Transformational Leadership…Promoting Psychological Safety

Orthodox Jewish Nurses Conference: May 10, 2018

Toby Bressler, PhD, RN, OCN

Core References

Aiken, L.H., Clarke, S.P., Sloane, D.M., Sochalski, J., Silber, J.H. (2002). Hospital nurse staffing and patient mortality, nurse burnout, and job dissatisfaction. *JAMA, 288*, 1987–1993. doi:10.1001/jama.288.16.*1987*

American Nurses Association. (2015). Position statement: Incivility, bullying and workplace violence. Retrieved from http://www.nursingworld.org/DocumentVault/Position-Statements/Practice/Position-Statement-on-Incivility-Bullying-and-Workplace-Violence.pdf

American Association of Critical-Care Nurses. (2005). AACN standards for establishing and sustaining healthy work environments: a journey to excellence. *American Journal of Critical Care*, *14*(3), 187-197.

Clark, C. M., Olender, L., Cardoni, C., & Kenski, D. (2011). Fostering civility in nursing education and practice: Nurse leader perspectives. *Journal of Nursing Administration*, *41*, 324-330. doi: 10.1097/NNA.0b013e31822509c4

Coursey, J. H., Rodriguez, R. E., Dieckmann, L. S., & Austin, P. N. (2013). Successful implementation of policies addressing lateral violence. *AORN journal*, *97*, 101-109. doi.org/10.1016/j.aorn.2012.09.010

Crawshaw, L. (2009). Workplace bullying? Mobbing? Harassment? Distraction by a thousand definitions. *Consulting Psychology Journal: Practice and Research, 61*, 263-267. doi: 10.1037/a0016590

Croft, R.K., & Cash, P. A. (2012). Deconstructing contributing factors to bullying and lateral violence in nursing using a postcolonial feminist lens. *Contemporary Nurse*, *42*, 226-242. doi.org/10.5172/conu.2012.42.2.226

Dewitty, V. P., Osborne, J. W., Friesen, M. A., & Rosenkranz, A. (2009). Workforce conflict: What's the problem? *Nursing Management*, *40*, 31-33. doi: 10.1097/01.NUMA.0000351534.40112.54

Dupree, E.S. (2016). High reliability: Path to zero harm. *Healthcare Executive,* 66-69.

Edmondson, A. (1999). Psychological safety and learning behavior in work
teams, *Administrative Science Quarterly*. *44,* 350–383. doi:10.2307/2666999

Edmondson, A. C. (2003). Speaking up in the operating room: How team leaders promote
learning in interdisciplinary action teams. *Journal of Management Studies*, *40*, 1419-
1452. doi: 10.1111/1467-6486.00386

Edmondson, A. C., Kramer, R. M., & Cook, K. S. (2004). Psychological safety, trust, and learning
in organizations: A group-level lens. *Trust and Distrust in Organizations: Dilemmas and
Approaches*, *12*, 239-272.

Edmondson, A.C. (2008). The competitive imperative of learning. *Harvard Business Review, 86*
(7/8), 60-67. Retrieved from https://hbr.org/2008/07/the-competitive-imperative-of-
learning

Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of
an interpersonal construct. *Annual Review of Organizational Psychology and
Organizational Behavior, 1*, 23-43. doi: 10.1146/annurev-orgpsych-031413-091305

Embree, J. L., & White, A. H. (2010). Concept analysis: nurse-to-nurse lateral violence. *Nursing
Forum*, *45*, 166-173. doi: 10.1111/j.1744-6198.2010.00185.x

Etienne, E. (2014). Exploring workplace bullying in nursing. *Workplace Health & Safety*, *62*, 6-11.
doi.org/10.1177/216507991406200102

Felblinger, D. M. (2008). Incivility and bullying in the workplace and nurses' shame
responses. *Journal of Obstetric, Gynecologic, & Neonatal Nursing*, *37*, 234-242. doi:
10.1111/j.1552-6909.2008.00227.x

Felblinger, D. M. (2009). Bullying, incivility, and disruptive behaviors in the healthcare setting:
identification, impact, and intervention. *Frontiers of Health Services
Management*, *25*(4), 13-23.

