ONS® LEADERSHIP RESOURCES AND EXPERIENCES TO SUPPORT YOUR GROWTH



Aligned with the American Organization for Nursing Leadership Nurse Leader Core Competencies



Leadership is a spectrum, and everyone is at a different point for each competency. Use the self-assessments included in this resource to reflect on your leadership journey and identify where you are on the spectrum for each competency. The resources and experiences in this document are not divided into leadership levels. Review the items and choose the ones that best fit your needs.

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*Throughout the document, free resources are denoted with an asterisk.

OVERARCHING RESOURCES -

These resources support multiple competencies.

- Self-assessments to derive individual action items
 - o American Organization for Nursing Leadership (AONL) Nurse Leader Competencies Self-Assessment
 - o MindTools self-assessments
 - How Good Are Your Leadership Skills?
 - What's Your Leadership Style?
 - The Leadership Motivation Assessment
- * AONL Nurse Leader Core Competencies
- * ONS Leadership Learning Library
- Institutes and programs:
 - o AONL Developing the Leader Within
 - o AONL Emerging Nurse Leader Institute
 - o * Sigma Theta Tau International Nurse Empowerment Program
- Course: <u>AONL Leadership Lab: Leadership Development for Nurse Managers</u>
- Books:
 - o ONS: 21st Century Nursing Leadership
 - o American College of Healthcare Executives: The Emerging Healthcare Leader: A Field Guide
- Articles and white papers:
 - o * Corporate Social Responsibility and Environmental Management: <u>Responsible Leadership</u> <u>Competencies in Leaders Around the World: Assessing Stakeholder Engagement, Ethics and Values,</u> <u>Systems Thinking, and Innovation Competencies in Leaders Around the World</u>
 - o * Johnson and Johnson, American Nurses Association, and AONL Nursing White Paper: <u>Advances in</u> <u>Care Delivery Post-Pandemic</u>
- * AONL Today in Nursing Leadership podcast
- * Advice for Creating Online Portfolios: Who, What, How, and Why

LEADER WITHIN

Reflective Practice

- Book: <u>StrengthsFinder 2.0</u>
- * TED Talk: Are You a Giver or a Taker?
- * Oncology Nursing Podcast Episode 187: <u>The Critical Need for Well-Being and Resiliency and How to</u> <u>Practice</u>
- * ONS Voice article: Establish Healthy Boundaries by Using Your Inner Compass
 - Experiences to Support Growth
 - Use available mental health resources (e.g., workplace employee assistance programs)

*Denotes Free Resources



Foundational Thinking

- Articles and books:
 - o Journal of Nursing Administration: Transitioning Emerging Leaders Into Nurse Leader Roles
 - o Credibility: How Leaders Gain and Lose It, Why People Demand It
 - <u>Everyday People, Extraordinary Leadership: How to Make a Difference Regardless of Your Title, Role,</u> <u>or Authority</u>
 - o Think Again: The Power of Knowing What You Don't Know
- * Oncology Nursing Podcast Episode 38: What Does It Take to Be a Successful Leader?
- * TED Talk: What It Takes to Be a Great Leader
- * AONL video: Vision for Successful Leadership
 - Experiences to Support Growth
 - Apply for or secure a leadership position or role.
 - Participate on a committee or council.
 - o Lead or facilitate a meeting.
 - o Apply technology for collaboration.

Career Development

- * ONS CareerWire
- * Oncology Nursing Podcast Episode 150: Career Planning for Oncology Nurses
- Articles:
 - o * <u>Components of an Effective Professional Development Strategy: The Professional Practice Model,</u> <u>Peer Feedback, Mentorship, Sponsorship, and Succession Planning</u>
 - o * Mentor, Coach, or Sponsor? Everything You Need to Know
 - o * Mentor, Coach, or Sponsor—What's the Difference?
 - o * The Difference Between Mentorship and Sponsorship
- Videos:
 - o * The Power of Mentoring
 - o * The Role of a Mentor
 - o * The Role of a Mentee
 - Experiences to Support Growth
 - Seek a mentor or reverse mentor.
 - Become a mentor or reverse mentor.
 - Engage with a career development coach.

