



Councils, Meetings, Workshops, and Conferences
PROGRAM ATTENDANCE ROSTER

Program Title: Leadership Skills Inventory

Speaker(s): Anne Stewart Date: November 8, 2016

Location: _____ Time: From _____ to _____

Name: PLEASE PRINT CLEARLY	6 Digit Employee I.D. No.						Job Title	Department/Unit
1. Kelly Adams	1	3	3	1	1	1	Mgr.	CCU/OBS
2. MARIE BOYLE REINMAN	1	1	7	3	9	3	DIR	H&V/CRIT CARE
3. Susan Wolka	1	1	7	0	3	1	Mgr.	CCS
4. Molly Brieden	1	1	5	8	2	0	Mgr.	IRT
5. Alexis Rogers	1	1	6	9	7	3	Mgr.	BSC
6. Pat Heitz	1	1	6	6	0	5	MGR	FBC/WHU
7. Pat Ackley	1	1	5	8	2	3	MGR	3W
8. Derek Foreman	1	1	6	4	3	2	MGR	OR
9. Heidi Kemper		5	4	3	0	1	MGR	I H & V
10. Sandy Nottingham	1	2	1	1	3	5	MGR	Endo/CRD
11. STEWART schumacher	1	2	0	4	8	7	MGR	PACU
12. Kim Little	1	1	5	9	4	4	mgr	2 South
13. Pam Lively	1	1	5	9	4	5	mgr	2 South
14. RAOY Whitney	3	4	6	4	3		Dir	Ed/Ad
15. Susan Muscat	1	4	0	3	3	4	Director	Quality
16. Anne Stewart	1	1	6	8	5	9	CNO	Admin
17.								
18.								
19.								
20.								
21.								
22.								
23.								
24.								
25.								

Managing the Business

I. FINANCIAL MANAGEMENT

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- A handwriting practice sheet for the letter 'C'. It features four rows of three-lined guides (top, middle, and bottom lines). The first row contains a single uppercase 'C' at the beginning. The second row contains two uppercase 'C's: one at the beginning and one in the middle. The third row contains two uppercase 'C's: one at the beginning and one in the middle. The fourth row contains two uppercase 'C's: one at the beginning and one in the middle. The letter 'C' is drawn with a single stroke, starting from the top line and ending at the bottom line.

II. HUMAN RESOURCE MANAGEMENT

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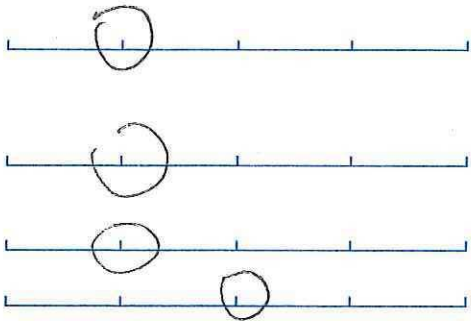
NOVICE
EXPERIENCE/SKILL

COMPETENT
EXPERIENCE/SKILL

EXPERT
PRACTICE

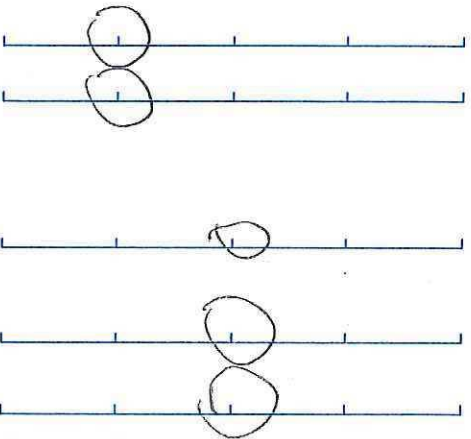
III. PERFORMANCE IMPROVEMENT

1. **Knowledge of performance improvement tools** – includes Continuous Quality Improvement (CQI), Total Quality Management (TQM), Six Sigma, Balanced Scorecards, or whatever model is used to measure quality and outcomes in the facility; also includes quality improvement tools such as pareto charting, control charts, workflow charting, and process charting
2. **Patient safety** – includes sentinel event monitoring and reporting, root cause analysis, The Joint Commission requirements, incident reporting, medication safety policy and procedures
3. **Workplace safety** – includes knowledge of regulatory requirements (Department of Public Health, The Joint Commission, OSHA, etc.)
4. **Promoting intradepartmental/interdepartmental communication**