Fineout-Overholt, E., Melnyk, B. M., & Schultz, A. (2005). Transforming health care from the
inside out: advancing evidence-based practice in the 21st century. *Journal of
Professional Nursing*, *21*(6), 335-344. doi: 10.1016/j.profnurs.2005.10.005

Gerhardt, W. E., & VanKuiken, D. (2008). Assessing Magnet readiness using the nursing work

    index-revised survey. *Journal of Nursing Administration*, *38*, 429-434. doi:

    10.1097/01.NNA.0000338151.79858.ea

Gilmour, D. & Hamlin, L. (2003). Bullying and harassment in perioperative settings. *British*

    *Journal of Perioperative Nursing, 13,*79–85.

Griffin, M. (2004). Teaching cognitive rehearsal as a shield for lateral violence: An intervention

    for newly licensed nurses. *The Journal of Continuing Education in Nursing*, *35*, 257-263.

    doi: 10.3928/0022-0124-20041101-07

Gunnarsdottir, H. K., Sveinsdottir, H., Bernburg, J. G., Fridriksdottir, H., & Tomasson, K. (2006).

    Lifestyle, harassment at work and self-assessed health of female flight attendants,

    nurses and teachers. *Work, 27*(2), 165–172.

Herschcovis, M. S. (2011). "Incivility, social undermining, bullying… oh my!": A call to reconcile

    constructs within workplace aggression research. *Journal of Organizational Behavior*, *32,*

    499-519. doi: 10.1002/job.689

Hickson, J. (2013). New nurses' perceptions of hostility and job satisfaction: Magnet® versus

    non-Magnet. *Journal of Nursing Administration, 43*, 293-301. doi:

    10.1097/NNA.0b013e31828eebc9

Joint Commission. (2008). *Behaviors that undermine a culture of safety. Sentinel Event Alert, 40*

    Retrieved from https://www.jointcommission.org/assets/1/18/SEA_40.PDF

Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at

    work. *Academy of Management Journal, 33*(4), 692-724.

Kalisch, B., & Lee, K. H. (2014). Staffing and job satisfaction: nurses and nursing

    assistants. *Journal of Nursing Management*, *22*, 465-471. doi: 10.1111/jonm.12012

Kitson, A., Harvey, G., & McCormack, B. (1998). Enabling the implementation of evidence based

    practice: a conceptual framework. *Quality and Safety in Health Care*, *7*(3), 149-158.

Kramer, M., Maguire, P., Schmalenberg, C., Halfer, D., Budin, W. C., Hall, D. S., … & Lemke, J.

    (2013). Components and strategies of nurse residency programs effective in new

    graduate socialization. *Western Journal of Nursing Research*, *35*(5), 566-589. doi:

    10.1177/0193945912459809

Laschinger, H. K. S. (2004). Hospital nurses' perceptions of respect and organizational

justice. *Journal of Nursing Administration*, *34*(7/8), 354-364.

Laschinger, H. K. S., & Finegan, J. (2005). Using empowerment to build trust and respect in the

workplace: A strategy for addressing the nursing shortage. *Nursing economics*, *23*(1), 6-

13.

Laschinger, H. K. S., Leiter, M., Day, A., & Gilin, D. (2009). Workplace empowerment, incivility,

and burnout: Impact on staff nurse recruitment and retention outcomes. *Journal of*

Nursing Management, *17*, 302-311. doi: 10.1111/j.1365-2834.2009.00999.x

Lencioni, P. (2002). The five dysfunctions of a team. San Francisco, CA: Jossey-Bass.

Lewis, P.S., & Malecha, A. (2011). The impact of workplace incivility on the work environment,

manager skill, and productivity. *The Journal of Nursing Administration, 41*, 41-47. doi:

10.1097/NNA.0b013e3182002a4c

Lim, S., Cortina, L. M., & Magley, V. J. (2008). Personal and workgroup incivility: impact on work

and health outcomes. *Journal of Applied Psychology*, *93*, 95-107. doi: 10.1037/0021-

9010.93.1.95

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness,

safety and availability and the engagement of the human spirit at work. *Journal of*

Occupational and Organizational Psychology, *77*(1), 11-37.