Personal and Professional Accountability

- * Learn about certification.
- ONS Voice articles:
 - o * Find Moments of Inspiration in Your Work





o * The Importance of Passion, Experience, and Resilience in Oncology Nursing

o * All ONS Voice well-being articles

• Other articles:

- o Journal of the American Association of Nurse Practitioners article: <u>Developing Advanced Practice</u> <u>Nurse Writing Competencies as a Corequisite for Evidence-Based Practice</u>
- o * Journal of the Medical Librarian Association article: <u>Writing Together to Get AHEAD: An</u> <u>Interprofessional Boot Camp to Support Scholarly Writing in the Health Professions</u>
- o Nurse Education Today article: <u>The Genesis of 'The Neophytes': A Writing Support Group for Clinical</u> <u>Nurses</u>
- Experiences to Support Growth
 - Have a conversation with your nurse supervisor about personal leadership development.
 - Reflect on your past few performance reviews and identify trends for additional development.
 - Take advantage of well-being opportunities to comfortably balance home and work.
 - Shadow a nurse at a higher level in your organization for a few hours.
 - Consider certification's place in your leadership journey:
 - o Obtain oncology nursing certification.
 - o Volunteer for the Oncology Nursing Certification Corporation (ONCC).
 - o Complete the ONCC Engagement Interest Survey.
 - Publishing:
 - o Participate in the CJON Writing Mentorship Program as a mentor/mentee.
 - o Contribute to the Clinical Journal of Oncology Nursing (CJON), Oncology Nursing Forum (ONF), or other publications:
 - CJON peer reviewer
 - ONF peer reviewer
 - CJON author
 - ONF author
 - o Author an ONS Voice article or CJON Clinical Moment.
 - o Serve on an editorial board.
 - Apply for an Oncology Nursing Foundation scholarship.
 - Apply for an <u>ONS</u> or <u>ONCC award</u>.
 - Consider a virtual ONS volunteer activity.
 - <u>Attend ONS Congress®</u>.
 - o Attend Management Track presentations.
 - o Participate in ONS Leadership Development Committee-hosted events.
 - o Submit an abstract.
 - o Present a poster or session.
 - Keep your resume and CV up to date.





- Get involved in ONS Congress or ONS Bridge™ content planning.
 - o Abstract reviewer
 - The reviewer for ONS Congress abstracts is responsible for reviewing and scoring between 10 and 20 abstracts. No experience is required and scoring instructions are included in the assignment email. Research abstracts must be scored by PhD reviewers. There is a tight timeframe to review so the ability to be flexible is appreciated.
 - o Abstract mentor
 - Abstract submitters sometimes have difficulties getting started on their abstracts and may not have someone they can reach out to for help. If you like mentoring people, this is the opportunity for you! You will be paired with someone who has requested support. Once we connect you, it'll be up to them to continue to reach out for help. Experience submitting abstracts is helpful. Commitment is only during abstract writing time in August and September.
 - o Congress/Bridge Planning Teams
 - The Congress & Bridge content planning teams are responsible for identifying and working with conference speakers on session topics from the conference agenda. Volunteers in this role are expected to plan, implement, and evaluate educational offerings that address current practice issues identified by ONS and the needs of the target audience. Members spend 1 year on the team with an opportunity to reapply for a second year. Commitment includes monthly planning team meetings which may occur during or after work hours, two weekend meetings, and attendance at ONS Congress/Bridge (respectively depending on which team you're on). All planning meetings are virtual. Content planning team members must be an ONS member in good standing.

PROFESSIONALISM

Profession Accountability

- Articles:
 - o * How to Give a Killer Presentation
 - o * Just Culture: It's More Than Policy
 - o * Nursing Ethical Considerations
- Videos:
 - o * Life After Death by PowerPoint
 - o * Structure of Great Talks
 - Experiences to Support Growth
 - Explicitly discuss values and ethics with your team.
 - o Appreciate how different values bring different care and calibrate to ensure all caregivers are providing ethical care within their values.
 - Develop your executive presence in public speaking.



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- o Record yourself practicing a presentation.
- o Assess yourself.
- o Have someone else watch and provide feedback.
- o Present to your peers at a local chapter meeting or on your unit.

Advocacy

- * ONS course: Advocacy 101: Making a Difference
- Oncology Nursing Podcast:
 - o * Episode 33: Why Nursing Advocacy Is Important
 - o * Episode 46: Nurses Are Crucial in Local Advocacy Efforts
- ONS Voice articles:
 - o * After Two Decades of Trust, It's Time for Action
 - o * The Role of Blind Justice in U.S. Supreme Court Decisions on Health Care
 - o * What Florence Nightingale Taught Us About Advocacy
 - o * All ONS Voice articles on advocacy and health policy
- Other articles:
 - o * How Laws Are Made
 - o * How to Be an Activist for Causes You Believe In
 - o * How to Be an Effective Activist
 - o * NPR Life Kit podcast: How to Find Joy in Activism
 - o * The Four Roles of Social Activism
 - o * Preventing the Spread of Misinformation
 - o * Nurse Advocacy: Adopting a Health in All Policies Approach
 - o * Nurses Can Help Defeat Health Misinformation
 - o * Nurses: How to Advocate for Federal Policy Change
- Videos:
 - o * Preventing the Spread of Misinformation
 - o * <u>Schoolhouse Rock—How a Bill Becomes a Law</u>
 - o * The Senate and the House of Representatives Explained
 - o * Why Social Media Is so Powerful for Political Activism
 - o * Power of Coalitions
 - o * How to Lobby
 - o * RNAction: When Nurses Speak, Washington Listens
 - Experiences to Support Growth
 - Attend ONS Hill Days.
 - Identify an issue of importance to you and conduct deep research.
 - Download a U.S. Congress app and follow your representatives.

