



From Bedside to Boardroom: How to be influential

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- No Financial Disclosures



How to be Influential

- Become a friendlier person
 - Don't criticize or condemn
 - Give honest appreciation
 - Demonstrate genuine interest in people
 - Smile 😊
 - Be a good listener
- Win people to your way of thinking
 - Avoid arguments
 - Show respect
 - Let the other person feel like it is their idea
- Be a leader
 - Ask questions don't give orders
 - Begin with praise and honesty
 - Use encouragement to motivate the people you work with
- Communicate clearly & effectively
- Build a good team
- Take the right risks

The Basics



Leadership Style

Leader

- Creates a future
- Shapes change
- Drives innovation
- Welcomes risk
- Problems rare opportunities
- High emotional intelligence

Manager

- Think execution & control
- Oversees processes
- Problems are things that need resolutions
- Can be impersonal

“Management is doing things right; leadership is doing the right things” Peter Drucker

Shared Talents and Traits



Communication



Motivation



Delegation



Interpersonal skills



Trustworthiness



Flexibility

Jalen Hurts Just Delivered an Emotional Intelligence Master Class. It All Starts With Just 6 Words

Eagles

quarterback Jalen Hurts may have lost the Super Bowl, but his postgame press conference teaches multiple lessons in emotional intelligence, the ability to make emotions work for you, instead of against you. [➔](#)

BY JUSTIN BARZOS, AUTHOR, EQ APPLIED [#JUSTINBARZOS](#)



01-26-23 | LEADERSHIP NOW

3 ways emotional intelligence can make you a more likable leader

Likability can be developed with intention and effort, says this leadership coach and Marine. Here are 3 steps.



[Photos: Rawpixel (brain, confetti)]

Emotional Intelligence



Self-awareness



Self-regulation



Motivation



Empathy



Social skills

What does the data show in Health Professions ?

Louwen et al. *BMC Medical Education* (2023) 23:120
<https://doi.org/10.1186/s12909-023-04003-y>

BMC Medical Education

RESEARCH

Open Access



Profiling health professionals' personality traits, behaviour styles and emotional intelligence: a systematic review

C. Louwen*, D. Reidlinger and N. Milne

Abstract

Background Non-cognitive traits have been theorised to predict characteristics, career choice and outcomes of health professionals and could represent a homogenous group. This study aims to profile and compare personality traits, behaviour styles and emotional intelligence of health practitioners across a variety of professions.

Methods Empirical literature was systematically reviewed. A two-concept search strategy was applied to four databases (CINAHL, PubMed, Embase, ProQuest). Title/abstract and full text articles were screened against inclusion and exclusion criteria. Methodological quality was assessed using Mixed Methods Appraisal Tool. Data was synthesised narratively and meta-aggregated where feasible.

Results Three hundred twenty-one studies representing 153 assessment tools of personality ($n = 83$ studies), behaviour ($n = 8$), and emotional intelligence ($n = 62$) were included. Most studies ($n = 171$) explored personality (medicine, nursing, nursing assistants, dentistry, allied health, paramedics), revealing variation in traits across professions. Behaviour styles were least measured with only ten studies exploring these across four health professions (nursing, medicine, occupational therapy, psychology). Emotional intelligence ($n = 146$ studies) varied amongst professions (medicine, nursing, dentistry, occupational therapy, physiotherapy, radiology) with all exhibiting average to above-average scores.

Conclusion Personality traits, behaviour styles and emotional intelligence are all key characteristics of health professionals reported in the literature. There is both heterogeneity and homogeneity within and between professional groups. The characterisation and understanding of these non-cognitive traits will aid health professionals to understand their own non-cognitive features and how these might be useful in predicting performance with potential to adapt these to enhance success within their chosen profession.

