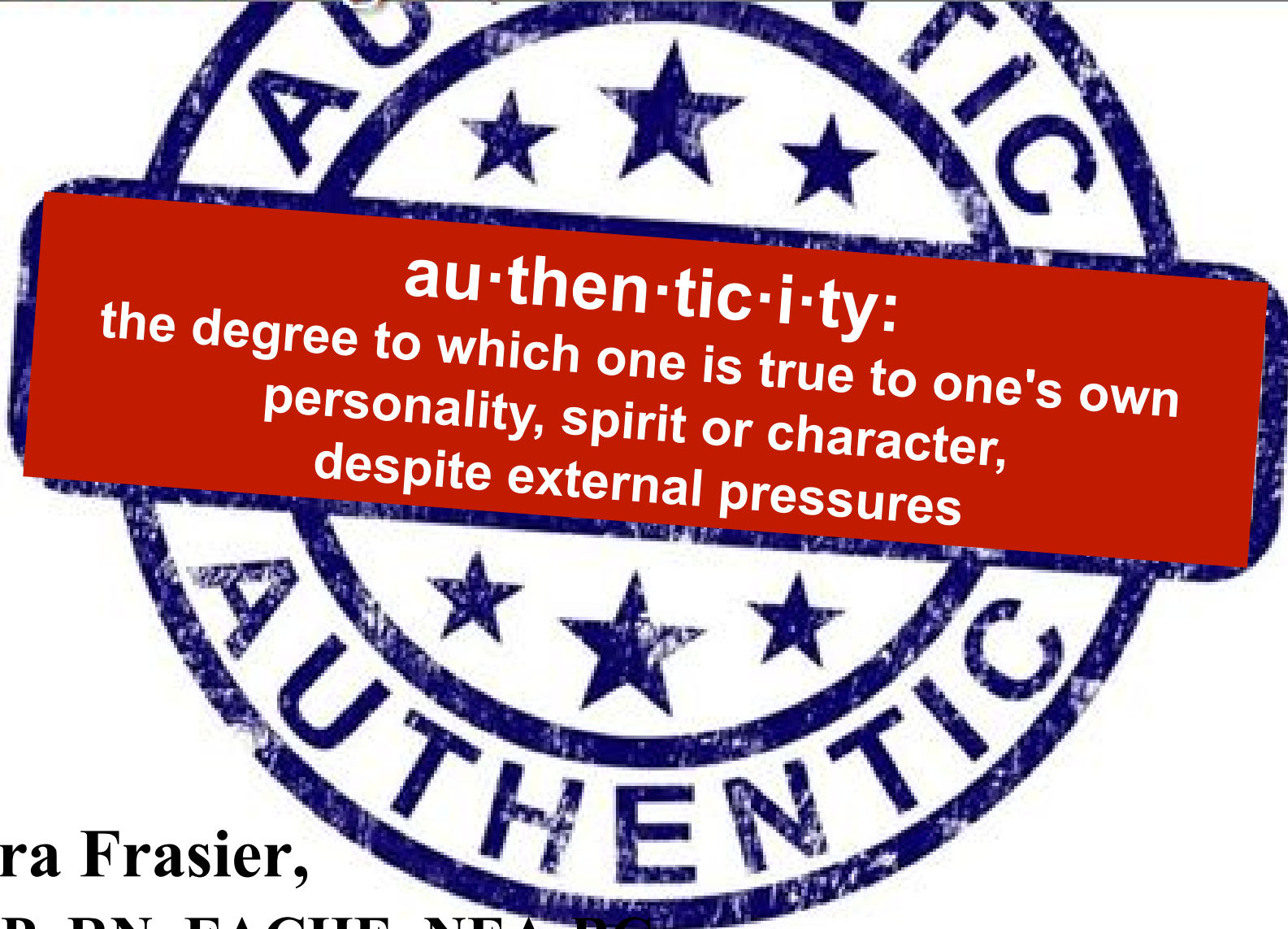# Preparing nurse managers for authentic leadership: A pilot leadership development program

**au·then·tic·i·ty:**
the degree to which one is true to one's own personality, spirit or character, despite external pressures

**Nora Frasier,**
**DNP, RN, FACHE, NEA-BC**

# Authentic Leadership theory

**Authentic leaders are:** <u>positive</u>, <u>ethical</u>, <u>values-driven</u> and <u>collaborative</u>; these behaviors earn trust and respect of followers through *four components*:
(Avolio et al., 2004)

| Component | Description |
| --- | --- |
| Self-awareness | "know thyself" |
| Balanced processing | "be fair-minded" |
| Internalized moral perspective | "do the right thing" |
| Relational transparency | "be genuine" |

(Avolio et al., 2009; Wong & Laschinger, 2012; Riggio, 2014)

# Significance

- **Effective nursing leadership influences organizational outcomes**

  - *patient satisfaction, adverse events* (Wong & Cummings, 2013)

  - *staff retention, healthy work environment* (Fennimore & Wolf, 2011)

- **Authentic leadership improves outcomes**

  - *engagement, willingness to speak up, care quality* (Wong, Laschinger, Cummings, 2010)

  - *empowerment, job satisfaction, performance* (Wong & Laschinger, 2013)

  - *person-job match, job engagement* (Bamford, Wong & Laschinger, 2013)

  - *nurse burnout* (Laschinger, Wong & Grau, 2013; Laschinger, Borgogni, Consiglio & Read, 2014)

# Background

**360° assessment of nurse leaders**

*"Leading Leaders" "Authentically"*

54% leadership activities appropriately defined

62% leadership activities supported with appropriate training/resources



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## Project Purpose:

To evaluate the change in self and staff-perceived nurse managers' authentic leadership behaviors after participation in a pilot leadership development program focused on authentic leadership components.

