Leadership Exemplar and Personal Leadership Development Plan

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Leadership Exemplar and Personal Leadership Development Plan

Some leadership skills come natural to certain individuals yet other skills need to be learned and fine-tuned over time. As a developing leader I aspire to be the most influential, innovative, transformative and best servant leader I can be. To do this I must evaluate my leadership qualities, learn from other great leaders, understand my personal leadership style, strengths, weaknesses and philosophy’s and finally have a development plan to work off of to continue to grow and improve.

Leadership Evaluation

Leadership Evaluation Tool

A great way to evaluate leadership qualities and areas for improvement is to have others evaluate what they see you doing as a leader. For this assignment I used the Nursing Leadership Evaluation Tool provided for course NUR 611: Influential Nursing Leadership. A copy of the evaluation tool can be found in Appendix A of this paper. This tool used a rating scale of Almost Always (5), Usually (4), Sometimes (3), Seldom (2), Never (1) and Not Applicable/Don’t Know for 17 statements regarding leadership skills as well as three open ended questions.

Confidentiality

To have a good variety of responses I completed the evaluation myself but also asked four other colleagues to complete the evaluation for me. To maintain confidentiality, I asked a colleague of mine to disburse the evaluation tools to four individuals with whom I work and who have witnessed my leadership qualities in action. I asked that she hand the evaluations out to various individuals to get diverse responses. Though I wanted the specific individuals anonymous I asked that they include any two staff members, one of two peers (another nursing
unit lead) and our manager or director. Once the evaluations were completed my colleague then collected the evaluations and tallied the results for me.

**Leadership Evaluation and Reflection**

All four of the evaluations were returned to me and all questions answered. For the majority of the qualities in the leadership evaluation tool the responses were “almost always” however there were a few areas for growth noted in the responses. Also for the open ended questions I received many positive comments but did also find opportunity for growth.

One area of improvement noted was in preventing high-impact staff departures when possible. We have had a high turnover rate recently and I am aware of the concerns and complaints that have arose and driven some staff members to leave. Though I am not the manager of our specific unit I am one of three nurse unit leads for the unit and should be a voice for those unwilling to speak up about concerns. I feel I could have spoken up and listened more to the concerns to help rectify the problems that have led to certain staff leaving.

A second area of improvement noted was in taking a longer-term perspective on problems and opportunities facing the department. In my role as a nurse unit lead much of my time is spent as the charge nurse of our patient care unit. In this role it is easy to get caught up in the here and now and not look to the future or long-term opportunities and growth. However, if I want to be an innovative leader and help transform our organization I need to keep those thoughts and ideas in mind for the fortune.

A third area of improvement noted was in demonstrating knowledge of the principal drivers of departmental revenues and reimbursements, expenses and profits when making decisions affecting the department. I agree with this area of growth. I feel I still have much to learn about the business side of healthcare and how to manage a unit financially.
A fourth area of improvement noted in the open ended questions was in delegating to other leaders. I am often given many opportunities by my nurse manager as she is aware of my desire to learn and grow as a leader. I often take on more then I probably should rather than deferring to another staff member or another nurse unit lead. Because of this I find myself overwhelmed at times and unable to give my full attention to one specific task.

Though not an area needing improvement per my colleagues, one area I scored myself lower on was in regards to conflict resolution. I have become much more comfortable lately and am good at hiding my discomfort in these situations but I feel I shy away and avoid conflict at times.

All of these areas of improvement are opportunities for me to grow as a leader. Seeing these specific areas of improvement allow me to develop my skills in staff retention, innovation of our unit, financial management of the unit, delegation and conflict resolution. These areas of growth will later be reflected in my personal development action plan.

**Literature Supporting Evaluators Used**

As stated earlier I completed the evaluation myself but I also asked for two staff members, a peer, and a manager or director to evaluate me. By getting responses from various people in differing roles I was able to get a more complete and thorough look at my leadership qualities and areas for improvement.

