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Transforming DNP APRNs and Nurse Executives into Innovative Leaders and Change Agents through: Three Targeted Experiences

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Background

- Healthcare is in crisis
- Nursing has an opportunity to make a difference.
- *The Future of Nursing: Leading Change, Advancing Health*
- Interprofessional Collaborations
- Time to be empowered as a DNPs in order to maximize your impact and contributions as:
 - Providers
 - Leaders
 - Change Agents

Workshops

3 workshops

- **Goal**: To produce DNP providers, leaders, and change agents equipped to create new interprofessional models of care
- **Workshop 1**: Imposter Syndrome
- **Workshop 2**: Strategic Planning
- **Workshop 3**: Leadership

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The Imposter Syndrome Workshop: Unlocking Fear to Empower Innovative Leaders and Change Agents

Tina Haney, DNP, CNS

The Workshop's Process

- Introduction to Imposter Syndrome
- Imposter Phenomenon Testing
- Strategies to address phenomenon
- Peer support



Clance Imposter Phenomenon Scale (CIPS)

Clance IP Scale

For each question, please circle the number that best indicates how true the statement is of you. It is best to give the first response that enters your mind rather than dwelling on each statement and thinking about it over and over.

1. I have often succeeded on a test or task even though I was afraid that I would not do well before I undertook the task.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

2. I can give the impression that I'm more competent than I really am.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

3. I avoid evaluations if possible and have a dread of others evaluating me.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

4. When people praise me for something I've accomplished, I'm afraid I won't be able to live up to their expectations of me in the future.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

5. I sometimes think I obtained my present position or gained my present success because I happened to be in the right place at the right time or knew the right people.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

6. I'm afraid people important to me may find out that I'm not as capable as they think I am.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

7. I tend to remember the incidents in which I have not done my best more than those times I have done my best.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

8. I rarely do a project or task as well as I'd like to do it.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

9. Sometimes I feel or believe that my success in my life or in my job has been the result of some kind of error.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

10. It's hard for me to accept compliments or praise about my intelligence or accomplishments.

1 (not at all true) 2 (rarely) 3 (sometimes) 4 (often) 5 (very true)

Note: From *The Imposter Phenomenon: Why Success Makes You Feel Like A Fake* (pp. 20-21), by P.R. Clance, 1985, Toronto: Bantam Books. Copyright 1985 by Pauline Rose Clance, Ph.D., ABPP. Reprinted by permission. Do not reproduce without permission from Pauline Rose Clance, drpaulinrose@comcast.net, www.paulinroseclance.com.

- Take 5-minutes to complete the Clance Imposter Evaluation
- When you have completed the quiz add the numbers and write it on the bottom of your worksheet



Clance Imposter Phenomenon Scale (CIPS)

- Scoring
 - < 40= Few Imposter characteristics
 - 41-60= Moderate Imposter experiences
 - 61-80= Frequent Imposter Feelings
 - >80= Intense Imposter experiences

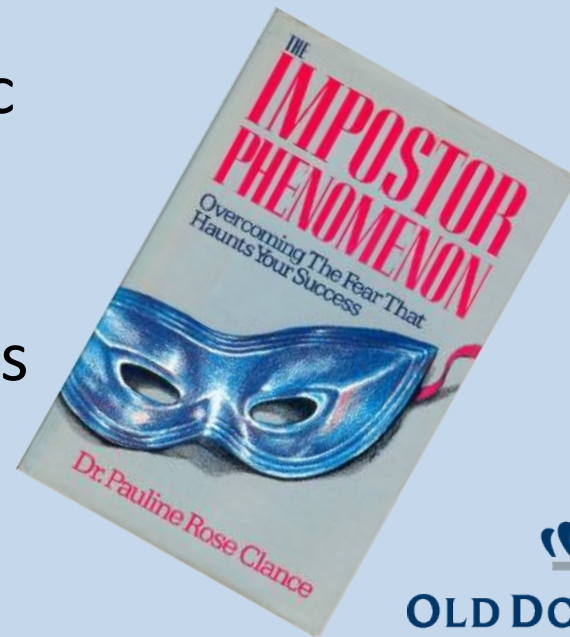


Past CIPS Findings with DNP Students

- Student Scores from 2014 & 2015 (n=70)
 - < 40= Few Imposter characteristics (0 %)
 - 41-60= Moderate Imposter experiences n=3 (4.3%)
 - 61-80= Frequent Imposter Feelings n=18 (25.7%)
 - >80= Intense Imposter experiences n=49 (70%)

