ONS® LEADERSHIP RESOURCES AND EXPERIENCES TO SUPPORT YOUR GROWTH

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

LEADERSHIP PATHWAY
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.

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

CONTENTS

OVERARCHING RESOURCES .......................................................................................3

LEADER WITHIN ...............................................................................................................3
Reflective Practice ................................................................................................................3
Foundational Thinking .........................................................................................................4
Career Development .............................................................................................................4
Personal and Professional Accountability ...........................................................................4

PROFESSIONALISM .........................................................................................................6
Profession Accountability .......................................................................................................6
Advocacy ................................................................................................................................7
Health Equity and Social Determinants of Health .................................................................8
Governance ..........................................................................................................................8

COMMUNICATION AND RELATIONSHIP MANAGEMENT ..............................................9
Effective Communication .....................................................................................................9
Influencing Behaviors .........................................................................................................9
Relationship Management ..................................................................................................9

KNOWLEDGE OF THE HEALTHCARE ENVIRONMENT .................................................10
Nursing Practice and Application .........................................................................................10
Economics and Policy .........................................................................................................10
Regulation ...........................................................................................................................10
Evidence Based Practice .................................................................................................10
Patient Safety and Quality .................................................................................................11

BUSINESS SKILLS AND PRINCIPLES ............................................................................11
Financial Management ........................................................................................................11
Strategic Management ........................................................................................................11
Human Resource Management ........................................................................................11

LEADERSHIP ....................................................................................................................12
Systems and Complex Adaptive Thinking .........................................................................12
Change Management .........................................................................................................12
Diversity, Belonging, and Inclusion ....................................................................................12
Decision-Making ................................................................................................................12
Transformation and Innovation ........................................................................................13
OVERARCHING RESOURCES

These resources support multiple competencies.

- Self-assessments to derive individual action items
  - American Organization for Nursing Leadership (AONL) Nurse Leader Competencies Self-Assessment
  - 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:
  - AONL Developing the Leader Within
  - AONL Emerging Nurse Leader Institute
  - * Sigma Theta Tau International Nurse Empowerment Program
- Course: AONL Leadership Lab: Leadership Development for Nurse Managers
- Books:
  - ONS: 21st Century Nursing Leadership
- Articles and white papers:
  - * Johnson and Johnson, American Nurses Association, and AONL Nursing White Paper: Advances in Care Delivery Post-Pandemic
- * AONL Today in Nursing Leadership podcast

LEADER WITHIN

Reflective Practice

- Book: StrengthsFinder 2.0
- * TED Talk: Are You a Giver or a Taker?
- * Oncology Nursing Podcast Episode 187: The Critical Need for Well-Being and Resiliency and How to Practice
- * 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:
  - Journal of Nursing Administration: Transitioning Emerging Leaders Into Nurse Leader Roles
  - Credibility: How Leaders Gain and Lose It, Why People Demand It
  - Everyday People, Extraordinary Leadership: How to Make a Difference Regardless of Your Title, Role, or Authority
  - 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.
  - Lead or facilitate a meeting.
  - Apply technology for collaboration.

Career Development

- * ONS CareerWire
- * Oncology Nursing Podcast Episode 150: Career Planning for Oncology Nurses
- Articles:
  - * Mentor, Coach, or Sponsor? Everything You Need to Know
  - * Mentor, Coach, or Sponsor—What's the Difference?
  - * The Difference Between Mentorship and Sponsorship
- Videos:
  - * The Power of Mentoring
  - * The Role of a Mentor
  - * 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:
  - * Find Moments of Inspiration in Your Work

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ONS LEADERSHIP RESOURCES AND EXPERIENCES TO SUPPORT YOUR GROWTH

• The Importance of Passion, Experience, and Resilience in Oncology Nursing
• All ONS Voice well-being articles

Other articles:
• Journal of the American Association of Nurse Practitioners article: Developing Advanced Practice Nurse Writing Competencies as a Corequisite for Evidence-Based Practice
• Journal of the Medical Librarian Association article: Writing Together to Get AHEAD: An Interprofessional Boot Camp to Support Scholarly Writing in the Health Professions
• Nurse Education Today article: The Genesis of ‘The Neophytes’: A Writing Support Group for Clinical Nurses

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:
  - Obtain oncology nursing certification.
  - Volunteer for the Oncology Nursing Certification Corporation (ONCC).
  - Complete the ONCC Engagement Interest Survey.
• Publishing:
  - Participate in the CJON Writing Mentorship Program as a mentor/mentee.
  - 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
  - Author an ONS Voice article or CJON Clinical Moment.
  - Serve on an editorial board.
• Apply for an Oncology Nursing Foundation scholarship.
• Apply for an ONS or ONCC award.
• Consider a virtual ONS volunteer activity.
• Attend ONS Congress®.
  - Attend Management Track presentations.
  - Participate in ONS Leadership Development Committee–hosted events.
  - Submit an abstract.
  - Present a poster or session.
• Keep your resume and CV up to date.