First off, self-reflection is important to keep in mind when developing as a leader. I choose to evaluate myself so I could reflect on areas I have done well as a leader but also look inside myself for areas I felt improvement was needed. “Reflection involves thinking about experience, which leads learners to a fuller understanding of what they know and increases their potential for leadership” (Horton-Deutsch & Sherwood, 2008, p. 947). By evaluating myself and
reflecting on my past experiences and areas needing improvement I am able to grow and learn where I need to improve as a leader. I need to be honest with myself and admit my strengths and weaknesses to refine my leadership qualities.

A second evaluator group I wanted included were employees who report to me. As Kagan, Kigli-Shemesh, and Tabak (2006) explain, having subordinates evaluate supervisors or managers gives a different viewpoint then “top-down” evaluation. The subordinates will have a clearer view of the manager’s efforts to develop and strengthen staff, the manager’s behavior is different with subordinates then with supervisors and the relationships between subordinates and supervisors will be different as well (Kagan, Kigli-Shemesh & Tabak, 2006). By having employees evaluate my leadership style I am able to get a different perspective then from a peer, manager or director.

The third evaluator group I wanted included was my peers. I have two other nurse unit leads on my specific unit and their evaluation and feedback on my performance in my role is important to my growth. Per Parks and Lindstrom (1995), “Peer review promotes professionalism, improves communication skills and trust, distributes power and increases a sense of ownership” (p. 48N). I respect and count on my peers to tell me if there are areas in our role that I am lacking in and I would hope to do the same for them.

The last evaluator group I included was my nurse manager or nurse director. The nurse unit lead role was developed in my facility to promote succession planning. I came into this role to advance my career and to eventually become a manager or director someday. Having feedback from my mentors and supervisors such as my manager and director is important to my continued development. Having a manager evaluate performance will meet organizational goals, assist the employee to develop professionally, identify and attend to problem areas, empower employees,
allow time to formally provide and receive feedback, and control the quality of service delivery (Queen, 1995).

**Leadership Exemplar**

**Background of Leader**

“It’s not the magic that makes it work; it’s the work that makes it magic” (Cockerell, 2008, p. 1). The Disney organization has been a leader in business and leadership since Walt Disney himself created it. It has sustained changes and growth through the years and continues to be a top business that provides high quality service to its customers. Walt Disney was the creator of Disneyland and had started planning for Disney World before his death in 1966. Disney World later opened in 1971 and continues to carry on the goal of high quality service to its customers that Walt Disney instilled in his employees.

Lee Cockerell, the author of “Creating Magic” worked for Disney for sixteen years and was Executive Vice President of Operations at Disney World for nine of those years. In his book he explains the leadership strategies used to create such a long standing influential company that Disney is. Cockerell is also the developer of Disney’s Great Leader Strategies taught to develop over 7000 Disney managers and used in the Disney Institute to teach leaders around the world in many different organizations including healthcare. Lee Cockerell’s dedication to becoming an exceptional leader and drive to help others lead in the Disney organization has helped in the businesses continued success.

**Description of Leadership**

In his book Cockerell (2008) describes ten Disney Great Leader Strategies that he developed and describes the leadership traits he finds most important. The first strategy, “Remember, that Everyone is Important” focuses on respecting all staff and customers and that
everyone has a voice in an organization. The second strategy is to “Break the Mold” which includes working innovatively in an organization and making sure your structure works effectively. The third strategy is “Make Your People Your Brand” which involves hiring, promoting and nurturing good people to work for you. The fourth strategy is “Creating Magic Through Training” which involves giving staff the tools, sense of purpose and resources to be their best. The fifth strategy is “Eliminating Hassles” which includes continuing to improve processes and utilize ideas and thoughts from employees and customers to continue to grow and develop. The sixth strategy “Learn the Truth” involves being visible and accessible, and open to learning about your staff and what happens in your workplace. The seventh strategy “Burn the Free Fuel” involves showing appreciation, giving recognition and encouragement to staff. The eighth strategy “Stay Ahead of the Pack” involves keeping up to date on changes, opportunities and information to continue to stay ahead. The ninth strategy “Be Careful What You Say and Do” involves looking, feeling and behaving professionally. The final, tenth strategy “Develop Character” involves having character such as integrity, honesty, caring and trust as a leader.