Imposter Syndrome

- Coined by Clance and Imes in 1978 to designate an “internal experience of intellectual phoniness”
- **Imposter syndrome** can be **defined** as a collection of feelings of inadequacy that persist despite evident success
- 'Imposters' suffer from chronic self-doubt and a sense of intellectual fraudulence that override any feelings of success or external proof of their competence



Intellectual Imposters

- Are unable to internalize their accomplishments
- Feel fraudulent
- Feel they do not deserve their success dismiss success as luck or other's bad judgment
- Expect to be found out
- Often individuals from various professions that suffer from Imposter Syndrome may:
 - Take over
 - Remain quiet
 - Disengage or refuse to participate

Individuals at Risk for Imposter Syndrome

- Nurse Executives and Nurse Leaders
- Students in competitive graduate and doctorate programs
- Young professionals and business owners
- Persons for whom success came quickly
- Various demographic factors: gender, race, age, class, & culture

Symptoms of the Imposter Syndrome

- Self-doubt
- Sense of incompetence
- Generalized anxiety
- Fear
- Immobility
- Persistent stress



Strategies to Overcome the Imposter Syndrome

- Take a hard look at work habits
- Learn to internalize external validation
- Turn like-minded people into allies
- Do not suffer in silence
- Look in an accurate mirror
- See others objectively
- Look at your fear head on
- Take stock in successes
- Have a sense of humor
- Find the life you really want (Strategic Plan)



Strategies to Overcome the Imposter Syndrome

- Practice in low stake environments
- Practice “shipping”
- Focus on problem solving
- Learn to take praise
- Keep a list of accomplishments
- Delve deeper

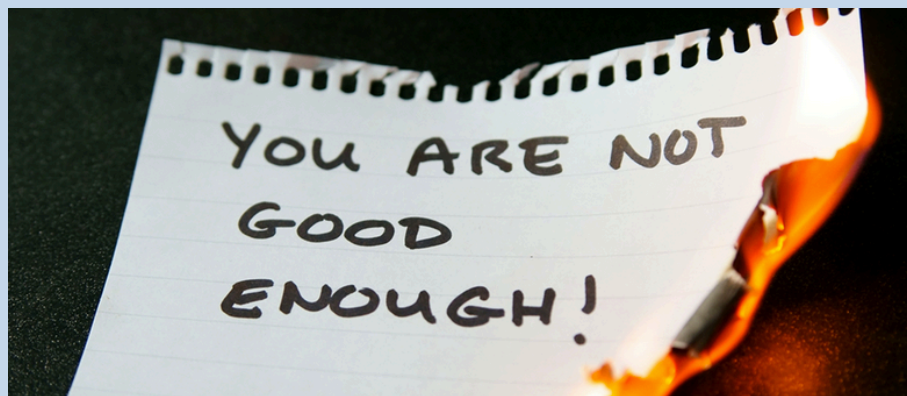


Outcomes of understanding Impact of Imposter Syndrome

- “Emotionally liberating...most therapeutic exercise ever”
- The key is “awareness and support”
- “I see now how my perfectionism was holding me back”
- “This was the hardest discussion I have ever had to do, yet the most helpful”
- “I finally have a name for how I have felt my entire life”
- “Having this new found knowledge will allow me to move forward with my strategic plan with more confidence, and I will be equipped with the right resources to help me along the way.”
- Empowerment
- ***How does it impact you?***

The Imposter Syndrome

- A critical concept to review
- Partner with another peer for self examination
- Important to examine Imposter Syndrome, but essential to develop strategies to address phenomenon
- Ongoing support for personal strategic plan



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Personal Strategic Planning: Developing a Roadmap for your Future

Deborah Gray, DNP, ANP-BC, FNP-C



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IDEA FUSION

Is this your idea of strategic planning?