Keywords Personality traits, Behaviour styles, Emotional intelligence, Health professionals

Background

Information relating to personality traits, behaviour styles and emotional intelligence of qualified health professionals has been gaining interest in the empirical literature. These non-cognitive traits have been explored to determine if they predict characteristics and outcomes of health professionals and their practice [1]. It has been theorised that practitioners from each health profession, based on their choice of career and occupational

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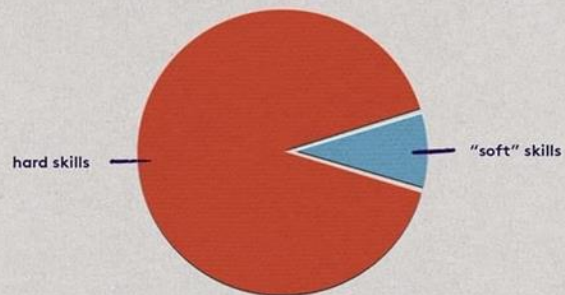
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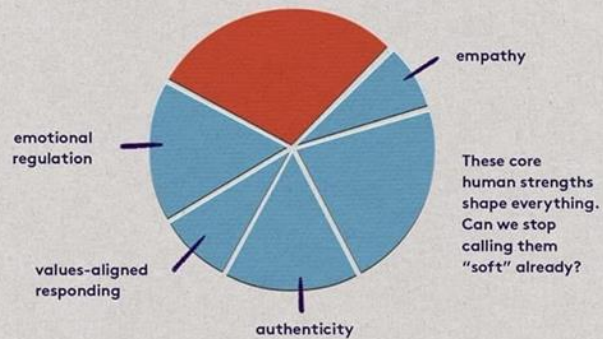
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What we're taught matters

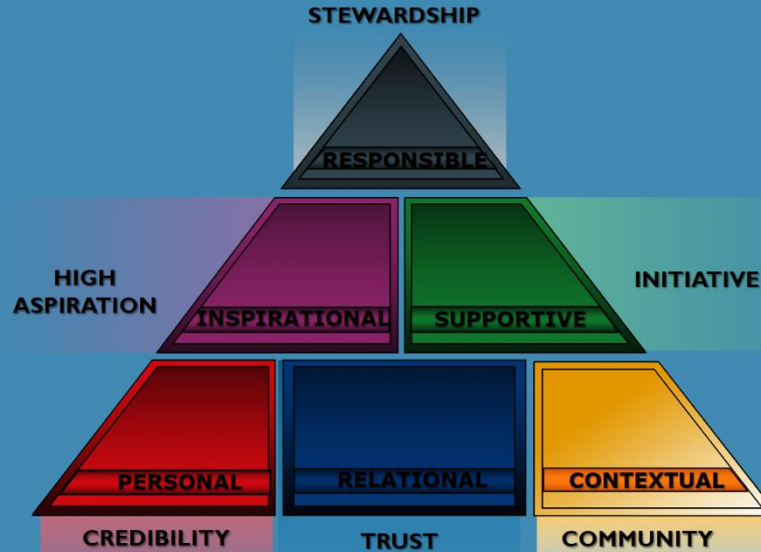


What actually matters



Types of Leadership

Leadership Domains and Effects



Leadership

Leadership Is Not a Continuum

It's always a tug-of-war between coexisting types—though the combination that produces vital leaders is the ideal.

LEADERSHIP TYPES	Not-great leadership Lacks force	Great leadership Provides force
Good leadership Provides direction	Amiable leader	Vital leader
Not-good leadership Lacks direction	Vacant leader	Maleficent leader

SOURCE: JAMES BAILEY

© HBR.ORG

- A manufacturing executive pointed to her on- and off-site Spanish lessons so she could better communicate with her workforce
- A founder/entrepreneur immediately pointed to promoting the college dropout into a senior management position over an MBA. He wanted his people to value performance over credentials.
- A managing partner at a global consulting firm makes a point of coming to the office straight from red-eye flights and radiating productive energy.
- Chief CRNA takes the same amount of vacation over the summer as her staff