These strategies and characteristics of a leader have been influential in making Disney not only a great place to work but also a great place to visit. Cockerell (2008) explains how at Disney, “committed, responsible, inspiring leaders create a culture of care, which leads to quality service, which lead to guest satisfaction, which leads to measureable business results and a strong competitive advantage” (p. 5). By utilizing these leader strategies consistently throughout the Disney organization they have seen great and continued success.

Leadership Context

Cockerell was not always successful as a leader. To get to where he was at Disney he had highs and lows and struggles along the way. He learned from experiences, education,
mentors and also from making mistakes. Cockerell (2008) describes how he grew up on a farm and was not fond of school. After high school he joined the army in the kitchen and then went on to work in hotels such as Hilton and Marriott working his way up from a banquet server, to hotel manager to finally Executive Vice President of Operations at Disney (Cockerell, 2008).

**Opportunities**

In regards to opportunities though his career Cockerell (2008) stated, “I worked hard, and tried to be responsible, patient, disciplined and positive. And as I plugged along, opportunities showed up just when I was prepared to take them on” (p.17). He also was not afraid to try something new, take risks and was continually challenging himself to do more.

Cockerell (2008) stated he was not an academic but learned much about leadership early on from watching good leaders excel and bad leaders fail. He felt he had great mentors and managers that taught him valuable lessons in leadership. A few particular lessons he learned were “Good leaders are humble enough to admit what they don’t know, and great leaders are constantly looking for new information” (Cockerell, 2008, p.22). Another lesson learned was “Your authority-or what you think is your authority is nothing without good relationship skills” (Cockerell, 2008, p. 22). Through his career Cockerell formed relationships that led to many new opportunities and career moves. He was seen as a hardworking, productive manager and was noticed for his success which opened many new and different doors for him.

**Lost Opportunities and Troublesome Areas**

Though Cockerell seemed to have many opportunities along the way he did have a few setbacks. Cockerell explained a specific lost opportunity in which one organization he worked for went bankrupt and he found himself without a job (Cockerell, 2008). Though at the time this
may have felt like a lost opportunity for Cockerell it led to a new better opportunity and opened his door to working at Marriott and eventually Disney.

Another troublesome area for Cockerell was in his leadership style. He felt he learned a great deal through watching great leaders succeed and seeing bad managers fail but he still had his own struggles. Cockerell (2008) described three different incidences where he got himself in trouble for not respecting employees and using intimidation to manage. Though they were setbacks these experiences also lead to learning and growth for Cockerell. Instead of ignoring the struggle Cockerell chose to learn from his mistakes. He attended leadership conferences, read about successful leaders and changed his style from an autocratic, controlling leader to an inclusive leader who built relationships with employees (Cockerell, 2008). This in the end lead to greater success for him as a leader and the organizations he worked for which in turn opened up even more opportunities.

**Servant and Transformational Leadership Qualities**

A servant leader is one who puts the needs of others ahead of themselves. As Roussel, Thomas and Harris (2016) explain, “The success of the staff translates into the success of the organization and ultimately the success of the leader” (p. 211). Cockerell may have had a hard time grasping servant leadership in the beginning of this career but as he grew and learned his ways change and he became a servant leader himself. Servant leadership is seen in the leadership practices of Disney as well. Specifically, Cockerell (2008) explains that at Disney they are told “a leader must take care of their people and in turn the people will take care of the company, not because they have to but because they want to” (p.5-6).

Hunter (2012) explains that being a servant leader one has authority. To have authority certain characteristics are present including being honest and trustworthy, a good role model,
caring, committed, a good listener, holding people accountable, treating people with respect, giving encouragement, having a positive enthusiastic attitude and appreciating people. When looking back at the ten Disney Great Leader Strategies, all of the characteristics of authority that describe a servant leader are included. More specifically the tenth strategy “Developing Character” focuses on many of the same attributes of a leader with authority.