Strategic Planning

Strategic planning is a technique used by business and management experts to provide guidance in fulfilling a mission with maximal efficiency and results.



Personal Strategic Planning

- Individual Strategic Planning can be a powerful tool to help you understand your potential and redefine your role as a DNP --to give you personal fulfillment while making a difference.
- Helps you create and achieve your personal and professional goals with maximum impact
- Provides a personal roadmap for achievement



What is a Personal Strategic Plan

- Disciplined thought process that involves introspection and planning
- Produces decisions and actions that shape and guide:
 - Who you are
 - Where you are going
 - What you do
 - How, when, and why you do it



Why is a Strategic Plan Important?

Life will not go according to plan if you do not have a plan

- Provides direction, meaning & purpose for life
- Makes decisions that positively affect future
- Focuses energies on what is important
- Achieves greatest results in short time
- Increases level of performance
- Leverages skills
- Enhances quality of life and peace of mind
- Be more, do more and have more

Steps to Strategic Plan

- **Who you are**
 - Personal philosophy
 - Legacy Statement
 - Core Values
- **Where you are going/want to go**
 - “Why”
 - Vision
 - Mentor
 - Mission
- **How you are going to get there**
 - Goal
 - Objectives
 - Strategies
- **What factors impact your journey**
 - Legal, Policy, Government
 - DNP Essentials guide and frames future and what is expected
 - Practice Competencies



Think outside the box -



"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."

Personal Philosophy

- A way of life, a frame of mind which sets your perspective on all things in life.
- Rules, beliefs, values adopted from parents, culture, religion, friends, profession, etc.
- Allows people to understand you & you to understand yourself



Personal Philosophy

Example:

Write a personal philosophy paragraph that also responds to these three questions:

Questions to ask:

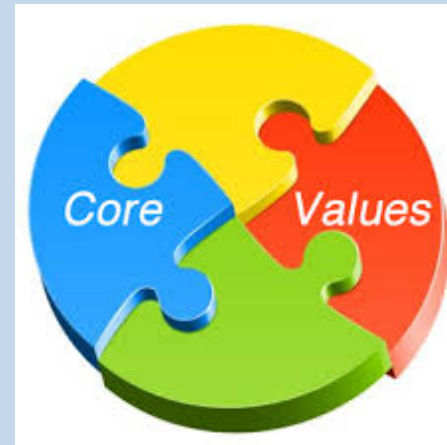
- "What do I believe about the healthcare crisis?"
- "What do I believe about my role as a professional in making a difference in healthcare?"
- "How must I conduct myself to reflect my belief?"

Legacy Statement

- What would you want to be remembered for?
- How do you want to contribute to society?
- What legacy would you like to leave behind?
- **Example:** Write a paragraph that outlines....
- What would you like people to say about you as a healthcare professionals when you are no longer here?
- How do you want to be remembered?

Core Values

- What is truly important to you
- Your Compass
- Does not change
- If your work is not congruent:
 - You do not feel fulfilled in work
 - Hard to go in common direction if others don't have similar values
 - Can create conflict
 - Can impact satisfaction



Core Values Activity

- **Example: Coat of Arms**
- Draw pictures in each box that correspond to indicators of personal key core values.
- Break into groups of 5-6
 - Discuss the values identified
 - List the common values
 - Keep of list of your individual values



Where are you going?

Where do you want to go?



