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

authenticity:
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 leaders are: positive, ethical, values-driven and collaborative; these behaviors earn trust and respect of followers through four components:

(Avolio et al., 2004)

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-awareness</td>
<td>“know thyself”</td>
</tr>
<tr>
<td>Balanced processing</td>
<td>“be fair-minded”</td>
</tr>
<tr>
<td>Internalized moral perspective</td>
<td>“do the right thing”</td>
</tr>
<tr>
<td>Relational transparency</td>
<td>“be genuine”</td>
</tr>
</tbody>
</table>

(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’ leadership activities:
- 54% leadership activities appropriately defined
- 62% leadership activities supported with appropriate training/resources

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)**

<table>
<thead>
<tr>
<th>Component</th>
<th>Preintervention</th>
<th>POSTintervention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency</td>
<td>3.40</td>
<td>3.45</td>
</tr>
<tr>
<td>Ethics</td>
<td>3.57</td>
<td>3.57</td>
</tr>
<tr>
<td>Balanced processing</td>
<td>3.30</td>
<td>3.39</td>
</tr>
<tr>
<td>Self-awareness</td>
<td>3.09</td>
<td>3.44</td>
</tr>
</tbody>
</table>

**Wilcoxon signed-rank test**

- **n=11 matched pairs**
- **Z**:
  - Transparency: -0.638
  - Ethics: -0.105
  - Balanced processing: -1.469
  - Self-awareness: -1.697
- **Asymp. Sig. (2-tailed)**:
  - Transparency: 0.524
  - Ethics: 0.917
  - Balanced processing: 0.142
  - Self-awareness: 0.090

**Question**

S15A - S15

Z: -2.000

**Asymp. Sig. (2-tailed)**: 0.046

*I know when it is time to re-evaluate my position on important issues*
### Results – ALQ Rater

**ALQ Rater PRE/POST-intervention Comparison**

mean component scores (N=44 pre and N=24 post)

<table>
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<tr>
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<th>POSTintervention</th>
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</thead>
<tbody>
<tr>
<td>Transparency</td>
<td>3.43</td>
<td>3.45</td>
</tr>
<tr>
<td>Ethics</td>
<td>3.47</td>
<td>3.57</td>
</tr>
<tr>
<td>Balanced Processing</td>
<td>3.27</td>
<td>3.39</td>
</tr>
<tr>
<td>Self-awareness</td>
<td>3.32</td>
<td>3.44</td>
</tr>
</tbody>
</table>
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.”


Contact information

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