

SESSION TITLE:	Authentic Leadership: Do You Have What It Takes?
SPEAKER NAME:	<p><i>Presented by members of the Nominating and Leadership Development Committee:</i></p> <p>James "Jay" W. Bowers, BSN, RN, CNOR</p> <p>Susan Seitz, MSN, RN, CNS, CNOR</p> <p>Holly S. Ervine, BSN, RN, CNOR</p> <p>Kelly M. Kollar, MS, RN, CNOR</p> <p>Lisa A. Bailey, BSN, RN, CNOR</p>
SESSION NUMBER:	9020
DATE/TIME:	Monday, March 4, 2013, 9:30-10:30am
CONTACT HOURS:	1.0 CH
OVERVIEW:	
<p>Authentic leaders are insightful, have vision, and demonstrate initiative. They are first and lead by example. Influence is exerted by authentic leaders; people follow them like magnets and are drawn to their vision and values. Authentic leaders have made a difference creating real and sustained change,, though becoming an authentic leader is a personal journey that develops over time. Authentic leadership occurs at all levels of nursing practice, from preceptors and staff nurses to directors, and has positive effects on patient satisfaction and engagement in the work setting. Examine whether or not ou are ready for this journey.</p>	
OBJECTIVES:	
1.	Review the development journey of an authentic leader.
2.	Discuss opportunities for the authentic leader to transform nursing practice.
3.	Examine the effectiveness of authentic leadership on employee engagement and work satisfaction.
4.	Describe five characteristics of an authentic leader.
BIOGRAPHIES:	
<p>Jay W. Bowers, BSN, RN, CNOR, is a national and regional OR leader. He was elected to the AORN National Leadership Development Committee for 2012-2014. He also was a candidate for this committee in 2011. He has co-authored a chapter on trauma and has been active in the development of AORN toolkits. Mr. Bowers recently received certification as a nurse educator to compliment his CNOR certification. Mr. Bowers has taken on active roles managing construction projects in his Level I trauma Magnet OR. He is also very active in trauma quality assurance. He carries multiple leadership roles in key AORN organizations and specialty functions. He was a recipient of the caring Cherokee award. He was co-presenter on two posters presented at the 2011 national AORN Congress ("Health Hazard Evaluation: Monitoring Operating Room Noise" and "Use of Handwashing Monitor to Improve Staff Compliance").</p>	

Sue Seitz, MSN, RN, CNS, CNOR, is a clinical nurse specialist in the OR at Greenville Hospital System University Medical Center in South Carolina. She earned her diploma in nursing from Abington School of Nursing, Abington, Pennsylvania, and both her bachelor and master of science degrees in nursing from Gwynedd Mercy College, Gwynedd, Pennsylvania. Sue has been a perioperative nurse for 34 years and a member of AORN for 20 years. She is a member of Sigma Theta Tau. Sue has been active in her local chapter, currently serving on the board of directors, has held the offices of president and president-elect, coordinated education and chaired the education committee. At the state level, she has held the office of secretary and is currently SC State Council Chair. Sue is a member of the Clinical Nurse Educator Specialty Assembly and the Advanced Practice Nursing Specialty Assembly. Sue has been a leader in her hospital system chairing the nursing research council, facilitating the Shared Governance Unit Council for the OR, chairing the OR CABG Infection Prevention collaborative, and is a member of the Human Simulation Advisory Committee. Sue received the Palmetto Gold award from the state of South Carolina and a Helping Hands award from the Greenville Hospital System University Medical Center Infection Control Department.

