

Week 1
**N443 Leadership and
Management**

Orientation to Leadership and Management

- Review of Syllabus
 - Reading and preparing for class
 - Test Policy
 - Major Paper and Presentation
 - Resume, Interview
 - Portfolio
 - Academic E-Portfolio
 - Professional Portfolio
- Clinical

What Have You Been Doing?

- Traditional Review of Systems
 - Cardiac
 - Gastrointestinal
 - Pulmonary

Moving from Subject Review to Concepts

- Putting it all together
- No system will be reviewed but will be incorporated
- Delegation
- Prioritization
- Ethics

Development

- Moving from Knowledge to application, analysis and synthesis
 - Give me an example
 - Example- Knowing the definition of delegation versus the ability to apply the concept
 - Example- Knowing the definition of ethical concepts versus being able to apply them

Nursing Process

- Assessment
- Diagnosis
- Plan
- Implement
- Evaluate

What is the definition of delegation?

1. Assigning other staff to tasks
2. Giving the work to others that you are having trouble getting done
3. Assigning staff to tasks in their scope of practice and supervising as needed
4. Assigning all tasks to the nursing assistant

Answer

- 3 is correct
- Remember the Scope of Care for yourself and for others

When delegating a task the manager must consider? Select all that apply

1. The complexity of the task
2. The number of years that the nurse has been employed
3. The competency of the nurse to perform the skill
4. Assigning the task to a nurse that has not passed competency

Answer

- 1 and 3

Concept- The Management of Care

- Decision Making
- Problem Solving
- Critical Thinking

Decision making, Problem solving

- Decision making-
Cognitive process defined as choosing a particular course of action.
A person chooses one course over another.
- Problem solving-
A step in decision making.
A systematic process that focuses on analyzing a difficult situation
 - Identify the root cause
 - Identify the real problem

Critical Thinking

- Defined as a mental process of actively and skillfully conceptualizing, applying, analyzing, synthesizing ,and evaluation information to reach an answer or conclusion
- Thinking moves from general to specific, narrows the focus until the logic of both the question and argument comes to the same conclusion

Example of Critical Thinking

- An 80 year old client who is being treated for pneumonia has a gradual change in mental status and vital signs
 - Increased pulse from 80 to 120 (Ask yourself about the rhythm)
 - BP from 130/70 to 80/50
 - Increased fever 37 to 39
- What are your thoughts?

Critical Thinking

- What are the possible causes of the client's change in condition?
- Does the client have a rhythm change that is effecting their pulse and BP?
- Does the client have pneumonia What would you check?
 - Check WBC
 - Check antibiotic sensitivity
- Has the client become septic?

When to Use Critical Thinking?

- Analyzing client issues and problems
- Includes
 - Interpretation
 - Analysis
 - Evaluation
 - Inference-Mental process where you reach a conclusion based on objective evidence
 - Explanation
- Why?- to determine the course of action

Critical Thinking Continued

- Same conclusion
 - Set of information including belief generating and processing skills
 - Habit based on intellectual commitment- Skills to guide behavior
- Components of Critical thinking
 - Insight and intuition (nurse may have a bad feeling about a client with no evidence)
 - Empathy and willingness to take action

Critical thinking

- Clinical reasoning
 - Use of analysis of data to make a decision
 - Supports clinical decision-making
 - Assessing and compiling data
 - Selecting and discarding data
 - Using nursing knowledge to make decisions
- Clinical Judgment
 - Decision made regarding a course of action
 - Consider client needs-modify for client response
 - Evidence based practices

How Do We Learn?

- Case Studies
 - Promote learning experience
 - Promote clinical decision making and judgment
- Simulation- enhances learning with no risk to client
- Problem-Base learning

Critical Thinking

- Reflecting
 - What does it mean? Meaning of statements or evidence
 - Examine evidence objective
 - Reasoning
 - Forming judgments about the facts
 - Avoid bias- If it does not make sense to you question it.

Essential Component for Learning and Leadership

- Didactic theory- materials presented
- Problem solving
- Group process
- Personalized learning

Problem Solving Process

- Steps (Traditional)
 - Identify the problem
 - Gather data and analyze
 - Causes
 - Consequence
 - Explore alternative solutions
 - Evaluate alternative
 - Select solutions
 - Implement
 - Evaluate the results
- Steps
 - Define objectives clearly
 - Gather data- Evidence based approach
 - Take time to be accurate
 - Generate alternatives
 - Think logically
 - Choose and act decisively

Being a Successful Nurse

- ID problem- Knowledge and experience gap
- Gather data- Successful completion of RN degree and being able to apply to clinical experience
- Explore alternatives- Use classroom and out of class time effectively
- Select
- Implement
- Evaluate

The Nursing Process

- Assess- Identify the problem and collect data
 - Example- Rales in lungs
- Diagnosis
- Plan-Identify criteria for decision and identify alternatives
- Implement- choose alternative
- Evaluate- Evaluate steps in decision

Managerial Decision-Making Model

- Determine the decision and desired outcome (set objectives)
- Research and identify options
- Compare and contrast options and their consequences- Pros and Cons
- Make decision
- Implement an action plan
- Evaluate results

