

The Connection and Power of Transformational Leadership, Shared Governance, and Global Collaboration

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

TRANSACTIONAL LEADERSHIP

Based on reinforcement and exchanges – Checking Boxes

Hierarchy focused

Beneficial during a crisis, but not

TRANSFORMATIONAL LEADERSHIP

Leaders demonstrate and share core values and trust

Leaders motivate through inspiration and a sense of purpose

- Myth busting
- Dinners together
- Encouragement of open dialogue
- Role modeling

REQUIRED

EFFORT

LEADERSHIP

EFFORT

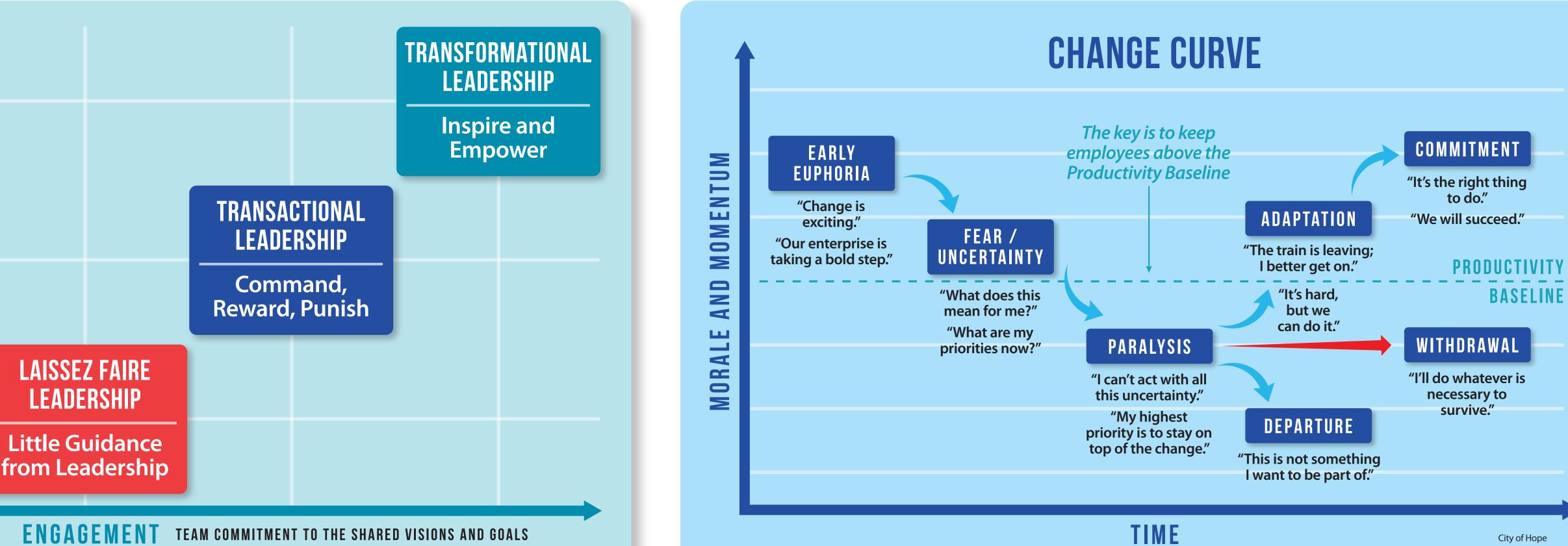
for long term engagement

Procedural

Lacks innovation

Leaders care about people's feelings and needs

Leaders allow people to learn and grow through creativity and innovation



ENGAGEMENT TEAM COMMITMENT TO THE SHARED VISIONS AND GOALS



BILLINGS CLINIC HOSPITAL

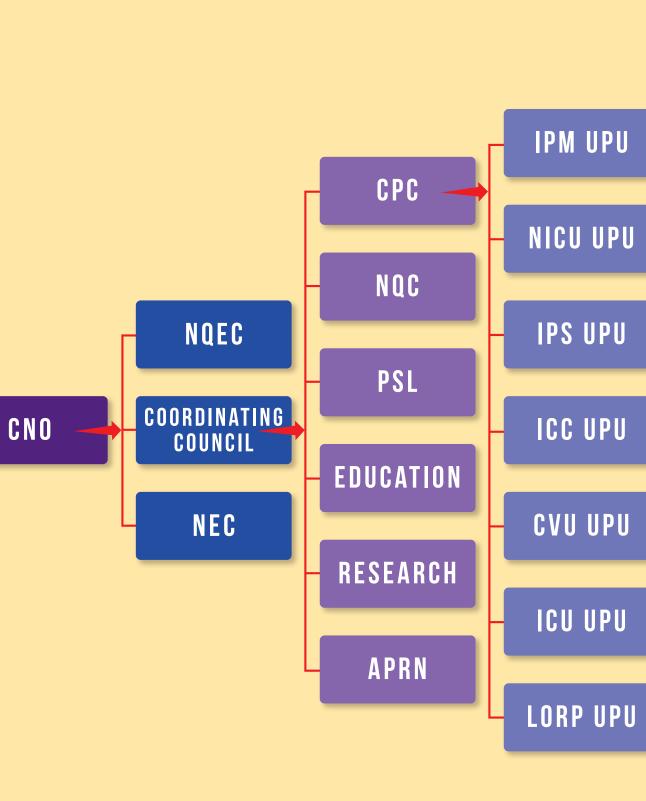
HIGH HANGING FRUITS:

Milestones whose implementation requires a great deal of effort

LOW HANGING FRUITS:

Goals/projects that are easier to achieve and can be implemented quickly





HIGH HANGING FRUITS -**EXAMPLES**

BENEFITS:

- Responsibilities are made clear
- Employees get a "voice" within the Councils
- Promotion of trust in the activities of employees
- Projects are driven forward more efficiently
- Increasing the sense of responsibility of each individual employee
- Strengthening employee retention

Implementation Strategies

• Liberating structures

Implications for Clinician Wellbeing and **Nursing/Physician Practice**

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

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