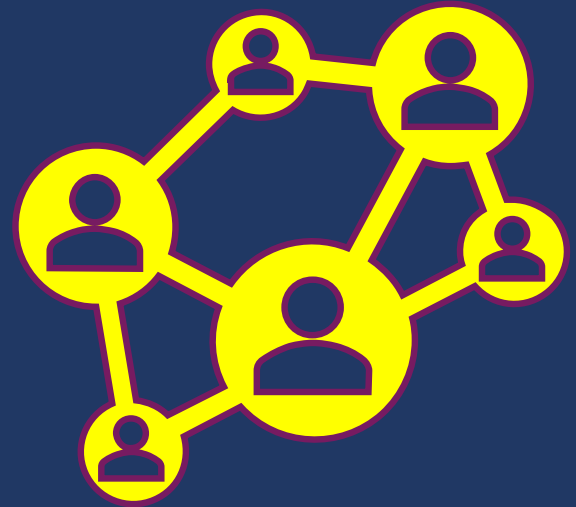
The Basics : What Not to Do

- Don't make promises you can't keep
- Don't flatter people
- Don't play favorites
- Don't play the victim
- Don't be a know-it-all
- Don't argue for the sake of arguing



Networking 101

- Benefits of networking are invaluable
- Places to network
 - Bring a friend
 - Be sure not to sequester
 - Prepare an opening line
 - What are you working on?
 - What brought you here?
 - Have you read the speaker's newest piece?
 - Research in advance
 - Topics, Presenters, Attendees, Venue, Location, Wine/Food



Mentorship versus Sponsorship

Mentorship

- Advisor
- Someone who has some knowledge of the field
- May not be in the same organization

Sponsorship

- Vested in the upward movement and professional development of their protégé
- someone in the workplace who can bring you up with them
- Drive career vision and makes connections
- “Career champion”

Nursing Leadership

- Only 5% of hospital board members are nurses -> MDs occupy 20 % of board seats
- A 2005 study of governance in matched groups of high-performing versus mid-range performing community hospitals
 - 26% of their board members were physicians
 - Only 2% of voting board members were nurses
- A 2009 study of governance structures and practices in 123 nonprofit community health systems
 - 22% of voting members of boards were physicians
 - Only 2.4% were nurses
- A 2010 survey of 1,000 hospital boards conducted by the AHA
 - 20% of voting board members were physicians
 - 6 % were nurses
- 2012 study of governance in 14 of the nation's 15 largest nonprofit health systems,
 - 14 % of voting board members were physicians
 - 6% nurses
 - Faith based system – 11 % MDs & 9% Nurses ($p < .05$) *
- The Governance Institute 2013 survey of boards (63 systems and 478 hospitals)
 - 9% of board members were physicians
 - 3% of the voting members of these organizations' boards were nurses
 - 72% had **no** nurses as voting board members
- A 2013 study of healthcare organizations and agencies in New York City
 - 93% of hospitals had 1 or more physicians on their governing boards
 - Only 26% had nurses

Khoury, C et al. (2011) Nursing Leadership From Bedside to Boardroom. *JONA* 41(8)

Prybil, L, Dreher, M & Curran, C. (2014) Nurses on Boards: The Time Has Come. *Nurse Leader* 12(4)

Sundean, L et. Al (2018) The rationale for nurses on boards in the voices of nurses who serve. *Nursing outlook* 66(3)

Table 1 Hospital Characteristics

	Mean number of beds	Mean total annual discharges	Mean gross revenue (\$M)	Cost of charity care (\$M)	Employees on payroll (Full-Time Equivalents)	Number of interns and residents
Top-ranked hospitals (<i>n</i> = 20)	957	46,825	10,734	22.7	12,002	712
Top-ranked hospitals with publicly available list of board members (<i>n</i> = 15)	1049	50,610	11,848	27.0	13,526	743

Source: Hospital Cost Report Public Use File from Centers for Medicare and Medicaid Services

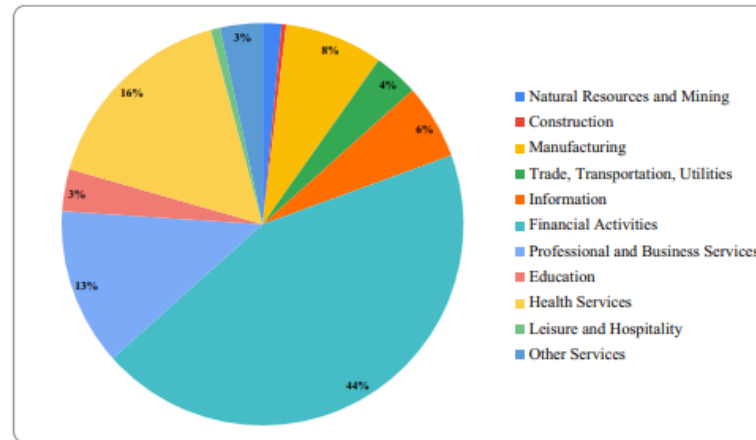


Figure 1 Industry breakdown of board members at top-ranked US hospital systems. The occupations of board members at top-ranked US hospital systems were classified into sectors according to the North American Industry Classification System.

