Inspiring Self and Others to Leadership

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Leadership can be thought of as a capacity to define oneself to others in a way that clarifies and expands a vision of the future.

—Edwin Friedman

One function of leaders is to empower others to lead. In the healthcare environment of the future, prudent leaders must inspire and empower themselves and others. The current healthcare environment offers endless opportunities to innovate, to grow personally, and to inspire leadership excellence. Health care as a system is in continuous transition. With each change come new stressors and complexities to manage. Changing expectations, staffing shortages, and the challenges of managing care, costs, access, safety, and quality require leadership that is increasingly adept as the healthcare industry redefines itself for the future.

Across the continuum of health care, leadership responsibilities are compounded by the need to juggle multiple priorities, work long hours, balance work and home life, maintain personal and staff morale, mediate conflicts, influence policies, keep abreast of the latest information and technology, and inspire others to lead. The primary leadership challenge in health care amidst the changes is to provide access to safe, reliable, cost-comparative, quality care in a climate of uncertainty and complex new precedents.

You have chosen to lead and manage others in this healthcare environment. You will need to be highly skilled, motivated, and committed to your field and profession. You must develop a sophisticated understanding of the business aspects of medicine, expertise in human relations, and an ability to create a motivating and trusting environment with integrity and heart for yourself and others. You must be dedicated to lifelong learning and clinical competence because skills and technology become rapidly obsolete, and in your role as manager, you will do best if you model the excellence you seek from others. You also must cultivate personal values such as integrity, courage, and a caring of the human spirit. But this is not the end. To be most effective, you need to develop a keen awareness of yourself as an inspiring and servant leader.

With this in mind, this chapter discusses what nurse leaders (e.g., managers, administrators, clinical directors, other healthcare executives) can do to inspire themselves and others to leadership. Throughout the text you will gain practical tips related to self-mastery, managerial and moral courage, and interpersonal relations while exploring what it means to manage and lead from the inside out. The chapter is organized into two sections.

The first section, "Empowering Self: The Journey Inward," will

- Review the relationships among managing, leading, and the use of self to influence and inspire people to achieve organizational outcomes.
- Define what values are and examine how personal values shape individual character, perceived trustworthiness, and behavioral choices.

The second section, "Leading and Directing Others: Putting Character Into Action," will

- Explore three dimensions of character development (personal mastery, managerial courage, and interpersonal relations) as pathways to exemplary leadership.
- Offer guidelines for managing oneself in each of these areas in order to lead others more effectively.

Empowering Self: The Journey Inward

Leading, the Inward Journey

Management is the art and science of executing or getting goals accomplished through people. The differences between leadership and management are often blended by a fine distinction. McCrimmon (2010) simplified the distinction: managers execute, while leaders direct. Successful managers are skilled at planning, organizing, monitoring, supervising, and coordinating people and activities. On the other hand, they also are skilled at leadership—thinking strategically, challenging the status quo, envisioning future direction, and inspiring, coaching, and empowering people so that they *want* to go in that direction.

For example, nurse managers and executives, in their respective roles, each have different organizational responsibilities. Yet both must plan, organize, handle staffing and staff assignments, set performance goals, oversee the activities of others, monitor the quality of patient care, and allocate financial and technologic resources appropriately. They must create a stable, efficient, well-run organization. This requires *managerial* expertise.

The nurse manager and the nurse director also must be agents of change. They must demonstrate the courage needed to innovate and transform the organization in ways that will ensure clinical or professional excellence. They must develop a work culture and climate that support high-performing teams and cultivate in people a willingness to change, innovate, and embrace core organizational values that support quality service. This requires *leadership* abilities.

Discussions about management and leadership tend to focus on the wise and efficient use of resources, such as people, time, money, and technology, to reach organizational goals. What often is overlooked is the use of self to achieve this.

A closer look at the role of leadership reveals that it is impossible to talk about leading others without considering how you manage and deploy yourself in that role. Leadership is a process of persuasion and example by which one inspires and engages others in achieving a shared vision (Kouzes & Posner, 1999). Kouzes and Posner (2007) identified the practices and commitments of exemplary leaders (see Table 1-1).

Table 1-1. Five Practices and Ten Commitments of Leadership	
Practices	**Commitments**
Model the Way	1. Clarify values by finding your voice and affirming shared ideals. 2. Set the example by aligning actions with shared values.
Inspire a Shared Vision	3. Envision the future by imagining exciting and ennobling possibilities. 4. Enlist others in a common vision by appealing to shared aspirations.
Challenge the Process	5. Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve. 6. Experiment and take risks by constantly generating small wins and learning from experiment.
Enable Others to Act	7. Foster collaboration by building trust and facilitating relationships. 8. Strengthen others by increasing self-determination and developing competence.
Encourage the Heart	9. Recognize contributions by showing appreciation for individual excellence. 10. Celebrate the values and victories by creating a spirit of community.

Note. From *The Leadership Challenge* (4th ed., p. 26), by J.M. Kouzes and B.Z. Posner, 2007, San Francisco, CA: Jossey-Bass. Copyright 2007 by Jossey-Bass. Reprinted with permission of John Wiley & Sons, Inc.

The workplace offers countless opportunities for everyone to exercise leadership. Professionals pioneer new medical advances. Supervisors coach and inspire workers to go the extra mile or hone new skills. Managers establish new goals and priorities and engage people in change aimed at excellence. In each of these instances, you are, in effect, using yourself to influence people and outcomes.