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ONS LEADERSHIP RESOURCES AND EXPERIENCES TO SUPPORT YOUR GROWTH

PROFESSIONALISM

Profession Accountability

- Articles:
  - * How to Give a Killer Presentation
  - * Just Culture: It's More Than Policy
  - * Nursing Ethical Considerations

- Videos:
  - * Life After Death by PowerPoint
  - * Structure of Great Talks

Experiences to Support Growth

- Explicitly discuss values and ethics with your team.
  - 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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ONS LEADERSHIP RESOURCES AND EXPERIENCES TO SUPPORT YOUR GROWTH

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

Advocacy

- **ONS course:** [Advocacy 101: Making a Difference](#)
- **Oncology Nursing Podcast:**
  - * Episode 33: [Why Nursing Advocacy Is Important](#)
  - * Episode 46: [Nurses Are Crucial in Local Advocacy Efforts](#)
- **ONS Voice articles:**
  - * [After Two Decades of Trust, It's Time for Action](#)
  - * [The Role of Blind Justice in U.S. Supreme Court Decisions on Health Care](#)
  - * [What Florence Nightingale Taught Us About Advocacy](#)
  - * All ONS Voice articles on [advocacy and health policy](#)
- **Other articles:**
  - * [How Laws Are Made](#)
  - * [How to Be an Activist for Causes You Believe In](#)
  - * [How to Be an Effective Activist](#)
  - * NPR Life Kit podcast: [How to Find Joy in Activism](#)
  - * [The Four Roles of Social Activism](#)
  - * [Preventing the Spread of Misinformation](#)
  - * [Nurse Advocacy: Adopting a Health in All Policies Approach](#)
  - * [Nurses Can Help Defeat Health Misinformation](#)
  - * [Nurses: How to Advocate for Federal Policy Change](#)
- **Videos:**
  - * [Preventing the Spread of Misinformation](#)
  - * [Schoolhouse Rock—How a Bill Becomes a Law](#)
  - * [The Senate and the House of Representatives Explained](#)
  - * [Why Social Media Is so Powerful for Political Activism](#)
  - * [Power of Coalitions](#)
  - * [How to Lobby](#)
  - * [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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Multiple apps exist for this purpose. Congress is one app that is available for Android users that might meet your needs.

- Contact your representatives regularly.
  - Tell them about your experiences.
  - 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:
  - Nurses' Role in Addressing Social Determinants of Health
  - Preparing Today's Nurses: Social Determinants of Health and Nursing Education

Governance

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

Engage with your local ONS chapter.

- Participate on a committee.
- Get involved in 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 ONS Board of Directors Interest Questionnaire.

- Review the ONS Board Selection Process.
  - 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.

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• Engage with the [Nurses on Boards Coalition](#) by submitting your resume and reporting your board service.

**COMMUNICATION AND RELATIONSHIP MANAGEMENT**

**Effective Communication**

- **Books:**
  - [Conflict Resolution: How to Recognize Different Communication Styles and Effectively Manage Conflicts](#)
  - [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.
  - Seek feedback on your communication style, how it inspires trust, and areas to improve.

**Influencing Behaviors**

- **Articles:**
  - [Harvard Business Review: Strengthen Your Ability to Influence People](#)
  - [Journal of Nursing Administration: Strategies to Recruit the Next Generation of Nursing Leadership Talent](#)
  - [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.
  - Seek support from stakeholders such as peers, other roles in your setting, direct reports, and your manager or supervisor.

**Relationship Management**

- **Articles:**
  - [Nursing Education Perspectives: Soar Like Geese: Building Developmental Network Relationships for Scholarship](#)
  - [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
• * Subscribe to the ONS Advocacy News weekly email 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. Congress 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 board of nursing website. 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 Comprehensive Unit-Based Safety Program (CUSP), a method that uses teamwork, clinical best practices, and science to improve clinical safety.
  - Watch the nurse’s perspective video.
- * 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:
  - * Do You Speak Finance?
  - * Financial Stewardship of Boards
  - * 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:
  - * 7 Practical Ways to Reduce Bias in Your Hiring Process
  - * 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.

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**LEADERSHIP**

**Systems and Complex Adaptive Thinking**

- * Article: [Applying the Principles of Adaptive Leadership to Person-Centered Care for People With Complex Care Needs: Considerations for Care Providers, Patients, Caregivers and Organizations](#)
- Book: [Leadership: Theory and Practice](#) (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.

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**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.

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**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.

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**Decision-Making**

- * Article: [Great Leaders Are Great Decision-Makers](#)
- TED Talks:
  - * [How Can Groups Make Good Decisions](#)
  - * [What Productive Conflict Can Offer a Workplace](#)

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• **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.