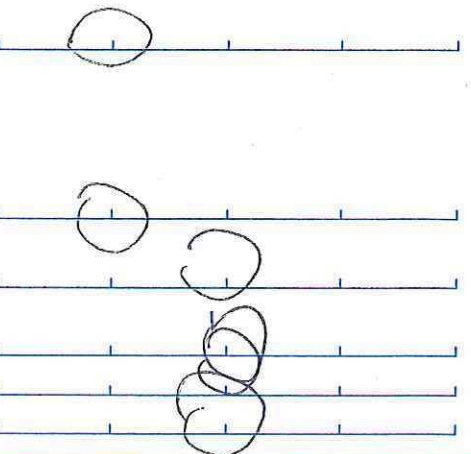
IV. FOUNDATIONAL THINKING SKILLS

1. **Systems thinking knowledge as an approach to analysis and decision-making**
2. **Complex adaptive systems definitions and applications**
3. **Understanding organization behaviors** – includes planning, organizing, and leading; also includes four skills essential in influencing nursing practice: self-awareness, dialogue, conflict resolution, and navigating change
4. **Decision making skills** – includes use of data-driven decision-making profiles and models
5. **Problem solving skills** – includes defined models for problem solving



V. TECHNOLOGY

1. **Basic computer skills** – includes word processing and data management, Internet/email, skills to access information as it applies to facility information systems
2. **Information technology** – includes an understanding of the effect of information technology (IT) on patient care and delivery systems to reduce work load (i.e. bar coding, processing patient charges, understanding of master and patient billing, computerized physician order entry (CPOE), staff scheduling program)
 - Knowledge of the patient medical record utilized in the institution
 - Knowledge of the supply/medication management systems utilized in the institution
 - Ability to integrate technology into patient care processes
 - Using information systems to support business decisions





Managing the Business

EXPERT
PRACTICE

1. **Project management** – includes understanding roles, timelines, milestones, and resource utilization; ability to develop or participate in the development of a project plan

- *2. **Business development** – includes knowing the content of a business plan

- *3. **Business plan development** – includes the ability to create a business plan for specific projects

- #### 4. Presentation skills

A horizontal number line with tick marks. A circle is drawn around the tick mark for the number 3.

- **Written** – includes reports, program descriptions, evaluations, and correspondence

- Oral – includes educational presentations, project presentations, media, and meetings skills

5. **Persuasion skills** – includes influencing/selling skills

6. **Developing strategic plans** – includes various methodologies for strategic planning, such as scenario planning and environmental scanning

7. **Developing operational plans** -- includes annual tactics that support and move the unit/department to accomplish a strategic plan

(determined by specific role and institution)

1. Each role and institution has expectations regarding the clinical knowledge and skill required of the role. These expectations should be established for the specific individual based on organizational requirements.

A horizontal number line with tick marks at 0, 2, 4, and 6. The interval between 2 and 4 is shaded with a light blue color, representing the solution set $2 \leq x \leq 4$.



THE ART

Leading the People

	NOVICE EXPERIENCE/SKILL	COMPETENT EXPERIENCE/SKILL	EXPERT PRACTICE
I. HUMAN RESOURCE LEADERSHIP SKILLS			
1. Performance management – includes staff annual evaluation, goal setting, continual performance development, “crucial conversations,” corrective action and disciplinary processes, and termination			
2. Staff development – includes staff education/needs assessment, education programming, and competency assessment (recommendations and development)			
3. Succession planning – includes developing leadership capacity of staff			
4. Coaching and guiding skills – includes demonstrating behaviors and role modeling			
5. Mentoring – includes modeling behaviors of leadership and developing staff as mentors			
II. RELATIONSHIP MANAGEMENT AND INFLUENCING BEHAVIORS			
1. Communication skills – includes active listening, feedback, inquiry, and validation			
2. Emotional IQ – includes how well you know yourself and how you relate effectively with your environment			
3. Self awareness – understanding one’s values, beliefs, and attitudes and how they affect your responses and behaviors			
4. Effective use of dialogue – understanding and practicing the process to encourage the free flow of ideas within groups to discover insights and lead to shared meaning			
5. Team dynamics – understanding the functions of group process; ability to facilitate effective groups, both for nursing and intradisciplinary/multidisciplinary groups			
6. Collaborative practice – the presence of trust, respect, and good communication among colleagues; how well is this developed and supported?			
7. Conflict management – understanding the process to work through opposing views in order to reach a common goal; and skill in conflict resolution			
8. Negotiation – using conflict resolution techniques to maintain collaboration: isolate the facts, ask clarifying questions, reach common ground, and interpret what is said verbally and with body language; includes the use of “crucial conversations”			
9. Mediation – use of a neutral party to help reach resolution; skill in functioning as a mediator			

THE ART



Leading the People

NOVICE
EXPERIENCE/SKILL

COMPETENT
EXPERIENCE/SKILL

EXPERT
PRACTICE

III. DIVERSITY

- 1. **Cultural competence** – includes understanding the components of cultural competence as they apply to the workforce
- 2. **Social justice** – includes maintaining an environment of fairness and processes to support it
- 3. **Generational diversity** – ability to capitalize on differences to foster highly effective work groups

Progress bars for Diversity items:

- Item 1: Progress bar with a circle at the end (Expert Practice).
- Item 2: Progress bar with a circle at the end (Expert Practice).
- Item 3: Progress bar with a circle at the end (Expert Practice).