Intuitive Decision-Making Model

- Gut level
- Rapid
- Automatic process

Use an Evidence-Based Approach

- Evidence based practice
- Evidence based nursing practice
- Strategies for the new nurse
 - Keep up on evidence-Use multiple sources
 - Evidence to support clinical interventions
 - Specialty evidence
 - Implement and evaluate clinical practice guidelines
 - Dispel myths and traditions
 - Collaborate with other nurses and disciplines

Variations in Decision Making

- Gender
- Values
- Life Experience
- Individual Preference
- Individual Ways of Thinking
 - Courage
 - Sensitivity
 - Energy
 - Creativity
- Brain Hemisphere dominance and Thinking Styles

Decision Making on Organizations

- Organizational power
 - Powerful people
 - Make decisions on values
- Rational and administrative decision making
 - Economic
 - Administrative
 - Quality

Decision Making Tools

- Grids
- Payoff tables- Financial, political, departmental, time, effect
- Decision trees
- Consequence tables
- Logic models- how things operate
- Program evaluation and review technique

Exercises

- 1.1 Family versus Job promotion
- 1.3 Alternatives in problem solving

Leadership and Management

- Classical View of Leadership and Management
 - Management- act or manner of guiding or taking charge or handling, direction or control
 - Hours
 - Costs
 - Salaries
 - Overtime
 - Use of sick leave
 - Inventory or supplies

Manager

- Assigned position
- **Legitimate source of power**
- Specific functions
- **Control**, decision making, analysis and results
- Manipulate people
- Formal responsibility and accountability
- Direct willing and unwilling staff
- Development and deployment of mission and vision

Leadership

- Leaders emerge
- Influences and guides direction, opinion and course of action
- Create a motivated work force
- Behave as a leader
- Power through influence
- Leaders have goals that may or may not reflect the organization's goals

Fatal Leadership Flaws

- Lack of energy
- Acceptance of mediocre performance
- Lack of clear vision and direction
- Poor judgment
- Not collaborating
- Not walking the talk
- Resisting new ideas
- Not learning from mistakes
- Lack of interpersonal skills
- Failing to develop others

Management Process

- Planning-goals and objectives
- Organizing-structure to carry out plans
- Staffing functions-recruiting, interviews
- Directing-motivating, delegating, collaboration
- Controlling-function-fiscal, legal, quality, ethics

Behavior Theories-Leadership styles

- Authoritarian
- Democratic or Participative
- Laissez-faire

Examples of Leadership Styles

- When to use
 - Authoritarian- One person making decisions
 - Democratic or Participative- used in areas of high stress to decrease overall stress for employees
 - Laissez-faire- relaxed style where the staff makes decisions on their own

Characteristics of Leaders

- Transformational- empower and inspire followers to achieve the goals.
- Transactional- focus on immediate problems maintains status quo and gives rewards
- Authentic- inspires others by modeling a strong internal moral code

Five Practices for Exemplary Leadership

- Modeling the way
- Inspiring a shared vision
- Challenging the process
- Enabling others to act
- Encouraging the heart

Integrated Traits

- Think long term
- Look outward
- Influence others beyond their own group
- Vision, values, motivation
- Politically astute
- Change and renewal

Time Management

- Definition-making optimal use of available time, art of making the best use of time and achieve specific tasks
 - Short term planning (operational)
 - Skill to focus on things that matter
 - Basic steps
 - Plan and establish priorities
 - Highest priority first, finish one task at a time
 - Reprioritize when new information received

SMART Approach

- Set specific clear goals
- Record measurable progress
- Identify the steps reached to accomplish your goals
- Be realistic about time constraints
- Set a time frame and plan, plan, plan

Priority Setting Traps

- Whatever hits first
- Path of least resistance
- Squeaky wheel
- Manage by default
- Waiting for inspiration- Examples
 - Classroom
 - Study time
 - Clinical

Managing Time at Work

- Gather all supplies and equipment
- Group activities in the same location
- Use time estimate
- Document nursing activities as you complete them
- End work day on time

Daily planning activities

- ID priorities
- Level of achievement for each task
- Assess staff capabilities
- Review short and long term plans
- Plan ahead for meetings
- Allow time to assess day

Good Time Management

- Greater productivity
- Decreases work related stress
- Ensure quality and prioritized client care
- Decreases burnout and increases satisfaction

Poor Time Management

- Feelings of being overwhelmed and stressed
- Dissatisfaction with care provided
- Increases the omission of important tasks
- Results in errors

Daily Priorities

- Taking breaks
- Dealing with interruptions
- Not all important things are urgent, not all urgent things are important
- **FAIL to PLAN-PLAN to FAIL**

Organizing Client Care

- What must be done immediately
- Done at a specific time to ensure client safety
- Done by the end of the shift

Priority Setting and Procrastination

- Do not do
- Do later
- Do now

Reprioritizing

- Difficult to plan for a crisis
- Time Wasters
 - Overly accessible
 - Interruptions
 - Socialization
 - Not being brief
 - Long-winded pests

Time Management for Client Care

- Envision procedure and gather equipment
- Group activities
- Increase proficiency level of technical skills to decrease time wasted
- Self care- take time for self
 - Take breaks and meals
 - Take mental breaks

Next Week

- Delegation and prioritizing
- Review of resume