


INCREASING NURSE LEADERS KNOWLEDGE AND COMPETENCY IN AUTHENTIC LEADERSHIP

PATRICIA STONE, DNP, MSN, RN
LYN S. LOSTY, PhD, MBA, RN



COURSE OBJECTIVES

- DEFINE AUTHENTIC LEADERSHIP THEORY AND ITS MAJOR CHARACTERISTICS
- UNDERSTAND KEY PROCESSES IN AN AUTHENTIC LEADERSHIP COMPETENCY PROGRAM
- DISCUSS THE IMPORTANCE OF IMPLEMENTING AUTHENTIC LEADERSHIP IN A HEALTHCARE ORGANIZATION



INTRODUCTION

WHAT IS AUTHENTIC LEADERSHIP AND WHY DOES IT MATTER IN HEALTHCARE

AUTHENTIC LEADERSHIP


Enhancing Nurse Leader Competencies in:

- Self-Awareness
- Relational Transparency
- Balanced Processing
- Internalized Moral Perspective



AUTHENTIC LEADERSHIP THEORY

- Self-awareness relates to an awareness of one's strengths and weaknesses and the impact one has on others
- Relational transparency is described as the leader's ability to be open and honest with others
- Balanced processing involves the leader listening to opposing opinions as well as their own thoughts when making decisions
- Internalized moral perspective is defined as being driven by internal values, which may be described as integrity or moral courage



CURRENT STATUS

Why Authentic Leaders Needed

- Global pandemic exacerbated existing fragility in healthcare organizations (Veazie, 2020)
- Next decade predicted to bring additional challenges
 - Staff shortages
 - Increased fiscal challenges
- Leadership Development given little attention
 - Frontline nurse leaders typically learn on the job (Robbins & Davidhizar, 2020)

Why Authentic Leaders Matter

- Authentic Nurse Leaders are needed now more than ever
- Multiple studies demonstrate that Authentic Nurse Leadership enhances:
 - Nurses job satisfaction
 - Reduce turnover
 - Improve care quality (Doherty & Hunter-Revell, 2020; Regan et al., 2016)

PURPOSE

The purpose of this academic-practice partnership was to pilot a leadership development program to enhance knowledge and awareness of nurses about authentic leadership

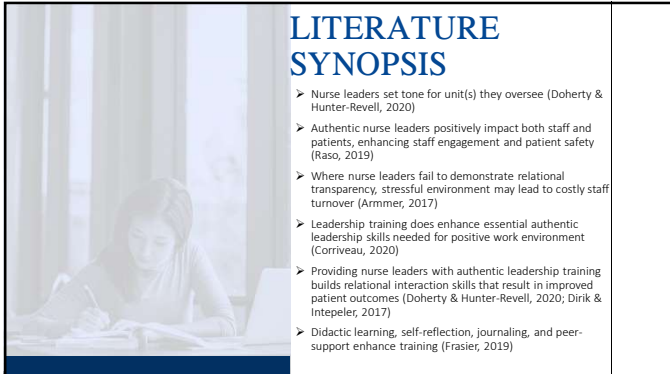


LITERATURE REVIEW









LITERATURE SYNOPSIS

- Nurse leaders set tone for unit(s) they oversee (Doherty & Hunter-Revell, 2020)
- Authentic nurse leaders positively impact both staff and patients, enhancing staff engagement and patient safety (Raso, 2019)
- Where nurse leaders fail to demonstrate relational transparency, stressful environment may lead to costly staff turnover (Armmier, 2017)
- Leadership training does enhance essential authentic leadership skills needed for positive work environment (Corriveau, 2020)
- Providing nurse leaders with authentic leadership training builds relational interaction skills that result in improved patient outcomes (Doherty & Hunter-Revell, 2020; Dirik & Intepeler, 2017)
- Didactic learning, self-reflection, journaling, and peer-support enhance training (Frasier, 2019)



PROJECT

METHOD - IMPLEMENTATION

| | |
|---|--|
|  <p>EXPERT TEAM ESTABLISHED I-CVI AND S-CVI OF THE EDUCATIONAL INTERVENTION CONTENT</p> |  <p>DO TO PANDEMIC, EDUCATIONAL SESSIONS WERE CONDUCTED VIRTUALLY</p> |
|  <p>I-CVI AND S-CVI/UA BOTH RATED AT 0.96, MEETING ACCEPTABLE CONTENT VALIDITY AT BOTH ITEM AND SCALE LEVEL</p> |  <p>POST EDUCATION SESSION EACH PARTICIPATE WAS SENT A POST-TEST</p> |
|  <p>NURSE MANAGERS AT PROJECT HOSPITAL INVITED TO PARTICIPATE. EACH COMPLETED DEMOGRAPHIC AND PRE-TEST QUESTIONNAIRE</p> |  <p>USING A UNIQUE IDENTIFIER, KNOWN ONLY TO PARTICIPANT, POST TEST WAS COMPLETED AND SUBMITTED</p> |

RESULTS

EVALUATION - RESULTS

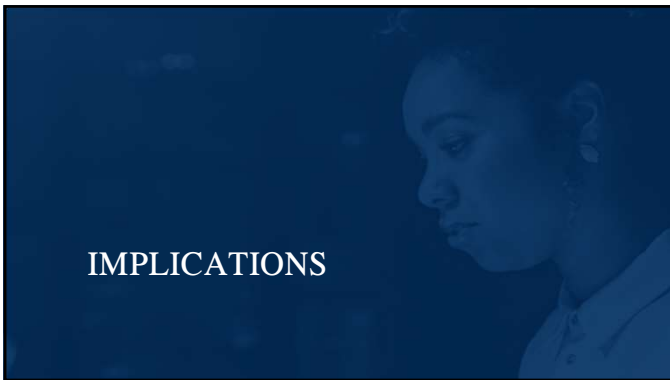
Demographics

- 87% Response Rate
- 90% Female
- Avg Age 49.2 with an Age Range of 33-66
- 70% Master's and 30% Bachelor's prepared RN Leaders
- 20.25 Years Avg Nursing Experience
- 12.35 Years Avg Position Experience

Results

- Mean Pre-Test score for Knowledge = 7.45 (SD 1.76) with range of scores between 3 and 10
- Mean Pre-Test self assessment for Awareness of Authentic Leadership = 3.65 (SD 1.50) with range of responses between 1 and 6
- Mean Post-Test score for Knowledge = 8.75 (SD 1.29) and range was between 6 and 10
- Mean Post Intervention self assessment for Awareness was 5.85 (SD 1.09) with a range between 3 and 7

- > Wilcoxon signed rank demonstrated STATISTICALLY SIGNIFICANT difference in Pre and Post-Test scores ($z = -3.14, p < 0.01$) indicating INCREASED Knowledge
- > Wilcoxon signed rank demonstrated STATISTICALLY SIGNIFICANT difference Pre and Post-Intervention self assessment ($z = -3.78, p < 0.001$) indicating INCREASED Awareness



IMPLICATIONS

PRACTICE IMPLICATIONS

- > Authentic Leaders inspire and stimulate (Shaughnessy et al., 2018)
- > To mitigate healthcare challenges, improve the quality and satisfaction of care provided, and restore hope and confidence, authentic leadership is a vital training need (Denier et al., 2019)
- > Providing nurse leaders with training to learn to be more self-aware, transparent, balanced in processing, and morally courageous is indispensable (Boamah et al., 2018)





RECOMMENDATIONS



- Leadership development
- Nurse leaders to participate in a facilitated reflection series incorporating authentic leadership traits
- Establishing nurse leader training utilizing small cohorts of leaders



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