Figure 1 Change in view of self as a leader and in leadership practice.

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| **Motif** | **Emergent Behaviors** | **Examples** |
| **1#Actionable confidence** | - Tackling bigger challenges & projects- Trust in own abilities and style- Confidence in decision-making- Assertiveness in offering opinions- Confidence to pursue career goals- Awareness of competence vis a vis other managers | “The fellowship was the most empowering confidence building part of my career.” “I challenged myself to the edge of my competence.”“I feel my opinion is valuable. I undervalue myself. I can make a difference.” |
| **#2 Reflective self awareness** | -Recognition of introspection/reflection as a leadership practice - Capacity for self-appraisal- Reflection on strengths and challenges- Increased self-understanding | “The NMF helped me get out of the rat race of simply getting things done. I’ve become much more reflective.”“The fellowship has helped me gain insights of myself that I was not seeing previously. “ |
| **#3 Enlarged Perspective** | -Awareness of organizational dynamics-Vision of nursing outside of organization-Alignment with nursing nationally-Systems view of healthcare environment-Peer learning and support network | “I am consistently told that I am the director who best utilizes big picture thinking in our organization.”“The networking and relationships within the fellowship are lifelong and priceless.”The   |
| **#4 Career****Definition and goal-setting** | -Increased desire to advance education- Mapping of strengths to chart career- Engagement in goal- setting- Envisioning of leadership possibilities | “Where do I even begin? The NMF was exactly the fuel I needed to kick start my career and provided me with the reassurance that being in Healthcare Administration was the right fit for me.” |
| **#5 Application of specific learned tools** | - Tools to take next steps- Listening to diverse perspectives- Juggling role demands and priorities- Strategic thinking | “ I now have more tools in my tool kit”“I have completed several projects by using the techniques I learned.”The N |