

Leadership Compendium

Eugenio Orona, Jr.

University of Mary

NUR 614: Resilient Nursing Leadership

Professor Seth Fisher

August 17, 2021

Table of Contents

Compendium of Leadership Topics.....	3
Organizational Climate and Culture.....	3
Literature Synthesis.....	3
Application.....	4
Communication and Emotional Intelligence.....	5
Literature Synthesis.....	5
Application.....	6
Conflict Resolution.....	6
Literature Synthesis.....	7
Application.....	7
Fiscal Responsibility and Sources of Funding.....	8
Literature Synthesis.....	8
Application.....	9
Influence versus Power and Leadership and Management.....	9
Literature Synthesis.....	9
Application.....	10
Innovation, Systems Thinking, and Change Management.....	10
Literature Synthesis.....	11
Application.....	11
Compendium Summary.....	12
References.....	13

Leadership Compendium

Being a leader requires inspiring, motivating, and managing people to see a company's vision and set directions to reach organizational goals. Leaders must also help create a positive culture that fosters creativity and innovation; furthermore, they need to build a team that works together and help the company be profitable. There are many facets to being an effective leader and specialized skills required to manage a high-performance team, such as communication, conflict resolution, and being fiscally responsible. Managers are tasked with finding funding sources and incorporating various systems to increase efficiency and productivity in the workplace. The biggest challenge for leaders in every organization is power, and using it provides a positive influence without judgment, biases, or prejudices.

Organizational Climate and Culture

Organizational climate and culture are vital in determining a business's performance and productivity. An employee's sense of well-being, behavior, and motivation help define a company's climate, whereas organizational culture is seen as the behavioral norms and expectations in a working environment. A good leader will create a positive environment and culture within an organization by listening to their employees, identifying motivational factors, boosting team cooperation, and having effective communication throughout all aspects of the business.

Literature Synthesis

The literature agrees that a critical factor in providing a positive organizational climate and culture has an ethical leadership team. The literature shows that an honest leadership team has many benefits, such as providing a friendly atmosphere among workers and reducing stress and conflicts (Noh et al., 2013). Leaders must instill proper ethical standards in the workplace

environment to provide an optimistic culture; therefore, increasing productivity and profitability (Aloustani et al., 2020).

Some of the literature speaks of conflicts between nurses, managers, and physicians and their negative effect on organizational climate and culture. The research showed that increased stress levels related to poor workplace culture led to increased negative patient consequences and decreased job satisfaction (Galdikiene et al., 2019). Managers need to be skilled in conflict resolution to grow a healthy climate and avoid adverse patient outcomes.

Application

The morale among nurses has been low at my place of employment and creating a negative culture throughout the hospital. I have been tasked in my clinical to be part of a recruitment and retention committee to help retain nurses. For the past several months, the hospital has seen a steep increase in turnover and nurses leaving their job. Our first meeting consisted of 40 nurses from various units, and we spoke about morale. There were a few standouts as to why morale is low among nurses within the organization; they consisted of being underpaid, under-valued, not supported by leadership, and not having the proper equipment to provide care.

Managers who attended this meeting viewed these results and promised to make a change. My preceptor asked all nurses who participated in the forum to survey our coworkers on the units, ask for feedback and report our findings in the next meeting. My preceptor encouraged me to stay on the committee after my clinical experience, and we have since discussed ways to improve nurse retention.

Communication and Emotional Intelligence

Emotional intelligence (EI) is having the ability and talent to identify and manage the emotions of oneself, individuals, groups, or teams within a company. There are five components for an individual to achieve to acquire the highest level of EI, which consists of self-awareness, self-regulation, motivation, empathy, and social skills. One way an effective leader builds EI among staff is through effective communication. Effective communication requires leaders to be transparent, providing regular feedback, and collaborate with team members.

Literature Synthesis

The literature agrees that communication is a crucial factor in achieving a high level of EI. The research studies showed that communication and EI help provide optimal patient care, reduce emotional distress among patients, and promote collaboration between a multidisciplinary team (Giménez-Espert et al., 2020). Leaders who implement effective communication and EI within a healthcare setting have improved interpersonal interactions, reduced conflicts, increase job performance, and promote a positive culture throughout the workplace (Unnikrishnan et al., 2019).

Some of the literature proposes that effective communication is achieved through reaching a high level of empathy in EI and is a necessary skill when providing patient care (Giménez-Espert et al., 2019). Research shows a correlation between empathy and communication, allowing for a better understanding of nurses and their patients. Leaders who incorporate communication and EI find workers can cope and react positively to change (Giménez-Espert et al., 2020).

