What Kind of Leader Are You?

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Speaker Introductions

• Dr. Michelle Beauchesne obtained her BSN from Georgetown University, her MSN from Boston University and her joint PhD at Boston College and Harvard Medical School in neurodevelopmental sciences. Dr. Beauchesne, an expert pediatric nurse practitioner, is known for her role in children and families with neurodevelopmental disabilities and is a fellow of the American Academy of Nursing. She is the recipient of Fulbright and National Science Foundation grants and has published in major journals, and serves on the editorial boards of several major nursing journals.

• Dr. Jo Ann Serota has been co-owner of Ambler Pediatrics, a private, primary care pediatric practice, for more than 35 years. She is a past president of NAPNAP and past president of the Pennsylvania chapter. She is a member of the board of directors of the Children's Hospital of Philadelphia. Dr. Serota is the past president of the International Congress of Peer Review and Continuing Education and a past member of the editorial board of the Journal of Pediatric Health Care. Dr. Serota has been a member of the Board of Directors of the Association for Healthcare Professionals in Nutrition.

• Dr. Margaret Brady is a past president of NAPNAP, the NAPNAP Foundation, APNP and PNCB. She is a professor of nursing at California State University, Long Beach, where she directs the PNP Program at Long Beach. Dr. Brady is a member of the Los Angeles and Orange County chapters of NAPNAP and the American College of Nurse Practitioners. She has been active in the development of the Children's Hospital of Orange County and is a member of the Speakers Bureau for the American Academy of Nurse Practitioners.

Disclosures

none

Learning Objectives

• Explore the concept of leadership from many facets including different styles, characteristics and traits
• Perform a self-assessment of leadership styles, characteristics and traits to identify one's own leadership strengths and areas for improvement
• Discuss strategies for next steps in developing leadership in the advanced nursing role

Purpose

Offer emerging nurse leaders a forum to explore many facets of leadership, including providing the opportunity for participants to complete a self-assessment of their leadership style and potential with guidance from experienced leaders on developing strategies for next steps in the leadership trajectory.

Background

• Nursing and health care offer evolving and challenging roles for advanced practice nurse (APN) leaders.
• This session provides a solid foundation for examining one’s own leadership potential through in-depth analysis of leadership within many dimensions.
Overview
1. First we start with a brief overview of leadership skills, characteristics traits and styles.

2. Participants then will complete a short Leadership Self-assessment Exercise.

3. Next we have planned an interactive component in which experienced nurse leaders host small group discussions to provide guidance on developing strategies for next steps in your leadership trajectory.

Defining Leadership

Differentiating between Managers and Leaders: Necessary vs Sufficient?

Managers
• Managers are a formal part of every organization.
• Managers have authority because of position.
• However, not all managers are leaders.

Leaders
• Conversely, not all leaders have a formal position.
• Leaders can be found anywhere within an organization.
• Leaders are not always given authority, but often gain authority from the ability to influence others.

The many facets of leadership and the APN role may include:
• Clinical leadership
• Professional leadership
• Systems leadership, and
• Health Policy leadership

Leadership may have an impact on many domains:
• Local,
• Regional
• National, and
• International/Global

Defining characteristics of leadership (Tracy & O’Grady, 2018)
• Mentoring & Empowerment
• Innovation & Change
• Activism

Factors influencing leadership development
• Power resources
• Personal characteristics/experiences
• Strategies for acquiring competency as a leader
What are your strengths as a Leader?
The Process for Analysis

• Self Assessment Questionnaire (Northouse 2018)

Purpose:
1. To develop an understanding of your leadership strengths
2. To rank your strengths in selected areas of performance

• Facilitated group discussion

Next steps
This exercise is designed to measure your strengths. By assessing the rank order of your scores, you can determine your areas of strengths and also the areas in which you may wish to develop further.

Each table has a NAPNAP leader who will facilitate discussion and next steps. You do not need to share your individual scores—they are for your own information.

Self Assessment Instructions

• Complete 30 item questionnaire
1. Please answer the statements in terms of whether it describes what you are like.
2. For each item circle the number that indicates the degree to which you feel the statement is like you. (#1 = very much unlike me to #5 = very much like me)

• Tally score
1. Sum the responses on items 1, 6, 11, 16, 21, 26 (implementer)
2. Sum the responses on items 2, 7, 12, 17, 22, 27 (innovator)
3. Sum the responses on items 3, 8, 13, 18, 23, 28 (encourager)
4. Sum the responses on items 4, 9, 14, 19, 24, 29 (analytic)
5. Sum the responses on items 5, 10, 15, 20, 25, 30 (mediator)

Scoring Interpretation

• Score 26-30 = in very high range
• Score 21-25 = in high range
• Score 16-20 = in moderate range
• Score 11-15 = in low range
• Score 6-10 = in very low range

Goal of self assessment and subsequent table discussions

• To assist emerging APN leaders to be prepared to accept the challenge to lead when asked to be the leader
• To help participants understand their potential for the myriad possibilities for leadership

Brief table reports

• Each table will share one leadership pearl
Summary

• The concept of leadership is complex and includes many dimensions.
• Each person needs to identify their individual skills, traits, competencies and aspirations prior to determining best fit for a leadership role.
• Then create a portfolio for continually developing your leadership potential.

Leadership and the APN role

• Leadership is required of all APNs due to the complexity of health care
• Leadership is essential regardless of role, whether a clinician, educator, or nurse executive
• Leadership is equally valued in many other areas, including policy, advocacy, problem solving, role modelling to name a few possibilities

The Art of Leadership

As for the best leaders, the people do not notice their existence. The next best, the people honor and praise. The next the people fear, and the next the people hate. When the best leader’s work is done, the people say “We did it ourselves.”

Lao Tzu

References