In transformational leadership the leader has shared governance with employees and empowers staff to grow and work independently (Roussel, Thomas and Harris, 2016). This way of thinking can lead to great success in organizations and engagement of staff to improve themselves and their organization. Disney and Cockerell both demonstrate this type of transformational leadership. Per Cockerell (2008) at Disney they understand that to achieve excellence in leadership they need to spread responsibility and authority throughout the organization. They believe that anyone in the organization at any level “from the landscape and cleaning crew right on up to the CEO of the whole organization can exert leadership and make a positive difference” (Cockerell, 2008, p.8-9). Cockerell (2008) also demonstrates transformational leadership in his Disney Great Leader Strategies by encouraging and promoting staff, and giving everyone a voice as seen in his third strategy of “Make Your People Your Brand”.

I also see definite innovative leadership qualities at Disney and in Cockerell’s Disney Great Leader Strategies. An innovative leader is one who embraces change. As Porter-O’Grady and Malloch (2015) explain, change is present, a dynamic that occurs and as innovative leaders we need to embrace this change. Disney has grown, changed and excelled for decades and remains a leader in its business. Without being innovative they would never continue to achieve such success. One specific Disney Great Leader Strategy that shows this innovative leadership
quality is “Breaking the Mold”. With this strategy Cockerell (2008) explains how as leaders we need to change and grow which takes risks and often comes with resistance but will lead to success and staying competitive. To be successful, Cockerell (2008) states, “your job as a leader is to figure out what the organization should look like, not just do your best within the existing design” (p. 58).

**Summary**

Cockerell worked hard, was motivated and dedicated to being a great leader. Along the way he had various ups and downs and experiences that shaped him into the great leader and contributor to Disney.

Cockerell learned many lessons through his career but probably the hardest yet most important lesson he learned involved building strong relationships with staff. Though he excelled in many other areas of leadership his change from being an autocratic leader to an inclusive leader had the biggest impact on his success. By having open, honest, trustworthy and clear relationships with employees a leader and an organization can be so much more successful. When comparing Cockerell to the healthcare interview and shadow experience I had previously I see many similarities in the importance of strong relationships. Having open lines of communication including visibility and involvement of staff will go a long way to improved outcomes for staff, customers and leaders.

The Disney Great Leader Strategies are very pertinent to any business including healthcare. I hope to utilize these strategies in the future to help guide me as a leader. It is also helpful to have strategies such as these available in difficult times to refer to. I am sure my career will have its share of ups and downs, successes and mistakes but as long as I keep my focus on the betterment of my team and my patients I am on the right path.
Personal Leadership

“Leadership: The skill of influencing people to work enthusiastically towards goals identified as being for the common good” (Hunter, 2012, p. 28). We may all have different personalities, styles and strengths in leadership but if we do our work to the best of our ability, learn from others and self-reflect on areas of growth and improvement we can be exceptional leaders.

Current Leadership

I see myself as a developing leader, but then again I do wonder if the growing and developing ever really ends. When I look at the various styles of leadership I find I use different ones depending on the situation. If we are in a code blue situation I may be more authoritative, if we are in a council meeting I am more of a democratic leader and if I am training new nurses I am more of coaching leader. But regardless of the situation my overall goal is to lead and serve my staff anyway I can. With that being said I believe I am drawn more towards the servant leadership approach.

In reading the book by Cockerell (2008) as well as from watching and learning from my interview/shadow experiences and mentors I have learned a great deal about leadership, the need for hard work and dedication to succeed and in the importance of fostering relationships in leadership. Though I have areas to grow on I feel I have a good handle on fostering relationships. Having this base will lead me in the right direction to being an influential leader.

One strength I feel I have as a leader is in feeling out a situation. I am able to assess if a staff member is overwhelmed or not engaged and I am able to react and help them in these situations. Another strength I have is in my ability to keep calm and collected in high stress situations. The patient care unit where I work is fast paced and often chaotic. I keep calm in
such an environment and offer assistance and help where it is needed. One final strength I have is in holding others accountable. I believe we all have our role and responsibilities and I not only hold myself accountable but others as well. Per the leadership evaluation tool I received high scores in many areas but more specifically my colleagues commented how I am a resource and support to other staff as well as helpful, dependable, reliable, a team player, and a role model.

