

# Emerging DNPs: Leading Others to Change Healthcare within a Framework of Authentic Leadership

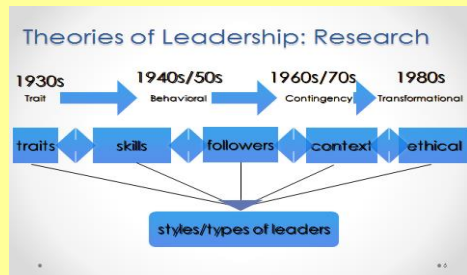
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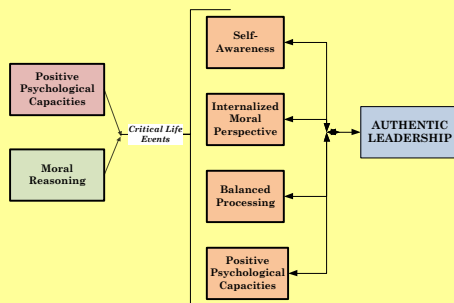
## Introduction

There is no one best style of leadership. Effective leaders possess and use more than one style of leadership. Effective leaders alter their task and relationship orientation to fit the situation.

There are many types of leadership theories, including contemporary theories like charismatic, transformational and authentic leadership.



## Authentic Leadership



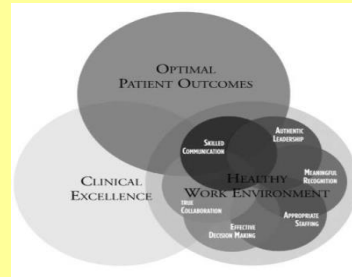
Source: Northouse, P.G. (2013). Leadership. Theory and practice, 6<sup>th</sup> ed. Thousand Oaks, CA: Sage. Chapter 11, Authentic Leadership, p. 263

## Objectives

- Identify components and factors of authentic leadership.
- Articulate leadership skills needed as a young-in-age leader.
- Analyze characteristics of a multigenerational team.

## Leadership Styles

- Leader Member Exchange
- Transformational
- Transactional
- Team Leadership
- Trait Approach
- Skills Approach
- Style Approach
- Situational Approach
- Contingency Theory
- Path-Goal Theory



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## Developing Your Leadership Style

The role of leaders is so pivotal that authentic leadership, not just any leadership, has been identified as “the glue that holds together a healthy work environment” (Shirley, 2006)

Points to consider:

- Role Transition: “What does it mean to be a leader in this new role?”
- New Strategies and Tactics: “How can I get things done in a different business context?”
- Judgment and Integrity: “How do I stay true to myself?”

## Generations At Work

**Baby Boomers (born 1946-1964)**

- 52 to 70 years old in 2016
- Gen Xers (born 1965-1980)**
- 36 to 51 years old in 2016
- Millennials (born 1981- 2000)**
- 16 to 35 years old in 2016



## Leading Across Generations

Generations hold similar values.

- Family tops the list of values for all generations

Everyone wants respect.

- All generations desire respect, but define it differently

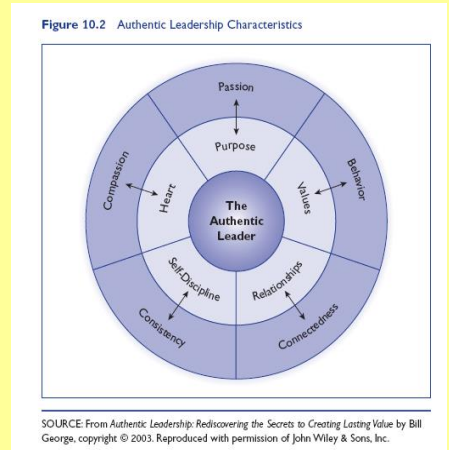
Leaders must be trustworthy.

- All generations are more trusting of the people they work closely with than the organization and upper management that they work for.

## Tips For Leaders

- Recognize differences
- Adjust communications
- Accommodate different learning styles
- Customize incentives and recognition
- Focus on results, not process
- Personalize performance
- Encourage mentoring
- Consider personal needs

## Authentic Leadership



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