Building your plan for Monday

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Leaders and change

- Leaders are obligated to provide and maintain momentum (dePree)
- Do not follow where the path may lead. Go instead where there is no path and leave a trail (Ralph Waldo Emerson)
- The leader’s role - taking people on a journey on which nobody wants to go (Disch)
Change is good – you go first
Health Care Paradoxes

- Do more with less
- Improve quality and reduce cost
- Operate the business successfully and ethically
- Be competitive, yet collegial
- Promote your own profession, and create strong interprofessional teams
- Expend a lot of energy staying calm
Paradoxes in nursing education

- Be an expert educator, researcher, clinician and professional nursing leader
- Incorporate new content on genomics, informatics, cultural diversity, ethics and complementary therapy without doubling the length of your program
- Preserve faculty autonomy while creating a spirit of community
- Expand student enrollment in the face of
  - an imminent faculty shortage
  - shrinking state and university funding
  - less access to clinical sites
Paradox

A statement that is seemingly contradictory or opposed to common sense and yet is perhaps true
PARADOX EXAMPLES

Examples:

- *Art is a lie that makes us realize the truth* (Picasso)
- *It is only with the heart that one can see rightly; what is essential is invisible to the eye* (deSaintExupery)
- *To move freely, you must be deeply rooted* (Lewitsky)
PARADOX

“The test of a first-rate intelligence is the ability to hold two seemingly opposed ideas in mind at the same time”

(F Scott Fitzgerald)
Built to Last (Collins and Porras, 1994)

- Avoid the tyranny of the “OR”
- Embrace the genius of the “AND”
Eliminate...

- All or none
- Right or wrong
- Good or bad
- Yes or no
- Now or never
- Black or white
A word about ambiguity -
“As change accelerates, we now find that ambiguity multiplies, and illusions of certainty become more difficult to maintain. The ability to thrive with ambiguity must become part of our everyday lives. Poise in the face of paradox is a key not only to effectiveness, but to sanity in a rapidly changing world.”

(Gelb, 1998)
Information is power, but relationships are the key.
Goals

- What are you going to be working on in your state or region?
- What is currently happening on which you can build?
- What are the greatest need(s)?
- What is the Business/Legal/Quality Case (BLQ)
  - Business - competitive advantage, economics, financing, organizational survival
  - Legal - regulatory requirements, standards, legal implications
  - Quality - the right thing to do, innovation, improved outcomes
Reflection #1
People

- Sponsors - have the power to sanction change
  - Initiating sponsor
  - Sustaining sponsor
- Agents - responsible for making change happen
- Advocates or champions - opinion leaders
- Healthy skeptics
- Opponents
- Those expected to change
  - Faculty
  - Staff
  - Students
  - Clinical partners
  - Community
Reflection #2
Measurement, Incentives and Feedback

- What does success look like?
  - Both process and outcome
- How are we doing?
- What motivates the faculty?
Reflection #3
Change begins with me -
What competency (KSA) will I work on?

- Quality & Safety Education for Nurses (QSEN) - qsen.org
- Interprofessional Education Consortium (IPEC)
- Future of Nursing report
- Carnegie report: Educating Nurses: A Call for Radical Transformation
“It is not the strongest of the species that survives... nor the most intelligent... but the one most responsive to change”

(Darwin)