A Leadership Toolkit:
Leadership Resources for Nurses

Taking the LEAD for Nursing in Wisconsin:
Leadership, Educational Advancement & Diversity

Robert Wood Johnson Foundation®
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Introduction

The Robert Wood Johnson Foundation® State Implementation Program (SIP) – Taking the LEAD for Nursing in Wisconsin: Leadership, Educational Advancement, and Diversity – focuses on the three critical areas its name implies. Nursing leadership, in general, and nurses serving on boards, in particular, are areas of emphasis. This toolkit has been developed as a resource to help identify and explore sources available for those seeking to develop successful leadership characteristics. The toolkit is intended for students and registered nurses looking to develop and promote nursing leadership competencies.

Items were identified by the grant Leadership Collaborative, comprised of members of academia and practice who were charged with advancing leadership goals of the Taking the LEAD grant project. The committee recognizes that the materials provided in this toolkit are not inclusive of all content available, but rather intended to serve as a foundational resource for developing leadership knowledge and competencies. Assessment of the competency criteria for each resource is based on a review of articles and information available online.

The toolkit, along with other leadership information, is available for free download on the Wisconsin Center for Nursing website – www.wicenterfornursing.org
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Overview

Strong nursing leadership is critical to the delivery of quality and safe care in the 21st century. The new style of leadership flows in all directions, at all levels, across all settings, promoting collaborative management practices.\(^1\) The leadership resources have been developed to help identify and explore the tools available on leadership in three broad categories:

- **Significant books on leadership development**
- **Topical content on key leadership competencies in the subject areas listed below, including articles, books, and websites**
  - Change Management
  - Coaching & Mentoring
  - Communication & Conflict Resolution
  - Diversity & Global Cultural Awareness
  - Executive Presence
  - Leadership Creativity & Innovation
  - Self-Awareness & Work Life Balance
  - Strategic Thinking
- **Nurses on Boards**

In using the toolkit, subject matter, topics, and issues are introduced by an explanatory statement, followed by references. The references provide further evidence on how to address and understand the identified approaches.

SIGNIFICANT LEADERSHIP BOOKS

“Leadership is the capacity to translate vision into reality.”
Warren Bennis

The resource books listed below serve as authoritative and inspirational references regarding various theories on leadership. Although not an exhaustive list, it does identify knowledge, skills, and attitudes important for effective leadership. It also underscores that learning is a constant and indispensable process to leadership.

BOOKS


CHANGE MANAGEMENT

Nursing leaders must become change nimble, both in their own willingness to change and in their ability to move others toward a shared vision. There is significant research on what works in change efforts – and what doesn’t work. The following resources take you to these findings and opportunities for skill development in leading successful change.

ARTICLES

BOOKS

WEBSITES

CERTIFICATIONS
COACHING & MENTORING

Leader and manager job descriptions should always read, “Develop others.” Marcus Buckingham, author of *The One Thing You Need to Know About Great Managing, Great Leading and Sustained Individual Success*, states that the “coaching instinct is about discovering what is unique about each person and capitalizing on it.” This section of resources provides information on the knowledge, skills, and attitudes that are important for growing and developing your best resource – your people.

ARTICLES


BOOKS


WEBSITES

COACHING CERTIFICATIONS


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COMMUNICATION & CONFLICT RESOLUTION

The number one concern in healthcare employee opinion surveys is often something to do with conflict. It will likely never be comfortable to resolve conflict, but one can gain skill and confidence by learning the specific communication skills that build a foundation of interpersonal and organizational trust. This section of resources points you to tools that will guide that journey of conflict resolution skill development, as well as enhance your ability to communicate effectively.

ARTICLES

BOOKS

WEBSITES
Business Performance. www.businessperform.com/workplace-communication
Conflict Resolution Network. [http://www.crnhq.org](http://www.crnhq.org)

Cultural Barriers to Effective Communication. (Buzzle website).
[http://www.buzzle.com/articles/cultural-barriers-to-effective-communication.html](http://www.buzzle.com/articles/cultural-barriers-to-effective-communication.html)

Leadership Insight. [www.leadership-insight.com](http://www.leadership-insight.com)


**CERTIFICATIONS**

Marylhurst University. *Certificate in Conflict Resolution & Mediation*. Total for the certificate: 20 credits. Qualified non-degree-seeking students may also be admitted to the certificate program for Continuing Education Units (CEUs).

