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**New Careers in Nursing**

***LEADERSHIP DEVELOPMENT: Assessing Impact***

***Wednesday February 6, 2013 2:00 pm EST***



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# Webinar Troubleshooting



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- The call-in number is 1-800-273-7043
- The attendee access code is 811509
- Your Attendee ID can be found at the “INFO” tab
- The Event password : leadership
- If you are still having trouble with the phone or online aspects of this webinar, please contact Christine Downing in the text box, or
- Email: [cdowning @ aacn.nche.edu](mailto:cdowning@aacn.nche.edu), OR
- Call (202)463-6930 ext. 266
- Trouble with WebEx System-- 1-866-229-3239





## Quick Reminders

### Reduce background noise

- **Silence your cell phone**
- **Close your office door**
- **To mute your line \*6**

### Participation

- **Q/A and Chat on the right**
- **Ask a question at anytime**

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**Change in an organization calls for its leaders to recognize and balance both culture and climate.**

Culture vs Climate, The Kennedy Group, Ltd.





- ☞ **Culture is “how we do things.”**
- ☞ **Culture is more difficult to measure because it is traditionally not written down.**
- ☞ **Culture can be divided into five components: values, beliefs, myths, traditions and norms.**

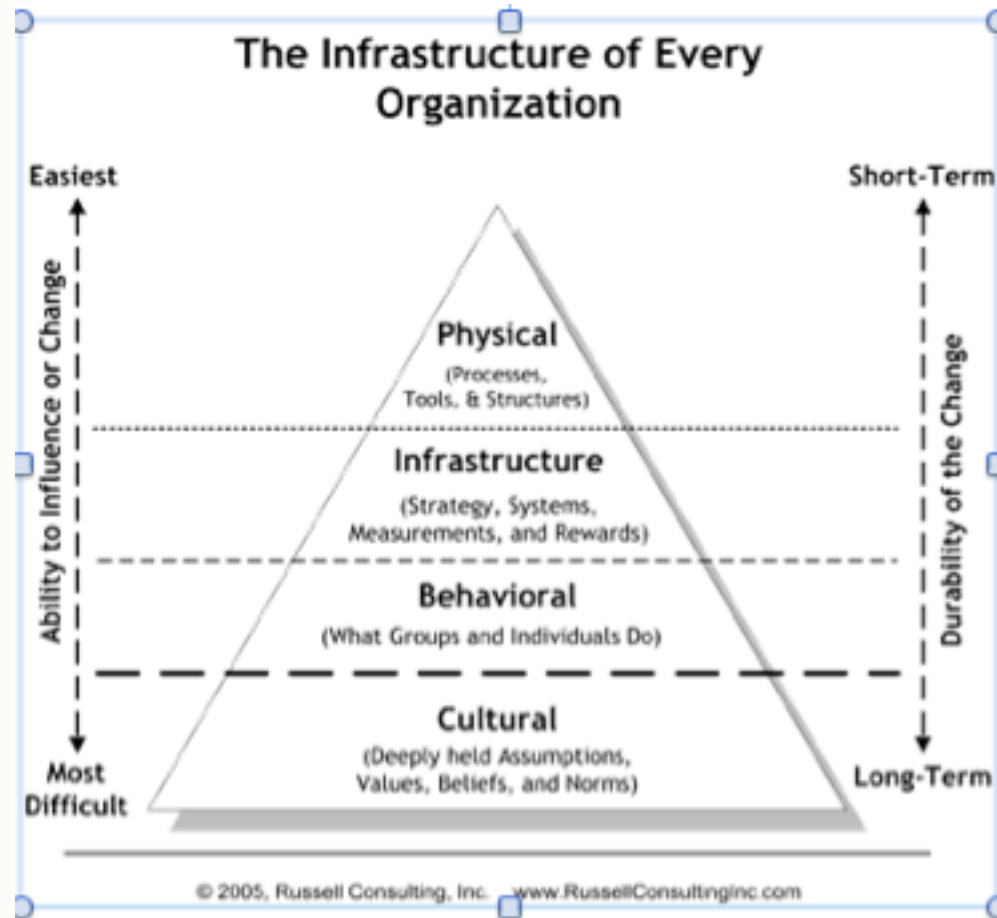