Use of self is a term used by organization development specialists to describe the ways in which people bring all that they are and all that they have experienced to their work: their bodies, minds, personalities, creativity, and talents, as well as their values and biases, strengths and shortcomings, and positive self-regard or self-loathing. The power of influencing is through building relationships with others. First, you must understand yourself before you can start to understand others and the impact you may have on another. Influencing is about guiding others, not telling or pushing. People influence best when they can inspire others to see and share the vision and enable them to act, not acting for them.

Servant and Thought Leadership

Two relatively new leadership styles have appeared in the literature over the past 10 years: *servant* and *thought* leadership. The two are not mutually exclusive. For some, the word *servant* has a negative connotation, and it is hard for them to grasp. But, servant leadership has been heralded as one of the most popular leadership styles of today although the concept is more than 30 years old (Greenleaf, 1998; McCrimmon, 2010). Greenleaf (1998) espoused that the thesis of servant leadership theory is caring for people, with the more able and the less able serving each other, and is the rock upon which a good society is built. The primary objective of the servant leader is to

make the needs of others the priority. To accomplish this, the leader must first identify what it is the others need. Servant leaders listen first and are open to the ideas and thoughts of others. Seek first to serve before being served. In situations with a risk or need for a difficult decision, the servant leader thinks first of the needs of the people.

A *thought leader*, as coined by Kurtzman (1998), is a leader who has the ability to form innovative ideas and demonstrate confidence in futuristic visioning. Thought and servant leaders not only have a vision of the future but also can inspire others to share in that vision. Servant and thought leaders also embody an ability to recognize the inner leadership strengths in others. They attend to the *whole person* paradigm. Thought leaders are those individuals whom others consider to be leaders in a chosen field or practice endeavor. The thought leader is a person or company that is known in the profession or industry as creating the cutting-edge knowledge, new ideas, and new strategies for blazing new trails.

Covey (2004), in *The 8th Habit*, wrote that the whole person paradigm includes the mind, body, spirit, and heart. Covey identified these four needs of people. Within this context, Table 1-2 outlines these needs.

Table 1-2. Four Needs of People	
People Need	**Characteristic**
Mind	To learn, grow, and develop
Body	To live, thrive, and survive
Spirit	Meaning and contribution—To leave a legacy
Heart	To love—Relationships
Note. From *The 8th Habit: From Effectiveness to Greatness* (p. 21), by S.R. Covey, 2004, New York, NY: Free Press. Copyright 2004 by FranklinCovey Co. Adapted with permission.	

The individual mind needs to be developed and nurtured to learn and grow. How does a manager nurture that developmental need in self and others? The need of the body is to thrive and survive. The premise here is to care for the caregiver. The leader attends to physical and mental self-care and models those self-care attributes to others. The spirit of a leader has a desire for purpose. The leader of today desires to have meaning in personal and professional life and to leave a legacy. Finally, the heart of leadership is embedded in relationships. Caring from and for the heart is a major need of people. As a leader, it is of utmost importance to build relationships and to demonstrate caring from the heart and to the heart of others.

When one is inspiring self and others to lead, four characteristics are key for success: personal values, character, behaviors, and, last but not least, trust. The following sections will review these four characteristics in depth.

Personal Values

In empowering yourself and inspiring others to leadership, your personal values become the most important consideration. Every choice and every communication exchange is guided by values—your conscious or unconscious beliefs about

how the world works or how it ought to. Where do these values come from? The first set of values is formed in childhood. These are usually the same as your parents' or primary caregivers' and may also be influenced by teachers and, in some cases, television. Later, as you grow into adulthood, some of these values may be challenged and changed, but many remain for life, serving as organizing principles as you make decisions and form relationships. These beliefs shape your perceptions of what is important and serve as perceptual filters from one situation and one interaction to the next.

As individuals (and by extension, as organizations), we perceive, experience, and live out our values in multifaceted ways. Figure 1-1 summarizes the ways our values come into play as we interact with others and make behavioral choices.

Figure 1-1. Manifestations of Personal Values

1. As *beliefs* or a core "world view": We would never give up, no matter what.
2. As *thought patterns* or filters: We use them to interpret events and people's behaviors.
3. As our *priorities* that show up in the day-to-day choices we make
4. As our *self-concept*: How we see ourselves and how we ideally would like to be seen by others
5. As our *self-esteem*: How we positively regard ourselves
6. As the *state of being* we strive for (e.g., love, happiness, freedom, peace, security)
7. As the *motives* that drive our choices (e.g., control, power, creativity, fame, wealth, service to humanity)
8. As the things we *fear* (e.g., loss, being bored, criticism, abandonment, loneliness)

Some values are said to be *terminal*, whereas others are described as *instrumental*. Terminal values determine how you want to be seen or remembered by others—the type of person you would like to become. Do you want to be seen, for example, as a manager who cares deeply about people? Do you want to be remembered as engaging and likeable, or do you think it is enough that people respect you and do as you ask?

Instrumental values govern your daily behavioral choices from situation to situation. Do you go the extra mile regardless of the level of your compensation? Do you treat people as though they are basically trustworthy, or do you act as though most are untrustworthy? Are you extremely frugal, or do you believe in spending whatever it takes to get the results you want?

