Transformational Leadership at all Levels

Mary A Viney RN MSN  CPHQ
Vice President for Network Services
Claudia Q. Perez RN, BSN, MHI
Project Coordinator for Nursing Practice

Objectives

- Summarize leadership competencies that support transformational change
- Integrate emotional intelligence, appreciative inquiry, and positive deviance into TCAB strategies
- Card sort exercise and planning of development of skills
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

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

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
Lominger Card Sort Exercise

• Nine teams responded – UPMC, Haley, Children’s, NSLIJ (Univ and LIJ), Seton NW, Prairie Lakes, Cedars-Sinai, MD Anderson and Kaiser Roseville
• 69 individuals conducted the card sort to answer the question:
  – What are the competencies of a unit manager of a TCAB unit that promote and facilitate transformation?

Card Sort Results

• 69 individual responses from the tally sheets were evaluated, with each individual competency scored as:
  – 3 points for “D” - Essential
  – 2 points for “F” – Nice to Have
  – 1 point for “G” – Less Important
• The mean and median responses were tabulated for each of the 67 Lominger competencies
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 and 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
Lominger Card Sort - New Mexico Teams

- Innovation Management
- Political savvy
- Managerial Courage
- Strategic Agility
- Conflict Management
- Confronting Coworkers
- Delegation
- Developing people
- Managing & Measuring Work

Lominger Card Sort for TCAB Competencies: Skill Level Sorting Exercise

- Place the 3 green divider cards (A,B, and C) in front of you, side by side.
- Shuffle the deck of 30 maroon competency cards listed below three times.
- Using the burgundy banner (front) side of the cards, sort them into 3 equal piles by placing each below one of the divider cards. Ask yourself the following question as you consider the skill described on each card—"How would you rank yourself on this competency—highly, moderately or least skilled?" You must place 10 cards in each pile.
- Once you have all cards sorted, transfer your results onto the tally sheet below by placing an X in the column matching the cards' category.
- Place a star next to the competencies where you would like development opportunities.

<table>
<thead>
<tr>
<th>Approachability</th>
<th>Developing Direct Reports and Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caring About Direct Reports</td>
<td>Directing Others</td>
</tr>
<tr>
<td>Compass</td>
<td>Ethics and Values</td>
</tr>
<tr>
<td>Composure</td>
<td>Fairness to Direct Reports</td>
</tr>
<tr>
<td>Conflict Management</td>
<td>Hiring and Staffing</td>
</tr>
<tr>
<td>Confronting Direct Reports</td>
<td>Informing</td>
</tr>
<tr>
<td>Creativity</td>
<td>Innovation Management</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>Integrity and Trust</td>
</tr>
<tr>
<td>Decision Quality</td>
<td>Listening</td>
</tr>
<tr>
<td>Delegation</td>
<td>Motivating Others</td>
</tr>
<tr>
<td></td>
<td>Negotiating</td>
</tr>
<tr>
<td></td>
<td>Organizational Agility</td>
</tr>
<tr>
<td></td>
<td>Organizing</td>
</tr>
<tr>
<td></td>
<td>Peer Relationships</td>
</tr>
<tr>
<td></td>
<td>Priority Setting</td>
</tr>
<tr>
<td></td>
<td>Problem Solving</td>
</tr>
<tr>
<td></td>
<td>Process Management</td>
</tr>
<tr>
<td></td>
<td>Building Effective Teams</td>
</tr>
<tr>
<td></td>
<td>Time Management</td>
</tr>
<tr>
<td></td>
<td>Managing Vision and Purpose</td>
</tr>
</tbody>
</table>
Coaching Managers and TCAB leaders

1. “How do you think the meeting went?”
2. “What do you think you did well? What do you think you could have done better/differently?”
3. Identify several positive things, followed by 1 or 2 things they might do better. Stick to the important stuff. Don’t bring up the unimportant, and don’t overwhelm them with too much feedback.
4. Often, they have already identified those things they need to work on. Then, spend time discussing how they might improve those skills, by when and how you might help.

Competencies with a Mean Score of 2.1 or higher

- 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 and others
- Priority setting
- Innovation management
- Organizational agility
- Time management
- Creativity
- Hiring and staffing
- Negotiating *
- Compassion
- Organizing
- Caring about direct reports
- Process management
Management Competencies vs. Leadership Competencies

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 SOFT SIDE OF CHANGE...
... is about buy-in, commitment, attitude, creativity, overcoming resistance to change and self-leadership

THE HARD SIDE IS ABOUT MANAGEMENT

THE SOFT SIDE IS ABOUT LEADERSHIP
“They say that time changes things, but you actually have to change them yourself.”
-Andy Warhol

Relate concepts of appreciative inquiry, positive deviance, presence of trust advocacy & inquiry
Appreciative Inquiry

Dream: What might be?

Design: What should be the Ideal?

Discover: What gives life? The best of what is...

Destiny: Empower, learn, adjust and do

Positive Core: Systems develop in the direction of questions we ask.

Source: Cooperrider et al.

App-re'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.

Problem Solving

| Have Pain | Valuing |
| Identify Problems | “Understand Best of What Exists” |
| Cause Analysis | Envisioning |
| Solution Analysis | “What Might Be” |
| Action Planning | Dialoguing |
| “Treatment” | “What Could/Should Be” |

Metaphor: Organization has PROBLEMS.

Appreciative Inquiry

| Metaphor: Organization has SOLUTIONS/POSSIBILITIES |}

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

Metaphor: Organization has SOLUTIONS/POSSIBILITIES.
Domains of EI 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

- **Positive Deviance** is 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.
- The concept first appeared in nutrition research in the 1970s. Researchers observed that despite the poverty in a community, some poor families had well nourished children. Some suggested using information gathered from these outliers to plan nutrition programs.
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.

As an example

• Persons with Diabetes  Sternin, 2007

Advocacy & Inquiry

Advocacy: Push Your Ideas
Debate Points
Yes But....

Inquiry: Ask more questions
Seek first to understand
Listen

Look for Common Ground – What do we agree on

Green, 1996
Trust

Trust: Credibility
  Competence
  Follow through

Lack of Trust
  Adds more work
  Adds checks, stop points
  Slows work

Covey, 2009

Trust Equation

T = \frac{C + R + I}{S}

T = Trustworthiness
C = Credibility
R = Reliability
I = Intimacy
S = Self-orientation

Eikenberry, 2008
The Leadership Challenge

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart


“How wonderful it is that nobody need wait a single moment before starting to improve the world.”
-Anne Frank
Discussion – Findings
Card Sort Exercise

10 Minutes

Using Your FYI Book

• Motivating Others

  – If this is an competency you would like to develop....
Discussion

• At your tables, discuss elements of leadership development programs at your hospitals, and answer the following questions:
  – 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
    Top two competencies
    Two strategies you will try
Report out

• Top two competencies

• Two strategies you will try

References

Appreciative Inquiry Commons - a worldwide portal devoted to the fullest sharing of academic resources and practical tools on Appreciative Inquiry and the rapidly growing discipline of positive change. http://appreciativeinquiry.case.edu/

Covey, S (2009). The Speed of Trust.


