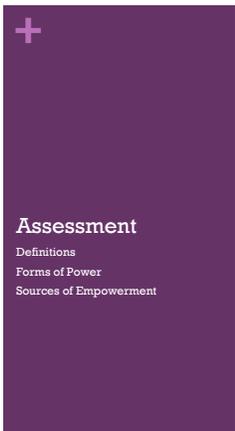


Empowering You—Becoming an Effective Educator

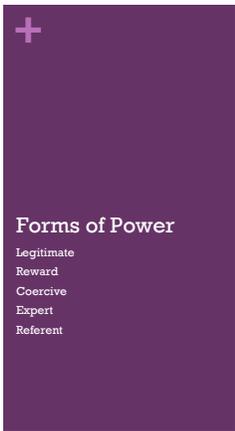
Arizona State Board of Nursing
Sheila A. Sorrentino, PhD, RN
January 2012

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RN November 14, 2011



- Power
 - The ability to obtain, retain, and motivate people
 - The ability to organize resources to accomplish a task
 - The ability to influence decisions and behaviors
- Empowerment
 - To be invested with authority
 - The giving of an ability, enablement, or permission
 - To transform choices and decisions into desired actions and outcomes

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- Legitimate power
 - Given by the organization
 - Position in the organization is recognized by title
- Reward power
 - The ability to control and administer rewards —salaries and raises, promotions, grades
- Coercive power
 - Based in fear
 - Depends on the ability to use punishment for non-compliance
- Expert power
 - Derived from a special ability, knowledge, or skill
- Referent power
 - Charisma
 - Connection or relationship with a powerful person

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Sources of Empowerment

Administrative
Peers
Nurse Practice Act
Self

- Administrative authority
 - Formal
 - Contract
 - Position power
- Peers
 - Informal
 - Person power
- Nurse Practice Act
 - Legal
 - License
 - Administrative rules
- Self
 - Knowledge
 - Management and leadership
 - Conduct

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Do you feel empowered?

Yes	No
<ul style="list-style-type: none"> ■ Administrative support ■ Effective policies and procedures ■ Effective classroom management ■ Respect from students, peers, and administration ■ Effective management and leadership 	<ul style="list-style-type: none"> ■ Lacking administrative support ■ Failure to consistently enforce policies and procedures or they are lacking in form and/or substance ■ Poor classroom management ■ Double standards for self and others

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Leadership and Management

Are you a manager, a leader, or both?

- Manager—does things the right way
 - Follows policies, procedures, and rules
 - Keeps records
- Leader—does the right thing
 - Laissez-Faire
 - Autocratic/Authoritative
 - Democratic/Participative
 - Transactional
 - Transformational

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+ Leadership

When there are 2 or more people, one person will rise as the group leader.

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+ Laissez-Faire

- No direct supervision
- No feedback
- Loss of control
- Affects production of those who need supervision
- May be preferred by those who are highly experienced and need little supervision

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+ Autocratic/Authoritative

- Clear expectations and total control
 - Who, what, when, and how something needs to be done
- Clear division between leader and followers
- Decisions made with little or no input from others
- Viewed as controlling, bossy, and dictatorial
- Useful when:
 - Crisis allows little time for group decisions
 - Leader is the most knowledgeable member of the group

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+ Democratic/Participative

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- Guidance given to group members
- Input from group encouraged, allowed, and valued
- Group feels motivated, engaged, and creative
- Leader has final decision

+ Transactional

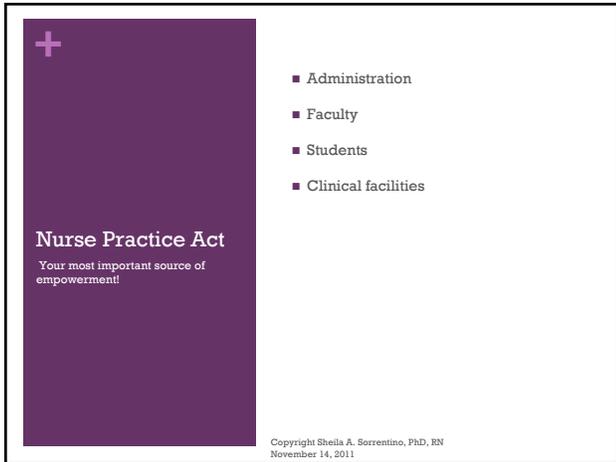
11

- Goals are set by leader and follower(s)
- Followers agree to follow directions
- Rewards or punishment based on performance
- Often involves "making deals" and compromises

+ Transformational

12

- Vision
- High levels of communication to reach goals
- Enhances productivity
- Focus is on the "big picture"
- Changes policies, procedures, and rules as needed
- Motivates to a higher good

