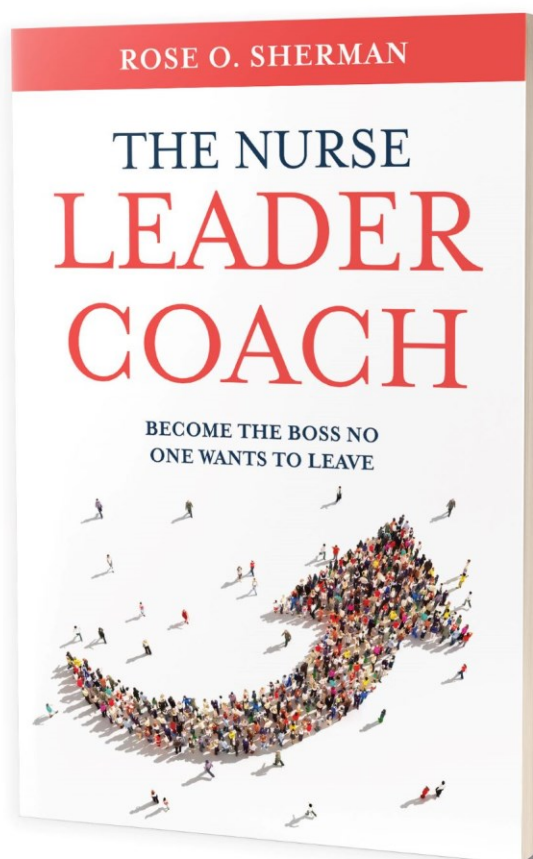


The Nurse Leader Coach Book Club Guide



Overview of the Book

Whether you are just beginning your leadership career or are a seasoned expert, leadership in nursing today is challenging. What nurses expect from their leaders has changed. Being an effective manager is no longer enough. Your staff expects more an annual performance evaluation. To win the talent war and become the boss that no one wants to leave, you need to add individualized coaching to your leadership toolbox. Effective coaching is strengths-based, engagement-focused, and performance-oriented. Wise leaders recognize that when the needs of the workforce change, they must adopt new leadership strategies to become an employer of choice.

The *Nurse Leader Coach* gives you and your leadership team the tools you need to change from being a manager to a leader coach. Many nurse leaders have found that using the book as part of a leadership book club provides a roadmap to build a culture of coaching in their organizations. Discussing a chapter each week over 4-5 months can provide an excellent leadership development experience during a time when face to face conferences are limited. With that in mind, I have designed this book club guide with discussion questions for you and your team.

Chapter One Develop a Coaching Mindset

1. What changes will you need to make in your practice to become less of a traditional leader and more leader coach?
2. Give an example of how you could use the GROW coaching model to structure conversations with staff?
3. Which of the common coaching mistakes discussed in the chapter do you find yourself making?
4. What have you observed about your younger staff that could make coaching a more effective strategy in retaining them?

Chapter Two Manage Yourself

1. Which one of the Kouzes and Posner four leadership qualities discussed in the chapter is a strength for you? Which one is an area of development?
2. What personal values do you hold that are essential and necessary to do your best work as part of a team?
3. How do you monitor yourself in your leadership to be more emotionally intelligent?
4. Which ONE of the ten leadership derailers discussed in the chapter is a challenge for you?

Chapter Three Build Trust

1. Describe a time when you violated the trust of a staff member? How did you repair it?
2. How do you build psychological safety for staff who work with you?
3. What strategies do you use to get feedback on your leadership?
4. Have you had the experience of working for a leader who played the blame game – how did it feel?

Chapter Four Transformational Leadership

1. How do you encourage staff to develop innovative and creative solutions to their challenges?
2. What strategies have you used to learn about your staff members and individualize your leadership to meet their needs?
3. Describe a time when your leadership behavior did not match your words – how do you think staff perceived this?
4. How do you avoid being an idea killer even when you may be skeptical about what is proposed?

Chapter Five Build a Culture of Learning

1. What are you doing to promote a culture of learning in your unit?
2. Describe a time when you saw a staff member who had a fixed mindset and coached them on their self-limiting beliefs.
3. Discuss a situation where you saw deviance from an organizational policy or practice, and the deviance then became embedded in the culture.
4. Have you ever discussed a personal failure in a conversation with a staff member?

