Leadership in a Highly Connected World

The following is from: Leadership & Networks: New Ways of Developing Leadership in a Highly Connected World available at: http://ow.ly/cH4130216e2. The primary authors are Deborah Meehan and Claire Reinelt from the Leadership Learning Community.

Why Do Network Strategies Deserve Attention?–
“Some leaders ask whether networks are just the current fad or whether they should instead become a core strategy of leadership working in the nonprofit sector. Network strategies are critical but are not the solution to every problem. Ron Heifetz, in his book Leadership Without Easy Answers, distinguishes between technical challenges and adaptive ones: technical challenges are those we know how to solve; adaptive challenges require changing people, and the systems they have created, because of an environmental change, new technology, or other complex development. Adaptive challenges require a networked approach to leadership so that people can cooperate across traditional boundaries that exist within organizations and across issues, sectors, and social conditions.”

Why Do We Need a New Leadership Mindset?–
“The stories of what is possible with network approaches are full of examples of leadership that is shared and ubiquitous, involving multiple people coming together to accomplish more. Yet for many people the word leader conjures up individual heroic figures who have made their mark on history. Our fondness for heroes often prevents us from seeing and understanding collective leadership. We are inclined to see leadership as the behavior of individuals exerting influence over others, often by virtue of their position or charisma.”

The limits of a heroic leadership mindset in organizations–
“Mainstream ideas about leadership are closely tied to assumptions about the power of lone individuals and organizations to solve problems. As a result, nonprofit leaders are trained to be organizational leaders who direct, lead, and manage organizations, and who assume a role at the top of the organization chart, invest decision-making in a senior team, and expect others to follow directions. Although traditional organizational leadership models may be effective in solving and managing technical problems, they are a liability when it comes to tackling complex, systemic, and adaptive problems.”

“Opinion, whether well or ill founded, is the governing principle of human affairs.” - Alexander Hamilton, June 18, 1778
“Here are some leadership attitudes and actions that stand in the way of adopting a new leadership mindset:

- An unwillingness to share learning or models for fear of losing competitive advantages or losing control of your brand
- A fear of cooperating with critical allies doing similar mission work in a competitive environment
- Hierarchical planning processes that limit input and new ideas by failing to engage stakeholders beyond the voices of an inner circle
- Organizational processes that demand excessive amounts of leadership time to manage, thereby diverting resources that could be used to catalyze networks and build movements for health equity, community sustainability, and social justice
- Processes scheduled without allowing time for serendipity or the opportunity to reflect and learn with others who are concerned about the same issue in other sectors, fields, and communities
- Too much focus on immediate outcomes
- Insufficient attention to the multiple factors and relationships within a political, economic, and social environment that produce complex problems such as disparities in wealth and opportunity”

What Are the Core Principles of Leading with a Network Mindset?—“To support leadership that achieves large-scale change, we need to cultivate leadership according to the following principles.”

Connecting and weaving—“Relationships are the foundation of networks. Network weaving is a leadership strategy to intentionally introduce and link people together to strengthen their bonds and build bridges among groups that are not already connected, thereby expanding the network’s reach, influence, and innovation. These connections also help people self-organize and experiment around common interests, forming many collaborative projects and initiatives. June Holley’s Network Weaver Handbook at http://ow.ly/bwU9302d7P2 includes hundreds of worksheets and ideas for cultivating networks that create breakthrough change. June has developed a self-assessment tool that enables network weavers to identify their strengths and weaknesses. She has also founded a vibrant Facebook group for network weavers to ask questions, learn together, and provide mutual support.”

“Do-acracy”—and self-organizing: “Engaging large numbers of people in a network depends on the extent to which people feel authorized to take action on their ideas. Someone’s willingness to step up and do a particular task is a rationale for having that person be the one to do the task. Creating platforms that enable individuals and groups to self-organize is essential for organizing across networks. Strong networks have a shared sense of purpose and create many avenues for organizing offline and online, and collaborating with partners.”

Learning and risk taking: “Leadership that embraces risk taking and openness and that commits to continuous learning is better able to adapt in an era of continual change and increasingly complex problems. Rapid-cycle prototyping solutions and the capacity to quickly learn what works and what does not are essential for getting results. Current funding models favor known outcomes and deliverables. This under-
standable ‘due diligence’ practice discourages bold experimentation and learning from failure—both of which are needed for innovative and transformative change—in favor of short-term successes.”