# Design

- ❖ Cross sectional research study
- ❖ Voluntary cohort of nurse leaders (n = 16)
- ❖ Data collection instruments:
  - • **Demographics** – *descriptive statistics*
  - • **Authentic Leadership Questionnaire Self** - *descriptive statistics,Wilcoxon signed-rank*
  - • **Authentic Leadership Questionnaire Rater** – *descriptive statistics*

- ❖ Two learning sessions
  - ➢ *Session 1 – **Mastering Emotional Intelligence course***
  - ➢ *Session 2 – **True Growth workshop***

# Results – ALQ Self



**ALQ Self PRE/POST-intervention Comparison mean component scores (N=11)**
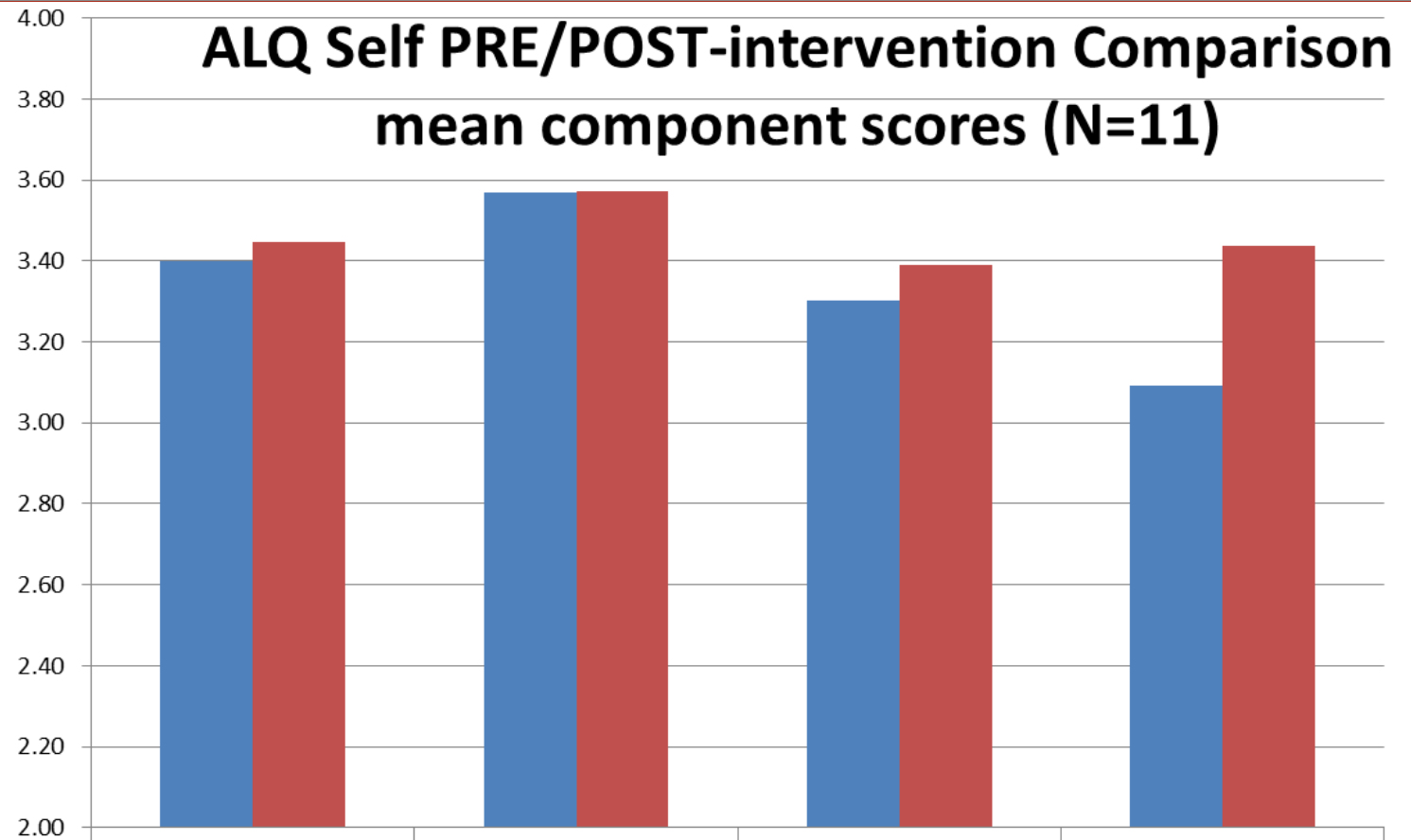
| | Transparency | Ethics | Balanced processing | Self-awareness |
|---|---|---|---|---|
| **Preintervention** | 3.40 | 3.57 | 3.30 | 3.09 |
| **POSTintervention** | 3.45 | 3.57 | 3.39 | 3.44 |