Of course, the two types of values always intersect. For example, if one of your terminal values is to be someone who has a great deal of *integrity*, then instrumentally, you would choose behaviors such as keeping your word or "walking your talk." Several years ago, I (D. Ambrose) took on a consulting assignment with a new CEO who was the hospital's fifth CEO in 11 years. With each CEO that had come and gone, employees had to deal with a new senior administrative team and new strategic initiatives. Needless to say, they were jaded by the lack of leadership continuity, and their morale, performance, and productivity were negatively affected. The new CEO, anxious to break the cycle of aborted leadership, conducted a series of focus groups to gather feedback. Repeatedly, employees across all levels and units made comments such as, "We feel the CEO position here is a pass-through assignment," or "No one cares enough to stick with us until the espoused values and programs become a reality."

The CEO gave his word that he would stay for the long haul; he would continue his dialogue with employees and would make every effort to seek and apply

their input wherever practical. He used terms like "shared leadership" and commitment to "excellence in service" and set about living these principles by holding employee town meetings, rewarding excellence, and engaging people as what he called "partners in change." After several months of skepticism, employees began to note the consistency with which the CEO followed through on his promise. They reported a noticeable difference in the behavior of senior leadership and commitment levels. They expressed appreciation for minor behavioral changes, such as that the CEO often walked the halls and would greet by name the employees who had attended his town meetings. As of this writing, four years later, the CEO is reported to be one of the most admired executives the hospital has known. The hospital survived a difficult merger with another institution, led by this man and his team. Throughout the trying period, the integrity with which he lived his values earned him the continued trust and support of managers, staff, and professionals systemwide. Individual/personal values are steeped in character, behaviors, and trust.

Character

Values are an important focus of leadership development because of their impact on shaping character. A body of leadership scholars, labeled *trait theorists*, concern themselves primarily with the study of how values undergird the character of the leader. They pay special attention to the ways in which the leader's stated values and the behaviors of the leader are linked and how they shape subordinates' perceptions of the leader's credibility or trustworthiness. This body of work has given useful insights into leader values and character traits that followers seek. The following are among the ones most often cited:

1. *Honesty and integrity*—your word is good and your behaviors are consistent with stated values.
2. *Self-knowledge and self-mastery*—you are clear about your strengths and shortcomings, willing to learn from others, and generally exhibit positive self-regard.
3. *Courage*—you are willing to put yourself on the line on the basis of conviction and a willingness to take risks; you possess inner strength and demonstrate confidence.
4. *Vision*—you are forward thinking and future oriented and believe in possibilities.
5. *Passion*—you are both inspired and inspiring to others and approach life with gusto.
6. *Concern for others*—you demonstrate caring and goodwill toward others and tend to be respectful, supportive, and fair minded in your dealings with people.
7. *Competence*—you are a strategic thinker who is effective at goal attainment. You are consistent and reliable.
8. *Cooperativeness*—you are community minded, team oriented, willing to collaborate with others, and skilled at resolving conflicts and creating harmonious relationships.
9. *Inclusivity*—you create an environment that enables all employees to contribute to their fullest potential, and that allows you to make quality decisions in the midst of diversity, similarities, and polarities.

Behaviors

As you work with and manage employees, you will notice an elaborate interplay of personal, social, and organizational values that govern behaviors. Consider, for example, how values related to power, authority, inclusion, security, competition, well-being, safety, teamwork, and autonomy coincide or collide in your workplace, dictating behaviors and creating harmony or conflict. Consider, too, how the values held by those in leadership roles ultimately shape the organization's culture and climate. Clearly, if you are in a leadership role, you must be grounded on a solid platform of values that will steer your actions in the right direction for yourself and for your organization.

In preparing to lead others, you must work on value alignment. This means that your espoused values (what you *say* you believe in and want) must consistently match your lived values (how you *act* in each situation). Unfortunately, value alignment often is difficult to achieve. Life obligations, fears, habits, poverty, and the challenges of working in a stressful healthcare environment can compromise your ability to act in ways that are in alignment with your beliefs. A classic example is the parent who believes in spending ample quality time with the children and who, at the same time, must put in long hours at work, arriving home too exhausted for quality parenting. Over time, these inconsistencies can erode our self-concept (how we see ourselves) and our self-esteem (the degree of positive regard we hold for ourselves). If self-esteem is low, we gravitate toward values that defend or protect our fragile psyches. Conversely, if self-esteem is high, we are more likely to be aligned with values and practices that support personal mastery and the highest human good.

Hultman and Gellermann (2001) suggested that people who exhibit traits such as a lack of concern for others, dishonesty, and slovenliness are more likely to have low self-esteem. In contrast, people who are caring, honest, and committed to excellence tend to have higher self-esteem and a sense of service to others. The implications of this for managing self and for leading others are endless. For starters, such findings suggest that a core competency for leadership is the development of positive self-regard, both in the leader and in the people he or she seeks to influence and support.

Trust

The nurse leader or manager who is so task oriented that there is no time to get feedback from or develop others is likely to create a work climate that is ultimately demoralizing and ineffective. This is a sobering observation. It means that eventually each organization becomes an extension of the values of those whose leadership, management, and professional choices shape the day-to-day experiences of its employees and customers. If you are a manager charged with decision-making clout, your personal impact is even more profound. Every employee expects the supervisor to lead and manage with integrity, fairness, and sound judgment. Employees look to the leader for guidance and support. Staff members want to know that their leader is guided by the right set of values that will assure them that the leadership is consistent and in the best interests of all. At times, the staff will defer to the wishes of the leader, assuming or hoping that the leader is trustworthy. Trustworthiness is closely related to the three core values (Ambrose, 1996) of *competence, integrity,* and *goodwill* (see Table 1-3).

