



Capturing Success

Project Title: EMERGENCY DEPARTMENT NURSE LEADERSHIP

SUMMARY

The CNO in a two hospital system desired an effective Director of Surgical Services in the flagship institution. She questioned the incumbent's ability to provide the required leadership. The CNO engaged IMA Consulting to assess the Director's leadership capabilities.

PROBLEM

Often, surgeons bypassed the Director, taking their concerns directly to the CNO. Given the high surgical volumes these surgeons brought to the operating room, the CNO yielded to their requests without consulting with the Director. Increasingly, more surgeons used this route to obtain what they desired, effectively diminishing the Director's authority and her confidence as she questioned her effectiveness.

SOLUTION

Working with the Director and the CNO, the consultant explored the counterproductive dynamics of their relationship. Through discussion and dialogue, the CNO gained trust in the Director's clinical and operational decision making abilities. As a result, the CNO redirected surgeons appropriately to the Director.

RESULTS

The CNO and the Director acknowledged significant improvement in all aspects of their professional communications. Fundamental to their relationship build was the establishment of trust. The Director now responds immediately to any inquiry about an OR issue. The CNO explicitly sets that expectation, and trusts the Director. Through coaching, the Director recognized how her lack of immediate response decreased her effectiveness and credibility. The CNO learned to validate all OR information with the Director.

THE IMA APPROACH

In mentoring the Director to strengthen her leadership approaches, the consultant quickly identified the need to coach the CNO to refine her leadership style. Frank discussions with each about their strengths and development opportunities provided the basis for change. As situations arose that required a change in behavior or approach, the consultant challenged both the CNO and the Director to realign their strategies and to openly address needs and expectations. Today, the CNO explicitly supports the Director who emerged as a strong leader with confidence in handling the issues within the OR.