

NURS 430: PART V RECOGNIZING THE CHALLENGES OF LEADERSHIP AND WORKPLACE ISSUES

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RECOGNIZING THE CHALLENGES OF LEADERSHIP

What do we mean by the challenges of leadership?

- External challenges.
- Internal challenges.
- Challenges arising from leadership itself.

When are the challenges of leadership most obvious?

- When something new is about to start.
- When something is about to end
- When times are tough.
- During transitions.

What are some of the specific challenges that many leaders face?

External challenges:

- Public criticism.
- Flare-ups of others' interpersonal issues.
- Crises.
- Opposition and/or hostility from powerful forces.
- A financial or political windfall.
- Collaboration.

What are some of the specific challenges that many leaders face? (cont.)

Internal challenges:

- Insecurity.
- Defensiveness.
- Lack of decisiveness.
- Inability to be direct when there's a problem.
- Inability to be objective.
- Impatience - with others and with situations.

Challenges stemming from the nature of the leadership role:

- Keeping an eye on, and communicating, the vision.
- Keeping the everyday under control while you continue to pursue the vision.
- Setting an example.
- Maintaining effectiveness over time.
- Finding support.

How can you cope with challenges?

- Be proactive
- Be creative
- Face conflict squarely
- Always look for common ground
- Retain your objectivity
- Look for opportunities to collaborate
- Listen
- Ask for 360-degree feedback...and use it

How can you cope with challenges? (cont.)

- Look at what's going on around you.
- Reach out for help in facing internal challenges.
- Create mechanisms to revisit your vision.
- Share the burden.
- Find an individual or group with whom you can discuss the realities of leadership.
- Make sure you have personal time.

ENCOURAGING LEADERSHIP DEVELOPMENT ACROSS THE LIFE SPAN

Who are potential leaders?

Everyone is capable of being a leader at some time and place in her life.

Why look for and encourage potential leaders?

Communities, advocacy efforts, and grass roots and community-based organizations need leaders. They make positive growth and change possible, and improve the quality of life for everyone.

Childhood opportunities for leadership development:

- Sports and games.
- School, camp, and other institutional situations.
- agenda for a meeting.

Adolescents

- They're idealistic.
- They're tireless.
- They're enthusiastic.
- They don't have enough experience to assume they can't do something.
- They work cheap.

College students and other young adults:

- Entrepreneurship.
- Politics.
- Service learning.
- Employment.
- Government-sponsored service programs.
- Non-profit and non-governmental organizations.

Elder statespersons:

- Employment.
- Organizations and associations.
- Volunteering and community service.
- Local politics.

Retired persons and seniors:

- Community service
- Advocacy
- Local politics
- Volunteering

Guidelines for encouraging leadership development across the life span

- Ask them
- Start where people are
- Provide real-world opportunities
- Challenge people with reachable goals
- Provide training
- Build on success
- Provide peer support
- Provide an institutional structure for leadership development opportunities
- Provide models of effective leadership

Workplace ISSUES

- Reality Shock
 - Occurs when idealistic new graduate enters the real world of practice
 - Includes difficulty with the expectations and demands of workplace

Workplace ISSUES

- Solutions for Reality Shock
 - Self-appraisal
 - Careful evaluation of employers
 - Comparison of skills to expectations
 - Mentors, preceptors, and coaches
 - Peer support group
 - Personal stress management

Workplace ISSUES

- Burnout
 - Stress response experienced in occupations that make many emotional demands
 - Alleviated by planned actions
 - In some instances, may be necessary to change job settings

Workplace ISSUES

- Personal Stress Management
 - Personal health needs
 - Diet
 - Rest
 - Activity plan
 - Time with family and friends
 - Life should never be all work

Workplace ISSUES

- Workplace Safety and Health for Nurses
 - Infection as an occupational hazard
 - Hazardous chemical agents
 - Ergonomic hazards in the workplace

Workplace ISSUES

- Worker's Compensation for Work-Related Injury
 - Carefully follow all relevant rules and regulations for reporting the injury
 - Complete appropriate forms
 - Seek care to ensure that the workplace receives assistance for any medical care and lost wages

Workplace ISSUES

- Discrimination in Nursing
 - Racial and ethnic
 - Wage discrimination against women
 - Job opportunity discrimination against men

Workplace ISSUES

- Sexual Harassment
 - Illegal
 - Creation of a hostile work environment through behavior of a sexual nature
 - Comments about an individual's body
 - Persistent unwanted attempts to initiate a personal relationship
 - Ongoing use of suggestive or obscene language
 - Unwanted touching
 - Direct sexual advances

Workplace ISSUES

- Sexual Harassment
 - Involves explicit granting of job-related benefits in return for sexual favors
- Working conditions
- Salary
- Privileges
- Remaining employed

Workplace ISSUES

- Verbal Abuse
 - Contributes to patient safety concerns
 - Creates aversive workplace in which individuals leave
 - Should prompt administrative authorities to act to stop abuse
 - Nurses working collectively can decrease impact

Workplace ISSUES

- Management of Violence in Workplace
 - Train employees in the management of hostile and violent behavior
 - Environmental safeguards
 - Metal detectors
 - Panic buttons
 - Bulletproof glass
 - Clear guidelines for reporting both verbal and physical abuse

