

American Association of Colleges of Nursing

ADVANCING HIGHER EDUCATION IN NURSING



Creating a Healthy Work Environment

February 25, 2017

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Disclosure Statement

I have no commercial conflicts or other conflicts to disclose.

Objectives

- ▶ To review the elements of a healthy work environment with a focus on the Nursing profession
- ▶ To discuss how leaders can create healthy work environments by establishing relationships characterized by empowerment and authenticity

What is a Healthy Work Environment?



Empowerment in the Workplace

Themes in the Nursing Literature *Overcoming Historical Barriers*

- ▶ Gender identity
- ▶ Struggle to maintain authority
- ▶ Claim power as women
- ▶ Stop flogging dead horse
- ▶ Lead ourselves out of oppression

Leader-Member Exchange Theory

Focuses on the quality of the relationship within a supervisor-subordinate dyad and how these relationships, if managed thoughtfully, can result in a positive organizational climate.

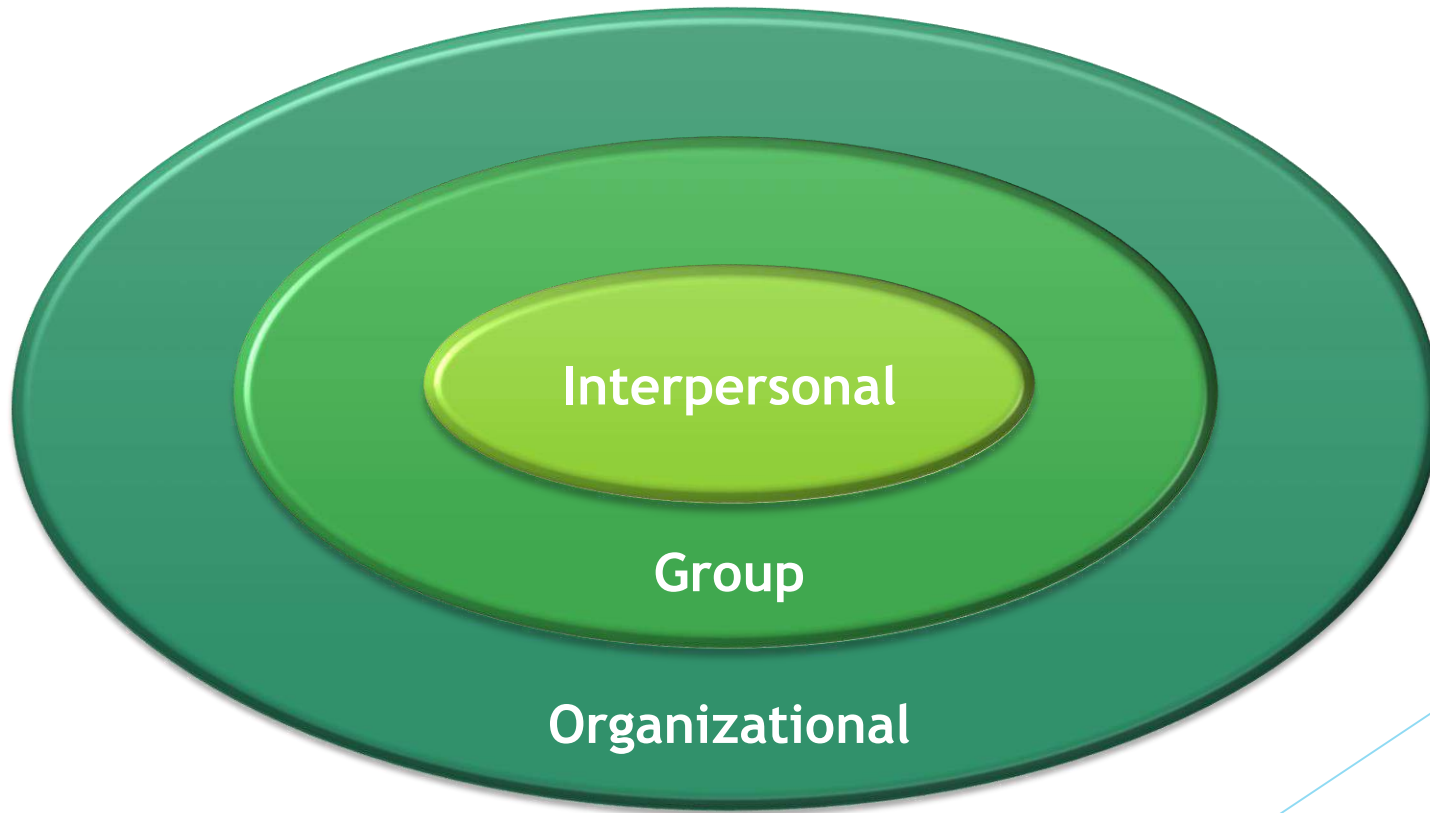


Interactions in higher LMXs have more:

- ▶ Information Exchange
- ▶ Mutual Support
- ▶ Informational Influence
- ▶ Trust
- ▶ Input into Decisions

Communication

Three Contexts to Consider



Collaboration



Transparent Decision-Making

Truth

- Objective world
- technical accuracy
- “is this true and logical?”



Legitimacy

- Social world
- Interpersonal relations
- “is this right and fair?”

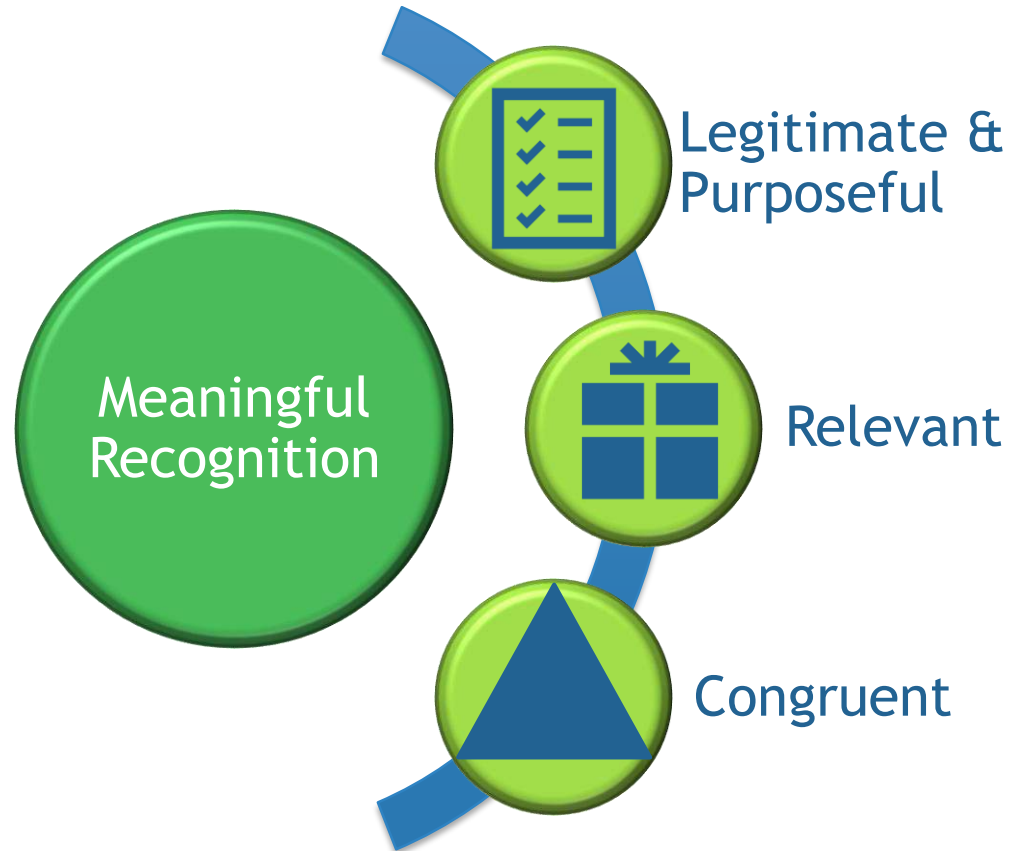
Authenticity

- Personal/organizational integrity
- Consistency/values
- “is the described action what is intended and in what ways is it good for the organization?”

