



**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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## **A Leadership Toolkit: Leadership Resources for Nurses**

### **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](http://www.wicenterfornursing.org)

## **A Leadership Toolkit: Leadership Resources for Nurses**

### **Overview**

Strong nursing leadership is critical to the delivery of quality and safe care in the 21<sup>st</sup> century. The new style of leadership flows in all directions, at all levels, across all settings, promoting collaborative management practices.<sup>1</sup> 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.

<sup>1</sup>Bradford, D., & Cohen, A. (1998). *Power up: Transforming organizations through shared leadership*. Hoboken, NJ: John Wiley & Sons, Inc.

## SIGNIFICANT LEADERSHIP BOOKS

“Leadership is the capacity to translate vision into reality.”  
Warren Bennis<sup>2</sup>

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**

- Bergman, P. (2011). *18 minutes: Find your focus, master distraction, and get the right things done*. New York: Hachette Book Group.
- Bradberry, T., & Greaves, J. (2005). *The emotional intelligence quick book*. New York: Fireside.
- Buckingham, M., & Coffman, C. (1999). *First, break all the rules: What the world's greatest managers do differently*. New York: Simon & Schuster.
- Gallo, C. (2010). *The presentation secrets of Steve Jobs*. New York: McGraw Hill.
- Gundling, E., Hogan, T., & Cvitkovich, K. (2011). *What is global leadership: 10 key behaviors that define global leaders*. Boston: Nicholas Brealey Publishing.
- Heath, C., & Heath, D. (2011). *Switch: How to change things when change is hard*. Random House.
- Kotter, J., & Rathgeber, H. (2013). *Our iceberg is melting: Changing and succeeding under any conditions*. New York: St Martin's Press.
- Loehr, J., & Schwartz, T. (2005). *Power of full engagement: Managing energy, not time, is the key to high performance and personal renewal*. New York: Free Press.
- McBride, A. (2010). *The growth and development of nurse leaders*. New York: Springer.
- Mendenhall, M., Osland, J., Bird, A., Oddou, G., Maznevski, M., Stevens, M., C., & Stahl, G. (2013). *Global leadership 2e: Research, practice, and development*. New York: Routledge.
- Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2011). *Crucial conversations: Tools for talking when stakes are high*. New York: McGraw Hill.
- Pink, D. (2010). *Drive, the surprising truth about what motivates us*. New York: Riverhead Books.
- Purnell, L., & Paulanka B. (Eds.). (2008). *Transcultural health care: A culturally competent approach*. New York: F. A. Davis.
- Rath, T. (2006). *Vital friends: The people you can't afford to live without*. New York: Gallup Press.

<sup>2</sup>Bennis, W. (1990). *What leaders can't lead, the unconscious conspiracy continues*. San Francisco: Josey Bass.

## 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**

- Ferrazzi, K. (2014, July-August). Managing change one day at a time. *Harvard Business Review*.
- Gans, K. (2011, October). Should you change your thinking about change management? *Strategic Finance*, 93(4), 48.
- Merrell, P. (2012, July 1). Effective change management: The simple truth. *Management Services*.

### **BOOKS**

- Bridges, W. (2009). *Managing transitions: Making the most of change*. Philadelphia: De Capo Press.
- Harvard Business Review (Ed.). (2011). *HRB's 10 must reads on change management*. Boston: Harvard Business School Publishing Corporation.
- Heath, C., & Heath, D. (2010). *Switch: How to change things when change is hard*. New York: Broadway Books.
- Kotter, J. P. (2012). *Leading change*. Boston: Harvard Business Review Press.

### **WEBSITES**

- Being Human. (2014). Change community. <https://beinghuman.com.au/resources/change-community>
- Kotter International. (2014). The 8-step process for leading change. <http://www.kotterinternational.com/the-8-step-process-for-leading-change/>
- PROSCI Change Management Learning Center. (2014). <http://www.change-management.com/>

### **CERTIFICATIONS**

- APMG International. (2014). *Change Management Certification*. <http://www.apmg-international.com/en/qualifications/change-management>
- ASTD. (2014). *Change Management Certificate*. <http://www.astd.org/Education/Programs/Change-Management-Certificate>
- Cornell University. (2013). *Change Leadership Certificate*. <http://www.ecornell.com/certificates/leadership-and-strategic-management/change-leadership/>
- Michigan State University Online. (2014). *Master Certificate in Strategic Change Management*. <http://www.michiganstateuniversityonline.com/programs/certificate/strategic-leadership-management/change-management-master-certificate/>

## 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*<sup>3</sup>, 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**

- Goldsmith, M, & Wheeler, P. (2013, December). The art of mentoring. *Worldwide Coaching Magazine*.
- Long, T. (2013, October). Peer coaching creates a safe zone for managers. *The Management Newsletter*.
- Rivera, F. O. (2014, August 18). Enhancing the mentor-mentee relationship. [Online forum content]. <http://nflhe.org/enhancing-the-mentor-mentee-relationship/>
- Xavier, S. (2010). Great leaders: What makes them great? *Leadership Excellence*.

