True Collaboration & Authentic Leadership

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Objectives

At the conclusion of this session, the RN participants will be able to:

- Describe the critical elements needed for True Collaboration.

- Describe Authentic Leadership and discuss what authentic leadership means to them.

True Collaboration

- Process, not event

- Built over time

- Unlike "Lip Service"

True Collaboration

Involves:

- Skilled communication
- Trust
- Knowledge
- Shared Responsibility
- Mutual Respect
- Optimism
- Coordination

True Collaboration

The National Academy of Medicine, formerly known as the Institute of Medicine, points to:

"a historical lack of interprofessional cooperation as one of the cultural barriers to safety in hospitals."

True Collaboration

AACN's Nurse Work Environment Surveys found:

- Nurse-physician collaboration also is a strong predictor of psychological empowerment of nurses

- Respect between nurses and physicians for each other's knowledge and competence -- coupled with a mutual concern that quality patient care will be provided -- is a key organizational element of work environments that attract and retain nurses.

- An unresponsive bureaucracy generates organizational stress, which is significantly more predictive of nurse burnout and resignations than emotional stressors inherent in the work itself.

True Collaboration

- Conflict

- Improving working relationships

- Collaboration

True Collaboration

Critical Elements:

- The health care organization provides team members with support for, and access to, interprofessional education and coaching that develop collaboration skills.

- The healthcare organization creates, uses, and evaluates processes that define each team member's accountability for collaboration, and how unwillingness to collaborate will be addressed.

- The healthcare organization creates, uses, and evaluates operational structures that ensure the decision-making authority of nurses is acknowledged and incorporated into the norm.

True Collaboration

Critical Elements:

- The health care organization ensures unrestricted access to structured forums, such as ethics committees, and makes available the time and resources needed to resolve disputes among all critical participants, including patients, families, and the healthcare team.

- Every team member embraces true collaboration as an ongoing process, and invests in its development to ensure a sustained culture of collaboration.

True Collaboration

Critical Elements:

- Every team member contributes to the achievement of common goals by giving power and respect to each person's voice, integrating individual differences, resolving competing interests, and safeguarding the essential contribution each makes in order to achieve optimal outcomes.

- Every team member acts with a high level of personal integrity and holds others accountable for doing the same.

True Collaboration

Critical Elements:

- Team members master skilled communication, an essential element of true collaboration.

- Each team member demonstrates competence appropriate to his or her role and responsibilities.

- Nurse and physician leaders are equal partners in modeling and fostering true collaboration.

True Collaboration

Begins inside the individual

Involves competency and confidence

True Collaboration

*"We don't accomplish anything in this world alone …
and whatever happens is the
result of the whole tapestry of one's life and all the
weavings of individual threads
from one to another that create something."*

*–Sandra Day O'Connor
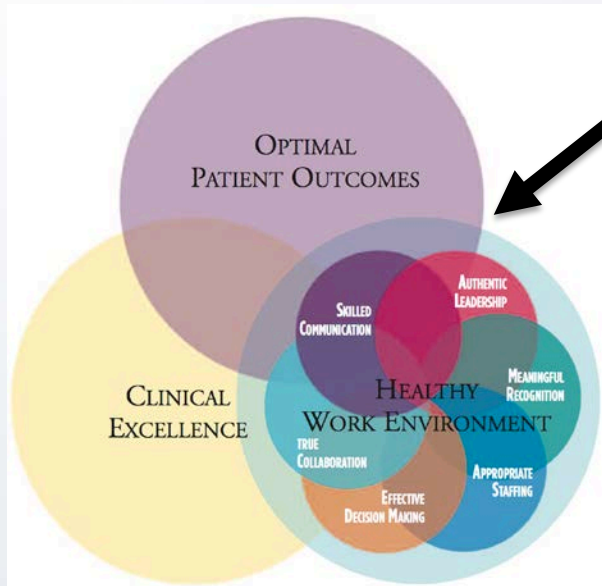Former Associate Justice of the Supreme Court of the United States*

Authentic Leadership

Who are Nurse Leaders?

EVERY NURSE IS A LEADER.

The path to excellence depends on nurses embracing their individual leadership roles.

AACN Standards for Establishing and Sustaining Healthy Work Environments

Authentic Leadership

Nurse leaders must fully embrace the imperative of a healthy work environment, authentically live it, and engage others in its achievements.

