## Nursing Leadership and Management

## REFLECTIVE PRACTICE IN LEADERSHP

## PAPER GUIDELINES

Reflective Practice is increasingly recognized as an important skill for nurses to acquire in order to develop and learn from their practice. Feedback to be used in reflection can come from many sources. In these two papers, students will use feedback from a series of online self-assessments, combined with personal and clinical experiences, to develop two reflective papers on topics pertinent to nursing leadership and management.

**Guidelines:**

1. Each student will complete a series of assigned self-assessments on topics related to leadership and management. The student will then use this information, combined with information from the course textbook, to critically analyze his/her own strengths, weaknesses, and opportunities for growth in the area of focus. This reflection will be guided by a series of questions to be addressed in the paper.

2. Each Reflective Paper should be in APA format. Papers should be 2 pages in length, not counting cover page or reference list. Copies of printouts from the online programs must be attached to the papers.

3. All papers must be submitted by the deadline indicated on the syllabus, with copies of printouts from the online programs attached.

**REFLECTIVE PAPER 1**

Read [Leadership and Management textbook chapters on classical and modern leadership theory and leadership styles] then answer these questions in your own mind:

1. What leadership style do you think you most often use?

2. How is your emotional intelligence?

3. How good are your ethical instincts?

After answering these 3 questions above for yourself, complete the following free online assessments and print your results:

1. Myers-Briggs Personality Type online <http://www.humanmetrics.com/cgi-win/JTypes2.asp> (be sure to read and print the description of your type from <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/> You may want to read about other types too).

2. Leadership Skills Test <https://www.mindtools.com/pages/article/newLDR_50.htm>

3. Emotional Intelligence Test <http://testyourself.psychtests.com/testid/3038>

4. Arguing Style Test <http://testyourself.psychtests.com/testid/2078/>

5. Conflict Management Style <http://www.afc-ispi.org/Repository/Conflict-Management%20survey.pdf>

6. Leadership Style Quiz <http://psychology.about.com/qz/Whats-Your-Leadership-Style>

7. Ethicals Quiz <http://theethicsguy.com/ethics-and-you/whats-your-ethics-iq/>

8. Ethical Style <http://www.proprofs.com/quiz-school/story.php?title=NjE5NjYw>

Be sure to keep your results from these programs: you will use them again for Reflective Paper 2! (In fact, think of this as the beginning of creating a management/leadership portfolio)

**Writing Reflective Paper 1:**

The purpose of this paper is for you to use knowledge gained from your textbook readings, feedback from these assessments of your personality type, leadership style, EI and arguing style, in combination with what you already know about yourself, to critically analyze your own strengths, weaknesses, and opportunities for growth in an area of focus based on your personal and/or clinical experiences. There is no “right” personality type, style, etc. You are also not required to accept everything that the online assessments tell you as the literal truth. However, it is essential that you be open to considering new information about yourself, and new perspectives on your interactions with others.

**Part I: Profile of yourself**

Describe yourself, as reflected in the results of the 8 online assessments that you completed. Be sure to include:

a. What surprised you, if anything?

b. Do you disagree with any of the results?

c. Describe the significance of these results to you.

d. Describe how your styles play out in your clinical or school-related experiences.

**Part II: Application of new insights to a specific situation**

Give at least one concrete example from your clinical experiences or personal life that illustrates how your styles affected/affect your behavior. Be sure to include:

a. How your actions in this situation were “typical” or illustrative of your individual styles.

b. How your style/type may have differed from that of others in the situation, and how this influenced the outcome of the situation.

c. If this situation arose again, what you would do differently, if anything?

**Part III: Summary: Reflections for growth**

Thinking about the new insights you may now have about yourself, and possibly others:

a. What would you like to change or develop in yourself, if anything? How could you go about making these changes?

b. How could you use this knowledge about yourself (knowledge about your own styles) to improve interacting with patients, families, and staff, or your family and friends?

c. What did you find about yourself that you would NOT want to change? Which of the findings would you like to use on your resume, and broadcast as one of your strengths?

**REFLECTIVE PAPER 2**

Complete the following free online assessments and print your results:

1. Assertiveness Quiz 1 <http://www.tgassociates.com/freetipsheets/HO-assertquiz.asp>

2. Assertiveness Quiz 2 <http://stress.about.com/library/assertiveness_quiz/bl_assertiveness_quiz.htm>

3. Assertiveness Quiz 3 <http://www.headinjury.com/assertquiz.htm>

4. Assertiveness Skills Builder <http://www.headinjury.com/assertskills.html>

5. Five Steps to Assertiveness <http://stress.about.com/od/relationships/ht/howtoassert.htm>

6. After completing the assessments above, read [textbook chapter on *assertive communication* and textbook assignment or article on *benefits of mentors* and *finding the right mentor*.]

