



Oncology Nursing Society
Leadership Development Institute

Every Nurse A Leader

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Who do you see as a leader?

Think of a leader you admire.

List 3 of their qualities.



Most dangerous leadership myth

- Leaders are born- a genetic factor to leadership.
 - This myth asserts that people simply either have certain charismatic qualities or not. That's nonsense; in fact, the opposite is true. Leaders are made rather than born.

Warren G. Bennis



An Unexpected Leader? The Story of Brenda Eng



Canuck Place

Vancouver, BC

Canada

North America's first
free-standing children's hospice



Leadership

The act of making a difference.



Every Nurse is a Leader

- Recognize that
- Believe that
- Be that
- Develop others to be that



Why?

Nursing is a highly trusted profession.

Nurses care for people throughout their life and in all settings.



The ICN Definition of Nursing

Nursing encompasses autonomous and collaborative care of individuals of all ages, families, groups and communities, sick or well and **in all settings**. Nursing includes the promotion of health, prevention of illness, and the care of ill, disabled and dying people. Advocacy, promotion of a safe environment, research, participation in shaping health policy and in patient and health systems management, and education are also key nursing roles



Leadership

Lead = to do the right thing

Manage = to do things right



Leadership

Can be:

Learned

Practiced

Developed

Improved



Myth of Heroic Leadership

- Myths: epic, powerful stories that arise from, pervade & shape our culture.
- Power of myths: help us make sense of our experience, provides reassurance, brings comfort.
- Images of leaders draw on more ancient images of shepherds, warriors and kings.



Myth of Heroic Leadership

- Today, increasing numbers of people see the image of heroic leader as limited and dangerous.
- Rapid technological advances, social and humanitarian issues, and global events from terrorism to nature have resulted in vulnerable leaders.



Alternative Images of Leaders

- Servant leaders
- Adaptive leaders
- New paradigm leaders



Gender Considerations in Leadership

(United States Research)

Men's Style

hierarchical structures
command & control
top-down decisions
domination of employees
standardized codes for
judging others
military or sports metaphors

Women's Style

interactive
shared decision-making
use of personal power
focus on achieving
organization's goals
control by generating
empowerment
shared power and
information



Gender Considerations in Leadership

(United States Research)

Traditional View of Men Leaders

aggressive, assertive
tough, unemotional
competitive – winning matters
independent

“old boy network”

more apt to criticize than
praise

Traditional View of Women as Leaders

lack ambition to be a leader
too friendly and helpful
unable to take charge
must mimic male style to get ahead



New paradigm leaders

Know they must combine many managerial traits traditionally attributed to men with traits typically associated with women.



New paradigm leaders

Sell the vision.

Reinvent the rules.

Focus on achievement.

Maximize high touch in high tech world.

Turn challenge to opportunity.

Focus on the customer.

Have courage under fire.



Leadership

That is what leadership is all about: staking your ground ahead of where opinion is and convincing people, not simply following the popular opinion of the moment.

Doris Kearns Goodwin



Releasing the Leader Within

- Be curious and flexible
- Inspire commitment and teamwork
- Display energy, passion, & enthusiasm
- Be honest with yourself



Leadership

Each day, exceptional leaders have the courage to give up a small part of what they have been in order to reach for what they can yet become.



Releasing the Leader Within

- Take prudent risks
- Tolerate mistakes
- Work to instill values in others
- Invite input
- Initiate change rather than react to it



Leadership

Leadership requires the courage to make decisions that will benefit the next generation.

Alan Autry



Releasing the Leader Within

- See opportunity in challenges
- Take time to teach your point of view
- Believe in yourself and others
- Use intuitiveness and experience



Releasing the Leader Within

- Prefer to work with good, ambitious people
- Hire people smarter than you are
- Foster high morale
- Recognize and reward others



Leadership

The test of leadership is not to put greatness into humanity, but to elicit it, for the greatness is already there.

James Buchanan



Releasing the Leader Within

- Take responsibility
- Never blame others
- Tolerate, if not invite, dissent



Releasing the Leader Within

Trustworthy leaders demonstrate:

COMPETENCE

GOODWILL

INTEGRITY



Releasing the Leader Within

Integrity

- Essential to being a person of influence.
- Is not about credentials, but about character.
- Is not determined by circumstances.



Be careful of your thoughts,
for your thoughts become your words;

Be careful of your words,
for your words become your deeds;

Be careful of your deeds,
for your deeds become your habits;

Be careful of your habits,
for your habits become your character;

Be careful of your character,
for your character becomes your destiny.

Anonymous



Building Blocks of Leadership



Leadership
Self-Esteem
Accomplishment
Self-Confidence
Self-Management
Self-Knowledge



Releasing the Leader Within

Know that the only person you can ...
control ...
change ...
motivate ...
is yourself.



Releasing the Leader Within

Create ***Unity*** through
aligning values, mission, & goals.

Create a team not a family.



Leadership Means ...

- Behaving impeccably
- Being respectful of others
- Following your own path
- Taking risks
- Mentoring



Leadership

True leadership lies in guiding others to success. In ensuring that everyone is performing at their best, doing the work they are pledged to do and doing it well.

Bill Owens



Leadership Means ...

- Speaking out when needed
- Avoiding hypocrisy
- Seeing the larger picture
- Keeping priorities straight
- Accepting responsibility



Leadership Means ...

- Courage to begin tasks that are longer than our lives. (Catherine McAuley)



Leadership

A leader is best
When people barely know he exists,
Not so good when people obey and acclaim him,
Worse when they despise him.
But of a good leader, who talks little,
When his work is done, his aim fulfilled,
They will say:
We did it ourselves.

Lao Tzu
2000+ years ago