Table 1-3. Three Dimensions of Trust		
Dimension	**Examples**	**How It Works**
Competence	Personal: creativity, excellence, curiosity, a learning stance Social: concern for people, emotional intelligence, customer service skills, community-mindedness, inclusivity Technical: business acumen, professional know-how, technologic skills	People trust you if they sense that you know what you are doing.
Integrity	Honesty, dependability, alignment of words and deeds and of inner and outer worlds, fair-mindedness	People trust you if they believe that your word is good and they see you model the positive behaviors you want to see.
Goodwill	Open communication, caring, open-mindedness, cooperation, positive outlook, and visionary stance	People trust you if they sense that you care about them.
Note. Based on information from Ambrose, 1996.		

A willingness to seek and incorporate feedback from those you supervise, those you serve, your peers, and your supervisors is an important mindset for managerial excellence. As you solicit feedback, a focus on the dimensions of competence, integrity, and goodwill will go a long way toward building your "trustworthiness" as a leader.

Inspiring and Directing Others: Putting Character Into Action

In inspiring self and others to leadership, three dimensions of character development become important (Ambrose, 2002): personal mastery, managerial courage, and interpersonal skills (see Table 1-4). Here are some specific steps you can take under each of these dimensions as you manage yourself to better carry out your leadership responsibilities.

Table 1-4. Dimensions of Character Development and Leadership	
Dimension	**Examples**
Personal Mastery The ability to reflect on yourself, take steps necessary for personal and professional growth, and make choices that are congruent with your vision and values.	• Live your values and play to your strengths. • Solicit and use feedback to build character and skills. • Make self-care, lifelong learning, and support networks a priority in your life and work.
	(Continued on next page)

Table 1-4. Dimensions of Character Development and Leadership *(Continued)*	
Dimension	**Examples**
Managerial Courage Deployment of personal and interpersonal mastery in service of the organization's strategic goals marked by an ability to demonstrate wisdom, exercise leadership, and take risks necessary to foster innovation.	• Be willing to challenge the status quo and take risks. • Engage head and heart, warrior and healer. • Articulate and model a compelling vision for your organization. • Communicate with integrity. • Be comfortable with being uncomfortable.
Interpersonal Skills The ability to build relationships, manage differences, and create a motivating environment that inspires self and others to achieve high performance.	• Develop cultural competence in working with diverse customers and employees. • Focus on relationship building, common interests, and mutual gain as you resolve conflicts. • Develop a healthy awareness of personal and organizational power.
Note. Based on information from Ambrose, 2002.	

Personal Mastery

Personal mastery begins with self-awareness, self-acceptance, and self-confidence coupled with a readiness to change and develop in the areas you choose. Managers who fail often do so because they lack these traits. Rather than figuring out who they are and relying on their own values, competencies, and personal style, ineffective managers ignore their instincts and talents as they try to emulate others. They lack the courage to stand up for what they believe or to take decisive action. Instead, they may adopt one management fad after another, looking for the right model or magical formula for leadership effectiveness.

In contrast, effective managers tend to build their competence and confidence by leveraging their values and strengths. At the same time, these managers know their personal shortcomings and take steps to manage these shortcomings. They are adept at getting support from others and at hiring, developing, and delegating to people with complementary characteristics and skill sets that can fill in the gaps and round out what is needed to achieve organizational goals.

Live Your Values, Leverage Your Strengths, and Discover Your Purpose

Clarify your values and purpose and value your own style, strengths, and life experiences. What works for another leader or manager may be different from what works for you. Once you are clear about your values, share them with the people who report to you and others, and invite them to give honest feedback when you are not living your values. This is important because to model integrity in your life and as a leader, how you act and behave must match what you say that you believe.

In a culture audit for a major hospital where employee morale was at an all-time low, the number-one issue cited by frontline employees was failure of management to keep their word and to do what they said that they believed. This is often referred to as *walking the talk.* One effect of this was that employees tended to drag their feet on important change initiatives, cynically assuming that things would not pan out.

The supervisors and middle managers blamed senior management for lacking the "moral courage" to establish clear values, priorities, and direction in the face of difficult politics and mandates.

What was most interesting about this study was the fact that one unit in the hospital was able to maintain high morale and to outperform the other units. A closer look revealed a most important difference: The unit manager ran her floor as though she had created an oasis in the midst of chaos. In her words,

> As a manager, I focus my leadership attention on the things over which I have control: my commitment, my ability to develop and support people, and the goals I have set for my unit. I simply drill it into my staff that we must never lose sight of our number-one priority, which is a commitment to our patients' well-being. Then I do everything in my power to inspire and enable them to do their best work.

This manager demonstrated many characteristics of personal mastery: self-knowledge, clarity, willingness to stand up for what she believes in, and congruence between her beliefs and actions.

Be aware, too, that situations will occur in which your values differ from those of your coworkers or the organization itself. Learn to discuss these differences openly and honestly without judging yourself or others. The goal here is to foster mutual respect and understanding.

If you discover that you embrace values that create disharmony for yourself or others, you may set a personal growth goal of modifying those values or developing new ones. If, for example, your perfectionism leaves no room for flexibility or is taking a toll on your family or coworkers, you may want to develop the ability to be a perfectionist in some areas and not others. As you make these shifts in your personal development, talk with others about the changes you are trying to make. One manager took the time to explain to her staff about the areas in which she was working on being more flexible. She then very explicitly listed several areas that, because of safety implications, were non-negotiable.

