



Transformational Leadership for Transforming Care

Maine - AF4Q TCAB
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Objectives

Transformational Leadership at all Levels

1. Review role of transformational leadership in supporting transformational change
2. Practice strategies to enhance development of skills

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Review role of transformational leadership in supporting 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>

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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!

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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

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**

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*Maps with AONE competencies

Management vs. Leadership

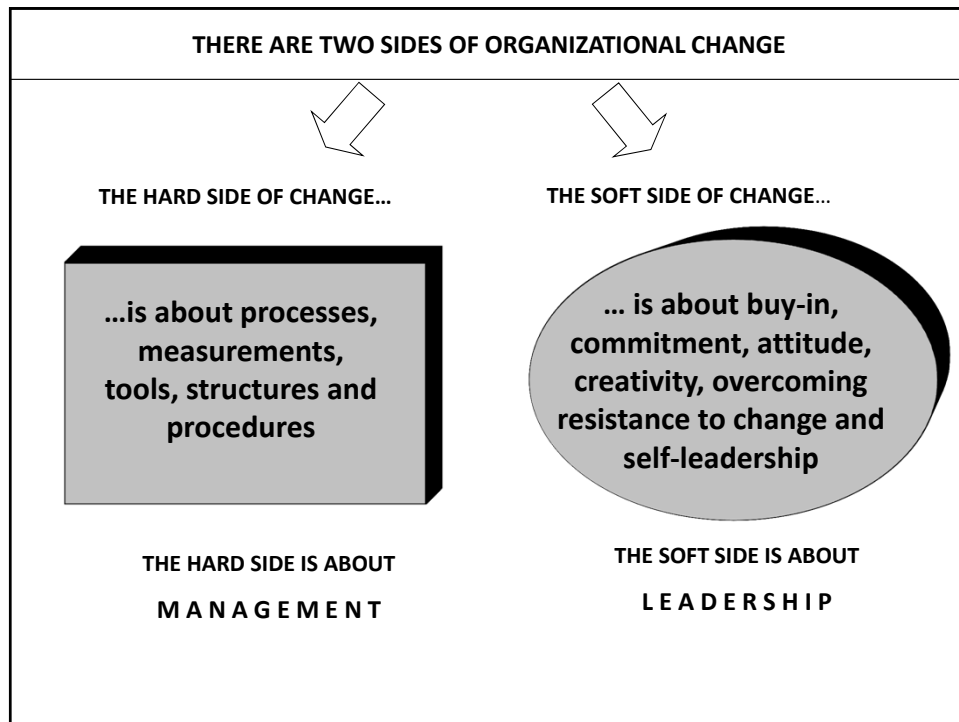
Management Competencies:

- 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

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Vital Leadership Attributes During Times of Change and Chaos

- Dealing with ambiguity
- Composure
- Integrity and Trust
- Motivating Others
- Perspective
- Managing Vision and Purpose

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Most Difficult Leadership Attributes to Develop

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

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

“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

Confronting Direct Reports

13 Confronting Direct Reports

III: COURAGE
H: DEALING WITH TROUBLE

OVERUSED SKILL

May be too quick to act on problem direct reports; may not put enough developmental effort toward the problem; may expect turnarounds in too short a time; may expect miracles.

UNSKILLED

Not comfortable delivering negative messages to direct reports; procrastinates and avoids problems until forced to act; may not communicate clear standards or provide much feedback; lets problems fester hoping they will go away; may give in too soon to excuses; may give people too many chances; can't pull the trigger even when all else has failed; has low standards or plays favorites.

SKILLED

Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all other efforts fail; deals effectively with troublemakers.

Some Causes:

- ❑ Can't deal with face to face conflict
- ❑ Can't turn around resistant people
- ❑ Don't give enough feedback
- ❑ Don't know how to draw the line
- ❑ Don't want the paperwork hassle of acting
- ❑ Don't follow up well
- ❑ Have unrealistic expectations
- ❑ Let problems fester
- ❑ Procrastinate or play favorites
- ❑ Won't make the ultimate call
- ❑ Won't take negative actions

Discussion

- At your tables, discuss elements of leadership development:
 - What are the key development activities needed for the TCAB team and unit?
 - Draft an AIM and action plan for the next 6 months

WISDOM

W_{hat} I S_{hall} D_o O_n M_{onday}