

# Leadership: Key to Sustainable Success

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# Objectives

This session will assist participants to:

- Understand the importance of leadership development in healthcare
- Identify 5 exemplary practices of a great leader
- Describe a model for transformational change

# Lessons Learned

- Implementing EBP
- Changing Culture
- Dementia Initiative

# What's the key to sustainable success?

- Development of Great Leaders

A word cloud on a blue background. The words are arranged in a vertical, roughly centered column. The largest word is 'leadership'. Other prominent words include 'values', 'credibility', 'vision', and 'change'. Smaller words include 'transformation', 'competent', 'victories', 'excellence', 'outcomes', 'purpose', 'flexibility', 'opportunity', 'enable', 'growth', 'consistent', 'impact', 'quality', 'success', 'relationships', 'creativity', 'model', 'honesty', 'inspire', 'believer', and 'appreciate encourage'.

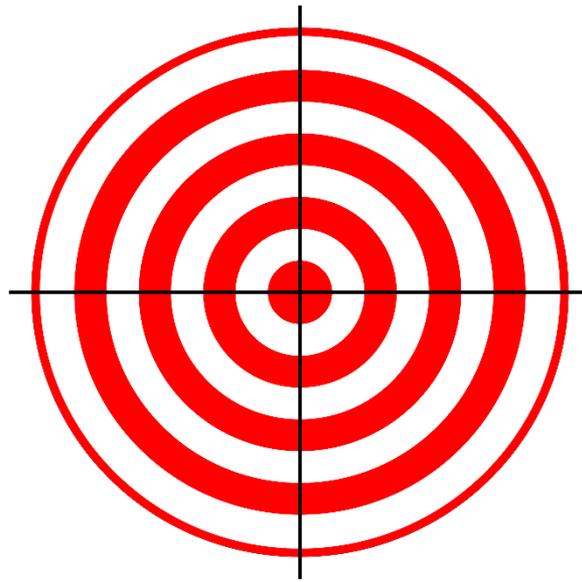
values transformation  
credibility competent victories  
excellence outcomes  
purpose flexibility opportunity  
enable growth consistent impact  
leadership  
quality success relationships  
creativity model honesty  
inspire vision believer  
appreciate encourage  
change

- Great companies, organizations, nursing homes...

Don't just happen on their own, they are a result of great leadership and a conscious effort to make everyone on the team feel engaged and important.

- *Leaders who guide with both head and heart foster environments that promote teamwork, collaboration, high quality nursing care, and desired outcomes. (Vitello-Cicciu, 2003)*

Ready, Fire, Aim!



# Change

- Where does it begin and why?
- When referring to change in our systems or processes we need to understand the intent and purpose
- Does the change match our values?
- Mindset of “*Do the RIGHT things for the RIGHT reasons*”

# Leadership Execution Framework

- Requires aligned GOALS, BEHAVIORS, and PROCESSES

# Mindset Model



- Arbinger Institute
- Mindset drives behaviors
- Behaviors drive results
- So if we can change the mindset we can have a profound impact on the organization's culture and performance

# Mindset

Do the RIGHT things for the RIGHT reasons.

Do you know your residents?

Do you know your staff?

Do you know your partners?

# Change is Possibility!

- During times of change is the greatest time of possibility!
- “ I saw an angel in the stone and carved to set it free,” Michael Angelo

# Myths and Truths

- Leadership is reserved for only a few charismatic men or women
- Only a few great people can lead others to greatness
- Leadership is an identifiable set of skills and abilities that are available to everyone

# Myths and Truths

- Personal-best-leadership experiences are never stories of solo performance
- Leaders mobilize others to want to struggle for shared aspirations
- Relationship between those who aspire to lead and those who choose to follow
- Fundamentally, **leadership is a relationship**

# Leadership is a Relationship

- It's the quality of the relationship that matters most when engaged in getting extraordinary things done.
- A relationship characterized by fear and distrust will never produce anything of lasting value.
- A relationship characterized by mutual respect and confidence will overcome the greatest adversity and will leave a legacy of significance.

