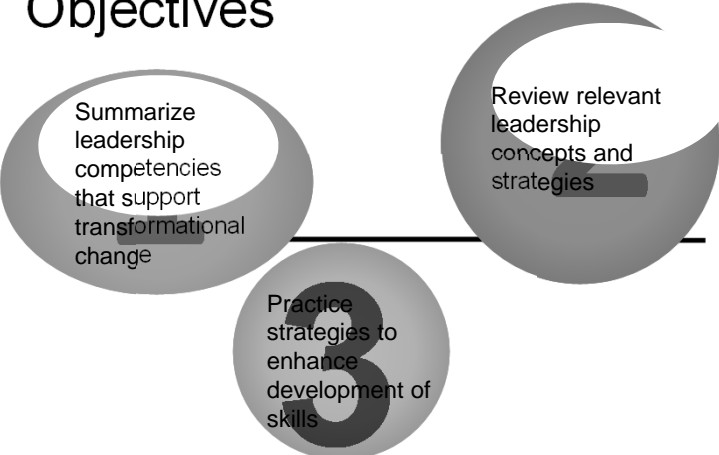


Oregon- Aligning Forces for Quality

# Transformational Leadership


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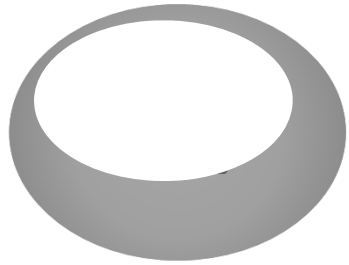
## Objectives



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

**Transformational Leadership at all Levels**





**Summarize  
leadership  
competencies that  
support  
transformational  
change**



### 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.

Riggio, R.E. (2009, March 24). *Are you a transformational leader. Psychology Today. Found online at <http://blogs.psychologytoday.com/blog/cutting-edge-leadership/200903/are-you-transformational-leader>*

## 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

## ***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

## ***Establish the Foundation***

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

## 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).

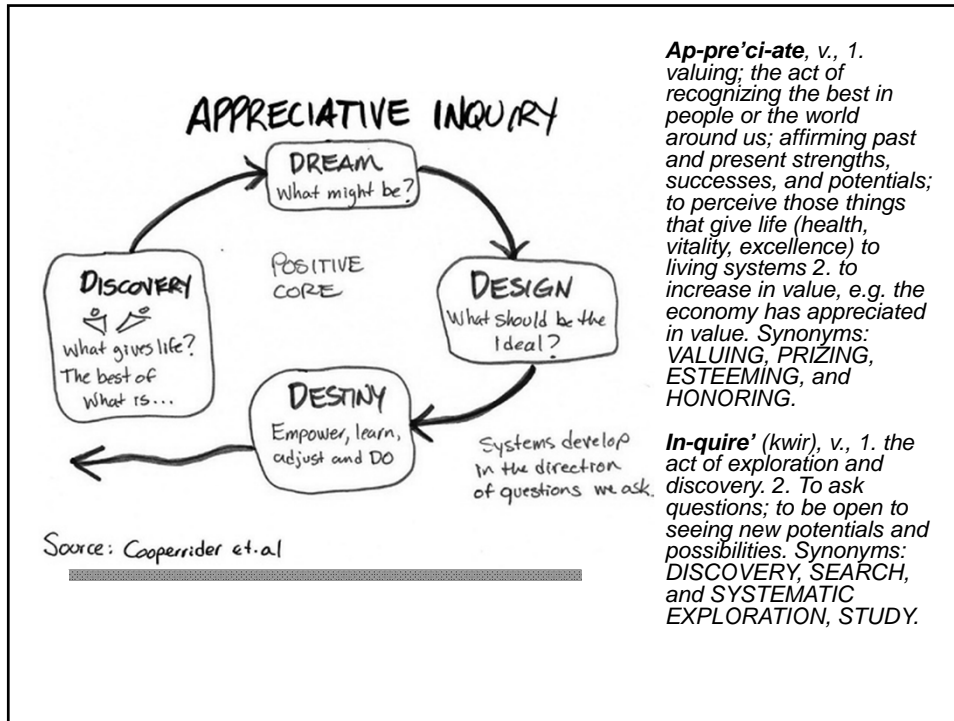
-Lombardo and Eichinger



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



Review relevant leadership concepts and strategies



Problem Solving	Appreciative Inquiry
! Have Pain	¿ Valuing "Understand Best of What Exists"
! Identify Problems	¿ Envisioning "What Might Be"
! Cause Analysis	¿ Dialoguing "What Could/Should Be"
! Solution Analysis	¿ Innovating "What Will Be"
! Action Planning "Treatment"	
Metaphor: Organization has PROBLEMS.	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.

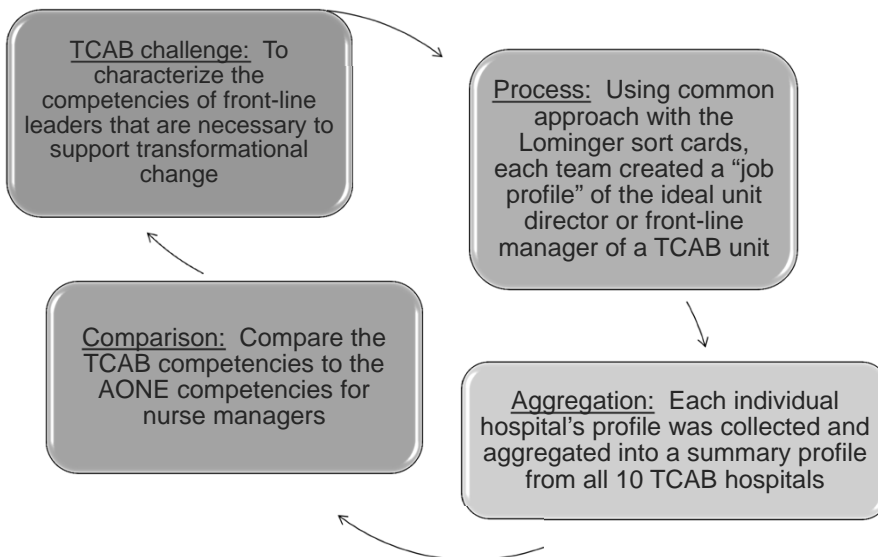


## Lominger Leadership Architect Exercise

- 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



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

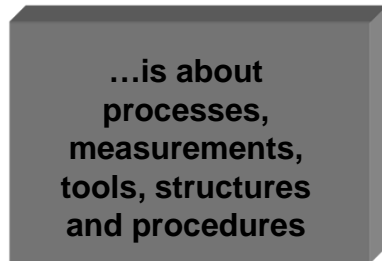
Leadership Competencies:

- 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...**



**THE HARD SIDE IS ABOUT  
M A N A G E M E N T**



**THE SOFT SIDE OF CHANGE...**



**THE SOFT SIDE IS ABOUT  
L E A D E R S H I P**

**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*



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

W<sub>hat</sub> I<sub>S</sub>hall D<sub>o</sub> O<sub>n</sub> M<sub>onday</sub>

