

Realizing Your Leadership Potential

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Objectives

- At the end of this discussion, you will be able to:
 - Define leadership
 - Apply the Five Practices of Exemplary Leadership
 - Determine your next steps to “Lead”

Defining Leadership

Pronunciation: \lē-dər-ship\

Function: *noun*

Date: 1821

1 : the office or position of a leader

2 : capacity to lead

3 : the act or an instance of leading

<http://www.merriam-webster.com/dictionary/Leadership>

Leader

Pronunciation: \lē-dər\

Function: *noun*

Date: 14th century

1: a person who leads: as a: guide ,
conductor

2: a person who directs a military force or unit

3: a person who has commanding authority or influence

<http://www.merriam-webster.com/dictionary/Leadership>

Lead

- **Pronunciation:** \lēd\
- **Function:** *verb*
- **Inflected Form(s):** led \led\ ; lead·ing
- **Etymology:** Middle English *leden*, from Old English *lædan*; akin to Old High German *leiten* to lead, Old English *lithan* to go
- **Date:** before 12th century
- ***transitive verb***
- **1:** to guide on a way especially by going in advance; to direct on a course or in a direction
- **2:** to direct the operations, activity, or performance of; to have charge of

<http://www.merriam-webster.com/dictionary/Leadership>

What is leadership?

- Kouzes & Posner: A reciprocal relationship between those who choose to lead and those who choose to follow.
- Bennis: The self confidence to step into the unknown and persuade others
- Maxwell: It is an influence process

Leadership VERSUS Management

- Leadership is about power
- Power is both process and outcome
- Management is about managing
- Authority is the power granted to deliver

Leader VERSUS Manager

■ Leaders:

- Innovate
- Are original
- Develop
- Investigate
- Focuses on people
- Inspires Trust
- Have long-range perspective
- Ask what, why
- Eye on the horizon
- Challenges Status Quo
- Does the right thing

■ Managers:

- Administer
- Copy
- Maintain
- Accept reality
- Focuses on system & structure
- Control
- Short-range perspective
- Ask how, when
- Eye on the bottom line
- Accepts Status Quo
- Does things right

Bennis & Goldsmith, 1997

Leading VERSUS Managing

■ Leading:

- Getting people to WANT to do
- Inspiring and motivating commitment
- Goal of organizational change for greater effectiveness
- Focus on doing the right things

■ Managing:

- Getting people to do
- Mentoring, evaluating and ensuring compliance
- Goal is to ensure organization runs efficiently
- Focus on the things right

Theory

- Like all areas, there are many theories out there
- Transactional Theory
- Translational Theory

Transactional Theory

- Considered the “management theory”
- Focuses on the role of supervision, organization and group performance
- Basis is a system of reward and punishment
 - When employees are successful they are rewarded
 - When employees fail they are reprimanded or punished

Transformational Theory

- Focuses on the connections formed between leader and follower
- Leaders motivate and inspire people by helping group members see the importance and higher good of the task
- They are focused on the performance of group members but also want each person to fulfill his/her potential
- These leaders have high ethical and moral standards

Why does theory matter?

- It serves as your home base
- It helps you develop your personal vision

The Five Exemplary Practices

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

Kouzes & Posner, 2003

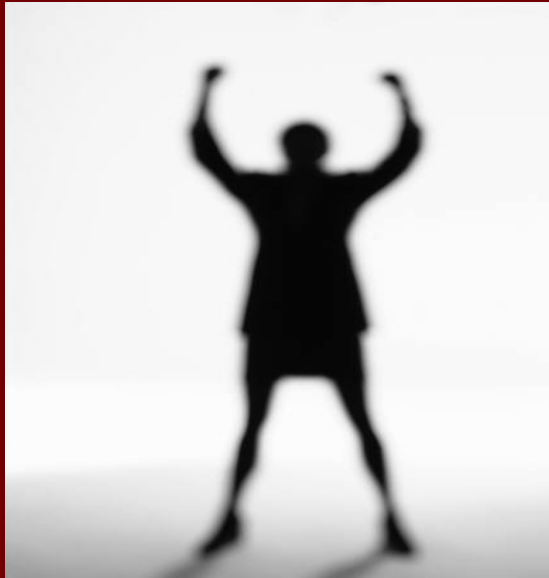
Challenge the Process

- Don't accept the Status-Quo
- Look for ways to improve
- Experiment and take risks
 - Risk taking involves mistakes and failure
 - Accept disappointment as a learning opportunity

