



Building Leadership Skills Outside of the Workplace: Professional Organizations, Board Membership, and Elected Positions

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INTRODUCTION

Collaborative activity group

- Varied settings, levels of experience, roles
- What do we have in common?
 - Looking for leadership experience



Guiding question

Nurses often have very clear pathway for career advancement and leadership roles in workplace. What opportunities exist to enhance/supplement that pathway so nurses can practice leadership skills and gain experience outside of work?

METHODS

Literature Review

- Comprehensive literature search
- Keywords - nurses, leadership, boards, elected, industry, professional organizations
- CINAHL database, website searches

Interviews

- Each team member chose and interviewed at least one person
- Interviewees selected based on
 - Existing relationships, mentors
 - Professional awareness, applicable board experience
 - Suggested by NLI reviewers

Workplan

- Google Drive to share documents, shared workload
- Email communication, conference call

LITERATURE REVIEW AND EXEMPLARS

Professional Organizations

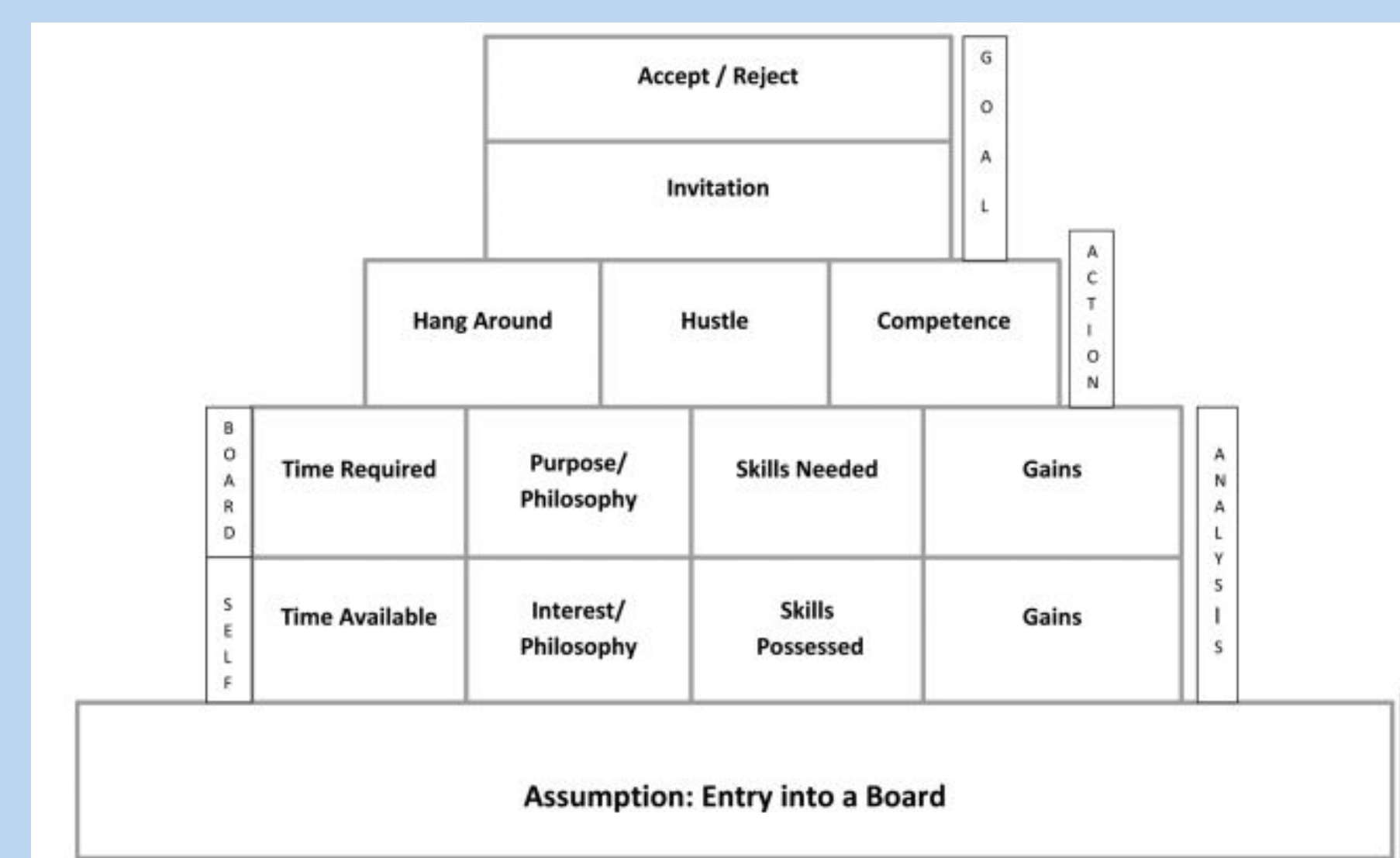
- Over 100 national organizations, many more at state/local level
- Specific to practice/specialty area OR geographical
- Membership may be job expectation – networking, policy activities, continuing education
- Leadership opportunities – committee chair, internal board positions