A Seat at the Table: An Examination of Hospital Governing Board Diversity, 2011–2021

Geoffrey A. Silvera, PhD, Department of Health Services Administration, University of Alabama at Birmingham, Birmingham, Alabama; Cathleen O. Erwin, PhD, Health Services Administration Program, Auburn University, Auburn, Alabama; Andrew N. Garman, PsyD, Department of Health Systems Management, Rush University, Chicago, Illinois

SUMMARY

Principal Findings: The results showed modest gains in the mean number of female board members, although a small proportion of hospital boards still have no female representation. There was little change in the number of boards with ethnic minority representation until an uptick in 2021, likely in direct response to high-profile racial incidents and protests.

and protests.

Practical Applications: Intentional and sustained efforts are necessary to increase diversity and create a culture of inclusion that fosters meaningful engagement of diverse board members.

Nursing Leadership – next steps

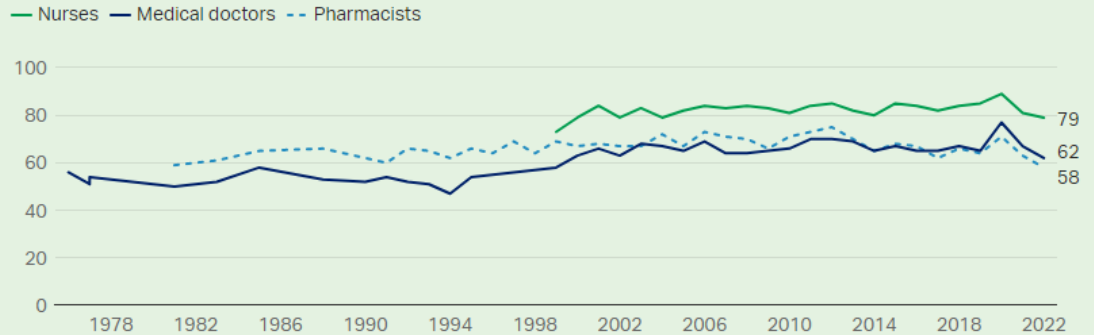
- Nurse involvement as voting members of healthcare organization boards—hospitals, health systems, and academic medical centers—is **limited**.
- Gallup national survey (2010) - nurses were not viewed as leaders in the development of health care systems and delivery
 - Key Opinion leaders (KOL) = *compared with MDs, nurses are not seen as important health care decision makers*
 - Nurses are viewed as knowledgeable sources of health information **but are not viewed as leaders**
 - Barriers to assuming a greater leadership role:
 - *lack of management and leadership skills*
 - *lack of organized advocacy efforts*

The good news

Americans' Ethics Ratings of Medical Professionals in U.S.

Please tell me how you would rate the honesty and ethical standards of people in these different fields -- very high, high, average, low or very low?

% Very high/High



[Get the data](#) • [Download image](#)

GALLUP®

More good news

- Healthcare opinion leaders want nurses to :
 - Be involved in decision making
 - *reducing medical errors*
 - *improving patient safety*
 - *improving quality of care*
 - *promoting wellness*
 - *expanding preventive care*
 - Take on more leadership in improving health status and delivering services
- ***Get your voice heard / seat at the table***
- ***Need higher expectations and accountability***



NursingWorld

National Coalition Launches Effort to Place 10,000 Nurses on Governing Boards by 2020 (11/17/14)

FOR IMMEDIATE RELEASE

November 17, 2014

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National Coalition Launches Effort to Place 10,000 Nurses on Governing Boards by 2020

WASHINGTON, DC – The [American Nurses Association \(ANA\)](#), the [American Academy of Nursing](#), and the [American Nurses Foundation](#), the charitable and philanthropic arm of ANA, are pleased to be founding members of the Nurses on Boards Coalition, a group of national nursing organizations working together to increase nurses' presence on corporate and non-profit health-related boards of directors throughout the country.

