

## NURS 341- Spring 2024

### LEADERSHIP INTERVIEW – APPLICATION OF CONCEPTS WORKSHEET

TEAM # 8	DATE: January 24, 2024
TEAM MEMBER NAMES: Eve Brannin, Jamie Lee, Glenford Ona	
<b>ASSIGNED CONCEPT:</b> Management	

Both questions were asked in the interview. <b>YES</b> / NO
Question #1: (1-1.5 pt) How do you approach optimizing nursing care and utilizing resources to not only meet the constantly changing patient care demands but to also proactively adapt to changes in healthcare policy and technological advancements, while considering the overarching goals of the organization (hospital)? (The question I asked her was slightly different as other groups touched on it)
Describe how the leader's response demonstrated application of the concept:  She discussed changing policy due to COVID, but changing things back due to new federal regulations. Making changes is always a large group discussion. Example of something is the changing legality of marijuana usage, and due to the fact that UH receives federal funding, they have to follow federal law. While different states have different laws (and this has to be taken into account depending on the size of the organization!), understanding the state(s) the organization operates in and federal policy is important. With changes, try not to be reactionary and focus on the objective information like data and evidence and place high importance on those into your decision making. She said that policy change is easier in a big organization, although decision making may be more of a juggle as the number of people increases.
Question #2: (1-1.5 pt) How do you internally and/or externally respond to uncontrollable or unforeseen setbacks such as supply chain issues, unexpected call-offs, wiley patients, etc.? (GLEN)

Describe how the leader's response demonstrated application of the concept:

Mrs. Hunt did an excellent job detailing how she handles uncontrollable hurdles that bring about stress. The first thing that she mentioned was her reliance on the relationships she has built. Inherent within the managerial position is the ability to work with people within different scopes. Mrs. Hunt detailed her relationships across state borders, across conference room tables, and even across disciplines. She claimed that her multi-faceted approach allows her to glean information from a range of perspectives to filter what's applicable. In this way, she can identify trends between different concentrations, different positions, and different approaches in how they deal with similar issues. Her second major point was that she trusts her team. When things go awry, she does not jump into action and tunnel vision her way to a solution. She allows her team to work as they normally do to figure out a solution within themselves. In a concrete example, she noted that during the pandemic her clinical skills were not as sharp as they used to be. However, she still showed up to aid the team by offering her time to do general tasks such as running labs or taking out the trash. She recognized that her direct intervention might slow down the team's processes and thus found small ways to benefit the cause.

Question #3: (1pt.) Can you share an example of a time you had to adapt your management style to accommodate an unexpected change or challenge within your organization?

Describe how the leader's response demonstrated application of the concept:

Melissa Hunt spoke about how she navigated her management style as she transitioned from her previous title as CNO of Seidman Cancer Center to stepping into a role that involved a larger team. Her team at Seidman was smaller which allowed her to be more personable and relationship-based with her management style. The role that she transitioned to required oversight of a larger team. Due to the size of the team, this role did not allow her to hold a high level of personal knowledge about each member, which altered the way in which she interacted and held relationships with her direct reports. As the academic director she cannot be as directly involved in every decision or conversation, and must trust that her managers are filling that role. To protect her own energy and the integrity of her teams, she needed to

understand that this new position was more strategy based and provide oversight. She demonstrates a deep understanding of how to effectively navigating her responsibilities outlined in the new job description. Despite expressing a preference for more hands-on involvement, she conducts herself in a manner that enables her to fulfill an oversight role. While she did not directly touch on a change within her organization, her response provides insight into how she might navigate such a situation. Her self awareness and ability to

Notes:

got asked to come over and be the chief nurse

change jobs and change who she is a little

Director job, Seidman smaller group and would be very personable- relationship based,

academic unit, tremendous and still gets lost- doesn't know management as well

hold relationships with peers, how she negotiates is differently, trust that managers will be personable

Sets director to be in the weeds and can't micromanage, job description is more strategy

find the fun and do it well, bigger responsibilities- more people

make them feel cared about in different ways

Based on the leader's response, share your impressions on the overall competency of the leader's mastery of and the value for the concept in her practice. (1-3 pts)

She demonstrated a high level of understanding of our concept and her answers gave us a lot of insight on how important management is in her role. Her ability to comprehend and apply her experiences in her answers, while also providing information that is typically outside of what we would perceive as "management" speak to her competency in her position.

Mrs. Hunt was able to answer our questions in engaging and anecdotal ways. She has clearly commanded over a wide range and number of individuals. She demonstrated mastery of our central topics of managerial optimization, hurdles, and stylization through her responses giving us much to work with despite being the final group. Her ability to manage people and tasks has a direct impact on her work, and it was evident throughout the entirety of the time she graciously provided today.