“Why”

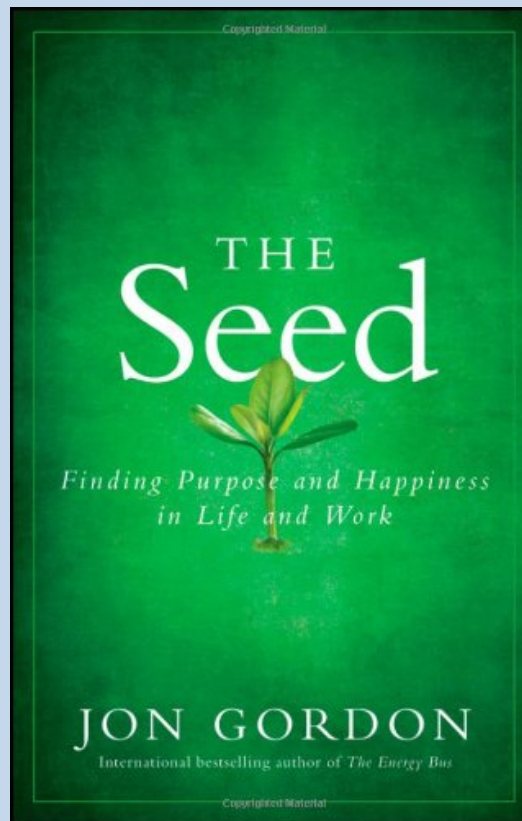
Mission

Vision

Mentor

“WHY”

The Power of Knowing and Understanding
“*why*” you do what you do



Finding purpose and happiness in life and work

Discussion of Your “Whys”

Think about and discuss your why's and the importance of the "why" in assuring that you accomplish your goals with both success and satisfaction

What are your ‘Why’ s?

- What are your passions?
- Why do you do what you do?
- Why are you in nursing?
- Why did you choose your career path?
- Why did you become a DNP?
- What do you ultimately hope to accomplish?
- Are your “why’ s” going to motivate others to join you?

Mission

The Mission Statement:

- Declares who you will be as a DNP
- Why you have chosen your career path
- What you intend to accomplish



“To inspire, connect, and touch other people in a meaningful way that makes a difference.”

