Transformational Leadership

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Objectives

- Review relevant leadership concepts and strategies
- Summarize leadership competencies that support transformational change
- Practice strategies to enhance development of skills

Transformational Leadership at all Levels
Strategic Objectives for Transforming Care at the Bedside

To develop one or more models of care at the bedside on medical and surgical units that will result in:

- Improved quality of patient care
- Improved quality of patient service
- More effective care teams
- Improved staff satisfaction and retention
- Greater efficiency
TCAB Themes: The “What” of TCAB

- Safe and Reliable Care
- Vitality and Teamwork
- Patient-Centered Care
- Value-added Care Processes
- *Transformational Leadership*

What is Transformational Leadership?

Transformational leadership is a leadership style that leads to positive changes in those who follow.

Transformational leaders are energetic, enthusiastic and passionate. They are leaders focused on helping every member of the group succeed in addition to attention to the process.
Components of Transformational Leadership

- Intellectual Stimulation – not only challenge the status quo; they also encourage creativity among followers.
- Individualized Consideration – involves offering support and encouragement to individual followers.
- Inspirational Motivation – have a clear vision that they are able to articulate to followers.
- Idealized Influence – serves as a role model.


TCAB Leadership

IHI Model for Organizational Leadership

AONE competencies for Nurse Executives and Nurse Managers

Create models of leadership competence and capacity to drive and sustain transformational change

Challenge: How do we define the core leadership competencies of the Nurse Manager on the transforming unit?
It’s the WHAT of the HOW.

Goal is to create TCAB leadership legacy for nursing leadership around the world!
IHI Leadership for Improvement

**Build Will**
- Plan for Improvement
- Set Aims/Allocate Resources
- Measure System Performance
- Provide Encouragement
- Make Financial Linkages
- Learn Subject Matter

**Generate Ideas**
- Understand Organization as a System
- Read and Scan Widely, Learning from other Industries & Disciplines
- Benchmark to Find Ideas
- Listen to Patients
- Invest in Research & Development
- Manage Knowledge

**Establish the Foundation**
- Reframe Operating Values
- Build Improvement Capability
- Prepare Personally
- Choose and Align the Senior Team
- Build Relationships
- Develop Future Leaders

**Execute Change**
- Develop a rational portfolio
- Use Model for Improvement for Design and Redesign
- Review and Guide Key Initiatives
- Communicate & spread results
- Sustain improved levels of performance
- Deploy resources

What are leadership competencies?

Measurable characteristics of a person that are related to success at work. A competency may be a behavioral skill, a technical skill, and attribute (such as intelligence), or an attitude (such as optimism).

-Lombardo and Eichinger
“They say that time changes things, but you actually have to change them yourself.”
- Andy Warhol

Review relevant leadership concepts and strategies
**Apprehensive Inquiry**

**Appre’ci-ate**, v., 1. valuing; the act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; to perceive those things that give life (health, vitality, excellence) to living systems 2. to increase in value, e.g. the economy has appreciated in value. Synonyms: VALUING, PRIZING, ESTEEMING, and HONORING.

**In-quire’** (kwir), v., 1. the act of exploration and discovery. 2. To ask questions; to be open to seeing new potentials and possibilities. Synonyms: DISCOVERY, SEARCH, and SYSTEMATIC EXPLORATION, STUDY.

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**Problem Solving**

1. Have Pain
2. Identify Problems
3. Cause Analysis
4. Solution Analysis
5. Action Planning
   “Treatment”

Metaphor: Organization has PROBLEMS.

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**Appreciative Inquiry**

- Valuing
  “Understand Best of What Exists”
- Envisioning
  “What Might Be”
- Dialoguing
  “What Could/Should Be”
- Innovating
  “What Will Be”

Metaphor: Organization has SOLUTIONS/POSSIBILITIES
Emotional Intelligence (EQ)

Emotional intelligence refers to an ability to recognize the meanings of emotion and their relationships, and to reason and problem-solve on the basis of them.