### **BOOKS**

- Cottrell, D. (and others). (2002 - 2014). *Monday morning leadership series*. Dallas: CornerStone Leadership Institute.
- Goldsmith, M. (2011). *What got you here won't get you there*. Mundelein, IL: Round Table Companies.

### **WEBSITES**

- Center for Creative Leadership. (2014). Coaching skills development. <http://www.ccl.org/leadership/coaching/skills.aspx>

### **COACHING CERTIFICATIONS**

- Association for Talent Development (ASTD). (2014). *Coaching Certificate*. <http://www.astd.org/Education/Programs/Coaching-Certificate>
- International Coach Federation (ICF). (2014). *Individual Credentialing*. <http://www.coachfederation.org/>

<sup>3</sup>Buckingham, M. (2005). *The one thing you need to know about great managing, great leading and sustained individual success*. New York: Simon & Schuster.

## 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**

- Psychiatric Nursing. (2011). *Communication*. <http://nursingplanet.com/pn/communication.html>
- Rampur, S. (2011). *Cultural barriers to effective communication*.  
<http://www.buzzle.com/articles/cultural-barriers-to-effective-communication.html>
- Raso, R. (2010). Communication is vital to success. *Nursing Management*, 41(11), 56.  
[http://journals.lww.com/nursingmanagement/Fulltext/2010/11000/Communication\\_is\\_vital\\_to\\_success.12.aspx](http://journals.lww.com/nursingmanagement/Fulltext/2010/11000/Communication_is_vital_to_success.12.aspx)
- Sherman, R., & Pross, E. (2010). Growing future nurse leaders to build and sustain healthy work environments at the unit level. *The Online Journal of Issues in Nursing*, 15(1).  
<http://www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Vol152010/No1Jan2010/Growing-Nurse-Leaders.html>

### **BOOKS**

- Cloke, K., & Goldsmith, J. (2011). *Resolving conflicts at work*. San Francisco: Jossey-Bass.
- Covey, S. (1989). *The 7 habits of highly effective people*. New York: Simon & Schuster.
- Crowell, D. M. (2011). *Complexity leadership: Nursing's role in health care delivery*. Philadelphia: F. A. Davis Company. (Specifically, Chapter 8, Interventions for Complexity Leaders which discusses crucial conversations and building spirited health care teams. It provides a case example and questions for reflection.)
- Hunt, P., & Laughon D. (2011). *The nurse leader's guide to business skills*. HCPro, Inc.
- Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2012). *Crucial conversations: Tools for talking when stakes are high*. New York: McGraw-Hill
- Senge, P. (1990). *The fifth discipline: The art and practice of the learning organization*. New York: Doubleday.

### **WEBSITES**

- Anderson, L. (2013, December 26). Why communication in the nursing profession is important.  
<http://www.nursetogether.com/why-communication-in-the-nursing-profession-is-important>
- Business Performance. [www.businessperform.com/workplace-communication](http://www.businessperform.com/workplace-communication)



Conflict Resolution Network. <http://www.crnhq.org>

Cultural Barriers to Effective Communication. (Buzzle website).

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

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

MindTools LTD (2014). Resolving conflict rationally and effectively.

[http://www.mindtools.com/pages/article/newLDR\\_81.htm](http://www.mindtools.com/pages/article/newLDR_81.htm)

MindTools LTD (2014). Bell and Hart's eight causes of conflict.

<http://www.mindtools.com/pages/article/eight-causes-conflict.htm>

### **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 21<sup>st</sup> century unfolds, 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.<sup>4</sup> 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.<sup>5</sup> The resources below serve as tools to frame the leadership challenges associated with an increasingly diverse workforce.

### ARTICLES

Anand, R., & Winters, M. (2008). A retrospective view of corporate diversity training from 1964 to the present. *Academy of Management Learning & Education*, 7(3), 356-372.