"Without a nurse trustee, boards lack an authority on the patient experience, quality and safety, and the largest part of the hospital workforce," Trustee Magazine, a publication of the American Hospital Association, wrote recently.

The coalition will implement a national strategy to bring nurses' valuable perspective to governing boards, as well as state-level and national commissions, with an interest in health. The goal is to put 10,000 nurses on boards by the year 2020. The effort is a direct response to the Institute of Medicine's (IOM) report, *The Future of Nursing: Leading Change, Advancing Health (2011)*, which recommended nurses play more pivotal roles on boards and commissions in improving the health of all Americans.

The effort is supported by the Robert Wood Johnson Foundation and AARP as part of their collaborative effort to implement the recommendations of the IOM report through the Future of Nursing: *Campaign for Action*.

Members of the coalition are listed below. Other organizations may choose to be a part of this important and historic coalition going forward.

[AARP](#)

[American Academy of Nursing](#)

[American Assembly for Men in Nursing](#)

[American Association of Colleges of Nursing](#)

[American Association of Nurse Anesthetists](#)

NEWS RELEASE



COMPLETED 1/19/2021 !

their local communities. NOBC is committed and available to support our members, partners, nurses and community members. Please contact us at nobc@nursesonboardscoalition.org if we can help you in any way. Especially now, we thank you for your interest, support and engagement in support of our mission. We hope you and those you hold close are protected, safe and healthy in the coming days.

WE DID IT!

TOGETHER, WE ACHIEVED OUR KEY STRATEGY OF 10,000 BOARD SEATS FILLED BY NURSES. THANK YOU!

CLOSE



and governance roles where nurses already
bring progress and impact beyond our

Moving forward



How Are We Going to Develop a National Strategy to Move More Nurse Leaders onto Boards?

FUTURE OF NURSING™
Campaign for Action

- Step 1: Step up and LEAD
- Step 2: Get in the room/get a seat at the table
- Step 3: Provide support and training

The case for nursing leadership

1. Organizational knowledge and impact
2. Public trust and confidence
3. Large pool of well-qualified candidates
4. Relevance to healthcare reform objectives

Examples of Nursing Leadership outside of Hospital boards

- NQF
 - 1 RN on board of directors
 - Nurses appointed on most steering committees
- RWJF
 - 2 RNs on Board of trustees
- The Josiah Macy Jr Foundation
 - 2 RN on board of trustees
- AARP
 - No RN on board of directors
- IHI
 - 3 RN on board of directors
 - Nurses on staff
 - Nurses appointed to work groups
- Arnold P. Gold Foundation
 - 2 RNs on board

Health Insurers - Board of Directors

- Cigna
 - 2 MD
 - No Nurse
- Aetna
 - 1 MD
 - No Nurse
- United Health
 - 2 MDs
 - No Current Nurse – previously 1
- Emblem Health
 - 3 MDs
 - No Nurse
- Anthem
 - No MD or RN

Nurses in Government

- 3 RNs in Congress
 - 1TX (D) , 1 VA (R) & 1 MO (D)
- Congressional Nursing Caucus – 64 Members
 - 29 States/U.S. Territories
 - Majority Democrats
- No RN Federal Senators
 - 9 member Nurse Caucus focused on nursing issues
 - (5- D, 3- R, 1 – I)
 - Chairs - Sen. Jeff Merkley (D-OR) Sen. Roger Wicker (R-MS)
- ~100 nurses serving as state Senators who are RNs – 1 CRNA !
 - 11 states NOT represented

Healing
P

Donate

Agenda/Curriculum:

We will demystify the process and offer support before and after the Campaign School! While the 2.5-day, in-person Campaign School is the centerpiece of our training program, it isn't the *entire* program. There are virtual pre- and post-sessions as well.

