Nurse Faculty Leadership Development: Prospects, Progress, and Perspectives

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No Conflict of Interest to Declare

At the end of the presentation, the learners will be able to:

• discuss the leadership development of a diverse group of nursing faculty.
• appraise the value of nurse faculty leadership development.
• discuss best practice that will facilitate faculty leadership development, academic career success, faculty satisfaction and supportive work environments in academe.
Leadership development focuses on a process of development that inherently involves multiple individuals (e.g., leaders and followers or among peers in a self-managed work team).

Day et al., 2013

Qualities
- Integrity
- Communication clarity
- Problem-solving ability

Challenges
- Finding qualified faculty
- Obtaining resources
- Team building

Delgado & Mitchell, 2016
PERSPECTIVES: Faculty Leadership Development

Influences
- Nursing faculty shortage
- Faculty retirement
- Students demographics
- Increasing enrollment
- Greater demands for patient safety and quality care
- IOM Report: Future of Nursing
- Educating Nurses Report
- Interprofessional Collaboration
- Succession planning
- Technology

Leadership Development ...
- “Builds” a successful leader, change culture, and manage difficult behaviors.
- Addresses issues tied to horizontal violence or lateral hostility.
- Increases skills in other nurses in communication and critical thinking.
- Recruits and retains faculty through rewards and recognition strategies.
- Plans for leadership succession.
- Prepares to practice in multisized organizations

Crosby and Shields (2010)
PERSPECTIVES:
Nurse Faculty Leadership Academy (NFLA)

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PERSPECTIVES:
The NFLA Project Team

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PROGRESS:
NFLA Leadership Domains

• Individual Leadership Development

• Expanding Scope of Influence

• Team Project – Advancing Nursing Education
PROGRESS:
Individual Leadership Development

Kouzes & Posner (2012)
PROGRESS:
Individual Leadership Development

- Set a personal example
- Ensure others adhere to agreed upon standards
- Follow through on commitments
- Ask for feedback on my performance
- Build consensus around shared values
- Clear about personal philosophy of leadership

+ 33 %
PROGRESS:
Individual Leadership Development

- Discuss future trends
- Describe a compelling image of the future
- Appeal to others to share a dream of the future
- Show others how interests align with a long-term vision
- Paint the “big picture”
- Speak with conviction about higher meaning of work
• Seek out challenging opportunities
• Challenge others to try new, innovative ways
• Search outside of organization for ideas
• Ask what can be learned when things don’t go as planned
• Make concrete plans and set achievable goals
• Experiment and take risks
PROGRESS: Individual Leadership Development

- Develop cooperative relationships
- Actively listen to diverse viewpoints
- Treat others with dignity and respect
- Support others’ own decisions
- Give others freedom of choice in doing own work
- Ensure others grow in their jobs

Enable Others to Act

Initial  Final  
0  10  20  30  40  50  60

+ 11 %
Praise others for a job well done
Let others know of my confidence in their abilities
Creatively reward others for their work
Publicly recognize others for commitment to shared values
Celebrate accomplishments
Give others appreciation

+ 24 %
PROGRESS:
Individual Leadership Development
PROGRESS:
Individual Leadership Development

• Did not initially think of self as leader
  o More conscious and aware in supervisory roles
  o More prepared and confident
  o Better understanding of leadership styles and tendencies

• Accountability Interactions
  o Listening more
  o Gathering information before sharing
  o Learning to say “no”

• Taking on higher levels of responsibility
PROGRESS: Expanding Scope of Influence

- Course Coordinators
- Chairs, Vice-Chairs of College-Wide Committees
- Extensive Faculty and Student Mentoring
- Increased Published Writing and Presentations
- Reviewers for 11 Nursing and Medical Journals
- New Leadership Roles in Professional Organizations
PROGRESS:
Application of Leadership through Team Project

- Integrative Literature Review
- Comprehensive Stakeholder Analysis
- Student/Faculty Survey:
  - Honors education
  - Mentoring
  - Interprofessional Education
PROGRESS:
Application of Leadership through Team Project

- Name, Logo
- Mission, Vision
- Program Model, Outcomes
- Curriculum, Capstone Development
- Application, Admission, Progression, Completion Criteria
- Mentoring and Student Leadership Development
- Comprehensive Evaluation Plan
PROGRESS: Application of Leadership through Team Project

- Dissemination
  - Professional Publications
    - Encyclopedia of Nursing Education
    - Nurse Educator
  - Faculty Development Sessions
  - Professional Presentations
    - AACN
    - ENRS
    - STTI
PROSPECTS: Preferred Future

• Continued mentoring for early career nurses for interpersonal development
• Leadership versus Management skills
• Transparency in organizations of nurse leaders – role models
• Further explore organizational practices and their use of leadership, e.g., workshops, seminars
• Utilize the 360 degree feedback for leadership development
• Succession planning
References