Betancourt, J. R., Green, A. J., & Carrillo, J. E. (2002, October). Cultural competence in health care: Emerging frameworks and practical approaches. *The Commonwealth Fund*, 1-30. Retrieved from [http://www.commonwealthfund.org/usr\\_doc/betancourt\\_culturalcompetence\\_576.pdf](http://www.commonwealthfund.org/usr_doc/betancourt_culturalcompetence_576.pdf)

Christman, J. J. (2007). Extending cultural competence through systems change: Academic, hospital, and community partnerships. *Journal of Transcultural Nursing*, 18(1), 68S-76S.

Johnson, S. (2014, September/October). What globalization means for diversity and inclusion efforts. *Profiles in Diversity Journal*. <http://www.diversityjournal.com/4919-what-globalization-means-for-diversity-and-inclusion-efforts/>

Savage, C. (2003, July 1). Nursing leadership: Oxymoron or powerful force? *American Academy of Ambulatory Care Nursing Viewpoint*, 11-14.

Villarruel, A. M. Bigelow, A., & Alvarez, C. (2014). Integrating the 3Ds: A nursing perspective. *Public Health Reports*, 129(Suppl 2), 37-44.

Whitman, M. V., & Valpuesta, D. (2010). Examining human resources' efforts to develop a culturally competent workforce. *Health Care Management*, 29(2), 117-125.

<sup>4</sup>U.S. Census Bureau. (2012, December 12). *U.S. Census Bureau projections show a slower growing, older, more diverse nation a half century from now*. Retrieved from <https://www.census.gov/newsroom/releases/archives/population/cb12-243.html>

<sup>5</sup>Bensimon, E. M. (2004). The diversity scorecard: A learning approach to institutional change. *Change*, 36(1), 44-52.

## **BOOKS**

- Geiger, J., & Davidhizar, R. (2008). *Transcultural nursing: Assessment and intervention*. St. Louis: Mosby Elsevier.
- Kritek, P. B. (1994). *Negotiating at an uneven table: Developing moral courage in resolving our conflicts*. San Francisco, CA: Jossey-Bass Publishers.
- Smedley, B., Butler, A., & Bristow, L. (Eds.) (2004). *In the nation's compelling interest: Ensuring diversity in the health-care workforce*. Washington, DC: The National Academies Press.

## **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](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/>
- National Institutes of Health. Clear Communication: Cultural Competency.  
<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/omh/browse.aspx?lvl=2&lvlid=34>

## **REPORTS**

- Association of American Colleges and Universities. (2014). *Making excellence inclusive*. Retrieved from <http://www.aacu.org/programs-partnerships/making-excellence-inclusive>
- Camphina-Bacote, J., Claymore-Cuny, D., Cora-Bramble, D., Gilbert, J., Husbands, R., Like, R., ... Tang, G. (2005). *Transforming the face of health professions through cultural and linguistic competence education: The role of the HRSA centers of excellence*. Retrieved from U.S. Department of Health and Human Services website:  
<http://www.hrsa.gov/CulturalCompetence/cultcompedu.pdf>
- Institute of Diversity in Health Management. (2014). *Diversity and disparities: A benchmark study of U.S. hospitals in 2013*. Retrieved from  
<http://www.hpoe.org/resources/hpoehretaha-guides/1634>

- Institute of Medicine. (2004). *In the nation's compelling interest: Ensuring diversity in the healthcare workforce*. Washington: National Academies Press.
- The Sullivan Commission. (2003). *Missing persons: Minorities in the health profession. A report of the Sullivan commission on diversity in the healthcare workforce*. Retrieved from <http://www.aacn.nche.edu/media-relations/SullivanReport.pdf>
- National League for Nursing. (2009). *Reflection and dialogue: A commitment to diversity in nursing and nursing education*. Retrieved from [http://www.nln.org/aboutnln/reflection\\_dialogue/refl\\_dial\\_3.htm](http://www.nln.org/aboutnln/reflection_dialogue/refl_dial_3.htm)
- National League for Nursing. (2006). *Core values*. Retrieved from [www.nln.org/aboutnln/corevalues.htm](http://www.nln.org/aboutnln/corevalues.htm).
- University of Michigan – Flint. Cultural Competence Project. *Developing nurses' cultural competencies: Evidence-based and best practices*. Retrieved from <http://www.umflint.edu/shps/cultcomp/>
- Williams, D. A., Berger, J. B., & McClendon, S. A. (2005). *Toward a model of inclusive excellence and change in postsecondary institutions*. Retrieved from Association of American Colleges and Universities website: [http://aacu.org/sites/default/files/files/mei/williams\\_et\\_al.pdf](http://aacu.org/sites/default/files/files/mei/williams_et_al.pdf)
- Wisconsin Center for Nursing. (2013). *Enhancing diversity in the nursing workforce*. Retrieved from [http://www.wisconsincenterfornursing.org/documents/2013%20WCN%20DiversityReport\\_final.pdf](http://www.wisconsincenterfornursing.org/documents/2013%20WCN%20DiversityReport_final.pdf)
- Wisconsin Center for Nursing. (2013). *The Wisconsin nursing workforce: Status and recommendations*. Retrieved from [http://www.wisconsincenterfornursing.org/documents/2013WIStateWorkforce\\_new.pdf](http://www.wisconsincenterfornursing.org/documents/2013WIStateWorkforce_new.pdf)

