



Relationship Based Leadership

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We have no conflicts (financial or otherwise) to disclose.

Background



- **Introduction to Relationship Based Leadership (RBL)**
 - Peer-driven leadership
 - Self-awareness
 - Feedback
 - Mutual accountability
- **Healthcare Context and Challenges**
 - Burnout
 - Engagement
 - Team cohesion
- **Human-Centered Leadership Approach**
 - Qualitative
 - Person-centered, not metrics-driven



What Is Relationship Based Leadership (RBL)

- **Peer-Based Accountability Model**
 - Voluntary
 - Relationship-centered

- **Relational Leadership Focus**
 - Emphasizes "showing up" over formal titles

- **Leadership Behaviors Practiced**
 - Active listening
 - Reflection
 - Vulnerability

- **Alignment with Healthcare Values**
 - Empathy
 - Communication
 - Teamwork

Methods and Program Structure

- **Introductory Orientation**
 - Purpose
 - Structure
 - Clear expectations
 - Help with personalized mission statement
 - Active listening training
- **Small Group Discussions**
 - Leaders invited 2-3 participants
 - Monthly, 30-minute meeting
- **Consistent Meeting Format**
 - Simple, predictable structure
 - Questions designed to promote feedback
- **Regular Self-Reflection**
 - Additional 30 minutes after each meeting
 - Guided reflection and transition



Guiding Feedback

- **Guiding Questions**
 - What is going well?
 - What could go better?
 - What do I need to know that is not on my radar?
 - What do you need to know?
- **Optional Mission Statement**
- **Normalizing Feedback Process**
 - Affirmative and challenging feedback
 - Accepting feedback, rather than defending
 - Relational rather than punitive





Latosha Brown
BSN, RN

Optional Mission Statement

(or integrated leadership philosophy)

“I value community, collaboration, and professional development, and at the center of all these is love.”

“To teach is to learn.”

“I strive to create and facilitate win-win approaches and solutions; I embrace frameworks of abundance.”

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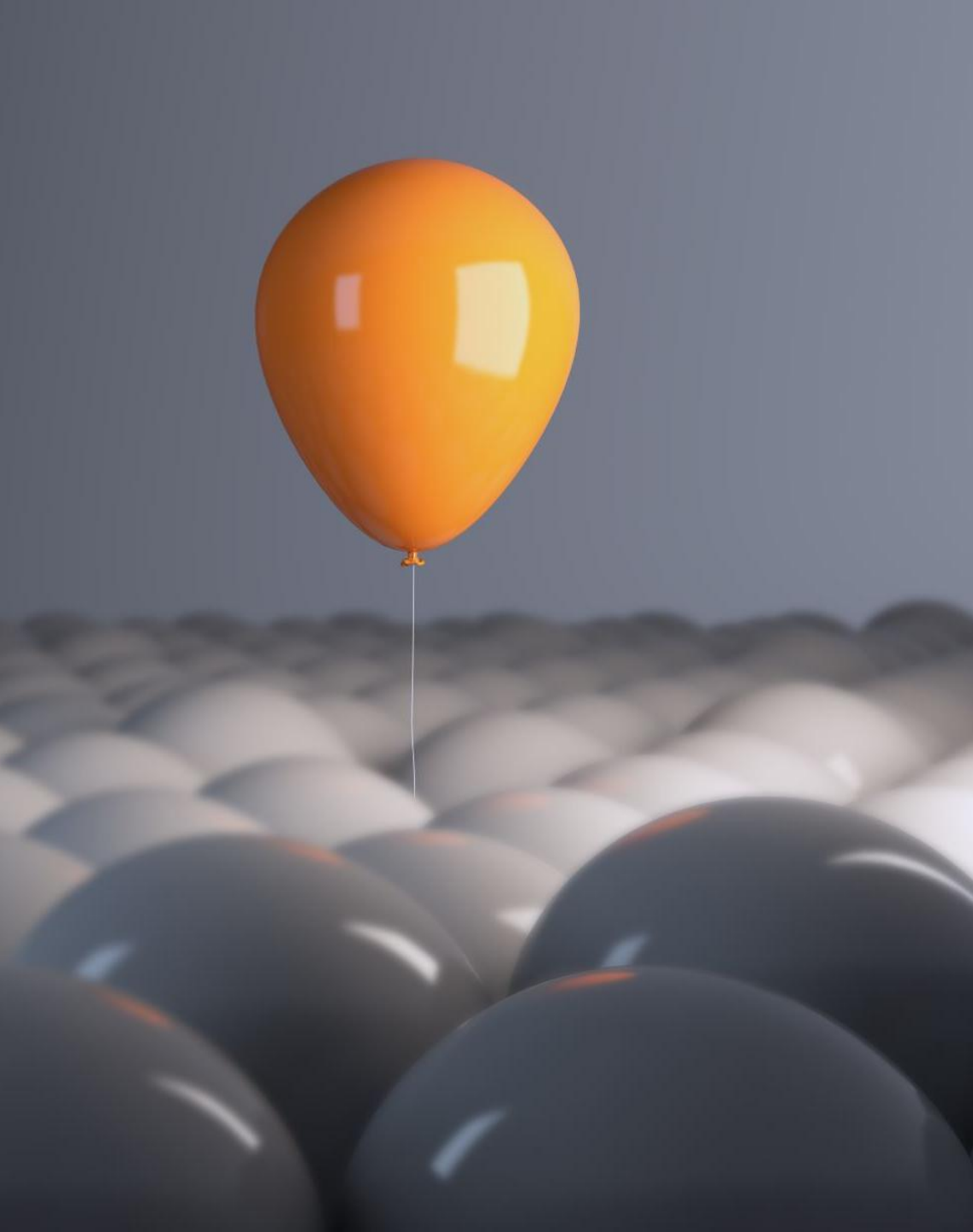


