

Ticket to Enter / Outline

Chapter 1 -Decision Making, Problem Solving, Critical thinking, and Clinical Reasoning: Requisites for Successful Leadership and Mgt.

- Importance of decision making -complex cognitive process defined as choosing a particular course of action
- Problem solving is part of decision making -includes a decision making step
- Simulation provides learners opportunities for problem solving that have little or no risk to patients or to organizational performance
- Critical thinking teaching model helps outcomes for teaching and learning and can improve quality and consistency of decision making
- Heuristics “second best solutions” -unconscious processes -which build on life experiences- examples include “trial and error” --”rule of thumb approach”
- Learning exercises -include studies, writing exercises, problem solving situations, assessment of attitudes
- Nursing process developed by Ida Jean Orlando in the late 1950's -theoretical system for solving problems & decision making

- Decision making model is the greatest strength of the nursing process

Define Objectives-Gather data carefully-

Confirmed bias- tendency to search for and favor information that confirms our beliefs while at the same time ignoring devaluing information that contradicts our beliefs pg 13

Evidence based approach -expert supported practice for gathering data to make decisions

Brainstorming-to think of possible alternatives

Individual Variations in Decision Making

Gender, values, life experience, individual preference

Vulnerability-values, life experience, individual preference, individual ways of thinking

Table 1.2 -pg 21 on comparing the economic man w/the admin man

Decision grid--allows one to visually examine the alternatives and compare each against the same criteria

Payoff tables- show cost profit volume relationships and help define quantitative information

Decision trees compare the cost of hiring regular staff w/the cost of hiring temporary employees

Consequence table-demonstrate various alternatives that create different consequences.

Table 1.2 on page 23 shows an example of a decision tree

Logic models are schematics or pictures of how programs are intended to operate

PERT-determines timing of decisions -Booz Allen Hamilton -Navy-Polaris

The effective leader manager is aware of the need for sensitivity in decision making

Successful decision maker possesses courage , energy, and creativity

Ch 2

Leader -one who is out front taking risks, attempting to achieve shared goals, inspiring others to action

Leadership is more dynamic than mgt

Hawthorne effect- people respond to the fact that they are being studied-attempting to increase behavior --they feel will continue to warrant the attention

System-set of objects w/relationships between the objects

Transactional leader concerned with day to day operations -focuses on mgt tasks, trade offs to meet goals, examines causes, contingency reward

Transformational leader-identifies common values, inspires others, empowers others, has long term vision

Full leadership model -late 20th century -Bass and Avolio 1993 full range leader could apply principles of all 3 styles of leadership-transformational, transactional, and laissez-faire

Integrated leader managers-6 defined goals on page 53

CH 3 21 Century Thinking About Leadership & MGT

4 Leadership domains

--strategic thinking

--influence

--relationship building

--execution

4 most common words to describe leaders-trust, compassion, stability, hope

Human capital theory-refers to the attribute of a person which are productive in some economic context--private return

Authentic/congruent leadership- true to themselves pg 68

Balance processing-analyzing data rationally before making decisions

Relational transparency-refers to openly sharing feelings and information appropriate to a situation

Internalized moral perspective- authentic leader -internal moral standards that guide behavior

Quantum leadership---healthcare-using dynamics to understand environments --building on quantum physics

Key to organizational success --having enough highly qualified and visionary leader-managers to steer the course

Servant leadership- puts serving others as a priority

Level 5 leadership-includes knowledge, team building skills, goals, humility, empowerment-through servant leadership

Strength based leadership focuses on empowerment of workers strengths as opposed to identifying problems, involving underperformance-addresses weakness and obstacles

Ch 9 Time Mgt.

Time MGT- 3 steps allow time for planning

Complete highest task priority

Reprioritize based on new info.

Make time every day in the beginning to plan the day --spend time on priority tasks

Making lists can be helpful --but make it realistic and one you can accomplish

Break large tasks into smaller ones---set goals into categories-short term-intermediate-and long term

Lower level mgt have more distractions =situational stress =lower job satisfaction

Mgt needs to be organized and prioritize things like paperwork, handling overload, reducing clutter

Being on time--allows for effective time management --others will value your time if you do

It is important to identify internal time wasters--knowing how and when a person is productive can help with issues such as time inventory

Time management can effectively show if a person has balance between work and home

Be optimistic about time when working toward projection completion

Successful leader managers are able to integrate leadership skills and management functions - they accomplish unit goals in a timely and efficient manner w/ subordinates

Time management -skills help gain greater control over time and energy constraints over his or her personal and professional life

Emphasize the importance on having clean and organized desks-very structured lifestyle

Reprioritizing is the last step of management --reorganize-communicate--delegate a new plan reflecting new priorities