Approximately six weeks before the Campaign School, we will hold a virtual session to help you prepare for the Campaign School so you can make the most of your time there. We will answer the 10 Questions You Must Ask Yourself Before Running and we will dig into fundraising. You will leave the session with a plan to raise your tuition.

Four weeks after the Campaign School we will meet virtually for a follow up session. Did something make sense when you were sitting in the class room but not when you applied it to your district? After giving your GOTV plan more thought, do you have additional questions? Has anyone used *this* digital platform before? We are (still) here for you!

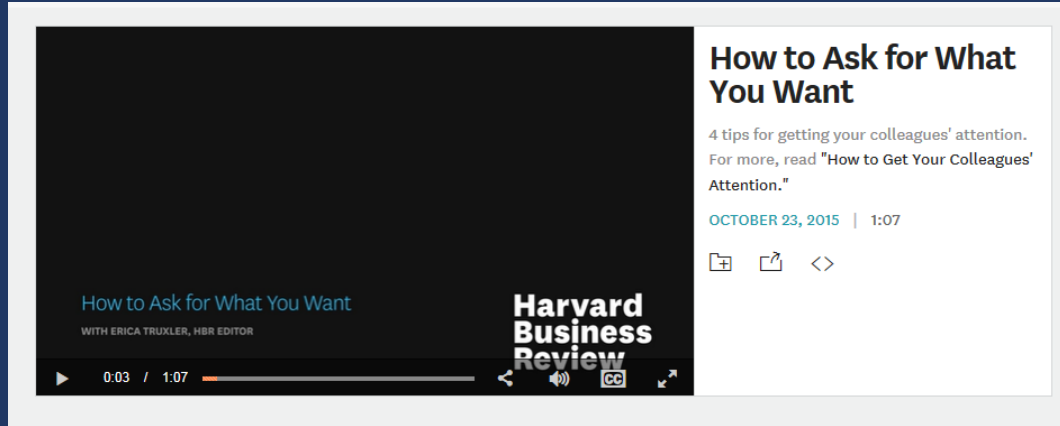
[Meet the Faculty](#)

Over two and a half days of training and role play, we will dig deeply into these topics:

- ✓ Campaign Planning
- ✓ Campaign Budgeting
- ✓ Campaign Structure and Organization
- ✓ Messaging and Communications Strategy
- ✓ Media training: Speeches, Interviews
- ✓ Campaign Finance
- ✓ Ethics
- ✓ Fundraising
- ✓ Voters Contact Strategy
- ✓ Grassroots Organizing
- ✓ Get Out the Vote (GOTV)



How to ask for what you want



The image shows a YouTube video player interface. The video title is "How to Ask for What You Want" and it is from the "Harvard Business Review" channel. The video is hosted by Erica Truxler, HBR Editor. The video has a duration of 1:07 and was published on October 23, 2015. The player shows a progress bar at 0:03. The video content area is mostly black with the title and channel name visible. To the right of the video player, there is a description: "4 tips for getting your colleagues' attention. For more, read 'How to Get Your Colleagues' Attention.'" and the date "OCTOBER 23, 2015 | 1:07". Below the description are icons for a playlist, share, and expand/collapse options.

How to Ask for What You Want

WITH ERICA TRUXLER, HBR EDITOR

Harvard Business Review

0:03 / 1:07

How to Ask for What You Want

4 tips for getting your colleagues' attention. For more, read "How to Get Your Colleagues' Attention."

OCTOBER 23, 2015 | 1:07

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<https://hbr.org/video/4575422880001/how-to-ask-for-what-you-want>