## 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

- Biggy. (2014, June 30). Executive presence: 7 strategies to stand out as a leader [Web log post]. *SF Gazette*. <http://sfgazette.com/executive-presence-7-strategies-to-stand-out-as-a-leader/>
- Grensing-Pophal, L. (2014, April 7). Executive presence for nurses: What it is, why it is important, and how nurses from the bedside to the boardroom benefit from it [Web log post]. *Advance Healthcare Network for Nurses*.  
<http://nursing.advanceweb.com/Features/Articles/Executive-Presence-for-Nurses.aspx>
- Limardi, D., Morrison, D., & Morrison, D. (2014, June). Executive presence: Do you have the leadership “wow” factor? *Public Management*, 96, 5, 6-10.  
[http://icma.org/en/press/pm\\_magazine/article/104501](http://icma.org/en/press/pm_magazine/article/104501)
- Medalla, J. (2013, September 24). 7 traits of executive presence, the key to winning people over. *Business Insider*. <http://www.businessinsider.com/the-7-traits-of-executive-presence-2013-9>
- Sherman, R. O. (2014, January 6). 5 strategies to develop executive leadership presence [Web log post]. *EmergingRNLeader*. <http://www.emergingrnleader.com/5-strategies-develop-executive-leadership-presence/>

### BOOKS

- Fox Cabane, O. (2012). *The charisma myth: How anyone can master the art and science of personal magnetism*. New York: Penguin Group.
- Maxwell, J. (2007). *The 21 indispensable qualities of a leader: Becoming the person others will want to follow*. Nashville: Thomas Nelson Publishing.
- Monarth, J. (2010). *Executive presence: The art of commanding respect like a CEO*. McGraw Hill.
- Wareham, J. (1991). *The anatomy of a great executive*. Harper Business.

### WEBSITE

- Business Insider. [www.businessinsider.com](http://www.businessinsider.com)
- French and Raven’s Five Forms of Power: Understanding Where Power Comes from in the Workplace. [http://www.mindtools.com/pages/article/newLDR\\_56.htm](http://www.mindtools.com/pages/article/newLDR_56.htm)

## 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 21<sup>st</sup> 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.<sup>6</sup> The information below provides information and opportunities for leadership development.

### ARTICLES

- Batcheller, J. (2011). On-boarding and enculturation of new chief nursing officers. *Journal of Nursing Administration, 41*(5), 235-239. doi: 10.1097/NNA.0b013e3182171c6a.
- Berwick, D. (2003). Disseminating innovation in health care. *The Journal of the American Medical Association, 289*(15), 1969-1975. doi:10.1001/jama.289.15.1969.
- Comack, M. (2012). A journey of leadership: From bedside nurse to chief executive officer. *Nursing Administrative Quarterly, 36*(1), 29-34. doi: 10.1097/NAQ.0b013e318238b9fa.
- Ellis, P., & Abbot, J. (2013). Leadership and management skills in health care. *Nurse Prescribing, 11*(5), 251-254
- Habel, M., & Sherman, R. (2012). *Transformational leadership*. Greater Chicago, September. 26-31
- Larkin, H. (2013). Focus on the C-suite: Frontline-in-chief. *Hospital and Health Networks, 2*-7
- Marshall, A. D. (2013, April 10). There's a critical difference between creativity and innovation. *Business Insider*. <http://www.businessinsider.com/difference-between-creativity-and-innovation-2013-4>
- Omachonu, V., & Einspruch, N. (2010). Innovation in healthcare delivery systems: A conceptual framework. *The Innovation Journal: The Public Sector Innovation Journal, 15*(1). [http://www.innovation.cc/scholarly-style/omachonu\\_healthcare\\_3innovate2.pdf](http://www.innovation.cc/scholarly-style/omachonu_healthcare_3innovate2.pdf)
- Plsek, P. (2003, January). *Complexity and the adoption of innovation in health care*. Presented at the meeting of the National Institute for Health Care Management Foundation, Accelerating Quality Improvement in Health Care Strategies to Speed the Diffusion of Evidence-Based Innovations Conference, Washington, DC. <http://www.nihcm.org/pdf/Plsek.pdf>
- Ponti, M. D., & Devet, R. (2012). Transforming nursing leadership roles, from CNO to CEO. *Nursing Administrative Quarterly, 36*(1), 12-16. doi: 10.1097/NAQ.0b013e318238a218.
- Taplin, S., Foster, M., & Shortell, S. (2013). Organizational leadership for building effective health care teams. *Annals of Family Medicine, 11*(3), 279-281. doi: 10.1370/afm.1506