Communicative Action

Habermas' Theory of Communication

Meaningful Recognition



The What?



...but How?

Empowerment - A Reciprocal Process

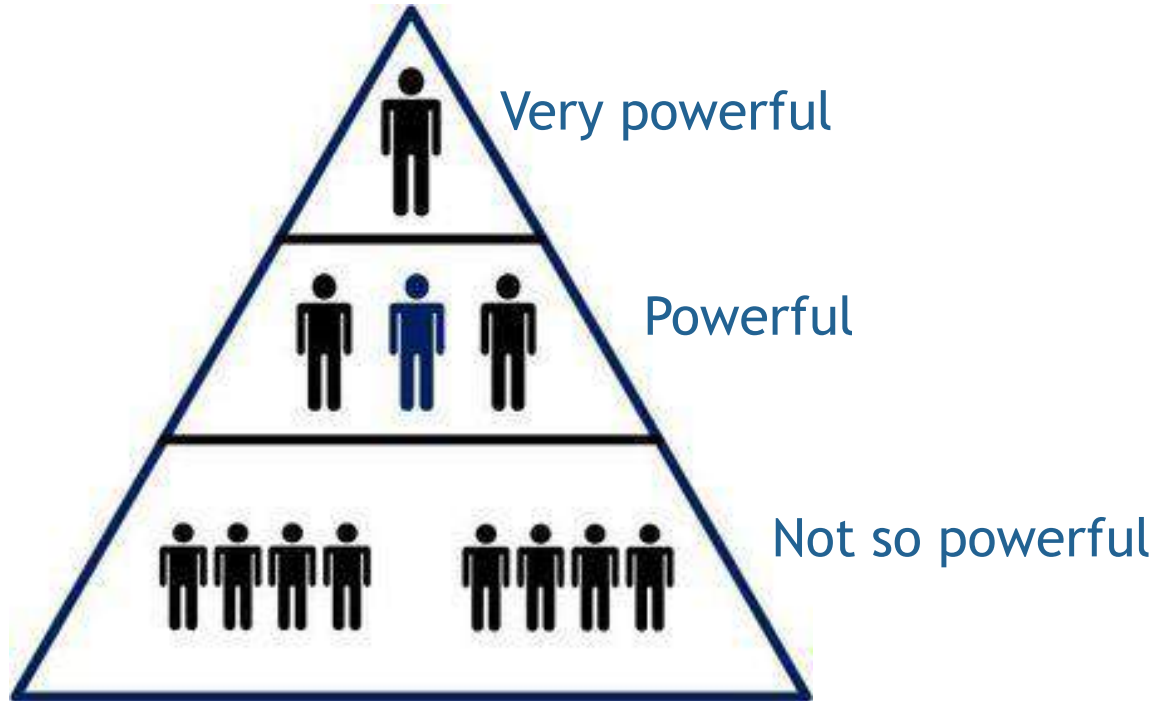
What does it mean for leaders?

- ▶ Delegation of authority
- ▶ Local decision-making
- ▶ Belief in workforce capabilities
- ▶ Open communication

How does it show up in employees?