Holly S. Ervine, BSN, RN, CNOR, has worked in surgery since 1994-the first seven years as a surgical technologist and the rest as a nurse. Currently, Ervine is employed by Southern Regional Medical Center in Riverdale, Georgia as the Perioperative Clinical Educator. She graduated from Georgia Medicals Surgical Technologist Program in 1994, received her ASN from Floyd College (now Georgia Highlands) in 2001, and obtained her BSN from Kennesaw State University in 2006. At the age of 15, Holly Ervine's first experience in AORN was in a peanut costume at AORN Congress in Atlanta, Georgia, in 1984. After graduating nursing school in May 2001, Ervine joined AORN and became one of the active members of her local chapter. She has served her chapter on the board of directors, nominating committee, vice-president, president-elect, and president, and currently serves as the vice-president. Ervine believes in leading by example- that it is not enough to ask others to join and be active unless you create a pattern to follow. With that motto, she became a Member Ambassador and has recruited over 30 new members since 2001. Ervine has participated in numerous chapter committees and is active in each of the chapter's Ways and Means projects. In 2002, Ervine chaired the first golf tournament that has become one of the largest fundraisers for her chapter. On the state level, Ervine has worked with Georgia Council as the Bylaws chairman and is currently the chair-elect. Nationally, Ervine is the Chair of the Nominating and Leadership Development Committee (NLDC). She is a member of the Leadership Specialty Assembly and has served on the Coordinating Council (previously the Chair). She has also served on the Next Generation and Career Life Cycle Task Force, Congress Education Planning Committee, and Continuing Education Approval Committee. She has attended each AORN Congress since joining in 2001-as delegate and alternate-delegate. Holly Ervine is the 2007 recipient of the AORN Next Generation Achievement Award. This recognition is the highlight honor of her professional career. She is also a member of Sigma Theta Tau ~ Pi Nu Chapter. In 2002, 2003, 2008, and 2010, Ervine was nominated by her chapter for PeriOperative Nurse of the Year and was given this honor in 2003, 2008, and 2010. She was also recognized with the Leadership Award from Floyd College in 2001 for Outstanding Leadership in the school. That same year, she was also selected for Who's Who in American Junior Colleges. Her mom, Anne Medlin, is an active AORN member whose active participation in AORN, deep belief in following the standards, and constant professionalism has given Ervine footsteps to follow in.

Kelly Kollar, MS, RN, CNOR, has been a nurse for almost eight years and has worked in the OR for the last six years. Even as a nursing student, she knew she wanted to work in the OR. She began at Children's Hospital by visiting an open house recruitment effort and fell in love. Almost immediately after starting in the OR, Kollar became involved with the unit based education committee in the co-chair role and became a member of AORN. The education committee planned numerous educational opportunities for the staff; and after being co-chair for three years, she moved on to the role of chair of the committee. Kollar then moved on from the education committee to co-chair her unit's evidence-based practice committee. She also became a member of the peer review committee. At that point, she sought to become certified as a perioperative nurse. She achieved certification as a Certified Nurse in the Operating Room (CNOR) in 2006. Since achieving her CNOR, she has been asked by the Competency and Credentialing Institute (CCI) to review a perioperative nursing text book and may participate in the revision. Aside from being active in the OR room, as well as nationally with CCI, Kollar has decided to pursue an RN-MSN degree program in nursing administration. She is about half way to completion of her advanced degree and wishes to continue her active involvement in the nursing profession while encouraging others to do the same.

Lisa A. Bailey, BS, RN, CNOR, is a perioperative nurse coordinator/educator at Scott & White Memorial Hospital Main OR, Temple, Texas. She has been in the perioperative setting since 1994, entering as a Certified Surgical Technologist and inspired to become a nurse. In 2002, she earned her associate degree in nursing from Central Texas College, Killeen, and in 2009, her bachelor of science degree in health care administration from Bellevue University, Bellevue, Nebraska. She is currently pursuing a bachelor of science degree in nursing from the University of Texas at Arlington. Ms. Bailey has been a perioperative nurse for 10 years and a member of AORN for nine years. She is a member of AORN of Central Texas (2003-present), the Texas Council of Operating Room Nurses (2007-present), the Leadership Specialty Assembly (2003-present), as well as other Specialty Assemblies. She has held various offices within her local AORN chapter and has served at the state level.

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FACULTY DISCLOSURE:

Jay Bowers	7. No conflict.
Sue Seitz	7. No conflict.
Holly Ervine	7. No conflict.
Kelly Kollar	7. No conflict.
Lisa Bailey	7. No conflict.

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Leadership is an extreme sport, it's intensely personal and intrinsically scary and requires us to live the ideas we espouse, every day of our lives, and beyond the point of fear...

Faber (2004) The radical leap. A personal lesson in extreme leadership.

Why are people attracted to certain organizations?

Why do they stay?

What is the magnet that pulls people in and keeps them attached?

What inspires them to achieve unbelievable outcomes?

Have you heard this?

"I came to work for this hospital but I left because of the manager."

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Authentic Leadership

- Inspires excellence
- Brings love, hope, relationship centered principles, and inspiration to the workplace daily
- Has a deep sense of purpose for their leadership
- Can transform the workplace

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5 Characteristics of Authentic Leadership

- Ability to understand their own purpose
- Practice solid values
- Lead with heart
- Establish enduring relationships
- Practice self discipline

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Authentic Leadership Journey

- Journey rather than a destination
- Pursue a personal journey
- Develop leadership style that is consistent with their personality and character
- Personal transformation from the inside out
- Understand strengths and weaknesses

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Authentic Leadership Journey

- Didn't identify universal characteristics, traits, or skills
- Their leadership emerged from their life stories
- Their world life experiences reframed their life stories
- They discovered the purpose of their leadership
- Discovered authentic made them more effective

Authentic Leadership Journey

- Develop self awareness
- Have an internalized moral perspective
- Have balanced processing
- Relational transparency
- Learn and re-frame life stories
- Discover potential

Authentic Leadership Journey

- Commit to self development
- Ask self reflective questions
- They mentor
- Empower others to lead



Authentic Leadership Journey

- Which people and experiences had the greatest impact on you?
- What tools do you use to become self aware?
- What are the moments you say to yourself- this is the real me?
- What are your most deeply held values?
- Where did your values come from?
- How do your values inform your actions?