Chapter Six Create Time to Coach

1. What leadership boundaries have you had to set in your practice?
2. What activities do you currently do that are not essential?
3. When have you said no to a request made of you as a leader? How did you feel?
4. What one thing could you implement in your leadership that would have the most significant payback on unit outcomes and staff satisfaction?

Chapter Seven Foster Staff Engagement

1. What percentage of your staff are actively engaged in their work?
2. What strategies do you currently use to build staff engagement?
3. How do you identify the unique strengths and talents of staff?
4. Have you coached a disengaged staff member where you promoted engagement as a joint responsibility?

Chapter Eight Master Good Communication

1. Are you a good listener as a leader? If not, what are you doing to improve your listening?
2. Identify two or three of the go-to questions that you like to use in your conversations with staff.
3. Have you noticed that younger staff question new policies? How do you manage their concerns?
4. Describe a time when you sent an email that was misunderstood, and you later wished you had not sent it. What did you learn from this?
5. How do you maintain visibility on your unit?

Chapter Nine Navigate Conflict

1. Which one of the five modes of managing conflict is your default conflict management style?
2. Describe an experience where you jumped into a conflict without having all the background information?
3. Have you had an experience where the conflict was with your boss? How did you manage it?
4. What have you observed happens when conflict escalates out of control?

Chapter Ten Give Constructive Feedback

1. Describe an example of when you have given constructive feedback that was well received. Which of the five key rules did you apply in this situation?
2. What strategies do you use to promote stronger critical thinking skills with new graduates?
3. What difficult personality type discussed in the chapter is most challenging for you?
4. Have you ever avoided giving difficult feedback to a staff member and then found the behavior escalated?

Chapter Eleven Select & Retain the Right Team Members

1. What leadership behaviors have you adopted as retention strategies?
2. Describe a time when you selected a staff member for a position despite nagging concerns about whether they were a good fit for the unit? What was the outcome?
3. What is your favorite go-to interviewing question?
4. How do you ensure that new staff has a successful onboarding experience?

Chapter Twelve Lead Change

1. Describe a time when you implemented a change that failed? What were the reasons behind the failure?
2. What strategies do you use to help staff to manage change?
3. How have you used a crisis to promote a sense of urgency about a need for change?
4. What have you learned about developing a sense of timing in your leadership?

Chapter Thirteen Foster Effective Teamwork

1. Which ONE of the ten characteristics of effective teamwork is a strength on your team? Which one are you working on as a group?
2. How is conflict managed on your team?
3. What strategies do you use to build teamwork?
4. Describe a leadership situation where you observed the groupthink phenomena?

Chapter Fourteen Promote Interprofessional Teamwork

1. When have you observed mental models at work in interprofessional teamwork situations?
2. Do interprofessional team members in your setting have a clear understanding of each discipline's role?
3. How can patient rounding contribute to interprofessional teamwork?
4. What role does trust play on the interprofessional teams in your setting?

Chapter Fifteen Avoid Team Dysfunction

1. How can you rebuild a dysfunctional team culture?
2. Which ONE of the five dysfunctions of teams described by Patrick Lencioni is the most problematic in your setting?
3. What have you observed about the role of charge nurses in promoting team effectiveness?
4. How do you stay connected with team members who work a different schedule than you do?

Chapter Sixteen Recognize Excellence

1. What strategies do you use to encourage the heart of staff?
2. Have you ever intended to write an award application for one of your staff but not followed through with it? How did that make you feel?
3. What differences have you noticed with your staff regarding how they like to be recognized?
4. How do you shine the light on the accomplishments of the staff?

Chapter Seventeen Build Individual and Team Resilience

1. Describe a time when you helped a staff member to reflect on a challenging experience to build resilience?
2. What strategies are in your leadership toolbox to maintain your resilience?
3. What are some examples of moral distress that you have observed in clinical practice?
4. What self-care activities do you regularly do as a leader?

Chapter Eighteen Let Team Members Grow and Sometimes Go

1. When have you done career coaching with a staff member realizing that you might lose them to another position?
2. How have you promoted professional networking in your setting?
3. Have you ever pushed a staff member out of the nest to promote their career development?
4. How do you acknowledge the contributions of staff who submit their resignation?