LEADERSHIP

WHARTON NURSING LEADERS PROGRAM
Overview

As nursing leaders move upward in organizations, the decisions, the issues, and the projects become increasingly complex and multifunctional. This program’s content is specifically designed to address this complexity and includes identifying the key stakeholders and influencing their behaviors, learning to manage resources, and knowing when to terminate a task force or project. Small-group work is used to enhance the opportunities for learning and applying the lessons from the classroom.

Faculty members in the Wharton Nursing Leaders Program have been chosen not only for their expertise in a particular content area but for their vast experience working with senior clinician-executives.

Denise McNulty
DNP, MSN, RN-BC, ARNP, Department Chair, Ave Maria University Nursing Program and Clinical Education Specialist, Lee Health

“For anyone who works as a nursing leader in health care, the Wharton Nursing Leaders Program is a wonderful opportunity to practice what you learn in the classroom and address a real-world problem. In less than 48 hours, we were divided into small groups to come up with strategies on how to execute a plan for resolving a complex issue. Wharton’s faculty gave us new tools – project software, network diagrams and clarity worksheets. It pushed us out of our comfort zone and showed us more of the business side of sales and marketing that are needed to get things accomplished. We learned about the art of negotiation, which was extremely relevant for me since my biggest challenge as a healthcare leader is how to persuade finance leaders, who are not in the nursing discipline, to see the value of our programs. There is always a cost factor and if we’re not able to show the value or the financial return on investment, we won’t be able to fulfill our mission to our patients.”

Wharton most definitely has changed the way that I organize and assign tasks. It also enhanced my critical thinking skills. We spent a full day focusing on critical thinking – honing it in ourselves and in the nurses we develop. That’s important because everything is moving at such a fast pace in this ever-changing healthcare environment. As leaders, we need to be able to make sound decisions based on evidence-based practice. We need to assess and evaluate best practices so that we can minimize errors that potentially cause harm to the patients that we care for. I’ve recommended Wharton to numerous colleagues.”

exced.wharton.upenn.edu
Experience & Impact

Wharton Nursing Leaders, a week long course, is an immersive opportunity to develop a project plan, hone your financial acumen and receive valuable feedback from faculty and peers to improve your chance of success for project funding in your institution. Identify all phases of decision making in the context of project planning.

**Wharton Nursing Leaders session topics include:**

- Planning for Execution
- Hospital Finance
- Stakeholder Mapping
- Effective Decision Making
- Team Building and Motivation
- Managing People: Influence and Persuasion

The program will teach participants to:

- Identify a real problem in your health care organization as an actionable project; apply the project management, decision and stakeholder analysis, and financial lessons to this real problem.
- Build a project mission with the appropriate evaluation criteria.
  - Utilize quantitative tools such as PERT in planning and managing a project.
  - Account for variation in cost and time in the project planning phase.
- Learn the key operating metrics used by hospitals to measure financial performance Account for variation in cost and time in the project planning phase. Understand key drivers of cost and the importance of a variance analysis.
  - Create a compelling financial pitch for your project to key financial and executive teams.
  - Practice your pitch in front of a mock “Shark Tank” panel with real time feedback.
- Define and clarify key stakeholder, communication engagement strategy, and timing tools for change.
- Develop an exit strategy for your project with lessons learned and taking it home. Discuss the value of proper project framing.
Participant Profile

This program is for higher-level nurse-managers who are preparing for the role of chief nursing officer (CNO). Specifically, an individual attending this program must meet two of the three following criteria:

- Reports directly to the CNO of the organization
- Has multiunit fiscal and management responsibilities
- Manages direct reports who have supervisory responsibility
Consistently listed as one of Wharton's top professors in Businessweek's bi-annual “Guide to the Best Business Schools,” Richard Shell’s expertise covers negotiations, persuasion, and strategy. He has taught and consulted for more than 100 businesses and nonprofits including Google, Johnson & Johnson, the Pew Charitable Trusts, and Christie’s. He is the author of three books, including *Bargaining for Advantage: Negotiation Strategies for Reasonable People*, *The Art of Woo: Using Strategic Persuasion to Sell Your Ideas* (co-authored with Mario Moussa), and *Springboard: Launching Your Search for Personal Success*. 
## Sample Program Schedule*

<table>
<thead>
<tr>
<th>DAY 1</th>
<th>DAY 2</th>
<th>DAY 3</th>
<th>DAY 4</th>
<th>DAY 5</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BREAKFAST</strong></td>
<td><strong>BREAKFAST</strong></td>
<td><strong>BREAKFAST</strong></td>
<td><strong>BREAKFAST</strong></td>
<td><strong>BREAKFAST</strong></td>
</tr>
<tr>
<td>Critical Thinking</td>
<td></td>
<td></td>
<td><strong>Negotiation Case Study During Working Lunch</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Re-Entry</td>
</tr>
<tr>
<td><strong>LUNCH</strong></td>
<td><strong>LUNCH</strong></td>
<td><strong>LUNCH</strong></td>
<td><strong>LUNCH</strong></td>
<td><strong>LUNCH</strong></td>
</tr>
<tr>
<td>Critical Thinking (continued)</td>
<td>Financial Acumen (continued)</td>
<td>Planning for Execution (continued)</td>
<td>Special Academic Session with Industry Executive</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Financial Acumen (Group Work)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Welcome Reception</td>
<td>Application Session and Working Dinner</td>
<td>Work Groups and Working Dinner</td>
<td>Group Presentations and Working Dinner</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>DINNER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Program start and end times are subject to change. Please DO NOT make travel arrangements based on this agenda.

**SCHEDULE A CONSULTATION:**

+1.215.898.1776 (worldwide) | execed@wharton.upenn.edu

**EXECD.WHARTON.UPENN.EDU**

---

*The Nurse-Executive’s Toolkit: Influence, Persuasion and Negotiation*

*Negotiation Case Study During Working Lunch*