Emotional intelligence is involved in the capacity to perceive emotions, assimilate emotion-related feelings, understand the information of those emotions, and manage them.

Domains of EQ Competencies

• **Self-awareness** - emotional self-awareness, accurate self-assessment, self-confidence
• **Self-management** – self-control, transparency, adaptability, achievement, initiative, optimism
• **Social awareness** – empathy, organizational awareness, service
• **Relationship management** – inspiration, influence, developing others, change catalyst, conflict management, teamwork and collaboration
Positive Deviance

An approach to behavioral and social change based on the observation that in a community, there are people (Positive Deviants) whose uncommon but successful behaviors or strategies enable them to find better solutions to a problem than their peers, despite having no special resources or knowledge.

Positive Deviance

- Communities have the answers
- Easier to change behaviors by practicing a new way than knowing about it.
- It is easier to act your way into a new way of thinking than it is to think your way into a new way of acting.
Lominger Leadership Architect Exercise

• Nine teams responded and 69 individuals participated in the exercise to answer the question:
  – What are the competencies of a unit manager of a TCAB unit that promote and facilitate transformation?

Identifying Competencies for Transformational Change

TCAB challenge: To characterize the competencies of front-line leaders that are necessary to support transformational change

Process: Using common approach with the Lominger sort cards, each team created a "job profile" of the ideal unit director or front-line manager of a TCAB unit

Comparison: Compare the TCAB competencies to the AONE competencies for nurse managers

Aggregation: Each individual hospital’s profile was collected and aggregated into a summary profile from all 10 TCAB hospitals
Competencies with a Mean Score of 2.1 or higher (in order)

- Integrity and trust *
- Motivating others
- Building effective teams
- Approachability
- Listening
- Customer focus
- Conflict management *
- Fairness to direct reports
- Delegation
- Informing
- Peer relationships
- Problem solving
- Managing vision and purpose
- Composure
- Ethics and values *

- Directing others
- Confronting direct reports
- Decision quality
- Developing direct reports & others *
- Priority setting
- Innovation management
- Organizational agility
- Time management
- Creativity
- Hiring and staffing *
- Negotiating *
- Compassion
- Organizing *
- Caring about direct reports
- Process management

*Maps with AONE competencies

**Management vs. Leadership**

**Management Competencies:**
- Directing Others
- Delegation
- Problem Solving
- Priority setting
- Time management
- Hiring and staffing
- Organizing
- Process management

**Leadership Competencies:**
- Integrity and trust
- Building effective teams
- Motivating others
- Approachability
- Listening
- Customer focus
- Conflict management
- Ethics and values
THERE ARE TWO SIDES OF ORGANIZATIONAL CHANGE

THE HARD SIDE OF CHANGE…

...is about processes, measurements, tools, structures and procedures

THE HARD SIDE IS ABOUT MANAGEMENT

THE SOFT SIDE OF CHANGE…

…is about buy-in, commitment, attitude, creativity, overcoming resistance to change and self-leadership

THE SOFT SIDE IS ABOUT LEADERSHIP

Vital Leadership Attributes During Times of Change and Chaos

• Dealing with ambiguity
• Composure
• Integrity and Trust
• Motivating Others
• Perspective
• Managing Vision and Purpose
Most Difficult Leadership Attributes to Develop

- Innovation Management
- Conflict Management
- Managerial Courage
- Political Savvy
- Understanding Others
- Personal Learning

“How wonderful it is that nobody need wait a single moment before starting to improve the world.”

-Anne Frank
3 Practice strategies to enhance development of skills

Discussion – Exercise
Discussion

- At your tables, discuss elements of leadership development:
  - What programs have you found particularly helpful?
  - How are you going to assess the needs of leaders in your working TCAB team – All levels?
  - Draft an AIM and action plan for the next 6 months

WISDOM

What I Shall Do On Monday