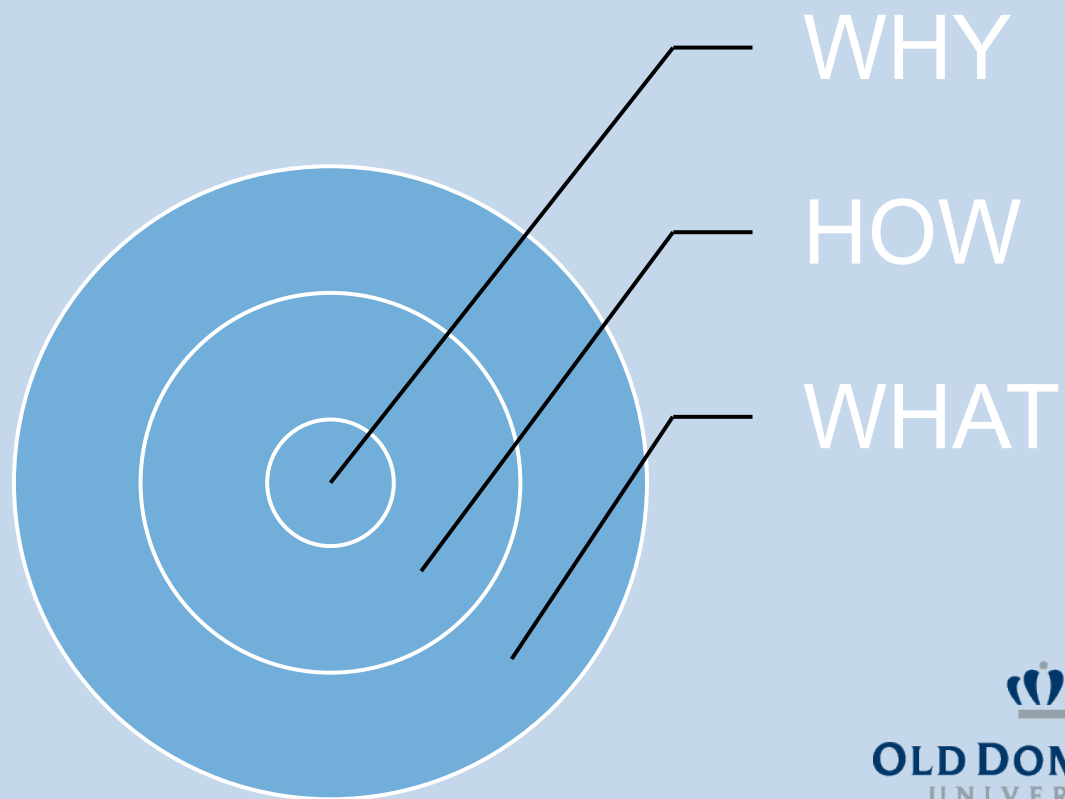
Vision

- What is your vision?
- 3 years, 5 years, 10 years from now
- Where you want to be
- What you want to be doing
- What role you would like to have
- How you would have liked to have grown



Understanding your Why and Your Passion

- Vision starts inside –from your why, your passions



Mentors

Develop your Personal Board of Directors

- Choose Peer Mentors
- Will help you stay on track with your Strategic Plan
- Choose Strategic Career Mentors
- Will help you accomplish



Strategic Planning

- I. **Personal Philosophy** of healthcare as it relates to the healthcare crisis and caring for vulnerable populations. This philosophy will be driven by the way in which you were raised, your culture, your religion, your education, and personal experiences.
- II. **Legacy Statement** What do you want to be remembered for as a DNP in relationship to the healthcare crisis and vulnerable populations? Your legacy is an overarching framework for your mission statement and goals.
- III. **Vision** for yourself in three and five years? What do you want your future to look like?
- IV. **“Why”** for your vision Why do you put your time and effort into your specific vision?
- V. **Mission Statement** Your mission statement is a declaration of who you will be as a NP/DNP, why you have chosen the DNP career path, and what you intend to accomplish as aDNP.
- VI. **Core Values** that will act as your compass to guide you through your career. Your values provide guidelines and measurements for a value centered career.
- VII. **Mentors** that you can rely on to help you on your journey.

Strategic Planning Activity: Writing Your Plan

...and remember if you want to accomplish your goals....

YOU HAVE TO WRITE THEM DOWN!

Strategic Planning: Writing Your Plan

Goals, Objectives, and Strategies to Accomplish Mission and Vision:

Write out a life/career plan with specific Goals, Objectives, and Strategies with expected target dates for the next 3 to 5 year and longer time frame.

Goals, Objectives, and Strategies: Writing your plan

A good plan has 4 components:

- 1. Specific and measurable
- 2. Must have a time limit
- 3. You must own it
- 4. Put it in writing!!!

As you write your plan, think about the specifics of what you will need to do to accomplish your goals

Writing your plan

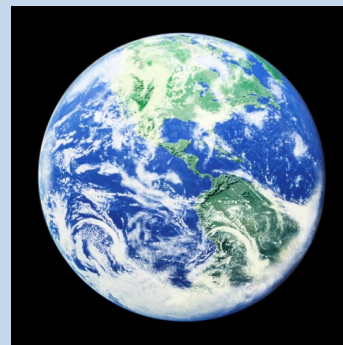
- Think about your vision and your passion
- As you are doing this...be courageous and be open to making life changes in your plan

Strategic Planning Written Assignment: Goals, Objectives, and Strategies

How do you see yourself in the future?

- as a policy maker, on a governing board or will you run for elected office?
- does your interest lie in owning a private practice, or
- working in global health
- or research and teaching
- Be sure to think about more than what you have planned currently at work—**think beyond your current role.**

Think..... out of the box



Strategic Plan: Final Product

Final written plans provided DNP Nurse Practitioners and Nurse Executives with a detailed personal roadmap to achieve their professional goals with maximum impact.



life is too short
not to do
something
that
matters.



hugh

Strategic Planning



Questions?

