the mustard-seed germinates and roots itself

—*Florence Nightingale*



10 Leadership Lessons from Florence Nightingale

1. Attitude
2. Commitment
3. Courage
4. Discipline
5. Empathy
6. Loyalty
7. Humor
8. Contrarian Toughness
9. Initiative
10. Aspiration

<http://connectionculture.com/10-leadership-lessons-from-florence-nightingale/>



*Transformational Leadership &
Innovation Across the Spectrum*

Transformational Leadership in Nursing, Harnessing your Innovative Energy.



As a nurse what should I do...

Personalize your management style

Encourage Creativity/Innovation

Guide, Motivate, and Inspire

Be a Role Model



<http://www.quickbase.com/blog/4-steps-to-becoming-a-transformational-leader>

When working on a Project:

Understand the Objective

- Why is there a need for change

Adoption of Powerful Tools

- Review of quality and data

Stakeholder Engagement

- 2 heads are better than 1 is a good rule of thumb

Setting Goals to transform the business

- This gives the owners of the project a clear plan of action



<http://smallbusiness.chron.com/transformational-strategy-61887.html>

efficiency management initiative
motivation **vision** ideas excellent marketing
teamwork CEO business focus innovation
values **changes ahead**
products coaching operation assignment
engagement **job results** effect solution
best feedback achievement organization positive company finance concern
idea

Managing Difficult Situations



Practice taking the Higher Ground

Understand your own conflict threshold

- What is seen by one as a healthy exchange of ideas maybe seen as conflict by another

Practice Empathy

- We're both right, this is hard to do bc our brains find it hard to hold 2 conflicting thoughts.

Practice getting curious

- Learn something new.

Practice active listening

- Through active listening the person we are in conflict with will feel heard and can better hear us.

Share your point of view

- "Seek first to understand and then be understood" –Stephen Covey

Innovation and Transformational Leadership





Are you ready to take the challenge and become a Innovative Transformational Leader?



Questions?

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