# Table of Contents

About the Authors and Expert Reviewers ........................................ iv
AADNS and the Certifications and Prep Courses .......................... vii
Course Objectives ........................................................................ 1
Pretest. ......................................................................................... 2
Overview ....................................................................................... 5
Role of the Nurse Leader ................................................................. 5
Leader or Manager .......................................................................... 6
Leadership Styles .......................................................................... 11
Strategic Planning. ......................................................................... 18
  Vision 20
  Mission and Values 21
  Standards 22
The Foundation for Quality Care ...................................................... 23
  Systems of Care 23
  Policy 27
  Evidence-Based Approach (EBA) 28
  Benchmarking—Performance and Outcome Measures 30
  Resident-Directed Care 32
  Critical Thinking and Decision Making 38
  Critical Thinking and the Nursing Process 39
  Leading During Times of Change 44
Interpersonal Skills for Leadership and Management ........................ 46
  Communication 46
  Coaching 52
  Team Building 55
  Empowerment, Positive Reinforcement, and Recognition 58
Managing the Workload ................................................................. 64
  Time Management 64
  Supervision 67
  Performance Problems 68
  Delegation 74
  Accountability 77
Pretest Answer Key ......................................................................... 81
References ...................................................................................... 82
AADNS Prep Course Evaluation ...................................................... 85
AADNS Membership .................................................................... 87