- ☛ **Climate is “how it feels to work here.”**
- ☛ **Climate can be measured with relative precision.**
- ☛ **Climate is determined by leadership, organizational structure, historical forces, standards of accountability, standards of behavior, communication, rewards, trust, commitment, vision and strategies, organizational connectedness, and external environment.**

# Organizational Infrastructure and Change



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**Leadership practices are the best way to affect the climate and thus, change the culture.**

- ☛ **Leaders can mandate acceptable behaviors, not values.**
- ☛ **Leaders can address lack of competencies.**
- ☛ **Leaders can address unacceptable behaviors.**
- ☛ **Leaders can use language to reinforce intent, reinforce behaviors and emphasize values.**





# QUESTIONS/ IDEAS AND SUGGESTIONS



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**Please submit questions in your chat window.**

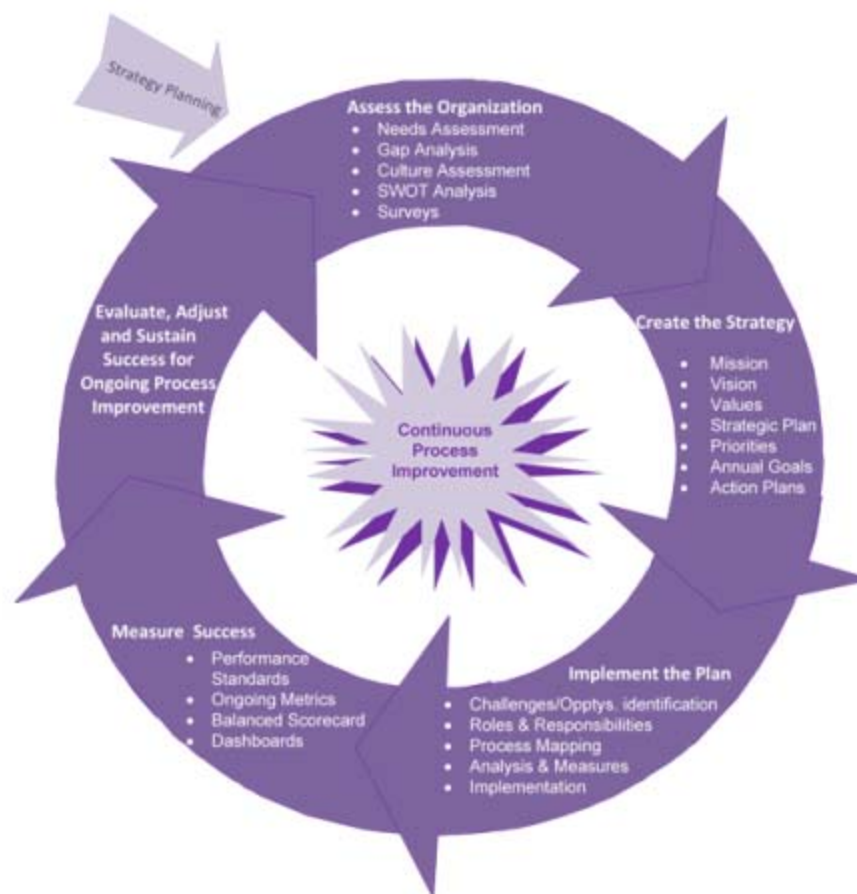
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# Leading Change



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# Conscious Change Efforts



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- **Assess the Organization**
- **Document the Culture and Assess the Climate**
- **Create the Strategy**
- **Implement the Plan**
- **Measure Your Success**
- **Evaluate, Adjust and Sustain Success**
- **Maintain a Culture of Continuous Improvement**



