

# Chapter 6

## Role Management

# Definitions

- Change Agent
- Change Coach
- Health Care Innovation
- Innovation
- Leadership
- Management
- Nursing
- Nursing Practice
- Role Management
- Transformational Coaching

# Role Management

- Define the role
- Educate others
- Select the right person to implement the role
- Provide adequate support
- Master role development
- Continuously evaluate the role to ensure maintenance

# Defining the Role

- Administration
- Clinical
- Educational

# Educating Others

- Purpose
- Goals
- Objectives
- Collaborative expectations

# Selecting the Right Personnel

- Be accountable and willing to work on oneself
- Be able to reflect on their actions and encounters to seek learning
- Be able to take instruction
- Take inventory of one's strengths and weaknesses and maximize on one's capabilities.
- Excel in emotional intelligence, empathy, and intentionality
- Develop resilience
- Become comfortable with solitude and detachment
- Envision the big picture and potential impact

# Providing Adequate Support

- Mentoring or coaching
- Create alliances

# Mastering Role Development

- Seek out opportunities to learn
- Remain confident and optimistic
- Show respect and be unbiased
- Work on getting to know and understand your staff early
- Be firm, yet fair and always consistent
- Be helpful and supportive to your staff
- Reflect on your learning and progress



# Role Evaluation/Maintenance

- Rewards and recognition
- Focus on progress as well as challenges and barriers
- Address problems directly
- Reach X Efficacy-Adoption, Implementation, Maintenance (RE-AIM) and Precede-Proceed frameworks
- Six Sigma, LEAN, Plan-Do-Study-Act, and standardization in practice

# Leadership and Management Implications

- Capacity to work within a collaborative team construct
- Impact health outcomes
- Demonstrate compassionate, person-centered care

# Change Agents

- Developing a need for change
- Disseminating information
- Identifying the problem
- Developing the client's intent to change
- Translating intent into action
- Hardwiring adoption and preventing noncompliance
- Achieving termination/adjournment

# Transformational Leadership

- Inspire and motivate staff
- Empower individuals to create a vision
- Serve as change agents

# Delegation

- Critical competency for all nurses
- Five rights of delegation
  - Delegation of the right task
  - Delegation under the right conditions
  - Delegation to the right individual
  - Delegation by providing the right instructions and effective communication
  - Delegation with the right supervision and assessment

# Ethical Issues

- Autonomy
  - An individual's right for self-governance, free from controlling interference by others
- Beneficence
  - Doing good by helping others with compassionate care
- Nonmaleficence
  - Avoid causing harm on others
- Justice
  - Provision of fair and equal treatment, consistent with equal distribution of benefits and burden

# Current Issues and Trends

- Baby boomer exodus
- Millennial nurses filling leader vacancies
- Rethinking and re-creating health care methods of practice and care delivery

# Question #1

The five rights of delegation include all of the following except:

- A. Right task
- B. Right circumstance
- C. Right person
- D. Right time