# Results – ALQ Rater



**ALQ Rater PRE/POST-intervention Comparison**
mean component scores (N=44 pre and N=24 post)

| | Transparency | Ethics | Balanced processing | Self-awareness |
|---|---|---|---|---|
| **PREintervention** | 3.43 | 3.47 | 3.27 | 3.32 |
| **POSTintervention** | 3.45 | 3.57 | 3.39 | 3.44 |
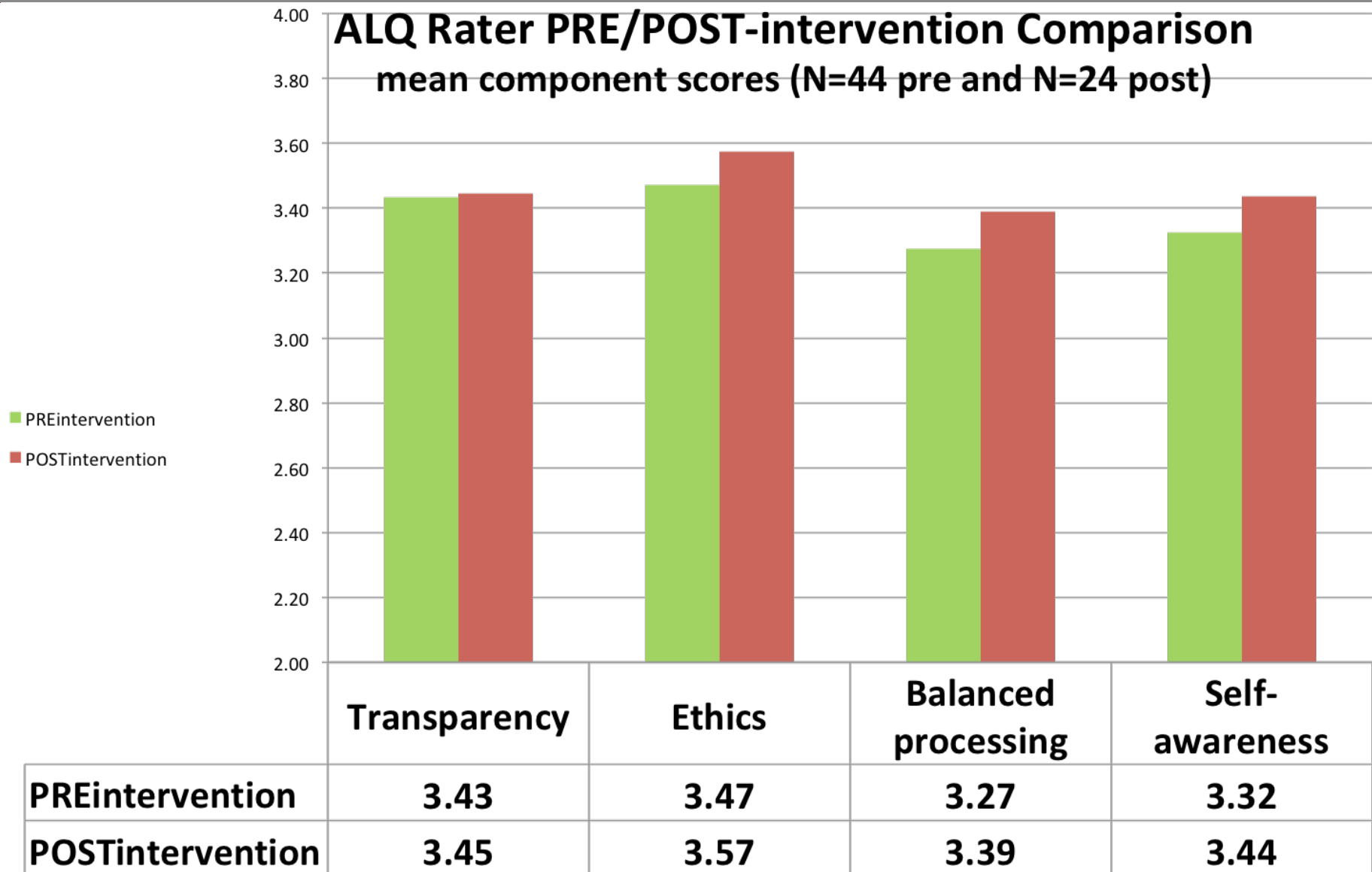
# Summary

**The foundation of authentic leadership is self-awareness which, as cited by Shirey(2015),** *"requires that individuals pursue a journey of self-discovery, self-improvement, reflection, and renewal."*

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