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Leadership for Creating Change

Carolyn M. Rutledge, PhD, FNP



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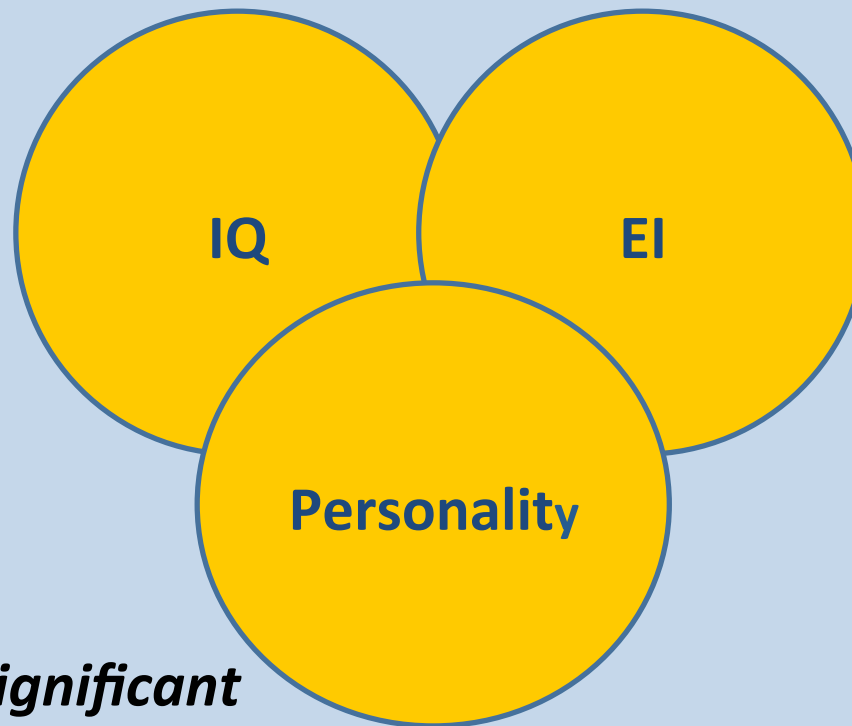
IDEA FUSION