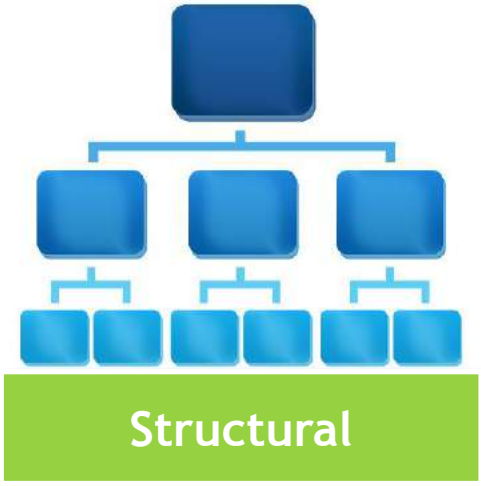
- ▶ Taking risk
- ▶ Standing tall
- ▶ Confidence in abilities
- ▶ Speaking up
- ▶ Owning responsibility

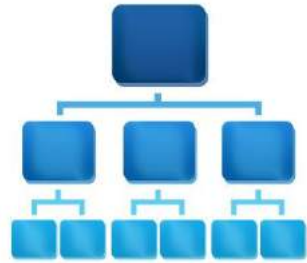
The Power Hierarchy



Real or Perceived?

Two Sources of Power





Structural

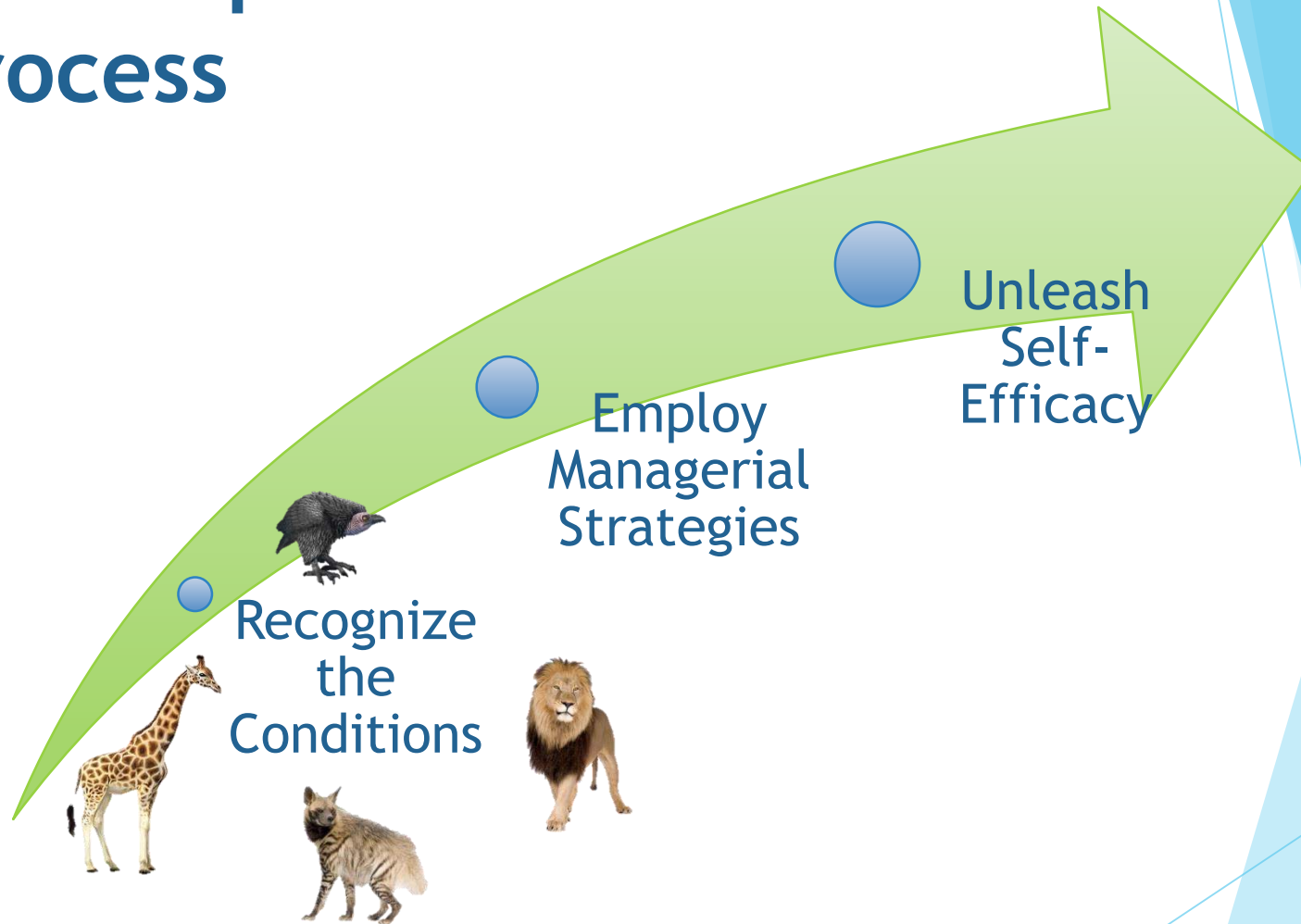
- ▶ Related to resources
- ▶ Associated with position or standing
- ▶ Relationship dependent
- ▶ Potentially Limiting
 - ▶ Leaders can be powerless
 - ▶ Power can be misused