# Leadership vs. Management

## **Leadership**

- Followers
- Long-term
- Vision
- Sets direction
- Facilitates
- Passion
- Proactive
- Sell

## **Management**

Subordinates  
Short term  
Objectives  
Plans details  
Makes  
Control  
Reactive  
Tell

# Expectations for a Leader

- Honest
- Forward-looking
- Competent
- Inspiring

True leaders, when performing at their peak, are doing more than just getting results...they are responding to the expectations of their constituents.

## Putting It All Together: Creditability is the Foundation

- 3/4 characteristics make up what communication experts refer to as “source credibility”
- In assessing the believability of sources of communication researches/constituents evaluate them on three criteria:
  - their perceived trustworthiness,
  - their expertise, and
  - their dynamism

# Creditability is the Foundation

- People are more willing to follow leaders who are more than anything, **CREDIBLE**
- Constituents must be able, above all else, to **BELIEVE** in their leaders

# No Fake News!

- Constituents also must believe that their leader knows where they're headed and has a vision for the future.
- Leaders must be forward thinking
- Constituents must have confidence their leaders know where they are going.
- It's more than knowing the news/facts.

# Creditability as the Foundation

- Point of view without vision?
- Vision without credibility? (vision would rest on a weak foundation)
- Credible Leaders:
  - must be diligent to guard their credibility
  - must take strong stands
  - challenge the status quo
  - point to new direction
- Success depends on credibility

# Kouzes-Posner First Law of Leadership

- If you don't believe in the messenger, you won't believe the message

# Kouzes-Posner First Law of Leadership

- Constituents that believed their leader had high credibility were more likely to feel pride about their organization, high degree of team spirit, feel a strong sense of ownership, and commitment to the organization, and be motivated by shared values and intrinsic factors.

## Phrases Used to Describe Credible Leaders

- “They practice what they preach”
- “They walk the talk”
- “Their actions are consistent with their words”
- “They put their money where their mouth is”
- “They follow through on their promises”
- “They do what they say they will do”

# Kouzes-Posner Second Law of Leadership

- You build a credible leadership foundation when you do what you say you will do!

#DWYSYWD

Say and Do!

# 5 Practices of Exemplary Leadership

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

(Kouzes & Posner 2007)

# Model the Way

- Titles are granted, but it's your behavior that earns you respect
- Clarify your values and know your guiding principles
- Set the example by aligning actions with shared values

# Inspire a Shared Vision

- Envision the future by imagining exciting and ennobling possibilities
- Enlist others in a common vision by appealing to shared aspirations
- Vision should reflect the values and goals of the organization

# Challenge the Process

- Search for opportunities by seizing the initiative and looking outward for innovative ways to improve
- Experiment, take risks by constantly generating small wins and learning from experience

“If you're offered a seat on a rocket ship you don't ask what seat! Just get on!” Sheryl Sandberg

# Enable Others to Act

- Foster collaboration by building trust and facilitating relationships
- Strengthen others by increasing self-determination and developing competence

# Encourage the Heart

- Recognize contribution by showing appreciation for individual excellence
- Celebrate the values and victories by creating a spirit of community

# HATCH™

- Holistic Approach to Transformational Change
  - Integrated approach, putting the resident at the center
  - Consist of 6 domains

## HATCH™

### Holistic Approach to Transformational change

Workplace Practices

Environment

Care Practices

Leadership

Family & Community

Stakeholders



# Plan for Leadership Development

- Using a holistic approach
- Framework for sustainable clinical and organizational outcomes
- Provide Leadership Course on applying KP Model
- Leaders will inspire others to excellence!



RESULTS

BEHAVIORS

MINDSET

# Reference

- Kouzes, J. M., & Posner, B. Z. (2012). *The leadership challenge* (5th ed.). San Francisco, CA: Jossey-Bass.
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