One area of development I personally want to continue to work on is conflict resolution. I have made great strides in this area but still get nervous and uncomfortable at the thought of talking to a disgruntled patient or family member or in confronting a staff member who is underperforming. Another area seen by both me and others as an area of growth is in delegating to others. I seem to take on more and more responsibility and instead of saying no or passing on tasks to others I instead get overwhelmed with my workload. As a leader I should encourage growth of others and pass on tasks to them that will also help them grow and succeed. Other areas of growth noted on the leadership evaluation tool from my colleagues include preventing staff departures, long term planning and financial knowledge. Based on the above areas of development I need strategies to improve and grow in certain areas. I have developed a personal leadership development plan with goals based on my areas of development which you will find in part four of this paper.

Strategies for Growth

To grow in my areas needing development there are different strategies I can take. Specifically, I need to continue to learn through my education here at the University of Mary. Besides that, I need to take other opportunities to learn such as attending conferences, subscribing to journals and continuing to better myself by looking for self-development opportunities. Another strategy will be to continue to grow and learn from the leaders around
me, my colleagues and mentors. I learn from these people daily but I may need to look at pursuing more formal opportunities similar to my interview and shadow experiences. I also found the research of an exemplar leader enlightening and would like to continue to read about various leaders to learn from their experiences. With these strategies I can develop my skills in my areas needing development. My personal leadership development plan in section four will go into more detail of the specific strategies for each area of development.

**Future Leadership**

I do not believe the leader I am now will be the same leader I am in five years. I have already grown in the short time I have been attending University of Mary for my graduate studies and hope to continue to grow and learn as a leader. In my current role as nurse unit lead much of my leadership centers around the day to day activities of our patient care unit and providing support and guidance to staff during a shift. In five years I hope to be a manager myself and this opportunity will open up more learning and growth. This will hopefully also give me better understanding of the areas I need to develop including conflict resolution, delegation, staff retention, planning for the future, and financial knowledge. I feel I already have a great understanding of relationships as a leader, I am a great resource and support to others and I hold people accountable. In five years I expect these strengths will only be greater as well. To be this leader of the future I need to be dedicated to my education, my self-development, my staff and my organization. It will take work and commitment but I know I can be great and want to do this for not only me but for my staff and my organization.

**Philosophy of Nursing**

The metaparadigm of nursing encompasses person, health, environment and nursing. To be a great nurse and a great leader I believe all of the pieces of the metaparadigm need to be
There are various philosophy’s of nursing out there that take into account the four metaparadigms but the one I relate with the most is Watson’s Theory of Caring. Ryan (2005) explains the metaparadigms in relation to Watson’s theory, explaining the person is made up of mind, body and spirit; the health is made up of harmony, wholeness and comfort; and the environment must include the technical care needed but also the nurse as part of the environment. Ryan (2005) goes on to explain how Watson’s theory focuses on "human relationship and transaction between persons and their environment and how that affects health and healing" (p. 27). With Watson’s theory, nursing is focused on caring, holistic relationships with the patients. As a leader we also need to provide caring holistic relationships so they carry on from us to our staff and to our patients.

**Philosophy of Leadership**

I have put much thought and time into my philosophy of leadership. I can see myself wearing different hats as a leader depending on the situation but as a general rule I seem to always come back to servant leadership as my philosophy of leadership. A servant leader needs to put the needs of others before themselves, be caring, honest, trustworthy, hold individuals accountable, show commitment, listen, and give staff what they need but not always what they want (Hunter, 2012). I think these traits as a servant leader are ones I possess and hope to continue to grow on in my career. By being a servant leader I am not only meeting the needs of my employees but the patients they care for and the organization as a whole. I enjoy helping and supporting others and this philosophy of leadership will also bring great personal fulfillment to the work I do as a leader.
Summary

In my journey to improve and grow in my personal leadership I have found strengths and weaknesses and I am sure I will find more strengths and weaknesses as I go. I hope to be able to continue to self-reflect and learn from other leaders, mentors and in my education to be the best possible leader I can. This is only the beginning of my adventure as a leader. I have a starting point with strengths and areas to develop, a plan to develop my weaknesses, an idea for my future, and nursing and leadership philosophies I believe in. I believe I am on the right track for success.