A key to having good communication skills is for a leader to attain self-awareness. An individual must explore oneself and better understand their working style, strengths and

weaknesses, and how they can improve upon their leadership skills (Porter-O'Grady et al., 2022). If a leader is self-aware, they can communicate effectively to their team members and help them achieve emotional intelligence and transfer information to each other successfully.

Application

During clinical, I have seen my preceptor communicate effectively to other managers who report to her daily. She can share her opinions, thoughts, and ideas directly while still respecting others as well. My receptor uses her active listening skills as a nurse when speaking with fellow leaders to make sure she understands what is being said and clarifies things; this prevents misunderstandings, showing respect to the person speaking.

My preceptor can promote a collaborative interdisciplinary skill by being empathetic to team members, which has built mutual respect among all parties, trust, and honesty. While using her active listening skills, she pays attention to nonverbal expressions as well. With practical communication skills, her team can band together to cope with changes and implement them throughout the organization.

Conflict Resolution

Leaders will have team members with differences of opinions and could cause a dispute between coworkers; therefore, they need to be skilled in resolving conflicts. To help diffuse conflicts, managers need to have their employees listen to each other, identify points of agreement and disagreements, develop a strategy dedicated to resolving each battle, and have them follow through on the plan. Following these strategies will help promote a positive work environment and increase job satisfaction.

Literature Synthesis

The literature shows that conflict resolution within interprofessional healthcare teams increases performance among members, reduces stress, improves patient outcomes, and increases patient-centered care (Sexton & Orchard, 2016). A research study showed that conflict arises among team members due to miscommunication of role clarification among nurses; however, leaders developed strategies resolving this issue and saw an increase in collaboration between colleagues, resulting in a rise in job performance (Hepp et al., 2014).

Research conducted in the literature shows that conflict within organizations harms team functioning and weakens its stability, hindering productivity. If appropriately managed, effective conflict resolution can be beneficial; however, it is dependent on transparency, listening, understanding of both agreements and disagreements, and communication (McKibben, 2017).

A servant leader must be proficient in mitigating disagreements between staff members and managing their expectations to have a healthy business. Managers need to provide a positive climate and culture by creating an atmosphere where individuals with various backgrounds can work together amicably (Pidgeon, 2017).

Application

In my clinical experience as a graduate nurse, I have seen my preceptor deal with conflicts among staff members. The dispute involved two nurses on a cardiac unit who disagreed on a pressure injury obtained in a patient they both provided care. The preceptor's goal was to speak with them together and make sure there was a positive conversation between all parties that would result in a resolution with both nurses remaining amicable; furthermore, making sure they continued to work together as a team.

My preceptor addressed the conflict immediately after she made an initial investigation of the issue. A technique the preceptor used to resolve the dispute was impartial and did not display any opinion that favored one nurse over another. She encouraged and motivated the nurses to develop a solution that would prevent this occurrence from repeating in the future (Pidgeon, 2017).

Fiscal Responsibility and Sources of Funding

It is vital for some businesses, such as healthcare institutes, to find funding sources to meet the expenses required to stay afloat and provide services for patients who may not have access to appropriate care. It is also essential for organizations to be fiscally responsible and entails a company to stick to a budget by raising funding, allocating, and spending money appropriately. A fiscally responsible company can manage and control its finances which helps the business have a healthy profit.

Literature Synthesis

The literature speaks of healthcare spending decreasing in many countries across the globe; however, government healthcare spending has increased and insurance costs. These rises in government healthcare expenses and insurance costs increase suspicion of public finances, making it harder for institutions to stay fiscally responsible (OECD, 2015). To sustain fiscal responsibility healthcare organizations, seek outside funding to maintain proper staffing, such as nurses, to avoid shortages; therefore, affecting patient care (Maryland Nurses Association, 2020).

Some of the literature speaks of the rising expenses of insurance and Medicare private plan costs which further decrease healthcare spending and is detrimental to healthcare institutions. The research shows that insurance rates and private Medicare plans will continue to

grow, presenting challenges to organizations and beneficiaries (Jacobson, 2015). It will be up to leaders to educate their staff on ways to help patients overcome these hurdles.

Application

Seeking outside funding through various sources such as fundraising is not an experience I have encountered during my clinical rotation. However, I understand that hospitals acquire funds from government programs such as Medicare or Medicaid and private payers. Since the introduction of COVID-19 and the financial damage, it has caused hospitals. The government, along with the Department of Health and Human Services (HHS), have developed the Coronavirus Aid, Relief, and Economic Security (CARES) Act which provides grants to healthcare providers who have been financially impacted by the pandemic (Schwartz & Damico, 2020). Hospitals that help their providers acquire these funds provide funding sources and show fiscal responsibility.