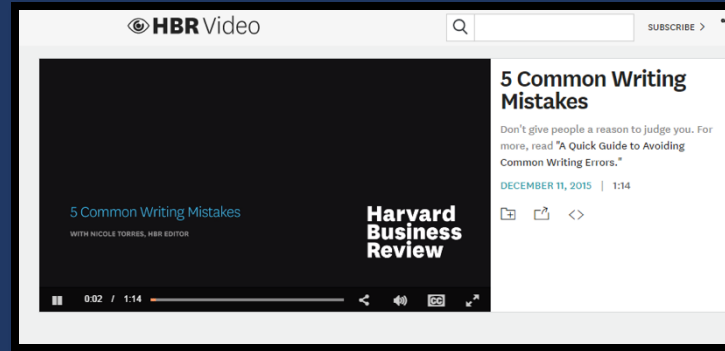
Getting the C-level to listen

What makes a good “elevator” pitch

Keep it short	After 60 seconds your audience should know what you want – don't prolong it – get to the point
Have a “grabber”	Have an opening line that gets the attention and piques interest
Show your passion	Show your dedication and enthusiasm
Make a request	At the end - ask for something – business card, shadow opportunity , schedule a meeting, ask for a referral etc
Practice	Rehearse, memorize and refresh it when needed so that when opportunity arises you do it well – when you see your boss, CNO, Dean etc you are ready

Basic tips for successful meetings and communicating

1. Check for alignment
2. Agree to next steps
3. Reflect on accomplishments – recap
4. Check for acknowledgments



<https://hbr.org/video/4657206178001/5-common-writing-mistakes>

Perspective

Simon Sinek · November 8, 2013



In Chapter 14 of 23 in his 2013 Capture Your Flag interview, author and public speaker Simon Sinek answers "What Does It Mean to Perform Under Pressure in the Work That You Do?" Sinek notes how performing under pressure is the same for him as it is for anyone else - meeting deadlines, hitting financial goals, etc. Olympic athletes teach him how it is possible to interpret stimuli that pressure brings as excitement and not nervousness. This positive interpretation of pressure helps Sinek embrace the moment as a public speaker and be at his best on stage. Simon Sinek teaches leaders and organizations how to inspire people. Sinek is the author of two books, "Leaders Eat Last: Why Some Teams Come Together and Others Don't" and "Start With Why: How Great Leaders Inspire Everyone to Take Action". He is a public speaker, an adjunct professor at Columbia University and a Brandeis University graduate.



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Your Professional Advancement Journey: Creating “You”



Our definition

Presence

the ability to connect authentically
with the hearts and minds of others
in order to motivate and inspire
them towards a desired outcome

Executive presence



Express yourself in ways that show presence

Physical

Breathing	Use to support your voice
Eye contact	Adapt to show connection/respect (as culturally appropriate)
Posture	Stay upright and relaxed, with head centered/shoulders back
Stance	Keep centered, with grounded feet
Gesture	Use to emphasize, illustrate, direct attention, signal audience
Movement	Move with purpose, then stillness, to show control/flexibility

Vocal

Quality	Use a resonant, warm tone
Pitch	Mix highs and lows; lower your pitch at the ends of sentences
Pace	Vary pace in a way that is appropriate for the audience
Pauses	Pause to mark breaks, add emphasis, provide silence

Professional Branding



Google



CV Building



On-line
Presence



Strategic
Membership

Background

- Self – reflection
- Search yourself
- Imitate others 😊



CV Design & Building

- CV vs resume
 - Academic vs private sector
 - Professional services
- Professional portfolio
 - Electronic vs hard copy
- Academic preparation vs job training
- Credentials
- Professional speaking engagements



On-line Presence



Strategic Membership

- Time allocation
- Leadership vs membership
- Purpose
- Internal / External



Life Hacks

1. It's a small world , never talk bad about someone, or at least never say a last name ☺
2. Find and utilize a mentor – key to forward progression, innovation and pushing along an idea
3. Don't go in the first day and institute wholesale changes – change is incremental , change is scary , young bright nurses and have 100 ideas don't do them all at once
4. Collaborate with anyone and everyone
5. Deals get done not just in a board room
6. People view themselves as professionals - Treat them that way
7. Always say good morning and goodnight.
8. Act like a nurse with whom you would want to work with – consummate professional , helpful, caring, timely, communicative, innovative , thoughtful & deliberate
9. Sometimes work like life is trial by fire
10. Listen, listen, listen – to advice, to complaints, to suggestions , to helpful hints, sometimes you may have an answer or a way to fix but sometimes people just want to talk or vent
11. Things get easier with time
12. Be patient you will make some mistakes



Your comfort
zone