Personal

- ▶ Cultivated through growth and development
- ▶ Associated with self-efficacy
- ▶ Internally driven
- ▶ Expansive
 - ▶ Hierarchy becomes less relevant
 - ▶ Power based on credibility
 - ▶ Fosters autonomy

The Empowerment Process



Personal Power Derives from Self-Efficacy (Albert Bandura)

People with a strong sense of self-efficacy:

- ▶ View challenging problems as tasks to be mastered
- ▶ Develop deeper interest in the activities in which they participate
- ▶ Form a stronger sense of commitment to their interests and activities
- ▶ Recover quickly from setbacks and disappointments

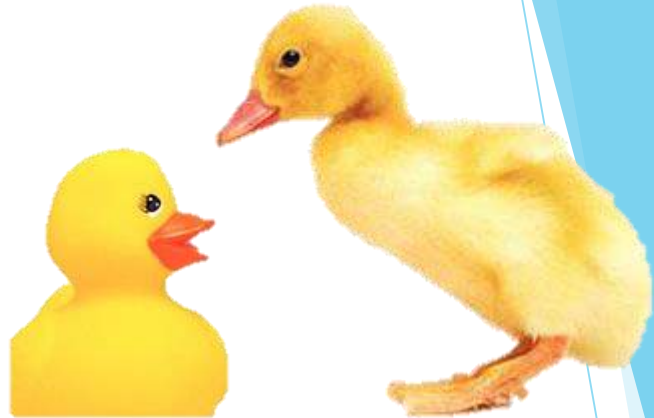
Authentic leaders focus on:

- ▶ Having genuine interactions
- ▶ Building followers' strengths
- ▶ Creating a positive and engaging organizational context
- ▶ Instilling self-confidence
- ▶ Creating meaning at work