Spend some time reflecting inward to define and discover your purpose. This, in part, can be done by leveraging your passion to define your purpose. Do you have a passion for leadership, creating a shared vision, encouraging the heart, and developing others? The strength of your character and other leadership attributes define who you are and what you stand for. Thinking these attributes through will help you to discover your personal and professional purpose.

Build Character and Skills

This may sound like overstating the case, but, in fact, the effectiveness of a leader is entirely dependent on people's *perception* of that leader's trustworthiness—competence, wisdom, and credibility. Because good leadership is in the eye of the beholder, you must regularly ask, "How am I doing?" to improve your performance as a manager. Ask this question of those you serve, those you supervise, and those who supervise you. This represents 360-degree feedback.

In addition to informal dialogue, patient satisfaction surveys and 360-degree feedback from your direct reports, peers, and supervisors will be very useful in this respect. Patients are who you ultimately serve. As a healthcare leader, the most impor-

tant gift you can give to patients is a well-managed, well-led environment that supports their healing. As you manage the human, financial, and technologic resources at your disposal to provide the best clinical service, the voice of your patients provides a critical barometer for measuring your success. Likewise, the employees you supervise and work with have a lot to say (perhaps behind your back) that can benefit you and your organization. Ask for feedback from your direct supervisor. You do not have to wait for the formal year-end performance management feedback session. Check with your supervisor or director regularly to discuss not only your own performance but also larger strategic goals for clinical and leadership excellence.

As you solicit feedback, do not shoot the messenger! Thank the person or group giving you feedback, even if you disagree. Later you can decide whether, or how, to use their contribution. This way you leave the door open to receive continual input for your personal leadership development.

Make Self-Care and Support Networks a Priority in Your Life and Work

A useful adage says, "Fill your own cup first, then you can feed others from the overflow." This sage advice reminds us that to lead others with integrity, we must nurture and develop ourselves so that we can become credible models of the behaviors we seek in others. Unfortunately, in the field of medicine, where practitioners and executives at all levels routinely log long hours and endure great stress, little time is available for self-reflection and self-renewal. To be successful in your personal and professional life, you must take proactive steps to nurture and manage yourself. The 21st-century healthcare environment, like workplaces in every sector, creates many barriers to work-life balance. The majority of U.S. families with small children now have both parents in the workforce. To compound this picture, a growing percentage of managers and senior healthcare administrators are Baby Boomers, many of whom (especially women) are charged with primary care responsibilities for older adult parents, as well as for high school– or college-aged children still at home.

When thinking about self-care, we think about the obvious: proper diet, sufficient exercise and rest, and regular checkups. But it is the less tangible interventions that often trip us up: how to manage the boundaries and interfaces between our relationships, our workplace, and the demands placed on us by ourselves and others in order to find the time and resources necessary for self-care. For starters, you must learn to negotiate these boundaries. For example, learn to say no. Challenge unnecessary meetings. Establish with your significant others special time alone that is yours and only yours for rejuvenation and downtime. Try to take one or two retreats each year with or without family and colleagues. These do not have to be lengthy but should afford quality time, allow deep reflection, include leisure activities, and be spiritually uplifting or mentally stimulating and, above all, restful.

Self-care also means taking time out for learning. By staying abreast of the latest thinking and technology in your field, you give yourself the gifts of knowledge and credibility needed to be self-assured and to make meaningful contributions to your field and your institution. Make attendance at internal training programs and external conferences a routine part of your work life. Take control of your career by embracing lifelong learning and initiating these opportunities rather than waiting for recommendations from your supervisor. Join professional organizations, such as your state nurses association, or specialty organizations, such as the Oncology Nurs-

ing Society, American Association of Critical-Care Nurses, Association of periOperative Registered Nurses, or American Academy of Ambulatory Care Nursing, that place member education and leadership development as top priorities.

As you do so for yourself, cultivate the value of learning in your work team. Whenever possible, hire employees whose talents and backgrounds complement your own. Coach, develop, and expose staff members to the best training and education available. Groom them to function as co-leaders and highly skilled professionals who support you in achieving organizational goals.

You cannot care for yourself and build your expertise in a vacuum. *Who* you know goes hand in hand with *what* you know. You will need wise guides and caregivers who support you in supporting others. Throughout your career, consciously develop a support network of people who serve as your personal or spiritual anchors, service providers, professional contacts, and staff team members.

Managerial Courage

Leadership is aimed at change; you must be willing to challenge the status quo and try new things. Kouzes and Posner (2007) referred to this as "challenging the process." At times, you will have to embark on paths that have not yet been proved. Be a thought and visionary leader. Depending on the environment, your efforts may be met with resistance. Situations will arise in which you are expected to stand tall and "be the boss," making unpopular command decisions, enforcing safety mandates, cutting costs, or even cutting jobs. Naturally, you will experience trepidation in many of these situations. But as Mark Twain once put it, "Courage is not the absence of fear; it is the mastery of fear." This is the nature of management and leadership. Being in charge takes both moral and managerial courage. The following are several ways to develop and exhibit managerial courage.