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- o Multiple apps exist for this purpose. <u>Congress</u> is one app that is available for Android users that might meet your needs.
- Contact your representatives regularly.
 - o Tell them about your experiences.
 - o Inform them of the science.

Health Equity and Social Determinants of Health

- * Centers for Disease Control and Prevention's information on social determinants of health
- Articles:
 - o * Nurses' Role in Addressing Social Determinants of Health
 - o * Preparing Today's Nurses: Social Determinants of Health and Nursing Education
 - Experiences to Support Growth
 - Educate yourself, peers, and team about social determinants of health and their impact on your patient population.
 - Support policies to improve inequities from social determinants of health (e.g., implement evidencebased assessments).

Governance

- * ONS course: Board Leadership: Nurses in Governance
- Oncology Nursing Podcast:
 - o * Episode 200: Meet the ONS Board of Directors: Houlihan, Ferguson, and Polovich
 - o * Episode 213: Meet the ONS Board of Directors: Brant, Burger, and Knoop
 - o * Episode 224: Meet the ONS Board of Directors: Nevidjon, Geddie, and Garner
 - o * Episode 239: Meet the ONS Board of Directors: Allen, Mathey, and Robison
 - o * Episode 270: Meet the ONS Board of Directors: Brown, MacIntyre, and Woods
- Books:
 - o Race for Relevance: 5 Radical Changes for Associations
 - o Recruit the Right Board: Proven Processes for Selecting Critical Competencies

Experiences to Support Growth

- Engage with your local ONS chapter.
 - o Participate on a committee.
 - o Get involved a leadership position or role.
- If you are interested in serving on the ONS Board of Directors within the next two (2) years, complete the <u>ONS Board of Directors Interest Questionnaire.</u>
- Review the ONS Board Selection Process.

o Review the Notification of Intent and determine whether you have the necessary skills for board service.

• Consider engaging and serving on a board in other organizations.



• Engage with the <u>Nurses on Boards Coalition</u> by submitting your resume and reporting your board service.

COMMUNICATION AND RELATIONSHIP MANAGEMENT -

Effective Communication

- Books:
 - o <u>Conflict Resolution: How to Recognize Different Communication Styles and Effectively Manage</u> <u>Conflicts</u>
 - o 5 Voices: How to Communicate Effectively With Everyone You Lead
- * TED Talk: How to Build (and Rebuild) Trust
 - Experiences to Support Growth
 - Communicate with integrity in a clear, transparent, and authentic manner.
 - o Seek feedback on your communication style, how it inspires trust, and areas to improve.

Influencing Behaviors

- Articles:
 - o * Harvard Business Review: Strengthen Your Ability to Influence People
 - o Journal of Nursing Administration: <u>Strategies to Recruit the Next Generation of Nursing Leadership</u> <u>Talent</u>
 - o * Seeds for Change: Consensus Decision Making: A Short Guide
- Book: How to Win Friends and Influence People
 - Experiences to Support Growth
 - Use consensus building to advance change in your organization.
 - o Seek support from stakeholders such as peers, other roles in your setting, direct reports, and your manager or supervisor.

Relationship Management

- Articles:
 - o * Nursing Education Perspectives: <u>Soar Like Geese: Building Developmental Network Relationships</u> for Scholarship
 - o * Society for Human Resource Management: How to Deal With Conflict at Work as a Manager
- Book: Crucial Conversations: Tools for Talking When Stakes Are High
- * Conflict Resolution Network's free training materials and self-study guide
 - Experiences to Support Growth
 - Interview a leader to learn how they handle conflict in their team.



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KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT

Nursing Practice and Application

- ONS Book: Current Trends in Oncology Nursing (second edition)
 - Experiences to Support Growth
 - Participate in work-related committees and councils.
 - o Accreditation programs (e.g., Commission on Cancer, Magnet Recognition Program)
 - o Institution-based shared governance committees

Economics and Policy

- * <u>Subscribe to the ONS Advocacy News weekly email</u> to stay updated on the current policy issues affecting oncology nursing.
- Review the latest issue of Nursing Economic\$ online.
- Additional resources:
 - o * Oncology Nursing Podcast Episode 69: Nurses Influence Health Policy at ONS Capitol Hill Days
 - o * Video: Understanding Public Policy
 - o * Video: Introduction to the Public Policy process

Experiences to Support Growth

- Watch an ONS health policy webinar.
- Apply to attend ONS Hill Days.
- Identify an issue of importance to you and conduct deep research.
- Download a U.S. Congress app and follow your representatives.
 - o Multiple apps exist for this purpose. <u>Congress</u> is one app that is available for Android users that might meet your needs.
- Contact your representatives regularly.
 - o Tell them about your experiences.
 - o Inform them of the science.