Leadership

- Leader versus Manager



Factors Impacting a Leader



*What is most Significant
Predictor of a Successful
Leader?*

Emotional Intelligence



Johari's Window



Signs of Amygdala Hijacking

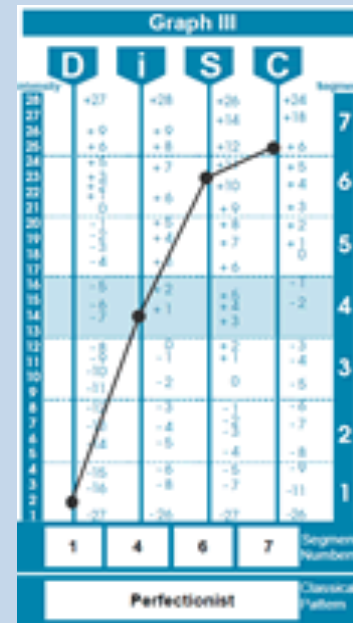


Controlling your physical reaction i.e. deep breathing

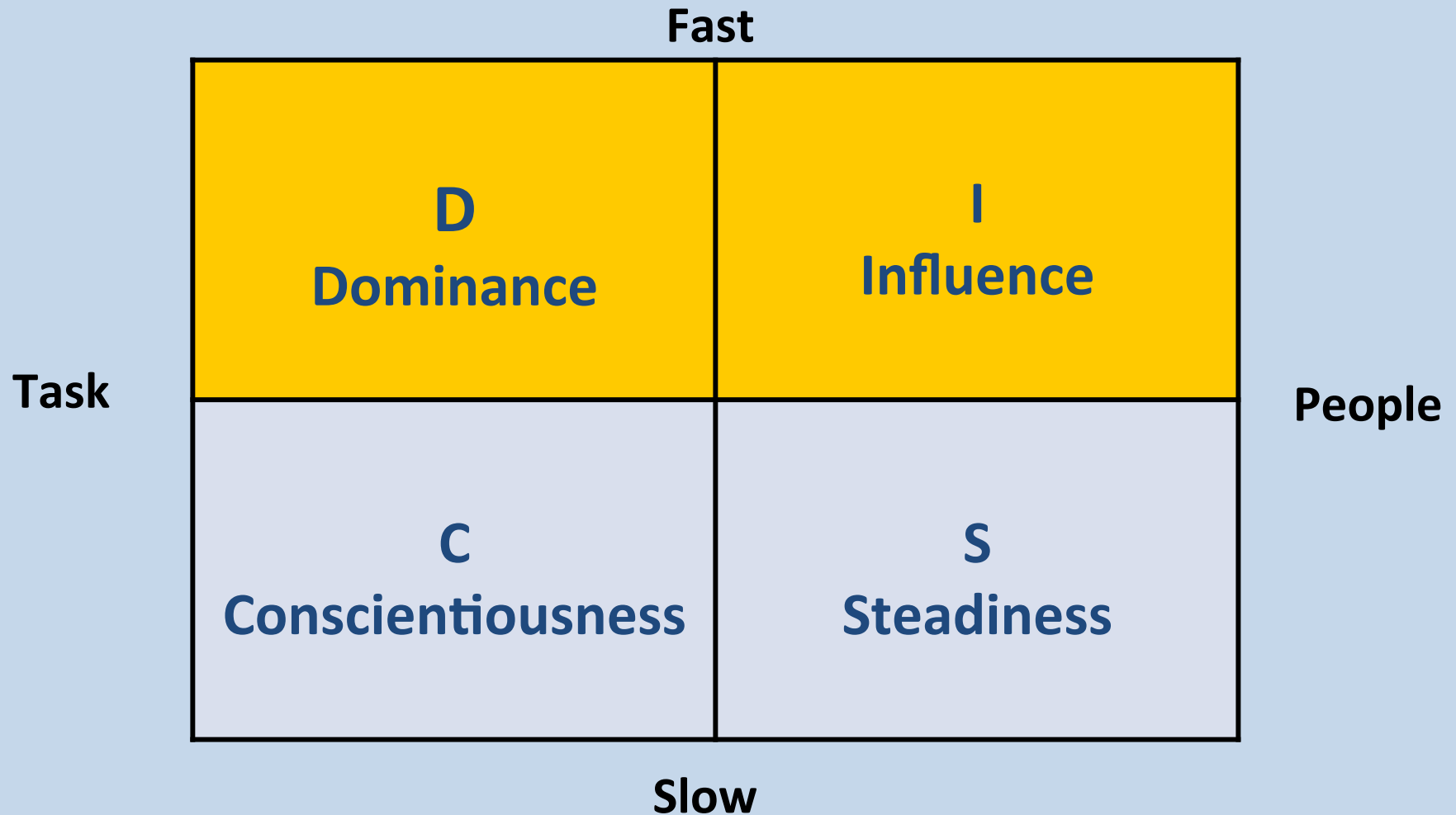
Purpose of Disc Profile

- Behavioral Profile
- Helps you understand self and others better
- Understand how behavioral types impact you as leader and team member
- Learn to work better together