Challenge the Status Quo and Take Risks

Managerial courage relies on an ability to deploy your knowledge, instincts, and interpersonal skills in the service of the strategic goals of the organization. It means being willing to stand on principle and to risk failing as you speak your truth or make bold choices to achieve the outcomes envisioned for the team.

But courage is not the same as recklessness. To the extent that you spend time gathering data, learning from others, and developing your moral compass and problem-solving skills, you can be more calculated in your approach, thereby minimizing failure. However, be prepared to manage the occasional fallout from your risk taking. This is where self-mastery kicks in. When mistakes happen, ask, "What did we learn?" instead of focusing on "Who is to blame?" Smart leaders view change as involving incremental steps in which learning occurs along the way. If you learn from mistakes, you are not only showing courage, you are gathering wisdom.

Engage Both Head and Heart, Warrior and Healer

Kouzes and Posner (1999) espoused that encouraging the heart is one of their five leadership characteristics. Courage does not mean being ruthless or heartless.

Regardless of your preferred leadership style, you must develop a wide repertoire of decision-making approaches that allow you to be directive when you seek compliance and collaborative when you seek commitment.

As the leader, learn to use your head to make difficult decisions and your heart to implement them in ways that speak to the needs of those affected by the decision. If you take a tough, directive stance all the time, ultimately you will lose the trust and support of people as they begin to feel like victims, and they may attempt to sabotage your efforts. Conversely, if you are always conciliatory and "touchy-feely," you will lose the very respect you seek, as they perceive you as spineless or unable to handle tough decisions well. The challenge lies in knowing when to be tough-minded or autocratic and when to be a follower, seeking guidance and input from others. It is easy to fall back on your personality or preferred leadership style. It takes courage to modify the approach in different situations and with different people to achieve the desired managerial outcomes.

Tap the expertise of those around you, and engage others in a process of shared leadership, where appropriate. This allows an opportunity to get commitment or buy-in for the changes you are leading. Multiple contributors also generate better ideas for implementation than a single leader can.

Be a Thought Leader

Perhaps the most important practice that successful leaders engage in is the practice of creating a shared vision that will transform and position the organization for the future. This practice is key because it ultimately shapes the culture of the organization—the set of values, priorities, and practices that hold the organization together. It is important to do this first for yourself as a manager or executive, and then for the team you are charged with leading. In crafting your vision, be sure to seek input and to take into account your needs and values, as well as the needs and values of your direct reports and those you serve. Then communicate your vision honestly, excessively, and redundantly.

With your vision in mind, develop a sound strategy and set clear expectations and priorities for yourself and others. If people do not have a clear sense of direction and expected final outcomes, the confusion causes them to move away from change, even if they believe change is necessary.

Communicate With Integrity

Employees at every level lack the courage to speak their truth. Instead, they retreat to the safety of the "parking lot meeting" after the meeting. There they say all the important things that could have served the organization well if shared openly and honestly in the staff meeting. This practice is not acceptable for nurse managers or leaders who want to encourage effectiveness and integrity at work. It is also the fastest way to erode trust and morale. Be sure to impress upon people that you are trying to create a culture and work climate in which it is safe for people to differ and to bring their unique perspectives to the table.

Communicating with integrity means that one has the courage to bring inner thoughts and spoken words into alignment. When you talk *with* people rather than *about* or *to* them, you will be a truth caller in your organization. Seek first to understand before being understood. Even if you hold a minority position, be willing to

share your views and equally willing to hear what others have to say in response. This kind of communication is an important component of character development. Behaving this way will eventually distinguish you from others as a trustworthy person who takes the moral higher ground.

Figure 1-2 identifies guidelines to use as you interact with people and inculcate the value of honest communication in the workplace. Consider posting these in your meeting areas as a way of teaching these principles and skill sets to others.

Figure 1-2. Guidelines for Communicating With Integrity

- Take the risk to say what you really think.
- Speak for yourself. Do not hide behind the "we" of your group.
- Encourage others to speak their truth also.
- Listen non-defensively; probe to make sure you understand the other before responding.
- Be clear, direct, and unambiguous about your expectations of others and your position on important issues.
- If you change your mind, let others know.
- Seek and offer feedback as a pathway to personal effectiveness.
- Ensure that opinions are fact-based.

The ability of the leader to set performance goals and offer performance feedback is the foundation of good managerial practice, yet it is the area in which many supervisors and managers are most timid. This is understandable. Egos tend to be easily bruised, and feedback (especially if negative or corrective) can be easily met with resentment or embarrassment by both parties. I (D. Ambrose) often have coached supervisors who are ineffective because they lack the gumption to give explicit, honest feedback to their direct reports. The cost to productivity, safety, morale, and general organizational effectiveness is high.

To be an effective manager, strive to create a work culture in which feedback is the norm. To maintain goodwill, work hard to protect the self-esteem of the person receiving feedback from you. Choose the right time, place, and tone. Give both positive and negative feedback (not necessarily at the same time). When giving both positive and negative feedback in one discussion, avoid using *but* to connect the two. The word *but* in that context has the psychological effect of diminishing the positive feedback. For example, instead of saying, "You are good with our patients, *but* you do not always follow through on details," say "You are good with our patients. Now I need you to work on following through on details."

