

**Leadership in Certification Organizations:
Challenges and Priorities**



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A Fundamental Truth 

Effective organizations deliver results.

- ✓ Vision
- ✓ Strategies/priorities
- ✓ Skilled staff
- ✓ Right people, right jobs
- ✓ Effective leaders
- ✓ High performance culture

Sample Vision Statements

Certification in addictions nursing will be sought after by nurses across all settings and patient populations.

Specialty nursing certification is THE standard by which the public recognizes quality nursing care!

Recognizing and respecting the unequaled excellence in the mark of the CPAN and CAPA credential, perianesthesia nurses will seek it, managers will require it, employers will support it and the public will demand it.

To improve the public health and wellbeing by lessening the burden of disease of obesity and related diseases throughout the world.

The benchmark for nursing certifications across the emergency spectrum.

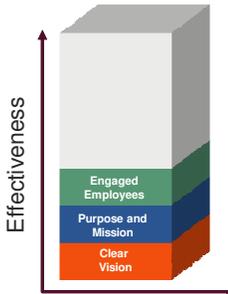
To advance the health and wellbeing of women and newborns by setting the standard for midwifery excellence.

Certification Organizations: A Unique Advantage 

Inspiring and Compelling Vision
↓
Causes and Communities
↓
Engaged and Motivated Employees

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Vision, Purpose, and Engagement ... are necessary, but not sufficient 



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Organizational Effectiveness Starts at the Top 

- “The preponderance of empirical evidence over the past 20 years shows that leadership matters” *(Leadership Quarterly, 2010)*
- Organizations with the highest quality leaders are more than twice as likely to outperform their competition *(Global Leadership Forecast 2014)*
- Recruiting qualified board members/leadership succession is a top 4 challenge identified by credentialing organizations *(Seacrest survey, 2013)*

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Leadership Challenges and Priorities 

- Strategy
- Structure
- Culture
- Talent
- Transition

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Strategy Development and Deployment 

Strategic Thinking
What do we want to accomplish?
Where do we want to go?

Strategic Planning
How do we get there?
How will we evaluate success?

Strategic Alignment
Are we all moving in the same direction?

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Strategic Planning Best Practices 

1. Consider all perspectives, all viewpoints.
2. Review current state – where are you now?
3. Reevaluate activities – are all activities value added?
4. Determine desired outcome – where do you want to go from here?
5. Identify obstacles – what problems will you have to solve?
6. Define competencies required – what additional knowledges, skills, abilities, and/or resources will you need to achieve your strategic goals?

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Strategic Planning



- Typically 3 – 5 year effort
- Ideally ongoing, iterative process
- Based on determining the fundamental driver of the business
- Thinking and acting strategically

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ABNS: A Time of Transition



- Retiring Chief Executive Officer
- Change Management
- Audit and Review

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Small Group Exercise



1. Select a spokesperson for your table.
2. Answer 1 of the following questions as assigned
 - A. Where should ABNS be in five years? Given that, what should ABNS focus on now?
 - B. What impact can ABNS have in credentialing? Or what impact would you like ABNS to have in credentialing?
 - C. What is ABNS best at? What can ABNS be best at?
 - D. What pressures/obstacles/opportunities need to be responded to and/or are likely to arise?
3. Summarize ideas for presentation and consideration to whole group.
4. Group discussion.

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Structure and Strategy Should Align 

Structure should evolve/change with

- Organic growth
- New strategic directions
- Acquisitions/mergers
- New employees/expertise
- New responsibilities
- Changes in technology

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Symptoms of an Ineffective Structure 

- Lack of coordination (silos)
- Excessive conflict
- Unclear roles
- Poor work flow
- Reduced responsiveness
- Limited authority (i.e., lack of empowerment)

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Roles of Organizational Structure 

- Increasing efficiency
- Leveraging experience/expertise
- Enhancing decision making
- Improving communication

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Determining “the” structure



There is no “correct” structure ...

... every structure has strengths and weaknesses

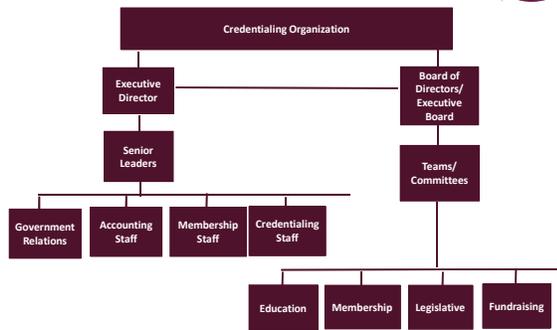
There is, however, a “best” structure ...

... given your strategy, goals, leadership, people, processes, and culture

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A Typical Structure



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Leadership is Collaborative



- Policy Setting – Board
- Policy Execution - CEO

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What Strong Teams Have in Common 

- A common purpose
- A focus on results
- An understanding of what's best for the organization
- An open-mindedness to new and different
- Strong talent
- Trust

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Trust is Critical Because ... 