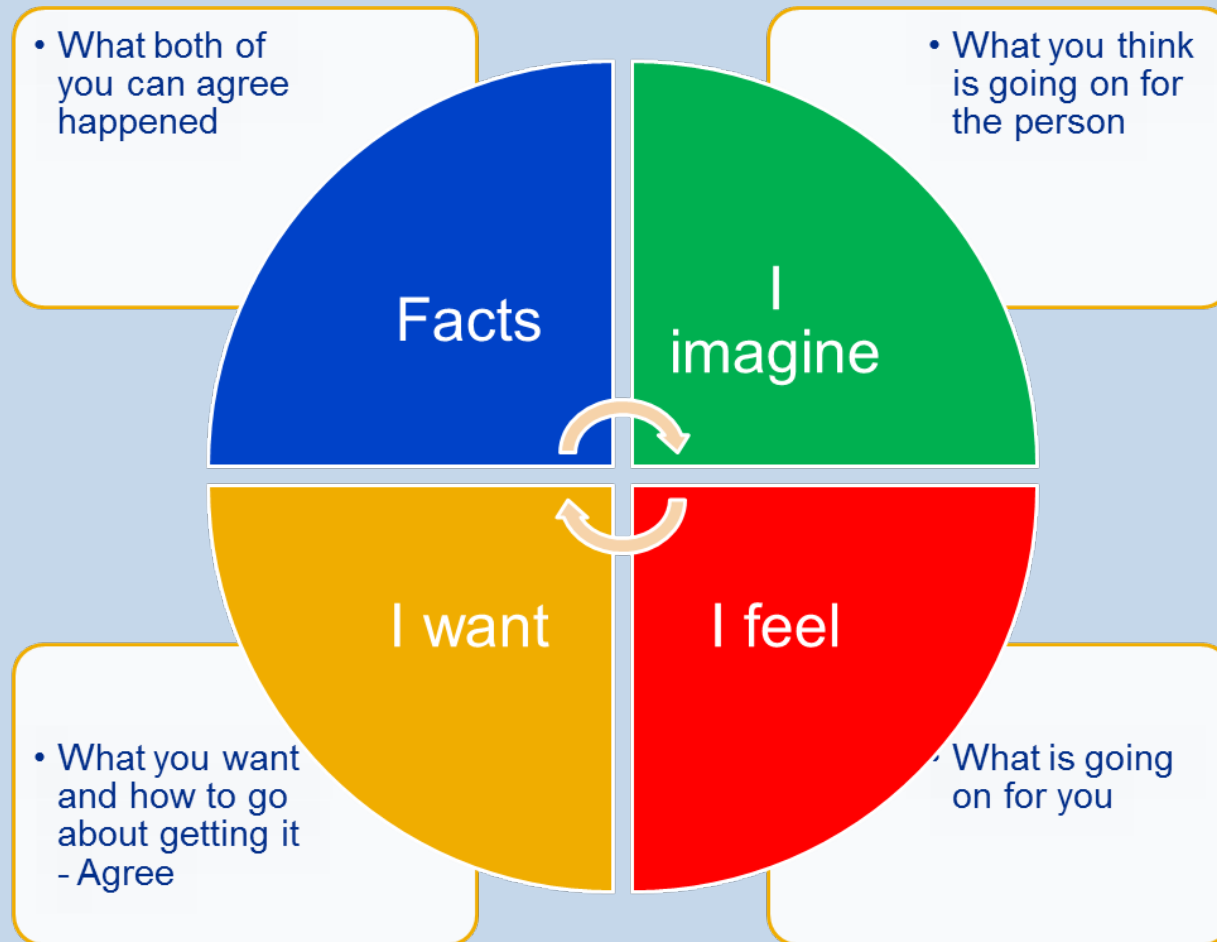
DISC Personal Profile



DISC Profile



Awareness Wheel



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IDEA FUSION

Steps to Awareness Wheel

- **Facts:** We have been assembled to develop a safety net clinic. The goal of this assignment is for us to work effectively as a team. So far we have not heard the opinions of the other members of the team.
- **I imagine:** I imagine that you have had a lot of experience in healthcare. I imagine that you are not confident that the others on the team have as much experience as you do. Thus the other members of the team do not have as much to offer.
- **I feel:** I am concerned that we may not be able to develop a safety net clinic that considers the expertise of all of the professions on the team. I feel somewhat unheard and that my contributions are not seen as important.
- **I want:** I would like for us to develop the best safety net clinic that we can. I want to be able to utilize your expertise as well as the expertise of the others on the team to develop the most effective safety net clinic. Can you help me figure out how we can make this happen?

Overview

- Imposter Syndrome
- Emotional Intelligence
- Johari's Window
- Disc – Behavioral Profile
- “Escape Fire”
- Awareness Wheel
- Impact

QUESTIONS??