Influence versus Power & Management and Leadership

Power is to have the authority of getting things accomplished by others such as employees and usually pushes people to do stuff they may not feel comfortable doing. Influence is defined as having the ability to create the action of others without forcing them. A leader who uses influence versus power will generate respect from their employees as they act out of their own beliefs and perceptions (Porter-O'Grady et al., 2022).

Literature Synthesis

The literature agrees that influence versus power in leadership provides more motivation for nurses to engage with each other and develop good team dynamics. Good nurse leaders influence employees, inspiring and encouraging them to give the best care for their patients. The

literature also agrees that managers should provide resources, build a network of information within a team, allocate that information, and resolve conflicts (Demirhan et al., 2020).

Leaders who use their power to get things done have been shown to act unethical, are not good communicators, and do not foster a hostile team environment (Ellis & Abbott, 2013). One study showed the abuse of power could be eliminated with the implementation of distributed leadership in an organization. Distributive leadership allows groups to work through and within relationships that evenly allocate responsibilities among the members, eliminating power abuse (Bolden, 2011).

Application

In my clinical experience, I have seen the difference between influence and power. My preceptor continuously influences her team by setting the example, putting ideas into words that people understand, and not giving up even when an idea seems like a failure in the beginning. She can lead her team in a positive direction that inspires them and help each person achieve their career goals. My preceptor influences her team to think, speak, and express their emotions freely without ridicule but challenges them in a healthy fashion (Porter-O'Grady et al., 2022).

To aid in her leadership skills and provide effective management, my preceptor continuously assesses patterns in relationships, interactions, behaviors with one another, and how they cope with change. Another tool my preceptor uses to influence her team members to work together is shared decision-making to empower them and hold them accountable for issues they are dealing with that arise in their units (Porter-O'Grady et al., 2022).

Innovation, Systems Thinking, Change Management

Leadership involves innovation and implementing system processes to help provide an efficient and more productive work environment. Innovation also requires creativity and fresh

ideas, promoting change, requiring employees to be adaptable. Change management supports new work processes, helps implement new technologies and tools to achieve organizational goals.

Literature Synthesis

Some of the literature speaks of new technologies being used to implement systems strengthen research in quality care. The literature agrees that innovation is essential in the changing global healthcare environment, and nurse leaders should lead the interdisciplinary teams in developing new ideas to improve quality care (Ackerman et al., 2021). The literature speaks of research as critical for innovation within healthcare organizations to help improve public health and access to care for those who are impoverished (Leslie et al., 2018).

Some of the literature concludes that these innovations cannot occur without proper change management. Leaders need to create strategies while analyzing the organization's strengths and weaknesses to promote change and innovation. The literature speaks of ways to overcome resistance to changes, implementing the changes, and reinforce the changes; therefore, creating an atmosphere that encourages innovation and creativity (Dabrowska et al., 2014).

Application

In my clinical experience, leaders have demonstrated innovation every day when providing their employees opportunities for growth to use evidence-based practices that will optimize patient care and help them become future leaders within the nursing industry. My preceptor works to create strategies that breed change and innovation in healthcare. She uses her team's expertise to implement products and processes to improve care; furthermore, my preceptor encourages them to have an entrepreneurial mindset and challenge the status quo in

ways that will benefit the organization. She stresses to her team that innovation is about solving problems that address unmet needs and positively influencing nurses across the hospital.

Compendium Summary

Nurses are innovators, influencers and have the power to make a change. As leaders within the healthcare industry, nurses need to have various skills, such as conflict resolution, being proficient in emotional intelligence, setting the example for their team members, and becoming servant leaders. My clinical preceptor has shown me how I use all of these skills to influence people and steer them in a direction that fosters a healthy climate, a positive culture, and promotes innovation.

