Key Term Review

- **Coaching** gives staff nurses the sense of being valued, heard, and encouraged as they develop clinical, teamwork, and leadership skills and prepare to take on increased responsibility.
- **Mentoring** is an exclusive long-term relationship, with someone other than one's direct supervisor, that is oriented toward nurses who are focused on learning complex thinking and problem-solving skills and want to move forward in nursing administration or advanced clinical education.
- **Reality shock** is the conflict new graduates face when presented with the differences between nursing school ideals and the realities of professional nursing.
- **Teachable moments** are times when a nurse leader recognizes that employees are open to receiving developmental feedback.

Leadership Development Exercises

Leadership Development Exercise 21-1

Find a nursing coach, and speak together in person, on the phone, or via e-mail or fax.

a. Ask how that person coaches nurses, find out whether he or she uses teachable moments or some other method, and obtain any other information about coaching you can.
b. Write up your findings (take notes during the interview if possible, unless you fax or e-mail).
c. Share your findings with at least two other colleagues.

Leadership Development Exercise 21-2

a. Identify a mentor, and interview him or her in person, on the phone, or via e-mail or fax.
b. Find out what specific things the mentor does to help other nurses.
c. Ask him or her for examples of how mentorship helps nurses.
d. Write up your findings.
e. Share your findings with at least two other colleagues.

Leadership Development Exercise 21-3

Obtain permission to shadow a nurse for at least 3 hours, and if possible, provide feedback to that person.

a. Answer as many questions as you can from the section in this chapter entitled "Coaching Behaviors."
b. What did you observe?

c. What else did you find out about coaching?
d. What feedback would you, or did you, give the person you shadowed?

■ Leadership Development Exercise 21-4

Talk to several nurses in each of Kramer's reality shock stages.

a. How did you know which stage each was in?
b. Share your findings with at least two other colleagues.

■ Leadership Development Exercise 21-5

Speak with a nurse from each of the different generations mentioned in this chapter.

a. Using the categories mentioned in this chapter, compose a questionnaire.
b. Using the specific questions on your questionnaire, ask your participants how they prefer to be coached or mentored.
c. Tally your findings.
d. Explain any discrepancies from the behaviors mentioned for each generation in this chapter.
e. Share your findings with at least two colleagues.
f. **Optional:** Speak to four nurses, and see whether you can identify which generation they belong to from their answers.

Advanced Leadership Development Exercises

■ Leadership Development Exercise 21-6

a. Provide a brief in-service or in-class teaching session on some aspect of coaching or mentoring.
b. Obtain feedback from your learners.
c. Share your findings with at least two colleagues.

■ Leadership Development Exercise 21-7

a. Develop a problem statement suitable to test some aspect of coaching or mentoring.
b. Share your problem statement with at least one more experienced nurse researcher, and obtain feedback on whether your statement is feasible.
c. Revise your problem statement as needed.

■ Leadership Development Exercise 21-8

a. Develop a research project to test your problem statement.

b. Consult with a more seasoned nurse researcher about your research project.
c. Revise your project.
d. Share your findings with at least two colleagues.

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