- ☛ **Changing the basic assumptions and beliefs of the underlying cultural is very difficult.**
- ☛ **Influence specific aspects of a culture that you want to change.**
- ☛ **Target only those components that are most critical for implementing and sustaining the changes that concern you.**

Galpin, T. *Connecting Culture to Organizational Change* (Human Resources Magazine, March 1996, pp. 84-90)



**Target one or more of the following components  
will help bring about change:**

**Rules and policies ♦ Goals and measurements**

**Customs and norms ♦ Training**

**Ceremonies and events ♦ Management behaviors**

**Rewards and recognition ♦ Communications**

**Physical environment ♦ Organizational structure**



**Dr. Michael Relf—Duke University**

***What was different, if anything, regarding your approach in developing your Leadership Plan for 2012-2013?***



**Is the NCIN Leadership Development Tool Kit having an impact on your school's climate and/or culture?**

# The Purpose of the Impact Assessment



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## The purpose of the Impact Assessment is to:

- ☛ **gain an understanding of the activities and/or changes you implemented**
- ☛ **understand the impact of the changes on the school, the students, the faculty, and if applicable, the supporting systems, processes and technology**
- ☛ **identify the areas which require more focus and effort to further influence the school's climate and culture**







**The format is essentially a gap analysis:**

- ☛ **Current State:** What were the results of your organizational assessment – where did your school stand?
- ☛ **Future State:** Where did you want your school to be with respect to the leadership development activities?
- ☛ **Gap:** What activities did you plan to implement? What activities did you actually implement? What were the barriers to implementation if you did not implement them?



## The Impact – What Changed?



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**Based on the activities you actually did to bridge the gap, what happened? Consider:**

- ☛ **Did behaviors change – did faculty, staff or students do anything different?**
- ☛ **Did language change – did faculty, staff or students change how they talked about things?**
- ☛ **Did the way things were done change?**
- ☛ **Did the atmosphere in the school or program change?**
- ☛ **Did the number of people involved change?**
- ☛ **Did jobs change?**



# Tell Us What Happened



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<b>Current State</b>	<b>Future State</b>	<b>What activities were actually implemented?</b>	<b>What happened as a result of those activities?</b>

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# QUESTIONS/ IDEAS AND SUGGESTIONS



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**Please submit questions in your chat window.**

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## Leadership Development Questions:

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***Topic: Retention of Diverse Students:  
“Creating Inclusive Learning Environments”***

Discussion of best approaches to create inclusive environments. Highlighted will be methods, including the sorts of approaches institutions do with the best of intentions that don't work, as well as methods that research has shown, do work.

**Speaker: Paul Gorski, PhD**  
***New Century College, George Mason University***

**Date and Time: March 20, 2013**  
**2:00 PM EST**

**Registration Link: <https://rwjf.webex.com/rwjf/onstage/g.php?t=a&d=574241014>**

# NCIN Webinar Schedule



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Topic	Facilitator	Date and Time
<i>Leadership Development Plan Workshop</i>	Becky Choi, JD, <i>groupforward</i> Kathy Hutchinson, PhD, <i>Boston College</i> Michael Relf, PhD, <i>Duke University</i> Ann Marie Mauro, PhD, <i>New York University</i>	<b>February 6, 2013</b> 2 P.M. EST
<i>Retention of Diverse Students: "Creating Inclusive Learning Environments"</i>	Paul Gorski, PhD <i>New Century College, George Mason University</i>	<b>March 20, 2013</b> 2 P.M. EST
<i>Update on Mentoring: "Raising the Bar on Your NCIN Mentoring Program"</i>	Lois Zachary, PhD Leadership Development Services	<b>April 17, 2013</b> 2 P.M. EST
<i>Review of PIP On-Line— Outcomes and Recommendations</i>	Becky Choi, JD, <i>groupforward</i> <b>(rescheduled from 2.20.2013)</b>	<b>April 24, 2013</b> 2 P.M. EST

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