References

- Ackerman, M., Jeffs, L., Simpson, B., & Williams, S. (2021). Developing a culture of support to advance and accelerate nursing innovation. *Canadian Journal of Nursing Leadership*, 34(1), 60–71. <https://doi.org/10.12927/cjnl.2021.26454>
- Aloustani, S., Atashzadeh-Shoorideh, F., Zagheri-Tafreshi, M., Nasiri, M., Barkhordari-Sharifabad, M., & Skerrett, V. (2020). Association between ethical leadership, ethical climate and organizational citizenship behavior from nurses' perspective: a descriptive correlational study. *BMC Nursing*, 19(1). <https://doi.org/10.1186/s12912-020-0408-1>
- Bolden, R. (2011). Distributed leadership in organizations: A review of theory and research. *International Journal of Management Reviews*, 13(3), 251–269. <https://doi.org/10.1111/j.1468-2370.2011.00306.x>
- Dabrowska, E., Sielska, J., & Zdanowska, J. (2014). Change management in healthcare: Overcoming mental and organizational barriers. *Polish Nursing/Pielegniarstwo Polskie*, 54(4), 337–342.
- Demirhan, B. S., Gezginici, E., & Goktas, S. (2020). The effect of leadership behaviors of nurse managers on nurses' work motivation. *International Journal of Caring Sciences*, 13(1), 381–391.
- Ellis, P., & Abbott, J. (2013). Leadership and management skills in health care. *British Journal of Cardiac Nursing*, 8(2), 96–99.
- Fiscal sustainability of health systems: Bridging health and finance perspectives*. OECD Better Policies for Better Lives. (2015). <https://www.oecd.org/gov/budgeting/Fiscal-Sustainability-of-Health-Systems-Policy-Brief-ENG.pdf>.

- Galdikiene, N., Asikainen, P., Rostila, I., Green, P., Balčiūnas, S., Helminen, M., & Suominen, T. (2019). The association of primary healthcare nurses' perceived stress with organizational culture and climate in a team context. *Central European Journal of Nursing and Midwifery*, *10*(3), 1092–1101. <https://doi.org/10.15452/cejnm.2019.10.0019>
- Giménez-Espert, M. del, Castellano-Rioja, E., & Prado-Gascó, V. J. (2020). Empathy, emotional intelligence, and communication in Nursing: The moderating effect of the organizational factors. *Revista Latino-Americana De Enfermagem*, *28*. <https://doi.org/10.1590/1518-8345.3286.3333>
- Giménez-Espert, M. del, Prado-Gascó, V. J., & Valero-Moreno, S. (2019). Impact of work aspects on communication, emotional intelligence and empathy in nursing. *Revista Latino-Americana De Enfermagem*, *27*. <https://doi.org/10.1590/1518-8345.2933.3118>
- Hepp, S. L., Suter, E., Jackson, K., Deutschlander, S., Makwarimba, E., Jennings, J., & Birmingham, L. (2014). Using an interprofessional competency framework to examine collaborative practice. *Journal of Interprofessional Care*, *29*(2), 131–137. <https://doi.org/10.3109/13561820.2014.955910>
- Jacobson, G. (2015). The emerging role of private plans in medicare. *Journal of the American Society of Aging*, *39*(2), 78–84.
- Leslie, H. H., Hirschhorn, L. R., Marchant, T., Doubova, S. V., Gureje, O., & Kruk, M. E. (2018). Health systems thinking: A new generation of research to improve healthcare quality. *PLOS Medicine*, *15*(10). <https://doi.org/10.1371/journal.pmed.1002682>
- McKibben, L. (2017). Conflict management: importance and implications. *British Journal of Nursing*, *26*(2), 100–103. <https://doi.org/10.12968/bjon.2017.26.2.100>

- Noh, Y. G., Jung, M. S., & Lee, Y. S. (2013). Nurse's Job Satisfaction and Organizational Commitment according to Hospital Ethical Climate Types. *Journal of Korean Academy of Nursing Administration*, 19(4), 513. <https://doi.org/10.11111/jkana.2013.19.4.513>
- Nurses support program II fiscal year 2021 funded proposals. (2020). *The Maryland Nurse Journal*, 21(5), 9–11.
- Pidgeon, K. (2017). The Keys for success: leadership core competencies. *Journal of Trauma Nursing*, 24(6), 338–341. <https://doi.org/10.1097/jtn.0000000000000322>
- Porter-O'Grady, T., Albert, N., Pappas, S., & Malloch, K. (2022). *Quantum leadership: creating sustainable value in health care*. Jones & Bartlett Learning.
- Schwartz, K., & Daminco, A. (2020, May 14). *Distribution of CARES act funding among hospitals*. KFF. <https://www.kff.org/coronavirus-covid-19/issue-brief/distribution-of-cares-act-funding-among-hospitals/>.
- Sexton, M., & Orchard, C. (2016). Understanding healthcare professionals' self-efficacy to resolve interprofessional conflict. *Journal of Interprofessional Care*, 30(3), 316–323. <https://doi.org/10.3109/13561820.2016.1147021>
- Unnikrishnan, I., P, A. O., Mariappan, J., Raghavan, J. E., & Thanseer, A. (2019). A study on emotional intelligence and its role on job performance. *Amity Global HRM Review*, 9, 22–26.