

Trust and Communication

- Trust and communication were key to the foundation of the work
- More progress made in one week together than a year virtually
- The greatest strides were made at the end of the week when trust had increased
- Trust established through:
 - Transparency
 - Myth busting
 - Dinners together
 - Encouragement of open dialogue
 - Role modeling

TRANSACTIONAL LEADERSHIP

Based on reinforcement and exchanges – Checking Boxes

Hierarchy focused

Beneficial during a crisis, but not for long term engagement

Procedural

Lacks innovation

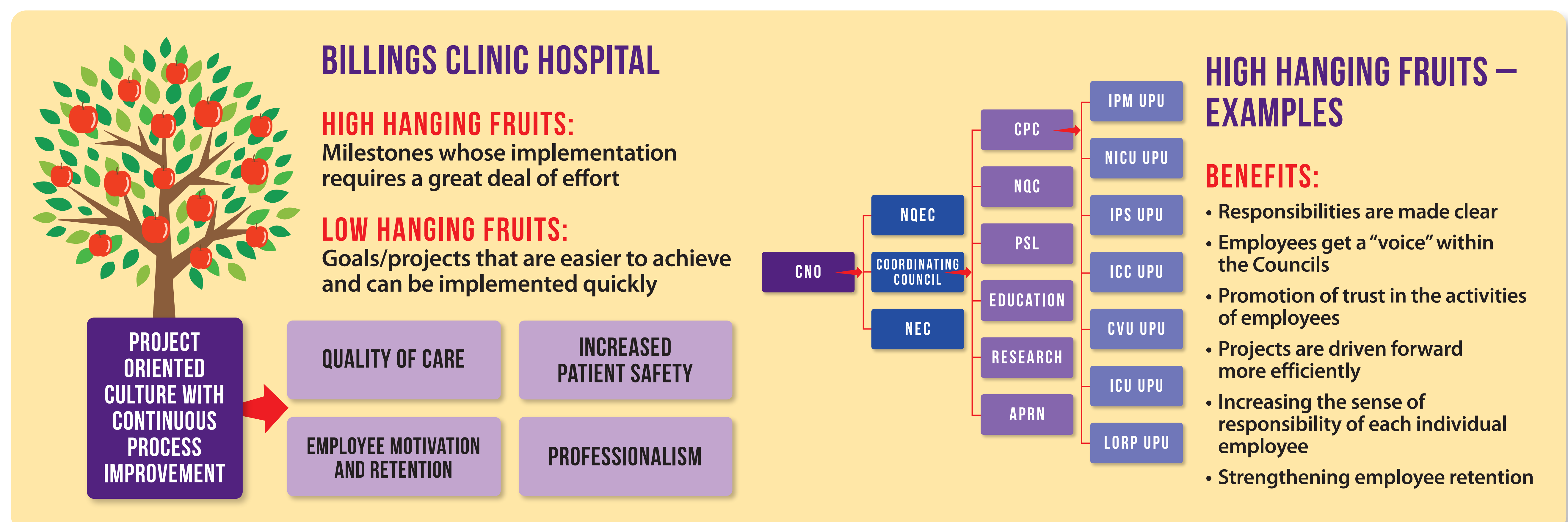
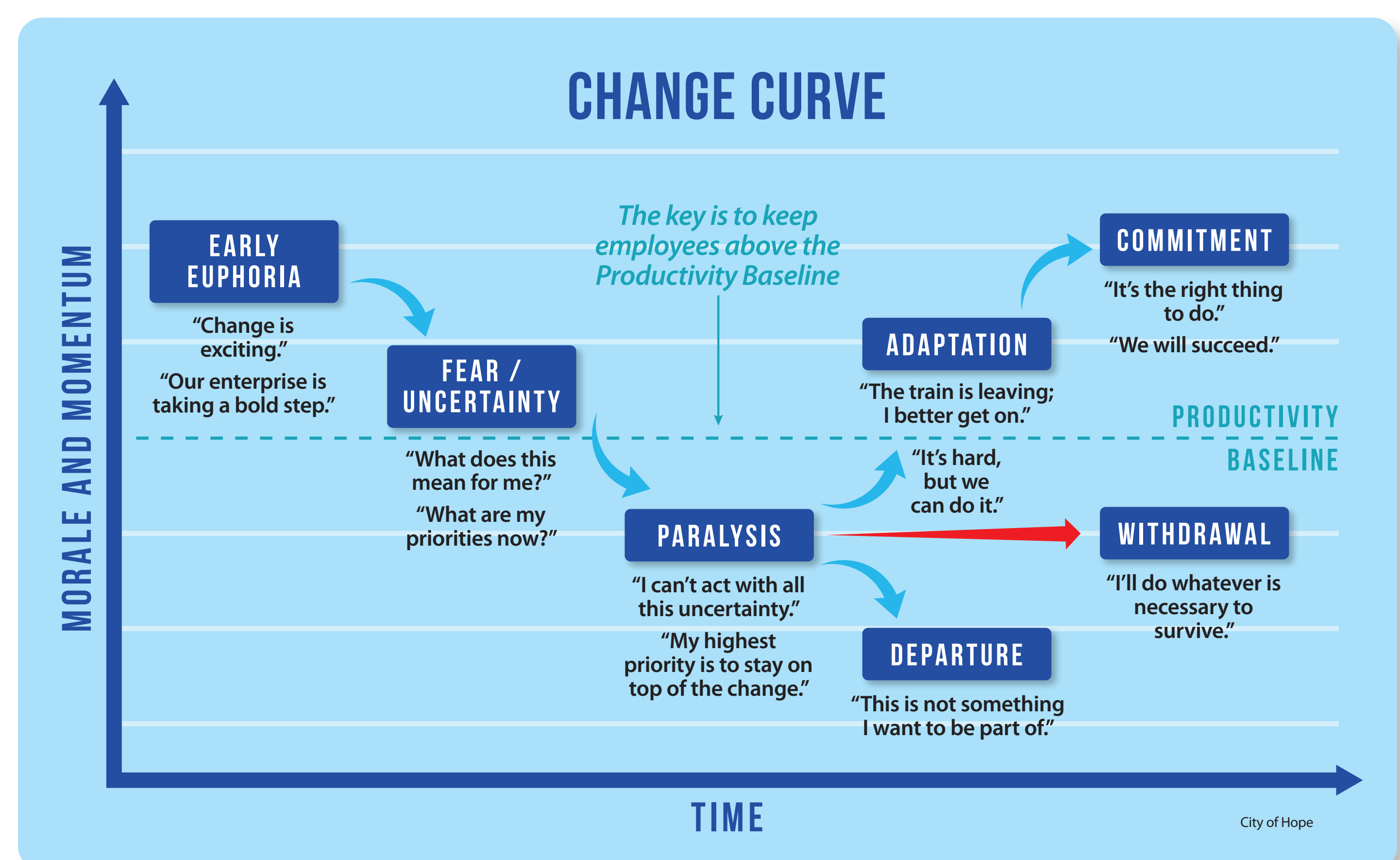
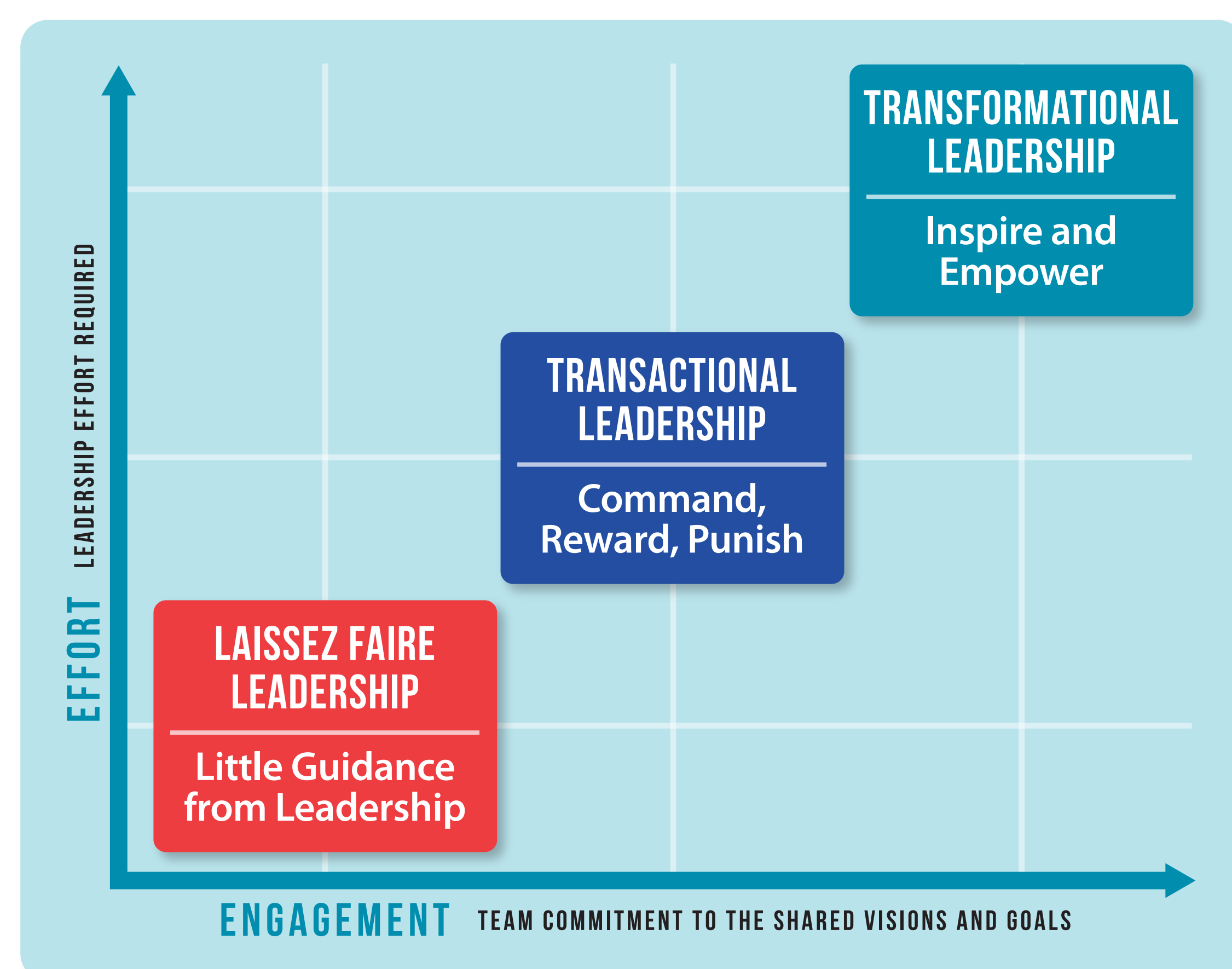
TRANSFORMATIONAL LEADERSHIP

Leaders demonstrate and share core values and trust

Leaders motivate through inspiration and a sense of purpose

Leaders care about people's feelings and needs

Leaders allow people to learn and grow through creativity and innovation



Implementation Strategies

- Liberating structures
- Active listening
- Formal executive coaching strategies
- Translation tools
- Humor
- Breaking down of hierarchy for the discussion

Implications for Clinician Wellbeing and Nursing/Physician Practice

- Potential to establish Nurse/Physician Council at RKU
- Leadership understanding of nurturing trust and engagement
- Clear leadership accountability associated with transformation management
- Clarity and mapped structure for nursing councils at RKU
 - Reporting structure
 - Charters
 - Charter Value
 - Elements of charter
 - How to communicate charter