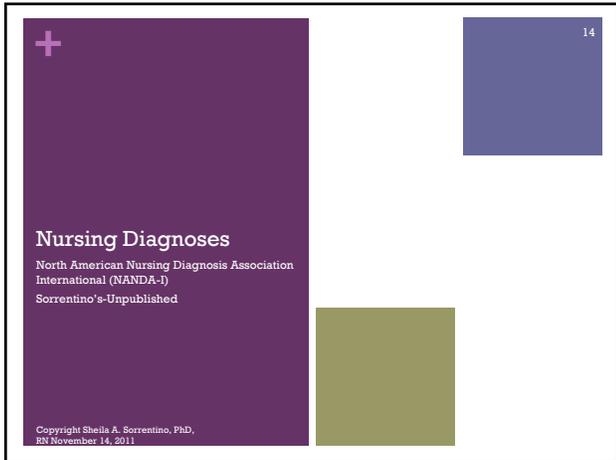


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Nurse Practice Act
Your most important source of empowerment!

- Administration
- Faculty
- Students
- Clinical facilities

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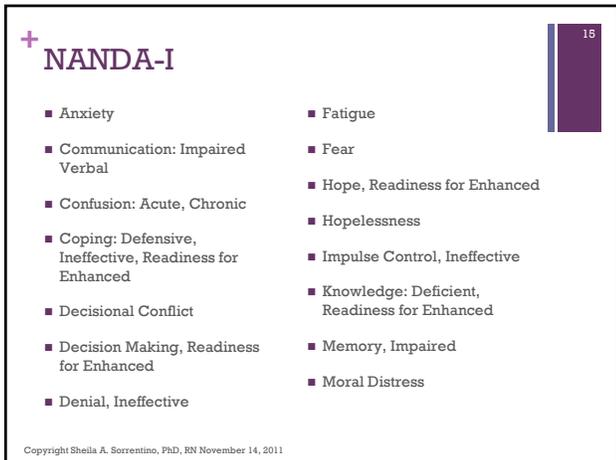


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Nursing Diagnoses
North American Nursing Diagnosis Association International (NANDA-I)
Sorrentino's-Unpublished

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NANDA-I

- Anxiety
- Communication: Impaired Verbal
- Confusion: Acute, Chronic
- Coping: Defensive, Ineffective, Readiness for Enhanced
- Decisional Conflict
- Decision Making, Readiness for Enhanced
- Denial, Ineffective
- Fatigue
- Fear
- Hope, Readiness for Enhanced
- Hopelessness
- Impulse Control, Ineffective
- Knowledge: Deficient, Readiness for Enhanced
- Memory, Impaired
- Moral Distress

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+ NANDA-I (cont'd)

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- Noncompliance
- Powerlessness
- Powerlessness, Risk for
- Power, Readiness for Enhanced
- Relationship: Ineffective, Risk for Ineffective, Readiness for Enhanced
- Resilience: Impaired Individual, Readiness for Enhanced, Risk for Compromised
- Role Performance, Ineffective
- Self-Concept, Readiness for Enhanced
- Self-Esteem: Chronic Low; Chronic Low, Risk for
- Social Interaction, Impaired
- Stress, Overload

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+ Planning and Implementation

- Have effective and consistently enforce policies and procedures
 - College catalog
 - Student handbook
 - Student sign-off sheet
- Share Nurse Practice Act and Rules with administration
 - Document appropriate article or rule when explaining your position
- Document observations, not judgments
- Notify administration immediately (orally and in writing) of a real or suspected student problem
- "Walk the talk"

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+ Planning and Implementation (Cont'd)

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- Take back your title
- Attend meetings
 - Faculty and staff
 - Arizona State Board of Nursing sponsored programs
 - Teaching/Learning: Faculty and Students on the "Same Page"
 - Putting Power in Your Policies
 - Board Cases: Lessons Learned
 - Professionalism in the CNA Classroom
 - Ethics in CNA Education = Safety in CNA Practice
- Do not whine

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+ Planning and Implementation

(Cont'd)

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- Mentor and be mentored
- Empower yourself, faculty, and program
 - Nurse Practice Act and Rules
 - Curriculum
 - Policies and procedures
 - Guidance
 - Mentoring for self and others
 - Support

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Evaluation

Empower

- **E**thics and excellence
- **M**orality, mental ability, might, mastery
- **P**ride, privilege, potency, persuasiveness
- **O**wnership, originality (the ability to think independently)
- **W**isdom, willingness, and worth
- **E**nergy and effectiveness
- **R**ights, respect, resourcefulness

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