Universal Class, Inc. *Conflict Resolution - Learn Basic Mediation Skills*. Online 9 hour CEU Certification. Universal Class, Inc has been accredited as an Authorized Provider by the International Association for Continuing Education and Training (IACET).
DIVERSITY & GLOBAL CULTURAL AWARENESS

“We are tied together in a single garment of destiny in the web of mutuality.”
Martin Luther King, Jr., 1968

As the 21st century enfolds, a new era of diversity is emerging nationally and globally. To illustrate, the 2012 U.S. Census Bureau reports that by 2043, minorities will be a majority in the United States. As of 2014, the states of California, Florida, Texas, New Mexico, and Hawaii have minority majorities.4 As globalization transforms society and the demographics of the workplace worldwide, a multi-cultural national and global workforce symbolizes the need for heightened sensitivity to differences about people. Given the prevalence of healthcare disparities and cultural competence inadequacies in the United States, research suggests that attaining organizational goals for diversity requires vision and leadership.5 The resources below serve as tools to frame the leadership challenges associated with an increasingly diverse workforce.

ARTICLES


**BOOKS**


**WEBSITES**

Cultural Barriers to Effective Communication. (Buzzle website).

http://www.buzzle.com/articles/cultural-barriers-to-effective-communication.html

Developing Nurses’ Cultural Competencies: Evidence-Based and Best Practices.

http://www.umflint.edu/shps/cultcomp/

LaCrosse Medical Health Science Consortium. Cultural Competency: Personal Journey.

http://www.lacrosseconsortium.org/content/c/personal_journey

Minority Nurse Leadership Skills.

http://www.minoritynurse.com/article/leadership-skills-minority-nurses

http://www.minoritynurse.com/leadership-skills

National Center for Cultural Competence.

http://nccc.georgetown.edu/


http://www.nih.gov/clearcommunication/culturalcompetency.htm

University of North Carolina Chapel Hill School of Nursing.

http://nursing.unc.edu/office-of-multicultural-affairs/about-oma/

University of Washington Diversity Policies.

http://www.washington.edu/diversity/

U.S. Department of Health and Human Services, Department of Minority Health, Center for Linguistic and Cultural Competency in Healthcare.

http://minorityhealth.hhs.gov/omb/browse.aspx?lvl=2&lvlid=34

**REPORTS**


http://www.hpoe.org/resources/hpoehretaha-guides/1634


EXECUTIVE PRESENCE

Executive presence is a combination of behaviors and attitudes that present a sense of confidence, competence, commitment, and authenticity. The concept is discussed in many leadership books and articles. The following resources will enhance your understanding of executive presence.

ARTICLES


BOOKS


WEBSITE

Business Insider. www.businessinsider.com

LEADERSHIP, CREATIVITY, & INNOVATION

The need for nurses to assume leadership roles and take strong positions on healthcare and societal issues is essential to the delivery of healthcare in the 21st century. Leadership is not synonymous with management, but involves a number of sophisticated skills, as well as the application of management theory principles and concepts.6 The information below provides information and opportunities for leadership development.

ARTICLES


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WEBSITES
SELF-AWARENESS & WORK LIFE BALANCE

Nurses are often coached to “know themselves” and strive for balance in their lives. Self-awareness means having a deep understanding of one’s emotions, strengths, weaknesses, needs, and drives. Self-awareness is a skill, which must be developed and practiced. Work-life balance is the ability to experience a sense of control and to stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure. It’s attaining focus and awareness, despite seemingly endless tasks and activities competing for your time and attention.