What Leadership Development Strategies Support a Network Mindset and Skills?—“As we embrace leadership as a process enacted by multiple people engaged in change, we need to clarify and develop associated strategies and tools. It is important to start with some hard questions about the cost of selecting and developing only a few individuals. Are we inadvertently reinforcing the individualism that has infused our leadership thinking? If leadership emerges through the process of taking action, the skills needed for success reside not in one person (one leader) but rather in the capacity of groups of people (many leaders) coordinating their actions, learning, and collaborating for greater influence and impact. While it may be possible to help individuals learn collective behaviors and practice collaborative skills in a cohort environment, our traditional approaches have not led to the impacts we seek. Innovations in leadership development that focus on supporting the leadership of many who are engaged in joint work merit our attention.”

“Many interesting development strategies, often not recognized as leadership development by conventional criteria, are designed to develop leadership in the context of joint work. Elements for developing collective leadership capacity could be practices incorporated into an organization, network, or community that is organizing work, or they can be (and have been) integrated into leadership development delivery strategies and programs. Some key strategies for developing and supporting network leadership development:

- Support convening and processes that build relationships across boundaries
- Cultivate and practice with a network mindset and network tools
- Facilitate action learning
- Invest in communities of learning and practice
- Introduce resources, skills, and tools for leading in complex systems

Reool your leadership program to ‘walk the talk’ ”

Conclusion—“The Arab Spring captured the imagination of people passionate about the power of democratic participation to transform authoritarian political systems. The ability of young people to use social media to connect with one another around a shared passion for change shook the foundations of the status quo. Through a partnership between the leadership development and network development fields, this report has addressed why **people doing leadership work should pay attention to networks.** The report is meant to be a conversation starter, to generate good questions, and to increase excitement about the potential of network strategies to bring about collective impact.”

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**Wisconsin People & Ideas**

*Wisconsin People & Ideas* is the signature magazine, published quarterly, of the Wisconsin Academy of Sciences, Arts & Letters. Charted by the State Legislature in 1870, the Academy is one of the state’s oldest non-profits. Through interdisciplinary programs and publications, the Academy works “to enhance our quality of life so that Wisconsin is economically, culturally, and environmentally resilient.” The following is from [https://wisconsinacademy.org](https://wisconsinacademy.org):

See a brighter Wisconsin—“Through programs and publications that explore, explain, and sustain Wisconsin thought and culture, the Academy is working to create a brighter Wisconsin.”
Sharing discovery—“Wisconsin is brighter when knowledge is shared and science informs decisions that affect our people, lands, and waters.”

Celebrating creativity—“Wisconsin is brighter when it is brimming with the arts and a lively creative culture.”

Fostering civil dialogue—“Wisconsin is brighter when we come together in discussion about—and exploration of—the best ideas of today.”

A brighter Wisconsin starts with you—“Join us at the intersection of the sciences, arts, and letters and get involved in the Wisconsin Academy. Together we can make Wisconsin brighter.”

Rural Broadband Not Yet Very Broad

By Jeremy Levin, RWHC Director of Advocacy

Recently Governor Walker was in Viroqua to announce the launch of Wisconsin’s Broadband Forward! Community Certification Program. This is the result of 2015 Wisconsin Act 278 that creates a “Broadband Forward” certification for municipalities that is intended to limit fees and streamline the application process for service providers. To be eligible, municipalities must enact an ordinance that designates a single contact for applicants to work with and provide a timeline for consideration of applications, specific criteria for approval or denial of applications, and enables electronic filing.

This positive step builds on the Broadband Expansion Grant Program that was created in the 2011-13 biennial budget. That program provides $1.5 million annually for broadband expansion grants, with a total of $6 million allocated from the Universal Service Fund cash reserves to fund grants over a four year period. Additional support, that RWHC supported as part of the Rural Initiative, was Assembly Bill 798. The bill was introduced by Reps. Romaine Quinn (R-Rice Lake) and Ed Brooks (R-Reedsburg), and would have increased the annual funding for Wisconsin’s Broadband Expansion Grant Program from $1.5 million to $10 million. It will hopefully soon be reintroduced.

