

Excerpts from Students

❖ “I am thankful for this group, changing behavior is hard, you reading your posts and getting to start the process with enthusiasm know you through discussions has but need to continue on with been an outlet and source of consistency.”
support”

❖ “Challenging” Along the way I learned new things in future
❖ “The importance of having experiences to
❖ “We were to hold a meeting with the strangers, incongruen
course” is crucial. It is not just about healthcare-
to rediscover what we need to do and leadership
plan core use of a particular practice and that I
reinforced it with my own and a
refer to a project in my class on the ground of my
supporting the other. I have learned plus
decisions that I have learned after my
my ability to be a leader and to be a member of
more organizational practice and reach my
full potential. Advantage.”

Surviving in and Extrovert World”

Leading Leaders: Pedagogical Strategies to Ignite the Leader *within!*

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Habits of the Mind: **Leadership** as a **Steward** of a field or enterprise

- ❖ Read: Substance and Growth Points
- ❖ Awareness of and disposition to critically examine Assumptions
- ❖ Discriminate between Knowledge and Beliefs
- ❖ Willingness to Change: Argument and Evidence
- ❖ Seek and Use Criticism (feedback)
- ❖ Be Open to **Surprise!**
- ❖ Examine disconfirming evidence, seek alternate explanations

(excerpted from *Envisioning the future of doctoral education*, 2006, Carnegie Foundation)



Education as Reflective Practice: Igniting Leadership Potential

- ❖ Reflection can be taught
- ❖ Method to integrate theory, research and practice
- ❖ Adults learn by challenging habitual thinking, &
- ❖ Questioning foundations of mental models and current perspectives.

Dewey(1933);Kolb(1984);Schon(1987);Mezirow(1998);Knowles and Smith(2002);
Langley & Brown(2010)

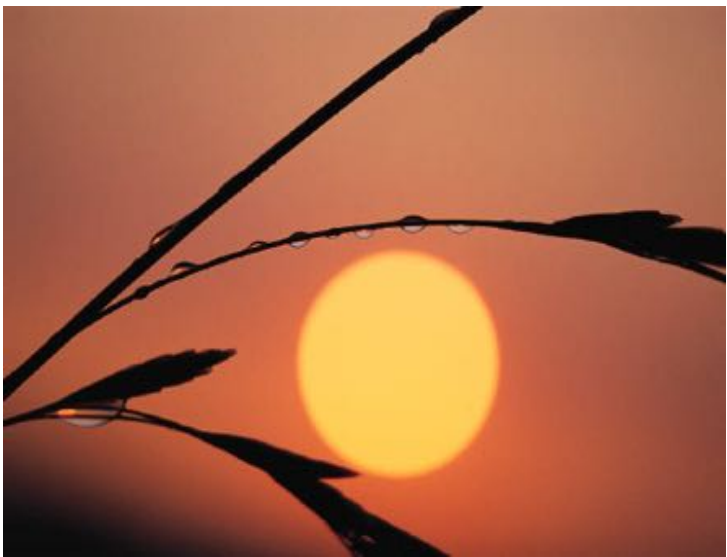


Theoretical Underpinnings

- ❖ Transformational Theory (Mezirow, 2004)
 - ❖ *(Perspective: Transformation → Independent Thinking)*
 - a. Critical reflection
 - b. Rational/reflective discourse

- ❖ Experiential Learning Theory (Kolb, 1984; Baker, Jensen & Kolb, 2005)

- ❖ Conversation or Dialogue



Leadership Pedagogy

❖ Reflective

❖ Narrative

❖ Interactive



Narrative Strategies

- ❖ Digital Stories
- ❖ Synthesis of Nursing Knowledge
- ❖ Learning Community
- ❖ Interpretive Scholarship



Interactive Strategies

- ❖ Attitude makes all the difference
- ❖ Collaboration
- ❖ Participatory Inclusion
- ❖ Active Engagement / Listening



Translating Leadership Research to Practice: a Leadership Course for DNP Students

- ❖ First things first: the research (Yukl,2010; Leadership Quarterly)
- ❖ Leadership habits assessed (DiSC©)
- ❖ Professional coaching/feedback
- ❖ Commit to a leadership plan: Why, What (How), Where, When
- ❖ Identify accountability to self and classmates; test application; seek feedback
- ❖ Engage in Leadership Journaling (Drucker, 2006)
- ❖ *Virtual* Book Club: Incorporate contemporary issues into perspectives, strategies and new practices



Summary

- ❖ Utilizing the “Habits of the Mind”(Carnegie,2006) approach to doctoral education is an essential framework for Leadership
- ❖ Translating Leadership Research to Practice application entails internalization, validation, risk taking for change, reflective practice, coaching, and accountability
- ❖ This cognitive apprenticeship “approach” - moving from observation to coached practice, and giving ample time to practice new ways of thinking while receiving feedback on performance-has demonstrated self-reported improvement in leaders. (Benner et al, 2010; Ding,2005)



Summary

My own pedagogical approaches have resulted from discernment in strategies as evidenced by students' teaching me what works, the Robert Wood Johnson Foundation Executive Nurse Fellowship, and those leaders for whom I have worked who modeled effective and ineffective ways of leading.

“I am indebted to all for contributing to my own leadership journey.” (A. CARY)

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“I am thankful for this group, reading your posts and getting to start the process with enthusiasm but need to continue on with consistency and source of support”



“Challenging” Along the way I learned new things in future
“The importance of having experiences to
leadership professionals as well as the struggles incongruen
to the applicable environment. I was particularly helpful
course” is crucial. I think something that you were leaders
to rediscover your core needs and help others
plan core use of time and energy. I think that I
reinforced my own work and that I
refer to my goals and the group and my
supporting the group. I think that I
decisions that I made on the group and my
my ability to lead was transformed after your
more creative leadership practice and reach my
full potential. Advantage.

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