Authentic Leadership Journey

- What motivates you extrinsically and intrinsically? How do you balance them?
- What kind of support team do you have?
- How can your support team make you a more authentic leader?
- Should you diversify your team to get a broader perspective?



Authentic Leadership Journey

- What does being authentic mean in your life?
- Are you effective as a leader when you behave authentically?
- What steps can you take today, tomorrow, and in the future to become a more authentic leader?



Authentic Leadership Journey

- Grow self-awareness
- Increase consistency between actions and values
- Adopt the learners mind
- Deepen relational transparency
- Foster environments that challenge and support changing leaders

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“Authentic leadership, not just any leadership, is the glue that holds together a healthy work environment.”

M. Shirey (2006) Authentic leaders creating healthy work environments for nursing practice. AJCC, May 2006

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Healthy Work Environment

- Leaders play a key role in creating and sustaining healthy work environments
- EBP management practices
 - Balancing tension b/t productivity and efficiency
 - Creating and sustaining trust throughout the organization
 - Actively managing the process of change
 - Involving workers in decision making pertaining to work design and flow
 - Using knowledge management to establish the organization as a learning organization.



Healthy Work Environment

Healthy work environments are supportive of the whole human being, are patient-focused, and are joyful workplaces.

M. Shirey (2006) Authentic leaders creating healthy work environments for nursing practice. AJCC, May 2006



Healthy Work Environment

A work setting in which policies, procedures, and systems are designed to meet organizational objectives and achieve personal satisfaction.

Healthy work environments

- Healing work environment
- Magnet designated workplaces
- Joyful workplaces

Healthy Work Environments

Elements of a healthy work environment

- Treated in a fair and respectful manner
- Exhibit a strong sense of trust between management and employees
- Organization culture supports communication and collaboration
- Individuals are encouraged to feel physically and emotionally safe

Worker Engagement and Satisfaction

- Organizations face unique stressors
- The Authentic Leadership model incorporates hope, trust, and positive emotions
- Using this ALs facilitate employees attitudes, behaviors, and performance outcomes
- Enhance engagement, motivation, commitment, satisfaction, and involvement to constantly improve their work performance and outcomes

Employee Engagement and Work Satisfaction

- Healthy work environment results from employee engagement
- Psychological engagement of employees is a key mechanism which creates a healthy work environment
- Engaged employees are less stressed out and burnt out

Employee Engagement and Work Satisfaction

- Trust and Self Awareness from a manager leads to better engagement of employees
- Establish trust with your employees/colleagues by doing something for them up front that they would have trouble doing for themselves
- Examples: CNOR review course, advocate for better on call pay, advocate for better staffing patterns, fight for the nursing perspective in interdisciplinary meeting, and report back.



How Do Employees Get Engaged?

- Encourage staff to “speak up.”
- Look for leaders who are willing to “go the extra mile.”
- Employees look for “vigor,” “dedication,” and high levels of “enthusiasm.”
- Infuse **FUN** into the workplace.



Infuse Fun into the Day to Day

- Theme Music
- Incentivize with Fun
- Create a “laugh a day” Challenge
- Themed Photo Board
- Home Photo Scavenger Hunt
- Cards... anonymous, draw a name
- Sunshine Fund or Perk Up Fund



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Opposite of Engaged

- When employees are not engaged, they have less satisfaction in their role
- Less satisfied with their professional status
- Less engaging of their colleagues
- More prone to Quit
- So engage your colleagues and staff, we all have value to offer!

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Transforming Nursing Practice

- Authentic leaders motivate to innovate
- Build trust; workers follow who they trust
- Better work engagement
- Promote patient safety
- Improve quality
- Positive work attitudes
- Transform quality
- Inspire
- Improve ongoing success
- Help recruitment and retention



Some lasting thoughts...

- *It is important for the leader to put the mission before their egos.*
- *What are you learning from your leader's behavior?*
- *What are you learning from your own behavior?*
- *Do you have what it takes to be an authentic leader?*



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