In addition, the Connect America Fund (CAF) II, a Federal Communications Commission program (FCC), is working to improve rural broadband in Wisconsin by offering telecommunications providers $570 million in federal subsidies to expand and upgrade Wisconsin Internet access between now and 2020. “Wisconsin is second only to California in the dollar amount allocated to states from the CAF II program, according to the FCC.”

For rural communities these funds will help them connect and provide high speed access to their constituents and their businesses, helping them be more competitive and more attractive to other business regions and to enticing their future generations to stay in their rural communities. For more than twenty years the United States’ digital divide has meant that broadband penetration rate in urban and suburban areas is more than double that of rural areas. Worse, the FCC views a ZIP code as “covered” by broadband if it contains at least one broadband subscriber. That means if broadband is available for only a small percentage of households in the ZIP code, it still counts.

Things will hopefully be moving in the right direction with access to new funds. A Legislative Council study committee will begin studying whether the state’s broadband expansion program is having the hoped for impact for rural communities. Sen. Howard Marklein (R-Spring Green) will chair the study committee. Part of the committee’s work will likely be to determine how applications are evaluated and how funding might be awarded moving forward to best serve rural areas. One thing is certain, we need to move Broadband Forward! for rural Wisconsin.

“Dial-up access to internet works about as well as your air conditioner during a brownout.”
**WCHQ Improvement Toolkits Now On-Line**

“The Wisconsin Collaborative for Healthcare Quality (WCHQ) has partnered with the Health Innovation Program (HIP) at the University of Wisconsin-Madison to make three improvement toolkits—focused on diabetes, hypertension, and colorectal cancer screening—publicly available through the HIPxChange website, dedicated to translating knowledge into clinical practice to improve healthcare delivery and health outcomes.”

**What do the toolkits contain?**—“Prepared by WCHQ’s quality improvement steering teams—composed of clinical, quality, and operational leaders from Wisconsin healthcare provider organizations, as well as subject-matter experts from other key stakeholders—each toolkit contains:

- Improvement strategies that offer the combined advantages of being evidence based and effective, without requiring provider organizations to purchase expensive new technology or hire more staff
- Resources—e.g., guidelines, protocols, workflows, EHR screenshots, videos, web links—to support implementing these strategies

**Who should use the toolkits?**—“The WCHQ toolkits are designed for administrators, clinicians, and staff within healthcare provider organizations who are seeking improvement strategies and tools for diabetes, hypertension, or colorectal cancer screening.”

**How to Access the Toolkits?**—“The WCHQ toolkits are publicly available on the HIPxChange website:

- **Diabetes toolkit:**
  [www.hipxchange.org/DiabetesCare](http://www.hipxchange.org/DiabetesCare)

- **Hypertension toolkit:**
  [www.hipxchange.org/HypertensionCare](http://www.hipxchange.org/HypertensionCare)

- **Colorectal Cancer Screening toolkit:**
  [www.hipxchange.org/CRCScreening](http://www.hipxchange.org/CRCScreening)

When downloading a toolkit, you will be prompted to register (at no cost) within HIPxChange. This allows WCHQ and HIP to gather information about how the toolkits are being used. **Questions?** Please contact Judy Nowicki, WCHQ, at 608-828-8544 or jnowicki@wchq.org.

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**Nursing Staff - Family Collaboration**

From “How to Get the Best Care From the Hospital Nursing Staff” by Laura Landro in The Wall Street Journal, 7/4/16:

“A family’s rapport with the nursing staff can improve the care a patient receives; here are tips for cultivating the relationship that go beyond baking brownies.”

“When Kathleen Turner got off a plane to visit her father in a Florida hospital, her first stop was an airport shop to buy candy for the nursing staff. In her own job, as a night-shift bedside nurse in the intensive-care unit at the University of California, San Francisco (UCSF) Medical Center, she knew the gesture might be appreciated.”

“But with her role reversal from nurse to visiting family member, Ms. Turner had a taste of what others go through when trying to navigate the relationship. ‘Even being savvy about how a hospital works, I felt pressure about not wanting to be a pest, and trying to figure out: How do I get my family member the kind of care I provide to my own patients?’ she says.”

“With more families closely involved in medical care and free to visit 24/7 at many hospitals, the most important relationship—and sometimes the most intimidating one—is with the nursing staff.”