Kouzes & Posner, 2003

Inspire a Shared Vision

- Believe you can make a difference!
- Envision the future!
- Create an ideal and unique image...DREAM!
- Enlist others to help live the dream



Kouzes & Posner, 2003

Enable Others to Act

- Foster collaboration
- Build spirited teams
- Actively engage others
- Command mutual respect
- Create an environment of trust
- By strengthening others, each individual will feel capable and powerful



Kouzes & Posner, 2003

Model the Way



- Talk the talk and walk the talk!
- Set an example for others to follow
- Look to achieve small wins first while working towards larger objectives
- Unravel red tape when it impedes progress
- Create opportunities for victory

Kouzes & Posner, 2003

Encourage from the Heart

- Recognize contributions that individuals make
- Celebrate accomplishments!



Kouzes & Posner, 2003

Leaders

- Good Leaders don't have all the answers
- Good Leaders motivate and inspire
- Good Leaders don't shy away from pressure or responsibility
- Good Leaders have:
 - Good questions
 - Listening qualities
 - Act in a positive manner

Leaders

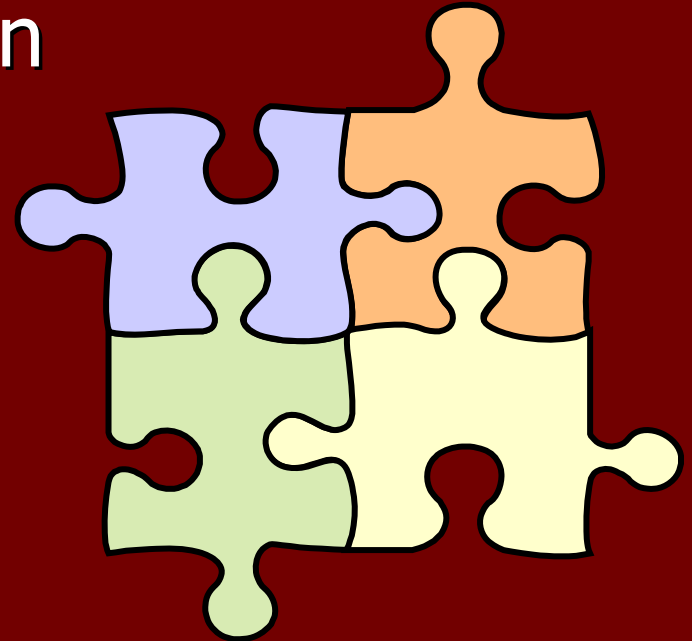
- Must be a good sounding board
 - Don't speak until the person is finished or you're asked for input
 - Don't evaluate
 - Don't judge
 - Don't tell the speaker what to do
 - Don't offer opinions
 - Take good notes (except when personal)
 - Do listen actively "Uh-huh"
 - Reflect with questions "have you thought of trying?"
 - Paraphrase

Mentors

- Mentors assist you in developing your leadership skills
- Mentors commit to the growth of the whole person
- Mentors are visionaries of the mentee's capabilities and place that person in position's that promote the greatest growth

How do you get started?

- Establish a clear direction
- Envision your future
- Focus your attention
- Articulate your values
- Enlist others



Opportunities within ONS

- Clinical Trial Nurses SIG
- Leadership Development Institute

Clinical Trials Nurses SIG

- Virtual Community
- Education
- Newsletter
- Coordinator

ONS Leadership Development Institute (LDI)

- “The mission of LDI is to promote oncology nursing leadership in work settings, community settings, and in ONS, preparing oncology nurses to lead the transformation of cancer care at local, state, national and international levels.”
- Goals:
 - To prepare oncology nurses to lead the transformation of cancer care
 - To promote oncology nursing leadership in all settings
 - To sustain and enhance the vitality of ONS

ONS Leadership Development Institute

- Established in 1998
- 50 Nurses selected each year
- 10 years=500 LDI graduates
- Didactic and Hands-on Activities
- Year long project
- Mentor to assist you with your leadership development and project

ONS Leadership Development Institute

- **Next LDI: October 22-25, 2009**
- **DEADLINE for Application
Submission: May 20, 2009**



In Review

- Leadership is about influence, motivating and inspiring followers
- All nurses are leaders
- Five exemplary practices enable leaders to soar like an eagle
- Think about your path, develop a plan and grow your leadership skills

Final Words

“Do not go where the path may lead; go instead where there is no path and leave a trail.”

Ralph Waldo Emerson

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