Evaluation and Data Collection

- **Monthly Reflection**
 - Brief online survey
 - Data collection
 - Focused reflection

- **Qualitative Evaluation**
 - Informal, qualitative discussion with steering team
 - End of each cohort
 - Deep insights into experience and growth

- **Understanding Behavioral Changes**
 - End of project evaluation
 - Focus on observed changes, not just satisfaction



Monthly Reflection

- **Logistics of Meeting**
- **Feedback Characteristics**
- **Feelings**
- **Reflection**
 - What might I do next month to invite more active engagement in the group (or less, if that is a need)?
 - What were the best and worst moments of today's session and why?
 - What did I learn about myself today?
 - What did I learn that will impact my practice (and how)?

Participation

- **Pilot Cohort**
 - 24 associates started
 - 10 completed the full 6-month program
- **Second Cohort**
 - 23 associates started
 - 11 completed the full program
- **Current Cohort**
 - 28 associates beginning their groups this month



Results



75% reported improved workplace relationships



increased self-awareness, reflection, and compassion



stronger connection to teams and peers



“This project changed how I show up as a leader.”

“They (my team) valued being seen beyond their performance.”

“Building relationships was the most impactful part.”

Key Themes and Impact

- **Emerging Themes**
 - Connectedness and communication
 - Self-awareness
 - Self-care
 - Gratitude for promoting personal and interpersonal growth.
- **Sustained Group Impact**
 - Some leaders continued groups post-pilot
 - New leaders recruited through word of mouth by previous cohorts
- **Leadership Development**
 - Transition into formal leadership roles
 - New initiatives in current roles
 - “Leading without a title”
 - Increased confidence and readiness
- **Organizational Benefits**
 - Supports resilience, engagement, and healthy dynamics
 - Provides new tools with low organizational cost





Conclusion and Implications

- **Core Leadership Skills**
 - RBL helps develop vital relationship-centered leadership skills such as feedback, reflection, and vulnerability.
- **Practical Leadership Investment**
 - Small, consistent investments in relationships foster meaningful leadership growth without heavy resource demands.
- **Alignment with Healthcare Values**
 - RBL aligns with OhioHealth's values, supporting compassionate care through scalable leadership development approaches.

Questions

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