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Addressing Leadership Challenges

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Leadership Challenges

- Clinical practice
- Education
- Administrative



Evidence Guiding Practice

- Limited research literature in nursing, nursing education
- Some literature in business
- Conducted literature searches in CINAHL, Ovid, and Business Source Premier databases
- Keywords: leadership, integrity, adversity, attitude, failure, and criticism



The Integrity Choice

- Integrity – defined as being just, honest, and trusting the process (Parse, 2008)
- “Guard your integrity as if it is your most prized possession” (Cottrell, 2008).



Integrity

- Study measured perceived integrity in manufacturing
- Compared low-ethical, moderate ethical, and high ethical
- *Perceived Leadership Integrity Scale*
- 72% of respondents felt leaders had high integrity



Integrity

- Study of values as determinants of the motivation to lead
- Those with increased integrity levels viewed situations as needing their leadership
- Motivation may be driven by obligation instead of desire



Integrity

Literature in Nursing suggests 8 steps towards integrity:

- 1) Doing what we say we will do
- 2) Doing the right thing
- 3) Taking responsibility
- 4) Supporting our own weight
- 5) Holistic thinking
- 6) Respecting others
- 7) Checking the mirror
- 8) Defining the rules and values



The Adversity Choice

- “A state or instance of serious or continued difficulty or misfortune” (Merriam-Webster, 2015)



Adversity

- Research examined how physician leaders developed on the job
- Handling adversity identified as a key lesson
- Developing ways to accomplish one's goals in the face of obstacles
- Leaders discussed difficult situations are often not out of one's control/need to take action



Adversity

- Article referencing lessons that make great leaders
- Success does not lead to wisdom, overcoming adversity does
- Outstanding performers have common theme – overcoming adversity/failure
- Use missteps to make better choices



Attitude

- Literature defined attitudes as “determinants of behavior.”
- Linked to personality, perception, feelings, and motivation
- Mental state of readiness learned and organized through experience



Attitude

- Research examining nursing leadership in academic hospital
- Theoretical framework: Maxwell's Four Pillars of Leadership
 - Relationships
 - Equipping
 - Leadership
 - Attitude



Attitude

- Leaders should:
 - Evaluate their attitude
 - Believe bad attitude can be changed
 - Change to positive thought patterns
 - Choose to have a right attitude



Failure and Criticism

- Literature review on why leaders fail
- Causes:
 - Arrogance
 - Aloofness
 - Perfectionism
 - Insensitivity
 - Selfishness
 - Betrayal of trust



Failure and Criticism

- Survey of employees identified 7 common leadership pitfalls:
 - Lying
 - Bullying
 - Stealing ideas
 - Playing favorites
 - Not communicating
 - Managing inconsistently
 - Being unsupportive



Failure and Criticism

- “Leader’s inability to exhibit core leadership behaviors”
- Causes of failure identified in Nursing:
 - rigidity
 - poor relationships
 - low self-awareness
 - lack of open and reflective thinking



Failure and Criticism

- 3 types of failure:
 - Failure of omission
 - Failure by commission
 - Failure outside area of responsibility



Failure and Criticism

- Failure provides opportunity to learn and grow
- Open and honest
- Offer apology
- Promotes truth and integrity



Failure and Criticism

- Powerful management tool
- Can provoke negative responses
- Necessary for continued learning and improvement



Next Steps

- Research
 - Qualitative and quantitative studies needed in nursing
- Reflection and Deliberative Practice



Recommended Readings for Reflection

Cottrell, D. (2008). *Monday morning choices: 12 powerful ways to go from everyday to extraordinary*. New York, NY: Harper Collins.

Kralik, J. (2013). *A simple act of gratitude: How learning to say thank you changed my life*. New York, NY: Hyperion.

Novak, C. (2004). *Conquering adversity: Six strategies to move you and your team through tough times*. Dallas, TX: Cornerstone Leadership Institute.

Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2011). *Crucial conversations: Tools for talking when stakes are high*. U. S.: MacGraw-Hill.

Stapeley, L. (n.d.). *The power of affirmations & the secret to their success*. U. S.: Amazon Publishing.



Business Readings

Boone, L. W., & Makhani, S. (2012/2013). Five necessary attitudes of a servant leader. *Review of Business, 53*(1), 83-96.

Clemmons, A. B., & Fields, D. (2011). Values as determinants of the motivation to lead. *Military Psychology, 23*, 587-600.

Kovjanic, S., Schuh, S. C., & Jonas, K. (2013). Transformational leadership and performance: An experimental investigation of the mediating effects of basic needs satisfaction and work engagement. *Journal of Occupational and Organization Psychology, 86*, 534-555.

McCann, J., & Holt, R. A. (2012). Perceived leadership integrity in the manufacturing industry. *Journal of Business Ethics, 115*, 635-644.



Business Readings

Nowill, D. P. (2011). Lessons of experience: Key events and lessons learned of effective chief medical officers at freestanding children's hospitals. *Journal of Healthcare Management, 56*(1), 63-79.

Sullivan, J. (2009). Studying mistakes with humility, discipline reveals the lessons that make great leaders. *Nation's Restaurant News, 23*(21), 14,50.

Wilson, S. (2013). Resilience, persistence, unshakeable optimism. *British Journal of Healthcare Management, 19*(9), 449-451.



Nursing Readings

Chaffee, M. W., & Arthur, D. C. (2002). Failure: Lessons for health care leaders. *Nursing Economic\$, 20(5)*, 225-231.

Kerfoot, K. (2007). The art of truth telling: Handling failure with disclosure and apology. *Dermatology Nursing, 19(3)*, 298-299.

Maboko, D. R. (2011). Nursing leadership in an academic hospital in Gauteng. *Journal of Nursing Management, 20*, 912-920.

Mildbrandt, D. (2003). A demand for integrity. *Michigan Nurse, 76(5)*, 4.

Parse, R. R. (2008). The humanbecoming leading-following model. *Nursing Science Quarterly, 21*, 369-375.



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