Leadership Development Plan

As stated earlier in this paper I found areas of development I would like to work on further to advance my skills in leadership. I also have various strategies in mind for ways to assist with this improvement. Below is my leadership development plan (Table 1) that includes specific areas of development, as well as strategies, timelines and measurements to reach my goals. I hope to refer to this action plan throughout my education and career to see progress made and add new areas of development when needed. As most of my goals for leadership development focus on the mind I have added two other goals for my body and spirit. With being in school, working and having a family it is easy to let body and spirit slide though they are also so important.
<table>
<thead>
<tr>
<th>Focused Action Area</th>
<th>Planned Activity</th>
<th>Specifics Regarding Activity</th>
<th>Anticipated Timeline</th>
<th>Measurements of Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolving Conflict</td>
<td>Review 1 resource on conflict management</td>
<td>Read <em>Resolving Conflicts at Work</em> by Cloke and Goldsmith (2011)</td>
<td>Fall 2016</td>
<td>Read book</td>
</tr>
<tr>
<td></td>
<td>Complete 1 seminar on conflict management</td>
<td>Complete 1 of 6 offered conflict management seminars available at my facilities Employee Service Center</td>
<td>Fall 2016</td>
<td>Attend seminar</td>
</tr>
<tr>
<td>Delegate to Others</td>
<td>Give one task away to another nurse unit lead</td>
<td>Give the maintaining of unit lists to other nurse unit lead</td>
<td>Immediately</td>
<td>Task given to nurse unit lead</td>
</tr>
<tr>
<td></td>
<td>Limit the number of tasks I take on, offer other staff as options to complete tasks</td>
<td>Many others want to get involved in the unit. Engage them in taking on tasks.</td>
<td>Ongoing</td>
<td>Engage 2 other staff by 2016 to get involved in specific unit tasks</td>
</tr>
<tr>
<td>Preventing Staff Departures</td>
<td>Discuss with staff reason for leaving</td>
<td>Touch base with those leaving prior to departure to learn reason for leaving and ways to improve if able.</td>
<td>Ongoing</td>
<td>Better understanding why people are leaving and improvement plan started if able</td>
</tr>
<tr>
<td></td>
<td>Encourage exit interviews with manager</td>
<td>Talk with manager about setting up exit interviews for all staff</td>
<td>Immediately</td>
<td>Exit interviews started</td>
</tr>
<tr>
<td>Long Term Planning</td>
<td>Involvement in Magnet planning</td>
<td>Unit councils are working on this; I will have involvement as I am on strategic council</td>
<td>Planned Magnet application 2018</td>
<td>Apart of planning process</td>
</tr>
<tr>
<td></td>
<td>Become more familiar with quality initiatives and dashboards</td>
<td>Work with nurse manager to review dashboards and initiatives our unit should be working on</td>
<td>Review Quarterly</td>
<td>Reviewing quarterly and focusing on 1 initiative by end of 2016</td>
</tr>
<tr>
<td>Financial Knowledge</td>
<td>Attend financial course</td>
<td>Attend financial course through U of Mary</td>
<td>Course planned in 2017</td>
<td>Complete course</td>
</tr>
<tr>
<td></td>
<td>Use my nurse manager as a mentor regarding finance</td>
<td>Have nurse manager review unit budget with me</td>
<td>On-going</td>
<td>Personal knowledge in unit budget increased</td>
</tr>
<tr>
<td>Body wellness</td>
<td>Go for walk/run 3 times per week</td>
<td>Either run alone or walk the dogs</td>
<td>Immediately</td>
<td>Complete walk/run regularly</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------------------</td>
<td>----------------------------------</td>
<td>-------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Spirit Wellness</td>
<td>Attend church events regularly</td>
<td>Attend church and volunteer at least every other month</td>
<td>Immediately</td>
<td>Regular attendance and volunteering every other month</td>
</tr>
<tr>
<td>Monthly visit with friend</td>
<td>Meet with Jen or Michelle 1 time/month</td>
<td>May 2016</td>
<td>Attend monthly get together.</td>
<td></td>
</tr>
</tbody>
</table>