ARTICLES


BOOKS


**WEBSITES**

http://www.oecdbetterlifeindex.org/topics/work-life-balance/


STRATEGIC THINKING

Leaders are charged with seeing the connections of today’s decisions on tomorrow’s realities. Sometimes the quickest, most obvious, or easiest answers are the wrong answers in the long run. Successful leaders must cultivate their ability to conceptualize a vision for the future and bridge the gap between the current and future state. This section of resources points to tools that will enhance your ability to develop or refine your strategic thinking.

ARTICLES


BOOKS


WEBSITES


NURSES ON BOARDS

In its landmark report, *The Future of Nursing: Leading Change, Advancing Health*, the Institute of Medicine (IOM) made specific recommendations to increase nursing’s role in the boardroom, calling for healthcare decision makers to ensure that leadership positions are available to and filled by nurses. The IOM report also emphasized that nurses must “take responsibility for professional growth by … seeking opportunities to develop and exercise their leadership skills.”

The resources listed provide foundational information on the personal and professional competencies for board and organizational leadership effectiveness.

ARTICLES


**BOOKS**


**WEBSITES**

2009 Blue Ribbon Panel Report: Competency-Based Governance: A Foundation for Board and Organizational Effectiveness


Best on Boards. [www.bestonboards.org](http://www.bestonboards.org)

Board Source Governance Series. [www.boardsource.org](http://www.boardsource.org)

Center for Healthcare Governance. [www.americangovernance.com/resources/](http://www.americangovernance.com/resources/)

Five Leadership Qualities Every Nurse Should Have. [www.nursetogether.com/5-leadership-qualities-every-nurse-should-have](http://www.nursetogether.com/5-leadership-qualities-every-nurse-should-have)
Future of Nursing: Campaign for Action, Leveraging Nursing Leadership.
http://campaignforaction.org/campaign-progress/leveraging-nursing-leadership

Future of Nursing: Campaign for Action, Resources and Tools.
http://campaignforaction.org/resource/leadership-action-meetings-materials

Leadership Skills for the Staff Nurse. www.nursetogether.com/leadership-skills-for-the-staff-nurse

Nurse Leaders in the Boardroom – The Skills You Need to be Successful on a Board.
http://campaignforaction.org/webinar/nurse-leaders-boardroom-skills-you-need-be-successful-board

Roberts Rules of Order. www.robertsrules.org/

Roles of Boards.

The Source: Twelve Principles of Governance that Power Exceptional Boards.
http://www.wcnursing.org/uploads/file/thesourcetwelveprinciplesofgovernance2%5B1%5D.pdf
Finding a board on which to serve that matches a potential board member’s interests, skills, and availability takes some research. There are many local and state health related boards that need servant leaders to contribute their time and talent. The following links have information about the scope of boards, committees, and councils in Wisconsin, along with the eligibility requirements for participation.

Governor Appointed
(Established by State Statute)
- Birth to 3 Interagency Coordinating Council (link is external)
- Council for the Deaf and Hard of Hearing (link is external)
- Council on Mental Health (link is external)
- Council on Physical Disabilities (link is external)
- Emergency Medical Services Board
- Public Health Council (link is external)
- State Council on Alcohol and Other Drug Abuse (link is external) (SCAODA)

Governor Appointed (Governor Established)
- Autism Council
- Governor's Council on Physical Fitness and Health
- Governor's Committee for People with Disabilities
- Wisconsin National and Community Service Board - Serve Wisconsin (link is external)

DHS Secretary Appointed
(Established by State Statute)
- Council on Birth Defect Prevention and Surveillance for Wisconsin (link is external)
- State Trauma Advisory Council (STAC)
- Wisconsin Statutory Council on Blindness

DHS Secretary Appointed (DHS Established)
- Children's Long-Term Support Council
- Statewide Advisory Committee on Eliminating Racial and Ethnic Disparities in Birth Outcomes
- Wisconsin Brain Injury Advisory Council
- Wisconsin Childhood Lead Poisoning Elimination Advisory Committee
- Wisconsin Long Term Care Advisory Council (link is external)
- Wisconsin Minority Health Leadership Council (WMHLC)

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