If the feedback is corrective or negative, observe the following guidelines:
- Address only behaviors that can be changed.
- Attack the problem, not the person.
- Be descriptive, not judgmental.
- Be clear about the impact of the person's behaviors.
- Speak for yourself. "You" tends to be accusatory. "I" tends to be more effective as you describe the situation and its effect on you.
- State future expectations clearly.
- Support facts with examples whenever possible.
- Be clear that intentions are in the best interest of the people and the organization.
- Develop your character such that you act with heart and integrity, and you will gain the courage it takes to give and receive honest feedback and reap its many rewards.

Be Comfortable With Being Uncomfortable

Leadership can be a messy process as differences and competing needs collide. Because leaders are agents of change, they also create discomfort for people. It is human nature to resist change because it moves us out of our comfort zone. Change also leaves people feeling less competent than before, as they are forced to learn new skills, embrace new technology, and take on more or different responsibilities. Sabotage, resistance, and disagreements are all part of the tension that ensues as we lead, implement, and manage change. Effective leaders are aware of this inevitability. They address and mediate conflict head-on in ways that facilitate win-win outcomes.

Interpersonal Relations

Developing Cultural Competence in Working With Diverse Customers and Employees

The American Hospital Association (AHA) Commission on Workforce for Hospitals and Health Systems (2002) published a report aimed at helping hospital leaders to build a more effective workforce. Among the recommendations was the need to improve workplace partnerships by "creating a culture in which hospital staff—including clinical, support, and managerial staff—are valued, [and] have a sustained voice in shaping institutional policies" (p. 5). This recommendation and the findings that support it are not surprising. Healthcare systems are beginning to come to terms with a history of classism and exclusionary practices that have challenged managers and leaders for decades. Today, the escalation of cultural competence and diversity management programs is a visible acknowledgment that things are changing for the better. But much work remains to be done in this area. As a manager, you have a key role to play. Subsequent to this report, AHA (2010) published *Workforce 2015: Strategy Trumps Shortage.* This document focuses on three key strategies for hospitals to maintain a viable workforce: (a) redesign the work processes to include the use of technology to increase employee satisfaction, efficiency, and effectiveness; (b) retain existing workers, including those who may be of retirement age and with some limited mobility and physical function; and (c) attract and engage a new generation of nurses (i.e., second-career nurses and a less traditional, more diverse workforce).

One of the most interesting challenges for a manager is how to create inclusive workplaces where patients and workers feel valued and respected and are able to get their needs met regardless of their ethnicity, race, sexual orientation, and socioeconomic status. Chapters 2, 4, and 15 offer insights into how to develop effective leadership skills in cultural competence and diversity.

Relationship Building, Common Interests, and Mutual Gain in Resolving Differences

Conflict is inevitable whenever people interact. In the workplace, competing needs, styles, values, and expectations are bound to clash. As a manager, you are challenged to manage differences, resolve conflicts, and reach agreements that last and that leave relationships intact or enhanced.

Fisher, Ury, and Patton (1991) wrote an all-time best-selling negotiation primer-based book on research they conducted at the Harvard Negotiation Project. The book, *Getting to Yes,* teaches how to negotiate in ways that build relationships and create mutually satisfying outcomes. It is built around four negotiation concepts labeled *principled negotiation.* The goal of this approach is to reach agreement rather than "win." Using a collaborative, rather than adversarial, mindset allows you to listen to people across your differences and generate multiple options for resolving the conflict, thereby reaching wise, mutually satisfying and lasting agreements. Drawing on popular negotiation theory, Figure 1-3 summarizes the differences between principled and adversarial approaches.

Figure 1-3. Reaching Agreements That Last	
Principled Goal: Agreement (win-win)	**Adversarial Goal: Victory (win-lose)**
• Emphasize common interests ("needs") and mutual gain. • Seek to preserve and enhance relationships. • Attack the problem, not the person. Rely on objective criteria and joint problem solving.	• Emphasize positions ("wants"), differences, and unilateral gains. • Disregard relationships. • Attack the problem and the person. Use pressure and threats.

Building Trusting Relationships

The dividends of trust can significantly enhance the quality of every relationship on every level of your life (Covey, 2008). Lack of trust in an organization can destroy the very fabric of organizational success. Lack of trust destroys personal and organizational credibility. Two key drivers are relationship trust and organizational trust. Table 1-5 identifies the trust relationships and consequences (Covey, 2008).

Table 1-5. Organizational and Relationship Trust	
Organizational Trust	**Resultant Personal/Employee Relationship**
Low or no organizational trust • Dysfunctional environment and toxic culture (open warfare, sabotage, grievances, etc.) • Micromanagement • Mistakes not tolerated • Unhealthy working environment • Dissatisfied employees • Excessive time wasted defending positions and decisions	• Dysfunctional • Negative confrontations • Defensive, bullying, mobbing behaviors • Divided teams (adversaries) • Hostile behaviors (yelling, blaming, accusing) • Guarded communication • Worrying and suspicion • Unfair and unjust culture • Real issues underground
Moderate trust organizations • Healthy workplace • Good communication • Aligned systems and structures • Focus is on work • Effective collaboration and execution • Positive partnering relationships with employees • Strong creativity and innovation	• Polite, cordial, healthy communications • A focus on working together smoothly and efficiently • Mutual tolerance and acceptance • Cooperative, close, vibrant relationships • A focus on looking for and leveraging one another's strengths • Uplifting and positive communication • Fair and just culture • Positive energy
	(Continued on next page)

Table 1-5. Organizational and Relationship Trust *(Continued)*	
Organizational Trust	**Resultant Personal/Employee Relationship**
High trust organization • Collaboration and partnering • Open and honest communication • Positive, transparent relationships with employees • Aligned systems and structures • Strong innovation, engagement, confidence, and loyalty • True sense of team synergy	• True joy in family and friendships, characterized by caring and love • Effortless communication • Unity of purpose, creativity, and excitement • Open, transparent relationships • Palpable energy created by positive relationships

Note. From *The Speed of Trust* (1st Free Press paperback ed., pp. 22–24), by S.M.R. Covey, 2008, New York, NY: Free Press. Copyright 2006 by CoveyLink, LLC. Adapted with permission.