**Conclusion**

I have learned a great deal from my experiences as a developing leader and this assignment has also helped me learn and grow as a leader. By evaluating and reflecting on my personal leadership, interviewing and shadowing leaders, and reading about other great leaders I am on my way to becoming an influential leader. I have been fortunate to have great mentors and instructors to guide and inspire me to learn and grow and I hope with the action plan developed I can continue to improve and find ways to better myself as a leader and as a person.
References


Appendix A

NURSING LEADERSHIP EVALUATION TOOL

<table>
<thead>
<tr>
<th>Name of Person Being Surveyed:</th>
<th>Title:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept: _______________________</td>
<td></td>
</tr>
</tbody>
</table>

Individual completing survey is: (circle one)  Staff Member  Self  Peer  Director  Other_____

The purpose of this survey is to provide feedback to the person named above. This will be helpful to his/her continuing development as an effective leader. Please read each question and circle only one response. Please feel free to select "Don't know or not applicable" if you cannot answer an item with confidence or if the person does not perform that function; these responses are preferable to assumptions or guesses based on limited direct experience. Please send the completed survey to the person who has asked you to complete the survey:_____

<table>
<thead>
<tr>
<th>Item</th>
<th>Almost always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
<th>Don't know or not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Sets and enforces high standards for the quality of patient care delivered in their department.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>2. Holds self and others accountable for meeting objectives and commitments.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>3. Strives to ensure that department staff has the supplies, information, and resources needed to work effectively (e.g., suitable and functional equipment and systems).</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>4. Analyzes problems in a systematic, logical, and timely manner.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>5. Takes accountability to improve department performance: quality improvement, patient satisfaction, staff morale, clinical outcomes, etc.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>6. Acts promptly and decisively to address problems that arise in the department.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>7. Demonstrates knowledge of the principal drivers of departmental revenues and reimbursement, expenses, and profits when making decisions affecting the department or project.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>8. Closely monitors ongoing department indicators (e.g., HPPD, staffing, etc.) which affect unit financial performance.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>9. Listens carefully to and actively solicits input from others.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>10. Expresses ideas clearly and effectively and responds to issues raised by others. Ensures that people get the information they need to do their jobs and provides feedback that enhances performance.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>11. Selects and hires effective people for department staff (if applicable: assists with selection and hiring)</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
</tbody>
</table>
effect.ive people). Markets unit job openings to attract highly skilled staff members.

<table>
<thead>
<tr>
<th></th>
<th>Almost always</th>
<th>Usually</th>
<th>Sometimes</th>
<th>Seldom</th>
<th>Never</th>
<th>Don't know or not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. Prevents high-impact staff departures when possible.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>13. Is considerate, patient, and helpful; showing sympathy and support when someone is upset or anxious, or presents a personal or work-related problem.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>14. Encourages cooperation, teamwork, and identification with the department.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>15. Facilitates the constructive resolution of conflict.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>16. Uses techniques that appeal to reason and values. Generates enthusiasm for work, commitment to task objectives, and compliance with requests.</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
<tr>
<td>17. Takes a longer-term perspective on problems and opportunities facing the department (considers implications 3 to 6 months in the future and beyond).</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>N/A</td>
</tr>
</tbody>
</table>

18. This person can do more of:

19. This person can do less of:

20. Additional comments (indicates question comments are related to, if applicable, and use back of form).

Thank you for participating in this survey.

Name (Optional):

(Form adapted from and permission received from St. Alexius Medical Center Division of Nursing)