<sup>6</sup>Scobie, K., & Russell, G. (2003). Vision 2020 part I: Profile of the future nurse leader. *Journal of Nursing Administration, 33*(6), 324-330.

## **WEBSITES**

Center for Creative Leadership. <http://www.ccl.org/Leadership/index.aspx>

RWHC Leadership Newsletter.

<http://www.rwhc.com/Services/EducationalServices/LeadershipNewsletter.aspx>

## 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

- Hämmig, O. (2014). Integration of work and personal life as a key factor for individual, organizational and public health. In *Bridging occupational, organizational and public health* (pp. 155-175). Netherlands: Springer.
- Jack, K., & Smith, A. (2007). Promoting self-awareness in nurses to improve nursing practice. *Nursing Standard*, 21(32), 47-52.
- Kossek, E. E., Hammer, L. B., Kelly, E. L., & Moen, P. (2014). Designing work, family & health organizational change initiatives. *Organizational Dynamics*, 43(1), 53-63.
- Mayo Clinic. (2014). *Work-life balance: Tips to reclaim control*.  
<http://www.mayoclinic.org/healthy-living/adult-health/in-depth/work-life-balance/art-20048134>
- Ross, D. S., & Vasantha, S. (2014). A conceptual study on impact of stress on work-life balance. *Sai Om Journal of Commerce & Management*, 1(2), 61-65.
- The Council of Economic Advisers. (2014). Work-life balance and the economics of workplace flexibility.  
[http://www.whitehouse.gov/sites/default/files/docs/updated\\_workplace\\_flex\\_report\\_final\\_0.pdf](http://www.whitehouse.gov/sites/default/files/docs/updated_workplace_flex_report_final_0.pdf)
- Vitello-Cicciu, J. M., Weatherford, B., Gemme, D., Glass, B., & Seymour-Route, P. (2014). The effectiveness of a leadership development program on self-awareness in practice. *Journal of Nursing Administration*, 44(3), 170-174.

### BOOKS

- Goleman, D. (2013). *What makes a leader: Why emotional intelligence matters*. Florence, MA: More Than Sound LLC.
- Loehr, J., & Schwartz, T. (2005). *The power of full engagement: Managing energy not time*. New York: The Free Press.
- Skovholt, T. M., & Trotter-Mathison, M. (2011). *The resilient practitioner*. New York: Routledge.



## **WEBSITES**

OECD Better Life Index. (n.d.). Work-life balance.

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

WorkLife Balance. (2013). <http://www.worklifebalance.com/>

Work-Life Balance. (2014). The six components of work-life balance. <http://work-lifebalance.com/>

## 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**

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## NURSES ON BOARDS

In its landmark report, *The Future of Nursing: Leading Change, Advancing Health*,<sup>7</sup> 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.

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[www.americangovernance.com/resources/reports/brp/2009/index.shtml](http://www.americangovernance.com/resources/reports/brp/2009/index.shtml) Best on Boards
- 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](http://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/](http://www.robertsrules.org/)

Roles of Boards.  
<http://www.wcnursing.org/uploads/file/2011%20NURS%204102%20Roles%20of%20Boards.pdf>

The Source: Twelve Principles of Governance that Power Exceptional Boards.  
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## **WISCONSIN DEPARTMENT OF HEALTH SERVICES BOARDS, COMMITTEES, AND COUNCILS**

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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