Leadership Development for Executive Nurses

Highlights of Program Impact

August 2018
The Center for Creative Leadership’s partnership with the Robert Wood Johnson Foundation on the Executive Nurse Fellows program began in 2008. From 1998-2008 the program was led by USCF. This program focused on strengthening the leadership capacity of nurses who aspire to transform health and health care at the local, state, and national level. The 3-year cohort-based experience is designed to enhance nurse leaders’ effectiveness and build capacity of senior nurses in health services, scientific and academic organizations, public health and community-based organizations or systems, and national governmental and policy organizations.

To date, CCL and the Robert Wood Johnson Foundation have collaborated to provide this program to hundreds of senior nurse leaders. This document serves as a summary of our survey findings from ten years of Executive Nurse Fellows participants.

**PROGRAM EXPERIENCE**

- 99% of session ratings indicated that program content was highly relevant to their work.
- 70% of fellows remain active in the program’s alumni network.

**POST-PROGRAM OUTCOMES: SELF AND RATER REPORTED**

We collected data from participants in addition to those who worked with them to understand what behavior changes they could see. The following improvements were reported:

- 92% of participants and 79% of raters feel the Fellow had increased ability to use feedback to make changes
- 90% of participants and 71% of raters feel the Fellow had increased awareness of the impact of their behaviors on others
- 88% of participants and 82% of raters feel the Fellow had increased ability to deal with complex challenges
- 63% of participants and 69% of raters feel the Fellow had increased employee engagement
PROGRAM IMPACT EXTENDS ACROSS CONTEXT

We saw consistent reports of outcomes across three separate evaluation efforts. An external evaluation report in 2007 concluded that the Executive Nurse Fellows program occupies a unique niche in a field facing enormous leadership challenges and inadequate leadership development offerings. Effective executive nurse leadership has a positive impact at both organization and broader health systems levels. What results do we see from our own Executive Nurse Fellows?

The ENF impact extends outside of the individual and immediate organization in the following ways:

- **Increased presence as leaders of professional associations and as presenters at meetings and conferences.**
- **Heightened involvement in testifying before local, state, and national legislative committees and health care commissions.**
- **Greater involvement in internal and external governance, regulatory, and other oversight bodies.**
- **Increased involvement in media activities, including press conferences, and TV and radio interviews.**

 Fellows and Raters report post-program improvement

“...This Fellow has demonstrated increased confidence in her leadership and managerial skills...There is no question that she has improved her ability to engage and collaborate with executives and leaders outside of nursing.”

-Rater (Boss) from Reflections Assessment

85% of Fellows demonstrated improvement in working across organizational boundaries

Percent of raters who believed the performance or ability had increased or significantly increased (as measured by Reflections 360)
SAMPLE CHARACTERISTICS

Our data is drawn from 10 cohorts of ENF participants.

- 77% are executive or top level of their organizations; 63% had been in their positions for less than five years.
- 69% had doctoral degrees by the end of their participation in ENF; 55% identify as first-generation college graduates; 20% started their higher education at a community college.
- 93% identify as female; 7% male
  Average age: 51 years
- 86% identify as White/Caucasian; 10% as Black/African-American; 2% as Hispanic/Latino(a); 2% Asian/Pacific-Islander

The ENF program brought together leaders across sectors.

LEARN MORE

- Continue your leadership development journey with the Center for Creative Leadership. Visit: www.ccl.org
- Support development of leaders in the social sector worldwide. Visit: https://www.ccl.org/transform-the-world/
- Learn more about our worth in the population health sector. Contact Andrea Williams, williamsa@ccl.org

Leadership development is ALL we do.

For nearly five decades, we have leveraged the power of leadership to transform individual leaders, teams, organizations and societies. Our innovative solutions are steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels – across six continents and 130 countries. More than a million leaders later, drawing from our extensive experiences and our expert faculty and staff around the globe, we help take your organization to new heights through leadership development.

We are ranked among the world’s Top 10 providers of executive education by Businessweek and the Financial Times, based on feedback from clients. So you can be confident we will deliver the results that matter most to you.

We create leaders who move their worlds. The results are transformative!