Regulation

- * Visit your state's <u>board of nursing website</u>. This is the agency charged with regulatory oversight of nursing practice in your state.
- * Review your state's Nurse Practice Act.
- * Explore the National Council of State Boards of Nursing website.
 - Experiences to Support Growth
 - Attend the public portion of your state board of nursing meeting to learn about issues the board is confronting.

Evidence Based Practice

• * ONS Evidence-Based Practice Learning Library

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Experiences to Support Growth

- Identify an area in your workplace where you can implement change based on best evidence.
- Evaluate your change's effect on the area you identified.

Patient Safety and Quality

- * Review the Agency for Healthcare Research and Quality's <u>Comprehensive Unit-Based Safety Program</u> (<u>CUSP</u>), a method that uses teamwork, clinical best practices, and science to improve clinical safety.
 o Watch the <u>nurse's perspective video</u>.
- * Leading a Culture of Safety: A Blueprint for Success
 - Experiences to Support Growth
 - Meet with the patient safety risk manager in your organization. What are the top issues they are focusing on this year?

BUSINESS SKILLS AND PRINCIPLES -

Financial Management

- Articles:
 - o * Do You Speak Finance?
 - o * Financial Stewardship of Boards
 - o * Practicing Financial Stewardship
- Book: Financial Management for Nurse Managers: Merging the Heart With the Dollar
- AONL virtual program: Finance and Business Skills for Nurse Managers
 - Experiences to Support Growth
 - Request to become involved in budgeting or financial decisions.
 - Seek a role as a treasurer in your chapter or in another organization.

Strategic Management

- * Article: High Reliability
- * High Reliability Organization Toolkit
 - Experiences to Support Growth
 - Request to become involved in strategic planning and implementation.
 - Align your and your team's goals to support strategic initiatives.

Human Resource Management

- Articles:
 - o * 7 Practical Ways to Reduce Bias in Your Hiring Process
 - o * Enhancing Resources at the Workplace With Health-Promoting Leadership
- * TED Talk: How Reverse Mentorship Can Help Create Better Leaders

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Experiences to Support Growth

- Implement best practices for unbiased hiring and onboarding of employees.
- Support a mentoring or reverse mentoring program.

LEADERSHIP -

Systems and Complex Adaptive Thinking

- * Article: <u>Applying the Principles of Adaptive Leadership to Person-Centered Care for People With Complex</u> <u>Care Needs: Considerations for Care Providers, Patients, Caregivers and Organizations</u>
- Book: <u>Leadership: Theory and Practice</u> (Chapter 11: Adaptive Leadership)
- * Video: Adaptive Leadership (Chapter 11 from Leadership: Theory and Practice)
 - Experiences to Support Growth
 - Question a conventional approach, work with others to develop a new method, and practice consensus-building to effect change.
 - Encourage others to question conventional approaches.

Change Management

- * Article: Leadership in a (Permanent) Crisis
- * TED Talk: 5 Ways to Lead in an Era of Constant Change
 - Experiences to Support Growth
 - When something in your environment changes, reflect on your personal needs to adapt.
 - Collaborate to form a change-management plan to effectively implement a change for others.

Diversity, Belonging, and Inclusion

- * Oncology Nursing Podcast Episode 178: Together We Can Stop Racism and Create Equity in Nursing
- Book: Cultures of Belonging: Building Inclusive Organizations That Last
- * TED Talk: How to Foster True Diversity and Inclusion at Work
 - Experiences to Support Growth
 - Participate in a diversity, equity, and inclusion initiative.
 - Support individuals in connecting with each other and furthering their own growth in diversity and inclusion education by encouraging authentic conversations.

Decision-Making

- * Article: Great Leaders Are Great Decision-Makers
- TED Talks:
 - o * How Can Groups Make Good Decisions
 - o * What Productive Conflict Can Offer a Workplace





• Human-Centered Design

- o What Is Human-Centered Design?
- o DesignKit Human-Centered Design
- o Luma Institute Human-Centered Design
- Experiences to Support Growth
 - Design and facilitate a human-centered design session to generate a solution to a challenge.

Transformation and Innovation

- * Oncology Nursing Podcast Episode 119: What Will the Future of Cancer Care Look Like in 2029?
- TED Talks:
 - o * How Great Leaders Innovate Responsibly
 - o * How to Turn a Group of Strangers Into a Team
- *Video: Are You Ready for the Future of Health?
 - Experiences to Support Growth
 - Design and facilitate a human-centered design session to generate an innovative approach to possible futures for your team or organization.



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