“Nurses, meanwhile, face pressures to communicate better with families, who often can seem pushy and demanding. In recent years, Medicare payments to hospitals have been tied in part to patient-satisfaction surveys that ask about how well nurses communicated, listened and showed courtesy and respect; ratings are posted on a public website, Hospital Compare at [http://ow.ly/Y6gT302aEbX](http://ow.ly/Y6gT302aEbX).”
“‘When things don’t go well between nurses and families, it’s often a breakdown in communication,’”
Ms. Turner says. Her advice to family members: ‘Even more important than candy is to ask questions
when you don’t understand something, and ask how you can help with your loved one’s care.’”

“Hospitals also are turning to patient and family-advisory councils. Last year, Jayne McCullough, an
ICU nurse and co-coordinator of a UCSF patient-and family-advisory council, helped lead a public panel
discussion, ‘Communicating with Your Doctors and Nurses to Ensure the Best Care: Lessons From Those
Who Have Been There.’ At the session, a former patient and another patient’s family member shared tips
from their experiences.”

“Nurses benefit when families are active participants in care, Ms. McCullough says. Family members should
never feel too intimidated to question a nurse’s actions if they suspect an error or safety risk. She cites a case
where a father noticed a nurse preparing what looked like a too-large dose of
an anti-seizure medication for his child and asked the nurse to check it. It was well over the correct dosage. ‘You
have to speak up if you think something is wrong,’ Ms. McCullough says. ‘I would take being embarrassed or corrected any day
over actually harming someone.’”

“Sometimes families go too far in challenging medical expertise. ‘When families get stressed they sometimes go outside their role. They want to determine care or start trying to dictate things,’ says Karen M. Anderson, a clinical nurse specialist in patient-and family-centered care at the Hospital of the University of Pennsylvania, in Philadelphia. They may ask a nurse to increase a patient’s pain medication above the prescribed dose, for example. ‘You have to trust the doctor had reasons, or the nurse knows when to increase the dose,’ she says.”

“Nurses welcome guidance on patients’ goals and preferences, which can help make the job of care easier. ‘A nurse is an expert in vital signs and seeing nuances and subtle changes in the patient’s condition,’’
Ms. Anderson says. ‘But you are the expert in your mom.’ Your mom needs you to say to the nurse, ‘You’re asking her to take that pill, but I can tell you she does a lot better if you put it in her yogurt,’ Ms. Anderson says.”

“Anita McGinn-Natali, an artist in Media, Pa., joined an advisory council in 2012 at the Hospital of the University of Pennsylvania, where her husband, Clark, has undergone 15 surgeries related to an oral cancer diagnosed in 2007. Nurses taught her how to care for her husband at home between procedures; he was often assigned to the same nurses, who got to know him and his preferences and needs.”

“The familiarity made it easier for her to build relationships. One time, she came in late and found her husband’s room was a mess. He needed a clean gown, and he felt ignored.”

“She didn’t know the nurses on duty, and figured there might have been a problem with cleaning crews or an extra- hectic day. Rather than confront the nurses, she quietly went to the nurse manager and expressed her concerns, which were quickly resolved. ‘I don’t ever want to be the screaming, nagging patient’s loved one who wants something done right now,’ Ms. McGinn-Natali says. ‘But you can approach someone in a non-combative way to discuss the issue without pointing the finger or making a scapegoat out of anyone.’ She says her talk with the nurse manager helped the staff recognize ‘from the family view that this looks like a dirty room and a patient who hasn’t been tended.’”

“At the Hospital of the University of Pennsylvania, gifts like flowers or candy are seen as ‘appreciation for the care received, not as bribes in the hopes of getting special treatment,’ Ms. McGinn-Natali says. She writes letters to managers to praise the care her husband received from nurses. Nurses, in turn, have thanked her for the letters, which go in their personnel files.”

“Diane Schweitzer, who works on nursing programs as a consultant to the Gordon and Betty Moore Foundation, says she has an inside perspective ‘on how
hard front-line nurses work.’ When her 88-year-old mother was hospitalized last year for a knee replacement, Ms. Schweitzer says, the pain medications made her a little confused and she could be persnickety, for example if she rang the call bell for coffee and thought the nurse didn’t respond quickly.”

