



Introduction

Even though there is now a vast body of work on leadership, I find it far more enlightening to consult our personal histories.

—Margaret Wheatley

Margaret Wheatley states that in creating your own definition of good leadership, you should reflect upon the leaders you were happy to serve under. What were their behaviors? How did they make you feel? What kind of worker were you? There is no one right way: no leadership theory, behavior, or person that you can read about that will solve all your leadership issues. Every situation, organization, team, and individual is different in their own way. However one common element among all is that we are all human and we thrive when love is part of the equation. In our estimation, leadership in its highest form is love.

Our goal for this book is to provide you with the perspective of many different nursing leaders and what worked for them. Read, and take from the chapters what makes sense for you.

In this book there are 16 chapters. Each chapter builds upon leadership in some aspect. Whether you are a staff nurse learning how you are a

leader or whether you are the most seasoned nurse executive and board member, there are many takeaways to learn from others so that you can create your own definition of good, if not exemplary, leadership.

Within each chapter there are various models, vignettes, case studies, and reflective questions to assist you in immediately applying the chapter learning into practice.

Chapter 1: This chapter describes a set of personal commitments that you can integrate into your behaviors in order to lead effectively.

Chapter 2: This chapter presents several essays on some of the most pressing issues that leadership in nursing is facing today. To address any issue, those in the profession must know where we have been, what is known today, and where we are going. Here you will read about leadership impact on patient outcomes, compassion fatigue, the professional practice environment, the value of nursing, influencing theories, and where we stand regarding evaluating leadership.

Chapter 3: So how do you determine if formal leadership is the career track you would like to pursue? What kind of questions should you be asking yourself? What kinds of experiences should you involve yourself in to help you with this important career choice? This chapter provides many case studies and reflective questions to help you determine these answers.

Chapter 4: As the largest workforce segment of healthcare delivery, nurses should lead in shaping future healthcare policies, regulation, workforce expectations, and the healthcare delivery model. This chapter discusses nursing's leadership role in supporting the Quadruple Aim.

Chapter 5: This chapter highlights the historical challenges and current points of strength for the profession of nursing. We discuss an evidence-based approach to enhancing nursing's influence in practice, research, education, policy, theory, media, and industry.

Chapter 6: We wrote this chapter with an eagerness that you would read it with interest in exploring what leading interprofessionally means to you, personally and professionally, and why being interprofessional and

leading interprofessionally are aspirational, if not essential, nurse-leader attributes for you to model in your leadership for yourself and others.

Chapter 7: Complex technologies within complex healthcare organizations can no longer be relegated to one department for decision-making through the systems development life cycle. In this chapter you will learn how the chief nursing informatics officer, chief nursing officer, and nursing management leaders together are essential for the success of the planning, analysis, decision, implementation, and maintenance of healthcare technologies.

Chapter 8: This chapter has several goals: first, to provide an overview and background of diversity and health disparities; second, to examine leadership practice at the bedside, middle-management, and executive levels; third, to showcase leaders through exemplars who have leveraged their influence both personally and professionally to drive successful clinical and organizational outcomes, to create change, and to establish a legacy for the future; and fourth, to provide a plan of action to advance diversity at all leadership levels.

Chapter 9: This chapter provides an overview of innovation by defining it and then describing leaders of innovation in the context of a research study the authors conducted on the characteristics of innovative nursing leaders.

Chapter 10: This chapter explores the attributes of nursing leadership that lead to successful programs or initiatives that impact the health and wellness of patients and caregivers by utilizing healthcare-focused evaluation, quality improvement, and research. We focus on settings outside of those where nurses are typically well represented such as hospitals, healthcare organizations, academic medical centers, and academia.

Chapter 11: This chapter presents stories of how three Boston-based nurse leaders—one academic dean and two chief nursing officers—transformed what have been traditionally acknowledged as academic practice partnerships to address the recommendations made in 2010 in *The Future of Nursing: Leading Change, Advancing Health* report.

Chapter 12: In this chapter the authors reflect on their extraordinary ability to develop the gerontological nursing workforce and program within one hospital.

Chapter 13: This chapter explores the intersections of mindfulness and leadership from a pragmatic view that can be applied immediately.

Chapter 14: This chapter explores the impact of a relational care approach from the unique perspective of patients. Theory-infused practice that grounds nurses in this unique, holistic perspective ensures that nurses remain connected to the meaning and purpose of their work and supports their engagement in the current healthcare environment, whose focus may not always be consistent with nursing's worldview.

Chapter 15: This chapter challenges you to reflect upon and articulate what it is you are leading. In truth, unless you are leading the practice environment to facilitate nursing practice, you are not necessary. So how do you know you are meeting the expectations of your role?

Chapter 16: This chapter covers the need to prioritize health policy as a domain of nursing practice and discusses the role of nurse leaders in creating space for health-policy efforts in practice and research settings. Nurse leaders must be deliberate in devoting time and efforts to inform discussions at all levels of policy.

Our intention for this book is to generate a platform for advancing evidence through health services research and descriptions of action learning and empirical experiences about how best to prepare nurses to lead with love and effectiveness. Does leadership development matter? Do effective leaders influence patient, workforce and organizational outcomes? This book begins to answer these questions and stimulate people's thinking about them.