Authentic Leadership Definition

Authentic Leadership – *focuses on whether leadership is genuine*

Interest in Authentic Leadership

- ✓ Increasing in recent times due to social upheavals

- ✓ People longing for trustworthy leaders

- ✓ Identified earlier in transformational leadership research, but not studied separately

Authentic Leadership

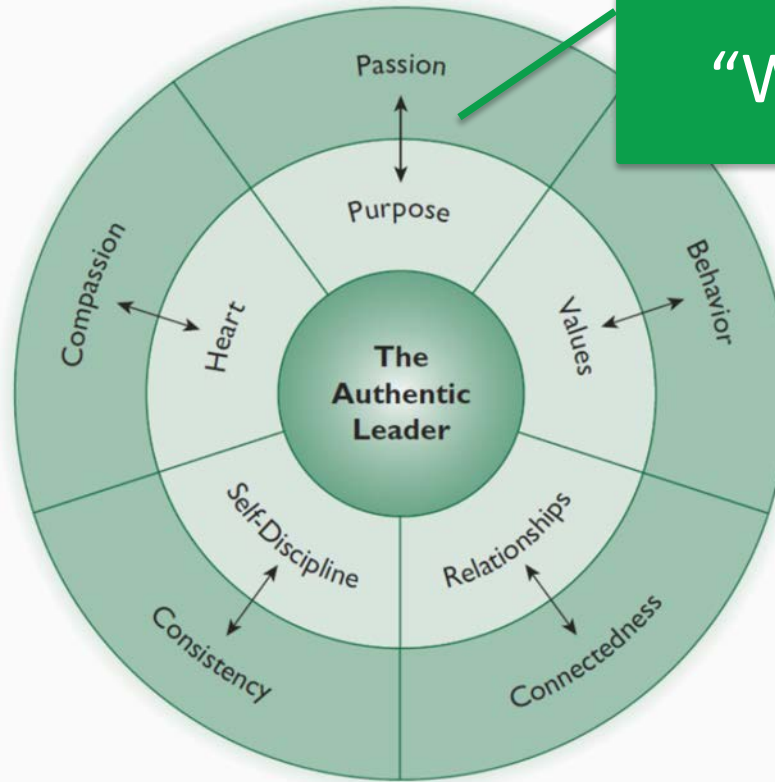**Five characteristics of Authentic Leaders**

1. Understand their purpose

2. Strong values

3. Trusting relationships

4. Self-discipline
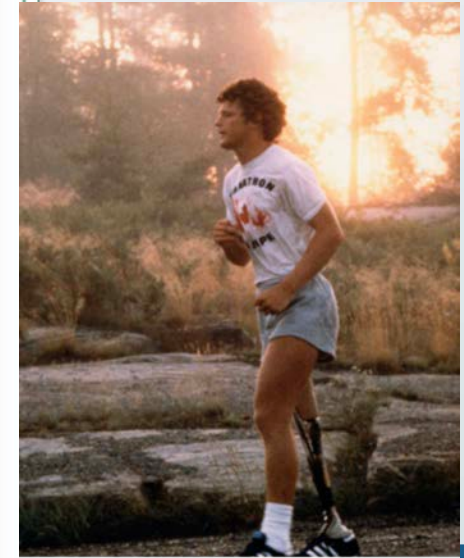
5. Act from the Heart (mission)

Authentic Leadership

An Authentic Leader is an individual in a position of responsibility who is genuine, trustworthy, reliable, and believable.
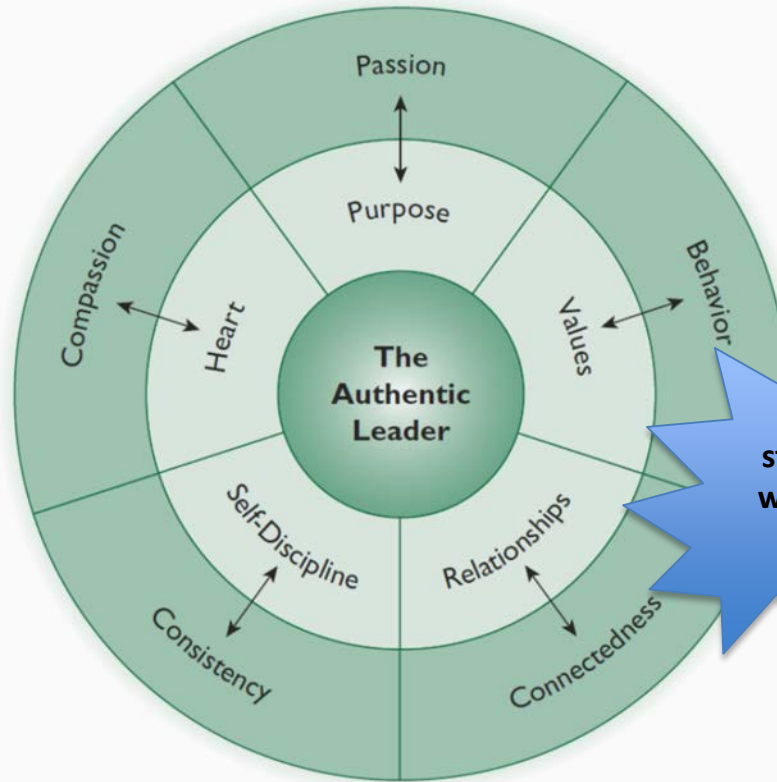
Figure 11.2 Authentic Leadership Characteristics

