

April 18, 2022

Webinar

Journal of Nursing & Care
ISSN: 2167-1168

The Effect of Quantum Leadership and Mentoring Approaches on the Personal and Professional Development of Clinical Executive Nurses in the VUCA world during COVID 19: A Qualitative and Quantitative Study

Fusun Terzioglu
Kocaeli Health and Technology University, Turkey

Today's nurse leaders face many anticipated and unforeseen challenges and changes that force them to work in agility and flexible ways. Classical leadership models based on a single organizational model linked to a hierarchical organizational structure will become unsustainable. In the process of COVID- 19, nurse leaders and managers are faced with a number of complex problems that do not have a full solution, threaten their careers and the future of their institutions, and inevitably harm the parties. When assessing conflicting ambiguous information, the leader's priority should be to implement the solution that least harms the majority. This new management system, which requires decision-making in a chaos environment, reshapes leadership styles. Nowadays, the most challenging issue for leaders and managers is to accept this new order and to develop classical leadership techniques in line with VUCA variability. The concept of VUCA (Volatility), uncertainty, complexity and ambiguity, which emerged in the 2000s, clearly defines these processes we are living in these days. is to respond constructively to negative complexity and increase positive complexity within the organization. Because the basic principles governing both are the same. In the world of VUCA we are faced with positive and negative variables outside of our sphere of influence. The real question is, how to get out of the current crisis environment with minimum damage. What needs to be done, how can we turn a crisis into an opportunity?The answer to this question has brought us Quantum Leadership approaches.

The NHS Leadership Academy stresses that the nursing profession must be a leader of change and that nursing must continually reassess the consequences of planned and unplanned health care changes above outcomes for nurses and patients. Continuous evaluation of the contribution of nursing to health care and research on it should form an important part of human resources development processes in health. In this planning process, how we adapt to change and how we lead is an important issue. Because people need good leaders when they are faced with a crisis or risk in the context of the most important human right and constitutional right, the "right to life". Therefore, in this process, how we protect ourselves and our environment, how we lead and how we stay healthy are our top priorities. When it comes to protecting and strengthening health, the first thing that comes to mind is undoubtedly health professionals, health managers and leaders who have adopted this issue as a professional principle. Health professionals have important responsibilities in this crisis management in terms of planning, speed, harmony and building trust.

In this context, quantum leadership training (content of this training,

problem solving, was applied) for five weeks for nurses working as clinical managers. Afterwards, mentoring interviews with these clinical managers about the changes they made in their clinics and personal areas were used with the method of one-on-one interviews. Two days a week. Within the scope of leadership 10 training modules, a 4-hour training process for each module was given using interactive learning methods.

Training modules were implemented in the following topics.

What Kind of Manager Am I? What Kind of Manager Do I Want To Be?

Can You Become a Leader? Is a Leader Born? What are the differences between leadership and management?

VUCA2-Managing Chaos in a World of UNCERTAINTY: Quantum Leadership Active Listening, Communication and Self-Management, Self-Discovery Powerful Questions, Communication, Giving Feedback, Allowing Difference Decision Making, Problem Solving, Facilitating Learning Crisis and Conflict Management, Link Building Identifying and Managing Change and Innovation Areas Strategies to Increase Motivation and Performance Management of Power and Influence; Ensuring the Continuity of Synergy 1-2 clinical managers were interviewed each week. Interviewed clinical manager nurses; Operating room, intensive care unit (2 unit), psychiatry clinic, urology clinic, infection clinic, infant clinic (3 unit- 6b, 6c), oncology (2 unit- 8a, 9b), hematology (2 unit-9a, 9c), adolescent clinic, palliative care, cardiovascular intensive Mentoring and counseling were provided by using in-depth interviews with a total of 20 clinical nurses responsible for care, apheresis unit, burn unit, anesthesia unit, mother-infant adaptation clinic. At the end of the mentoring feedback, it was evaluated what kind of difference the manager nurses made in their clinics and in their personal characteristics.

Keywords: nurse managers, clinic nurse Manager, quantum leadership, vuca World, covid 19, Nursing leadership, mentorship

Biography

Fusun is Vice Chancellor of Kocaeli Health and Technology University. She is also the Professor and Director of Graduate Education Institute. She has done her Post Doc Research in School of Nursing, University of Michigan.

fusunterzioglu@gmail.com

Received: April 19, 2022 | Accepted: April 22, 2022 | Published: May 15, 2022