**Writing Reflective Paper 2:**

The purpose of this paper is for you to use feedback from these assessments and information from assigned readings, in combination with what you already know about yourself, to critically analyze your own strengths, weaknesses, and opportunities for growth. There is no “right” level of assertiveness, and you are not required to accept everything that the online assessments tell you as the literal truth. However, it is essential that you be open to considering new information and new perspectives on your interactions with others.

**Part I: Profile of yourself**

Describe yourself, as reflected in the results of these assessments. Include:

a. Did you get similar results from all the quizzes?

b. What surprised you, if anything? Do you disagree with any of the results?

c. Describe how your assertiveness plays out in your clinical experiences, school-related experiences and personal life Do you find that you are more assertive in some settings or in some relationships than in others? (For example, you might be more aggressive with your spouse and more assertive with your siblings, or more assertive at home and more passive at work).

**Part II: Application of new insights to a specific situation**

Give at least one concrete example from your clinical experience or personal life that illustrates how your assertiveness affected/affects your behavior. Be sure to include:

a. How your actions in the situation were illustrative of your individual assertiveness style.

b. How your degree of assertiveness may have differed from that of others in the situation, or from what others expected of you; and how this influenced the outcome of the situation.

c. If this situation arose again, what you would do differently, if anything?

**Part III: Summary: Reflections for growth**

Thinking about the new insights you may now have about yourself, and possibly others, from both Reflective Paper 1 and 2:

a. What would you like to change or develop in yourself, if anything? How could you go about making these changes? Is assertiveness something you would like to develop? How does this information on assertiveness add to what you learned about yourself in Reflective Paper 1?

b. How could you use this knowledge about yourself (knowledge about your own assertiveness) to improve interacting with patients, families, and staff, or your family and friends?

c. How could a mentor help you develop the areas you identified for growth from Reflective Paper 1 and this paper? How would you find such a mentor?

Our rubric is not copyrighted. We encourage faculty to adapt and use it as you wish.

**Nursing Leadership and Management - Grading Rubric for Reflective Papers**

Student Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Paper (circle) 1 2

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **3 Exemplary** | **2 Acceptable** | **1 Developing** | **0 Unacceptable** |
| **Interpretation of Results** | Results of assessments are combined with prior knowledge of self to create a coherent “picture of self” with both strengths and weaknesses. | Results of assessments are combined to create a “picture of self” which includes both strengths and weaknesses. | Results of assessments are combined to create a “picture of self” that focuses overly on either strengths or weaknesses. | Results of assessment are either rejected or accepted outright without critical analysis. |
| **Relating to Actual Situation** | Information from assessments is presented concisely, accurately, and is related to practice or personal situation in organized manner. | Information from assessments is relevant to practice or personal situation. Information is not presented in a clear and coherent manner. | Information from assessments is poorly or minimally related to practice or personal situation. | Information from assessments is NOT related to practice or personal situation. |
| **Evaluate Changing Behavior** | Able to clearly and concisely articulate how their practice or behavior potentially will change. Reflects on the impact of this assignment on their professional or personal identity. | Able to clearly and concisely articulate how their practice or behavior potentially will change. Minimal reflection on impact of this assignment on developing their professional or personal identify. | Minimally addresses ability to implement change or potential to implement change. Minimal reflection on impact of this assignment on their professional or personal identity. | Unable to clearly articulate how their behavior/practice will potentially change. Did NOT reflect on the impact of this assignment on their professional or personal identity. |
| **Conventions/Mechanics** | Few, if any errors, in conventions and mechanics of writing that do NOT interfere with reader’s understanding. | Occasional errors in conventions, APA format or mechanics that do NOT interfere with reader’s understanding. | Some errors in conventions, APA format and mechanics of writing which interferes with reader’s understanding | Numerous errors in conventions, APA format and mechanics of writing with interferes with reader’s understanding |

Adapted from iRubric, an on-line rubric sharing site. <http://www.rcampus.com/rubricshowc.cfm?sp=yes&code=N3XBX2&>.

There are 12 possible points on this rubric. This equates to the following point grades

12 of 12= A (100) 10 of 12=A- (93) 8 of 12 = B (87) 6 of 12 = C+ (81) 4 of 12 = C- (75) 2 of 12 = D (69)

11 of 12= A (95) 9 of 12 = B+ (90) 7 of 12 = B- (84) 5 of 12 = C (78) 3 of 12 = D+ (72) 1 of 12 = D- (66)

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