"Walk the Talk"

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Figure 11.2 Authentic Leadership Characteristics

The Authentic Leader

Passion — Purpose
Compassion — Heart
Behavior — Values
Self-Discipline — Consistency
Relationships — Connectedness

Being steadfast with your values

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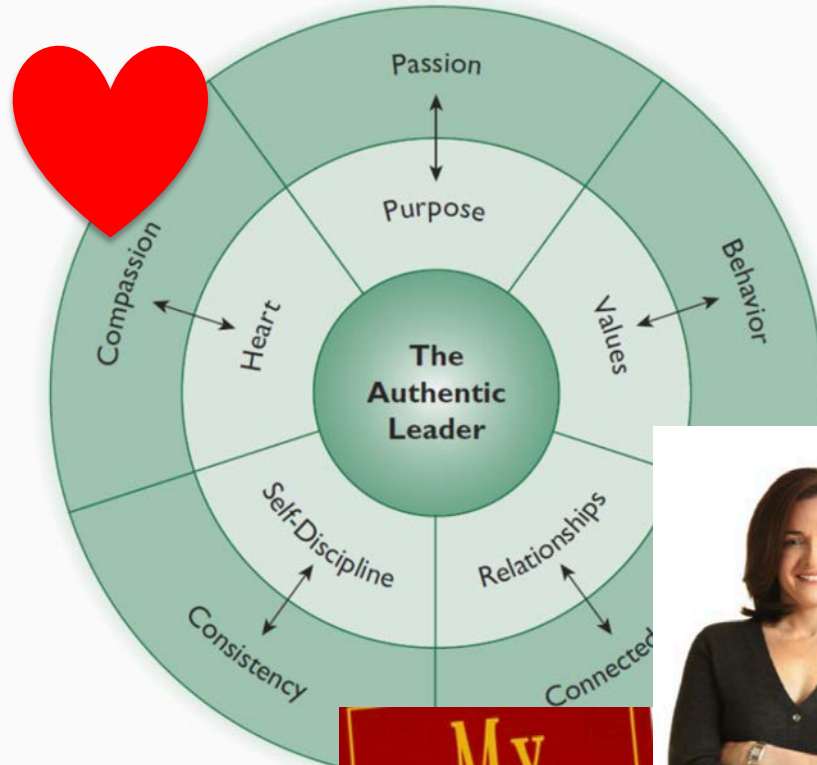
Figure 11.2 Authentic Leadership Characteristics

Passion

Compassion

Purpose

Heart

Behavior

Values

The Authentic Leader

Self-Discipline

Relationships

Consistency

Connected

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My Story

Sharing personal stories publicly isn't always easy. But the results can be magical.

Factors that Influence Authentic Leadership

Positive psychological capacities

- ✓ **Confidence**
- ✓ **Hope**
- ✓ **Optimism**
- ✓ **Resilience**

> *Authentic leaders speak the truth and therefore, are worthy of trust, reliance, or belief.*

Factors that influence Authentic Leadership

Critical Life Events: **Positive or Negative**

- ✓ Act as a catalyst for change

- ✓ People attach insights to their life experiences

- ✓ When people tell life stories they gain clarity about who they are

Authentic leaders develop heart and compassion by getting to know the life stories of those with whom they work.

Authentic Leadership

✓ **People have the capacity to become authentic leaders. It is a lifelong learning process.**

✓ **Leaders are always trying to do the "right" thing, to be honest with themselves and others, and to work for the common good.**

✓ **Leaders are shaped by critical life events that lead to growth and greater authenticity.**

Becoming an Authentic Leader requires a personal journey of self-discovery, self-improvement, reflection, and renewal.

Authentic Leadership

Discuss Authentic Leaders who you have encountered or worked with in your career.

Complete and Discuss

Authentic Leadership Self-Assessment Questionnaire

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