... today's economy is a "collaborative economy" – where interdependence is required for success – collaborating, partnering, teaming, and relationships.

... nowhere is this more true, than for credentialing organization/professional associations

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Trust is the ... 

... capacity for unguarded interaction

... extent to which people are open and honest with each other

... belief that others' intentions are good

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Positive Consequences of Trust 

- A focus on execution
- Increased efficiency (no time “wasted” managing appearances)
- Increased effectiveness (no time “wasted” protecting turf)
- Increased willingness to contribute (employees are engaged)
- Increased willingness to take risks (innovation is encouraged)

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Trust ... 

... can be thought of as a competency (and can be developed)

... is based on the actions we take

... is fundamental to effective leadership

... demands consistency

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Leaders earn trust by 

1. focusing on the good of the organization/team
2. keeping their word
3. listening to others with an open mind (regardless of their position in the organization)
4. providing information accurately and directly (i.e., no hidden agendas)

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Leaders earn trust by ... / contd. 

5. being accessible to others when needed for help, advice, information, and/or direction (including supporting others especially in times of risk)
6. talking about others (and individuals) only as you would talk in their presence
7. holding themselves accountable to live by their values, admit their own mistakes, acknowledge their own shortcomings, and meet the standards they expect

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Working Collaboratively 

1. Identify all stakeholders
2. Share information and expertise
3. Value input
4. Solve problems together
5. Explain instead of blame

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Culture 

- values, practices, and behaviors that determines what gets done and how
- the unwritten rules of the game
- reflects the leaders; impacts the employees

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Advantages of a Strong Culture 

- provides stabilizing influence in an unstable environment
- allows for coordinated and swift response to challenges and change

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The Importance of Culture 

- determines success of individual employees
- impacts bottom line more than ... investments in technology, research and development, or operational strategies

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Culture Shift 

- Leverage the legacy that is uniquely yours
- Get the right leaders in place
- Talk about what you want the culture to be
- Get all involved

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Talent ... for Leadership 

- The Leadership Team includes
CEOs/Executive Directors and Board Members
- Shared responsibilities
- Different focus, purpose, and role

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Leadership Challenges 

- Tailored and Customized
- Limited interaction
- Varying perspectives
- Rotating leaders
- Varying experience and expertise
- Overlapping roles
- Transitions

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Transitions 

- Executive Director/CEO
- Board Members

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Transitions – Fundamentals for Success 

- Careful integration when others come on board
- Clear expectations and governing principles to anchor the team
- Vision and values for common goal
- Recognition of change and change management

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Leadership Succession Planning 

- Often takes a back seat to serving members, promoting the profession, and/or ensuring public safety
- Is an ongoing practice of defining the vision; identifying required leadership skills; and recruiting, developing and retaining talent and people with those skills

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Defined Departures 

- Planning for success – developing a transition plan
 - Communicating the transition
 - Conducting an organizational and role audit
 - Building sustainability
 - Recruiting and hiring a new executive
 - Recognizing the next succession

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Orientation and Onboarding



- Small investments, big impact
- Everyone's responsibility
- Builds engagement, enhances performance, eases transition, develops alliances

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Small Group Exercise



Think about a time when you experienced transition in leadership.

1. What activities/actions significantly facilitated the transition?
2. What unanticipated obstacles or barriers did you encounter?
3. What, if anything, would you do differently next time?

Within small group, note best practices and tips to share with the group.

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Onboarding



1. Setting expectations
2. Developing relationships
3. Identifying a common, meaningful purpose

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Setting Expectations



- Review Board mandate, protocol, and procedures
- Define CEO role and responsibilities
- Address process and policy of working together

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Developing Relationships



- Reach out
- Identify "takeaways" and helpful hints
- Ask "how can I help?"
- Allocate time to orientation
- Provide resources and references
- Periodically check-in

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Establishing a Clear and Common Purpose



- Focus on mission, vision, and values
- Explain programs and policies
- Overview staff, structure, and strategy

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Becoming More Effective – Diagnostic Questions



1. Do we know our key priorities for the next several years? Have we shared the priorities with all key stakeholders (including employees)?
2. Given our priorities, is it clear who is responsible to make decisions?
3. Are roles and expectations clear? (Review job descriptions to identify redundancies and/or overlap that may be causing confusion)
4. Do we have the right people onboard and in the right roles?

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Becoming More Effective – Diagnostic Questions ... / contd.



5. Does our structure support us working together to achieve our priorities?
6. Are there internal processes to ensure accountability for actions that do or do not support our business strategy/priorities?
7. Have we created a "high performance" culture?
8. Are we anticipating and meeting our members' expectations and needs?

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