“Ms. Schweitzer and her sister took turns visiting every day, and started bringing brownies, cookies or fresh fruit for the staff. In addition to thanking the nurses, she says, ‘there was a little bit of bribery in there.’ While the sisters acted as their mother’s advocate, they also helped her understand the pressures nurses face. ‘If the choice is between someone who needs coffee and someone having a medication reaction, the priorities are clear,’ Ms. Schweitzer says. ‘It’s not a hotel.’”

Leadership Insights: “Bored On Board?”

The Leadership Insights series is by Jo Anne Preston, RWHC Workforce & Organizational Development Senior Manager. Back issues at www.RWHC.com.

‘Wine, cuz bored,’ tweeted a Glasgow, Scotland City Council member during a meeting. It was intended for the member’s personal account but instead went out on the City Council Twitter feed. Oops. Why start the discussion about encouraging board involvement with this recent headline? Partly as a caution about the dangers of multi-tasking, but mostly because one of the reasons many people don’t pursue board membership is because it sounds boring.”

“When I’m bored I recall this statement from a parent to their teenager years ago: ‘If you are bored, then you must be boring.’ Claiming boredom is giving something or someone outside of us control over our state of mind. Take responsibility for making things interesting:

- Make suggestions: ‘This discussion seems to be stalled. Let’s use a brainstorming technique to re-energize around our purpose.’ Everyone has creativity, and when it is encouraged, the energy level goes up.

- Own up: ‘I find I am having a hard time staying on track with this discussion. What am I missing about the importance of this?’ You might not be alone, and owning up can help everyone refocus.”

“Others avoid serving on boards due to fear. Senator Bernie Sanders—love him, loathe him or otherwise—pleads with his audiences to get involved, run for office, and get on boards and committees in your communities. There has been so much focus on the ‘big’ election (you know the one) people forget that where the work really happens is on the local level. It is a myth that any one person moves the dial. Senator Sanders honestly admits that when he first ran for Mayor of Burlington, VT, he did not know what the job entailed. The ‘big unknown’ could stop any of us from serving, but who are you NOT to be at the table for decisions that affect your community and state?”

Learn to live with these two truths—“When you pursue new leadership service opportunities:

1. There will almost always be a steep learning curve.

2. Mistakes will be made. That’s life and that’s how we learn, so don’t miss the opportunity!”

“The information we need to tackle board roles is more accessible than it has ever been. In 14 minutes, you can get a good overview from BoardSource about serving on a non-profit board at: http://ow.ly/TVsx3028Ls3.”

It’s not about what you get, it’s about what you uniquely have to give. “One example is the impact and deep insight nurses could bring to hospital boards. As part of its grant award from the Robert Wood Johnson Foundation, the Wisconsin Center for Nursing promotes nurses on boards by providing trainings for board service and governance. Wisconsin is the only state that monitors the numbers of nurses on boards through its mandated RN surveys, in 2014 reporting 966 Wisconsin nurses actively serving on one or more boards, and 307 serving as elected
public officials. Where does your expertise and interest call you to serve?”

But you will get something from it—“especially if you go outside your comfort zone, and you will get more than a boost to your resume. Some key benefits to serving on boards:

- Broader perspective by working with diverse group.
- Satisfaction in making a difference to solve the problems in your community.
- Mentors and connections for your future.
- Practice and growth in governance, diplomacy, negotiation, conflict resolution, relationship building, meeting management, and more.”

“Let’s not forget the blanket barrier: time. All the tricks in time management don’t matter as much as how we manage our energy. Boredom, fear and feeling unimportant are energy suckers. Move them aside and get involved with something you are passionate about.”

10,000 Nurses by 2020, a national initiative under the direction of the Nurses on Boards Coalition aims to improve the health of communities and the nation through the service of nurses on boards and other bodies. Laurie Benson, Coalition Executive Director is a nurse from Wisconsin. Great resources and info for ALL at www.nursesonboardscoalition.org.

Contact Jo Anne Preston for individual or group coaching at jpreston@RWHC.com or 608-644-3261. For Info re the RWHC Leadership Series go to www.RWHC.com/Services.aspx or contact Carrie Ballweg at cballweg@RWHC.com or 608-643-2343.

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8/9 & 10 - Preceptor Training Program (2-day workshop)
8/17 - Leading Change When Change is Hard
8/24 - Busting Our Biases: Communicating Competently Across Cultures (Rural Focused)

Non-Members Welcome. Register & other events at: www.RWHC.com/Services.aspx

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