IV. SHARED DECISION-MAKING

- 1. Includes understanding the structure and processes of shared governance
- 2. Implementation of shared decision-making structures and processes on the unit

Progress bars for Shared Decision-Making items:

- Item 1: Progress bar with a circle at the end (Expert Practice).
- Item 2: Progress bar with a circle at the end (Expert Practice).



THE LEADER WITHIN





Creating the Leader in Yourself

NOVICE
EXPERIENCE/SKILL


COMPETENT
EXPERIENCE/SKILL

EXPERT
PRACTICE

I. PERSONAL AND PROFESSIONAL ACCOUNTABILITY

1. **Personal growth and development** – includes education advancement, continuing education, career planning, and annual self-assessment and action plans

2. **Ethical behavior and practice** – includes practice that supports nursing standards and scopes of practice

3. **Professional association involvement** – includes membership and involvement in an appropriate professional association that facilitates networking and professional development

4. **Certification** – achieving certification in an appropriate field/specialty





II. CAREER PLANNING

1. **Knowing your role** – understanding current job description/requirements and comparing those to current level of practice

2. **Knowing your future** – planning where you want to go in your career and what you need to get there; what are the needs of health care in the future and where will you fit?

3. **Positioning yourself** – the development of a career path/plan for you that provides direction while offering flexibility and capacity to adapt to future scenarios


III. PERSONAL JOURNEY DISCIPLINES

These skills assist in developing the individual strengths of a leader.

1. **Shared leadership/council management** – includes knowledge of, and skill in, managing councils that promote shared leadership

2. **Action learning** – includes use of techniques of “action learning” to problem-solve and personally reflect on decisions

3. **Reflective practice** – includes knowledge of, and active practice of, reflection as a leadership behavior


NOVICE	COMPETENT	EXPERT
EXPERIENCE/SKILL	EXPERIENCE/SKILL	PRACTICE

1. **Holding the truth** – the presence of integrity as a key value of leadership
2. **Appreciation of ambiguity** – learning to function comfortably amid the ambiguity of our environments
3. **Diversity as a vehicle to wholeness** – the appreciation of diversity in all its forms: race, gender, religion, sexual orientation, generational, the dissenting voice, and differences of all kinds
4. **Holding multiple perspectives without judgment** – creating and holding a space so that multiple perspectives are entertained before decisions are rendered
5. **Discovery of potential** – the ability to search for and find the potential in ourselves and in others
6. **Quest for adventure towards knowing** – creating a constant state of learning for the self, as well as an organization
7. **Knowing something of life** – the use of reflective learning and the translation of that learning to the work at hand
8. **Nurturing the intellectual and emotional self** – constantly increasing one's knowledge of the world and the development of the emotional self
9. **Keeping commitments to oneself** – creating the balance that regenerates and renews the spirit and body so that it can continue to grow

A handwriting practice sheet for the letter 'o'. It features ten horizontal blue lines, each with four vertical tick marks. The letter 'o' is written on each line, with the first four examples being simple circles and the last two being more complex, stylized shapes. The letter 'o' is written in a cursive style, with the first four examples being simple circles and the last two being more complex, stylized shapes.

COMMENTS

Nurse manager's comments:

There is a lot that I think I know.
However, not sure I could complete without some
guidance, direction or feedback.
Like most nurses, the goal is to be
the best I can be. Always growing &
re-directing myself to succeed.

Supervisor's comments:

Date: _____



The Nurse Manager Leadership Partnership is a collaboration between the American Organization of Nurse Executives (AONE) and the American Association of Critical-Care Nurses (AACN).



Beaumont Health

468 Cadieux Rd
Grosse Pointe, MI 48230

Alexis Rogers

has successfully completed

Budget Reporting for the Nurse Leader

March 15, 2017

For 1 Contact Hours

Beaumont Health is an approved provider of continuing nursing education by the
Ohio Nurses Association, an accredited approver by the
American Nurses Credentialing Center's Commission on Accreditation. (OBN-001-91)(OH-378-327,10/1/2019)

Debra Binko, RN, MSN-Ed, CEN

Representative of Provider Unit

Revised 1/2015

Beaumont Health

468 Cadieux Rd
Grosse Pointe, MI 48230

Alexis Rogers

has successfully completed

Budgeting for the Nurse Leader

February 8, 2017

For 1 Contact Hours

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Ohio Nurses Association, an accredited approver by the
American Nurses Credentialing Center's Commission on Accreditation. (OBN-001-91)(OH-378-318,10/1/2019)

Debra Buehler, RN, MSN-Ed, CEN

Representative of Provider Unit