

# Putting the Art of Influencing in Your Leadership Toolbox

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## Background

Conceptual definition of Influence: the ability to affect or sway another

- Studied most in business, advertising & marketing and organizational studies disciplines
- Adapted in health care as it relates to organizational transformation
- Importance for nurse leaders and nurses
  - IOM: recognized importance of developing influential behaviors in nurse leaders as a means to impact and improve practice environments
  - AONL: competency; characteristic of leadership
  - Related to unit work outcomes: “crafting a work culture that allows employees to thrive, be inspired, work to their fullest potential and feel safe.”
  - Related to nursing profession outcomes: ability to impact nursing practice and policy development within a community to global health care continuum

## Objectives

The objective of this project was to

- Explore conceptual definitions of “influence” as a leadership competency.
- Explore leadership models with competencies that identifies with influential leadership.
- Identify how nurse leaders can develop the skill of influence to support clinical nurses and nursing students(others) towards their professional goals.
- Promote advocacy in nursing leadership to improve nursing practice environments, academia, and policy through the use of influence.

## Methods

- Conduct literature search
- Administer questionnaire to volunteer leader sample (NLI participants)



## Behavioral Characteristics of Influence

Nurse leaders are poised to be influential through competence, authority, and status

- Use verbal and non-verbal cues (attitudes, body language)
- Message articulation and delivery
- Persistence, confidence, presence

Influence is used to

- Make strategic decisions
- Make change through best care practices
- Advocate a proposal or cause at the bedside and beyond
- Obtain support from other for shared ideas or vision
- Increase dedication/motivation of others
- Acquire resources to get work done

## Models and Corresponding Self-Assessment Tools for Measuring Influence

Model	Model Description	Tool	Tool Description
Kouzes and Posner’s Leadership Model	Five key practice conditions required to develop leadership influence (Challenge the process, Inspiring a shared vision, Modeling the way, Enabling others to act, and Encouraging the heart)	Leadership Practices Inventory (LPI)	30-item tool using 10-point Likert scale from 1 to 10 Cronbach’s alpha .72 to .85
Full Range Leadership Model (FRLM)	Describes behavioral factors attributed within 3 styles of leadership (transformational-transactional-passive avoidant)	Multifactor Leadership Questionnaire 5X (MLQ 5X)	45-item tool using 5-point Likert scale from 0 to 4 Cronbach’s alpha .76 to .89
Work Engagement Concept Framework	Describes concepts of vigor (resilience and energy), dedication, (involvement in work), and absorption (engrossment and concentration in work)	Utrecht Work Engagement Scales (UWES)	17-item tool using 7-point Likert scale from 0 to 6 Cronbach’s alpha of .71 to .84
Adam’s Influence Model (AIM)	Describes attributes, factors, and process of influence in relation to NL and identifies key concepts that impact NL influence capacity	Leadership Influence Self-Assessment (LISA)	59 item, 6 sub-scale tool using 5-point Likert scale Cronbach’s alpha .968

## Opportunities for Developing Influence

- Use self-assessment tools to identify leadership strengths and weaknesses in ourselves as NL and nurses
  - Structure leadership development as part of annual goals
  - Consider participating in leadership development classes (MHA, NLI)
- Use structured leadership competencies and skills as priority in practice within organizations and nursing profession (AONL)
- Provide and promote opportunities for NLI and employees to “stretch” their leadership skills (tenets of Professional Practice Environment, Magnet)
  - Process improvement and best practice projects within in practice environments (Magnet)
  - Participation in policy development (organizational, legal, regulatory, and political)
  - Understanding of data stewardship of nursing’s contributions to quality health care and outcomes (Quadruple Aim)
  - Participation within inter-disciplinary committees (ethics councils, boards)
  - Participation with SON and other educational partnerships
  - Practicing to the full level of education; advanced contributions with education
  - Participation in professional organizations (ANA, MNA, etc) Dissemination of scholarly works
  - Mentoring and “modeling the way” (NLI)

## Bibliography