Board Membership

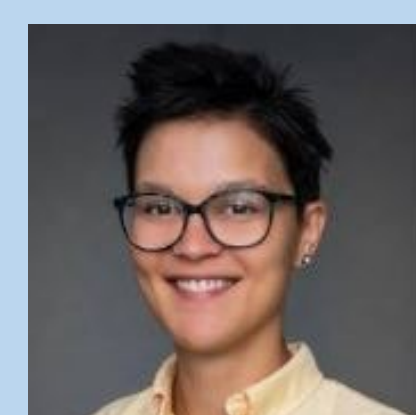
- Outside of nursing organizations – corporate, government, non-profit, advisory
- Hospital boards: 6% nursing, 20% physicians
- Emphasis on fiduciary responsibility – decisions in best interest of stakeholders AND align with bylaws/policies
- Future of Nursing 2010 – resulted in state-level Action Coalitions, many addressing leadership for nurses
- Nurses on Boards (NOB) – aim to have 10,000 nurses in board positions

Positions in Government

- All levels – local, state and national
- Elected or appointed
 - 1992 – Congresswoman Eddie Bernice Johnson, TX(D) is 1st nurse elected to US Congress
 - Congressional Nursing Caucus – educates legislators on nursing issues



Mullinix C., Walton A. (2018). How to join a board: A practical guide. *J Contin Educ Nurs.* 49(12) 559-562. Reprinted with permission from SLACK Incorporated.



Samantha Paradis, RN
Mayor, Belfast ME



Shirley Nathan-Pulliam, RN
State Senator, MD 44th District



Lauren Underwood, RN
US Congresswoman, IL 14th District



Mary Wakefield, RN
Former acting Deputy Secretary US DHHS

INTERVIEWS - THEMES

- Servant leadership
 - Put own agenda aside
 - Do what is right for the organization
- Spirit of Inquiry
 - Learn new skills
 - May not be area of expertise
 - Interpret financial documents
- Prioritize wisely
 - Make board service fit your life
 - Delegate!
- Find support
 - Look for someone already in a board position
 - Once there, be a mentor
- Nurture relationships in all directions
 - Key to growth and opportunities

STRATEGIES

Professional Organizations

- Good place to start – friendly faces, similar interests and values
- Join committees, be active
- Volunteer for projects
- Run for leadership position

Board Membership

- Find your passion
- Get formal training - AHA, Women Corporate Directors Foundation, NYSE Board Leadership Program, National Association of Corporate Directors

Positions in Government

- Run for local office

CONCLUSIONS

Lessons Learned

- Excellent group dynamic
- Self-assigned, self-regulated
- More formal division of labor would help

Challenges

- Making time
- Getting buy-in from work
- Finding good fit

Next Steps

- Consider dissemination
 - Share with organizations already linked
 - Share with prior NLI fellows

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