Authentic Leadership



Self-awareness

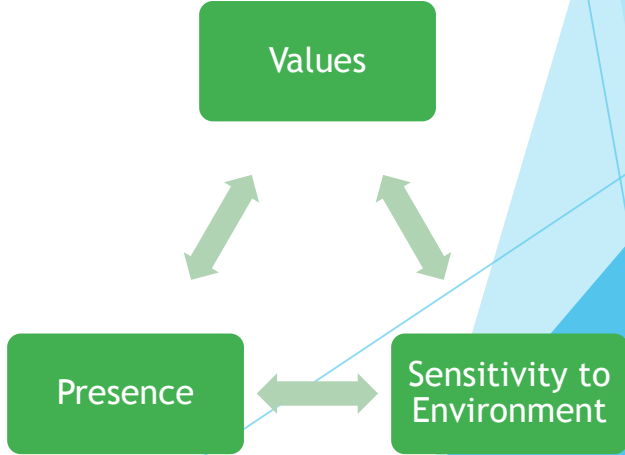


Unbiased Processing

Relational Transparency



Authentic Behavior



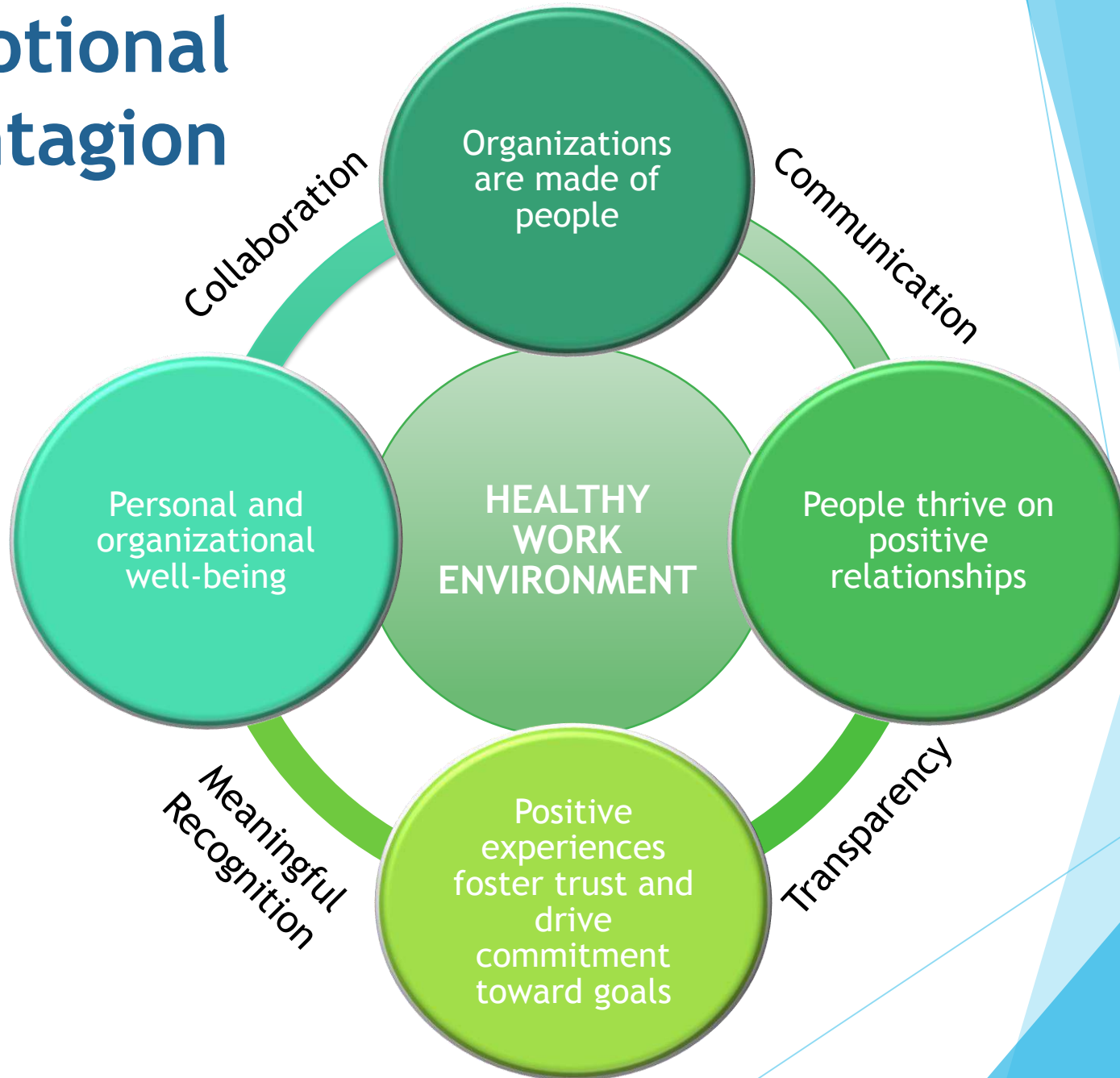
Presence



“ It was much later that I realized Dad's secret. He gained respect by giving it. He talked and listened to the fourth-grade kids in Spring Valley who shined shoes the same way he talked and listened to a bishop or a college president. He was seriously interested in who you were and what you had to say.”

— Sara Lawrence-Lightfoot

Emotional Contagion



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