Trustworthiness is based on competence (being knowledgeable about people, processes, and resources), integrity (being honest and consistent), and goodwill (demonstrating you care). To build competence, learn as much as you can from all available sources. Be a good communicator and listener who is willing to learn from anyone and from various perspectives. To develop integrity, act in ways that model what you say you believe. Speak the truth as you see it, and invite and make it safe for others to do the same. Never shoot the messenger. Rather, create a climate where people are rewarded for sharing their best insights and information. To create goodwill, show appreciation for the contributions of others. Leaders must value people for who they are and what they have to offer. Show you care by practicing acts of kindness and thoughtfulness toward others. Without organizational and relationship trust, outcomes of quality and service for patients and employees are not likely to be achieved at the level of excellence the organization aspires to have.

Healthy Awareness of Personal and Organizational Power

Leaders harness the passion of team members to transform and change the organization. The most effective leaders cultivate humility and never lose touch with their humanness. At the same time, they have a healthy relationship with power—neither hoarding it nor fearing it, but using it wisely in achieving personal and organizational goals. The word *power* often evokes negative impressions. Ambrose (2003) defined *power* as the capacity to ensure the outcomes we want. As such, power becomes the fuel of leadership that enables you to drive organizational change and effectiveness. Successful leaders drive power, not through fear or by hoarding it but instead by sharing it and harnessing power through others.

Hagberg (2002) made an important distinction between internal and external power. She has contributed much to the understanding of personal and organizational leadership by suggesting that people experience power differently at different stages of personal growth, in different situations, and with different people. She taught that while outer power is linked to status, credentials, connections, or achievements, inner power derives from one's capacity for reflection and wis-

dom. The key, according to Hagberg, lies in combining both sources of power in order to be personally more effective, ultimately becoming a "true" leader, someone who is willing to be someone other than who the world wants him or her to be and who is guided by values such as self-knowledge, purpose, humility, wisdom, and dedication to community.

In the early stages of your journey of managing self and leading others, it will be natural to find yourself concerned with basic external needs: "How can I grow?" "How can I succeed?" But as you move closer to self-mastery, you become more introspective and clearer about who you are and how you can best serve your clients. If you are willing to take the necessary risks, you can create an exciting career in which you transcend the ordinary in your responsibilities as a nurse leader or manager. In doing so, you will find yourself integrating work and life in a holistic way. You will be guided by a more powerful set of questions: "How can I bring my inner world and my outer world into better alignment?" "How can I find meaning in my work and my life?" "What risks am I willing to take to become a more effective human being, leader, and parent?" "How can I transcend the ordinary to approach my career from a stance of purpose and enlightenment?" As you manage yourself to lead others, this awareness will translate into excellence in interpersonal relations and service to humanity.

Summary

The key message of this chapter is that to transform and successfully affect organizations, communities, or the lives of others, leaders must first transform and inspire themselves to inspire others. Find a window into your mind, body, spirit, and heart, and it will offer the gateway into that of others. Personal leadership development is a process of self-reflection, self-renewal, passion, purpose, and heart that requires feedback from others and a willingness to pay attention to lessons of life experiences. What is your own life teaching you about leadership? Are you a servant leader? What are the core values that guide and serve you? What is your passion and purpose? What obstacles have you overcome that gave you insights into people and the nature of organizational or community life? Instead of focusing inordinately on eradicating weaknesses, you are better served by building on existing strengths, embodied in the heart, mind, and spirit. What strengths can you draw on to do your best work? If you are not sure what your strengths are, ask for feedback about what you do well. Learn to listen to your gut. For example, at the end of the day, what energizes you? What depletes your energy? What do you do to replenish your energy? What inspires you? Where do you get your inner strength? Your introspective answers to these questions will reveal much about where your commitment, passion, and heart reside and how you can quickly draw on them. To inspire others to leadership, astute leaders must first know how to inspire themselves. This inspiration takes character, integrity, heart, purposeful direction, and values. Be the servant and thought leader needed to inspire self and others to leadership.

Our Deepest Fear

Our deepest fear is not that we are inadequate.
Our deepest fear is that we are powerful beyond measure.
It is our light, not our darkness, that frightens us.
We ask ourselves,
Who am I to be brilliant, gorgeous, talented, fabulous?
Actually, who are you *not* to be?
You are a child of God.
Your playing small does not serve the world.
There's nothing enlightened about shrinking so that other people won't feel in-
   secure around you.
We are all meant to shine, as children do.
We were born to make manifest the glory of God within us.
It is not just in some of us; it's in everyone.
And as we let our own light shine,
we unconsciously give other people permission to do the same.
As we're liberated from our fear, our presence automatically liberates others.

Note. From *A Return to Love: Reflections on the Principles of "A Course in Miracles"* (p. 165), by Marianne Williamson, 1992. Copyright 1992 by Marianne Williamson. Reprinted with permission.

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