Nembhard, I. M., & Edmondson, A. C. (2006). Making it safe: The effects of leader inclusiveness

and professional status on psychological safety and improvement efforts in health care

teams. *Journal of Organizational Behavior*, *27*, 941-966. doi: 10.1002/job.413

Osatuke, K., Moore, S. C., Ward, C., Dyrenforth, S. R., & Belton, L. (2009). Civility, respect,

engagement in the workforce (CREW) nationwide organization development

intervention at Veterans Health Administration. *The Journal of Applied Behavioral*

Science, *45,* 384-410. doi: 10.1177/0021886309335067

Pellico, L. H., Brewer, C. S., & Kovner, C. T. (2009). What newly licensed registered nurses have

to say about their first experiences. *Nursing Outlook*, *57*, 194-203. doi:

10.1016/j.outlook.2008.09.008

Roberts, S. J. (2015). Lateral violence in nursing: a review of the past three decades. *Nursing Science Quarterly*, *28*, 36-41. doi: 10.1177/0894318414558614

Rush, K. L., Adamack, M., Gordon, J., & Janke, R. (2014). New graduate nurse transition programs: Relationships with bullying and access to support. *Contemporary Nurse*, *48*, 219-228. doi: 10.5172/conu.2014.48.2.219

Schein, E., & Bennis, W. (1965). *Personal and organizational change through group methods.* New York, NY: Wiley.

Shirey, M. R. (2006). Authentic leaders creating healthy work environments for nursing practice. *American Journal of Critical Care*, *15*(3), 256-267.

Simons, S. (2008). Workplace bullying experienced by Massachusetts registered nurses and the relationship to intention to leave the organization. *Advances in Nursing Science*, *31*, E48-E59. doi: 10.1097/01.ANS.0000319571.37373.d7

Spector, P.E., Zhiu, Z.E., & Che, X.X. (2014). Nurse exposure to physical and nonphysical violence, bullying, and sexual harassment: A quantitative review. *International Journal of Nursing Studies, 51*, 72-84. doi.org/10.1016/j.ijnurstu.2013.01.010

Stansfeld, S., & Candy, B. (2006). Psychosocial work environment and mental health—a meta-analytic review. *Scandinavian Journal of Work, Environment & Health*, 443-462.

Titler, M. G. (2004). Methods in translation science. *Worldviews on Evidence-based Nursing*, *1*(1), 38-48.

Titler, M. G. (2010). Translation science and context. *Research and Theory for Nursing Practice*, *24*, 35-55. doi:10.1891/1541-6577.24.1.35

Van Achterberg, T., Schoonhoven, L., & Grol, R. (2008). Nursing implementation science: how evidence-based nursing requires evidence-based implementation. *Journal of Nursing Scholarship*, *40*, 302-310. doi: 10.1111/j.1547-5069.2008.00243.x

Vessey, J. A., DeMarco, R., & DiFazio, R. (2011). Bullying, harassment and horizontal violence in the nursing workforce. *Annual Review of Nursing Research*, *28*, 133-157. doi: 10.1891/0739-6686.28.133

Vessey, J. A., DeMarco, R. F., Gaffney, D. A., & Budin, W. C. (2009). Bullying of staff registered nurses in the workplace: a preliminary study for developing personal and organizational strategies for the transformation of hostile to healthy workplace environments. *Journal of Professional Nursing*, *25*, 299-306. doi: 10.1016/j.profnurs.2009.01.022.

Vessey, J. A., DiFazio, R. L., & Strout, T. D. (2013). Youth bullying: A review of the science and call to action. *Nursing Outlook*, *61*, 337-345. doi: /10.1016/j.outlook.2013.04.011

Wilson, J. M. G. & Jungner, G. (1968). *Principles and practice of screening for disease.* Geneva, Switzerland: World Health Organization. Retrieved from: http://apps.who.int/iris/bitstream/10665/37650/17/WHO_PHP_34.pdf

Yildirim, D. (2009). Bullying among nurses and its effects. *International Nursing Review, 56*(4), 504–511.