AONL Certification Exam Preparation References

The following resources cover a wide range of leadership content. Some are foundational to any leadership practice; some are more focused on the manager's role and others are more relevant to the executive role. What is needed for an individual's exam prep depends on that person's experience and knowledge and where there are gaps. Use the resources below that address a competency gap. This can be determined by reviewing the AONL functional competencies and completing the AONL self-assessment and/or taking the AONL practice exam.

AONL Foundational Documents:
- AONL Guiding Principles
- Elements of a Healthy Work Environment
- Leadership Beyond the Pandemic
- Longitudinal Nursing Leadership Insight Study
- Nurse Leadership Workforce Compendium

Nursing Leadership Textbooks:
- *Effective leadership and management in nursing*. 9th ed. (2017). Sullivan, E.J.
- *Leadership and Management in Nursing*, 4th ed. (2010). Grohar-Murray, M., DiCroce, H., M., Langan, J.
- *Leadership and nursing care management,* 7th ed. (2021). Huber, D. & Joseph, M.
- *Leadership Roles and Management Functions in Nursing*, 11th ed. (2020). Huston, C
- *Leading and Managing in Nursing*, 7th ed.(2018). Yoder-Wise, P.S.
- *Management and leadership for nurse administrators*, 8th ed. (2018). Roussel, L. Thomas, P. & Harris, J.
- *Quantum Leadership- Advancing Innovation, Transforming Health Care*, 5th ed. (2017). Porter-O'Grady, T. & Malloch

General Leadership Resources:
print
- *Learning Leadership* (2016*)*. Kouzes, J., Posner B.,
- *Primal Leadership: Realizing the Power of Emotional Intelligence,* Golman D, et al
- *Resonant Leadership*, (2005). Boyatziz, R., McKee, A.
- The Leadership Challenge 7th ed. (2023). Kouzes, J., Posner, B.

Digital
- Mind Tools

PROFESSIONALISM

Professional Accountability

Print
- *ANA Code Of Ethics for Nurses with Interpretive Statements* 2nd ed. (2015
- *Crucial Accountability: Tools for Resolving Violated Expectations, Broken Commitments, and Bad Behavior*, 2nd ed
- *Legal and Ethical Issues in Nursing* 6th ed. Guido, G. W.

Digital/Electronic
- [Health & Human Services (HHS) National Institutes of Health](#)
- [The Belmont Report](#)
- [ANA Standards of Professional Performance](#)
- Institute for Patient- and Family-Centered Care. (n.d.). *Core concepts of patient- and family-centered care.* https://www.ipfcc.org/about/pfcc.html
- *Six behavioral traits that define executive presence*. Wahler, Cindy. (2015). https://www.forbes.com/sites/ellevate/2015/07/02/%E2%80%8Bsix-behavioral-traits-that-define-executive-presence/#430b243b7102

Health Equity & Social Determinants of Health

Digital/Electronic
- [National Center for Cultural Competence](#)
- Institute for Diversity and Health Equity https://ifdhe.aha.org/

Advocacy

Governance

Digital/Electronic
- [Hospital Governance And The Quality Of Care](#)

COMMUNICATION & RELATIONSHIP BUILDING

Effective Communication

Digital/Electronic
- [Communication in the Real World](#)

Influencing Behaviors

Print
- *Influence, New and Expanded: The Psychology of Persuasion* (2021).   R. Caldini
- *Influencer: The New Science of Leading Change* (2013) , 2nd ed. J. Grenny, et al.

Relationship Management

Print
- *Crucial Conversations* 3rd ed. (2021), K. Patterson, et al.
- *Getting to Yes: Negotiating Agreement Without Giving In*. (2011) R. Fisher

Digital/Electronic
- [National Center for Cultural Competence](#)
- [AHRQ Team Stepps](#)
- The Importance of a Relationship in Negotiation https://www.pon.harvard.edu/daily/negotiation-training-daily/negotiate-relationships/

AONL | American Organization for Nursing Leadership™

Knowledge of the Health Care Environment

Nursing Practice & Application

Print
- *Evidence-based practice for nurses: Appraisal and Application,* 5th ed. Schmidt, N. & Brown J
- *Evidence-Based Practice in Nursing & Healthcare: A Guide to Best Practice,* (2018) B. Melnyk & Ellen Fineout-Overholt
- *Leadership for Evidence Based Practice* 2nd ed. Weberg, D

Digital/Electronic
- [The Future of Nursing 2020-2030](#)

Regulation

Digital/Electronic
- [Center for Medicare and Medicaid Services](#)
- [Health & Human Services (HHS) Laws and Regulation](#)
- [NCSBN](#)
- [TJC](#)
- Conditions for Coverage (CfCs) and Conditions of Participations (CoPs) https://www.cms.gov/Regulations-and-Guidance/Legislation/CFCsAndCoPs

Patient Safety & Quality

Print
- *Quality Health Care: A Guide to Developing and Using Indicators,* Lloyd, R.

Digital/Electronic
- [Institute for Healthcare Improvement](#)
- [The Future of Nursing 2020-2030](#)

Economics & Policy

Print
- *Policy & Politics in Nursing and Health Care.* Mason, D., Perez, A. et al.
- *Shaping Nursing Healthcare Policy: A View from the Inside 1st ed.* Seibert, D. Malone, B., & DeLeon, P
- *Nurses making policy: From bedside to boardroom. (2nd Edition). (2019). Patton, R. M., Zalon, M. L., & Ludwick, R. (Eds.).*

Evidence Based Practice

Print
- An introduction to implementation science for the non-specialist. *BMC Psychol*. 2015 Sep 16;3(1):32 Bauer, M., et al
- *Leadership for Evidence Based Practice* 2nd ed. Weberg, D

Business Skills and Principles

Financial Management

Print

- *Budgeting Concepts for Nurse Managers* 4th ed. S. Finkler & M. McHugh
- *Financial and Business Management for the Doctor of Nursing Practice*, 3rd ed. KT Waxman and M. Knighten (Editors)
- *Penner's Economics and Financial Management for Nurses and Nurse Leaders* 4th ed. KT Waxman and M. Knighten (Editors)
- *Baker's Health Care Finance: Basic Tools for Nonfinancial Managers* 6th ed. T. Ross
- *Gapenski's Healthcare Finance: An Introduction to Accounting and Financial Management*, 7th ed. K. Reiter & P. Song
- Value-based payment promotes better patient care, incentivizes health care delivery organizations to improve outcomes and lower costs, and can empower nurses. Six Part Series (2022) *Nursing Outlook.* Yakusheva O, Rambur B, O'Reilly-Jacob M, Buerhaus, P.
- Understanding FTEs and Nursing Hours Per Patient Day, *Nurse Leader*, April, 2020. T. Welch & T. Smith

Digital/Electronic

- [Center for Medicare and Medicaid Services](#)

Strategic Management

Print

- *Good to Great in the Social Sector , Collins, J.*
- *High Reliability Organizations: A Healthcare Handbook for Patient Safety & Quality,* 2nd Edition. Oster, C. & Braaten, J.
- *Business model generation: A handbook for visionaries, game changers, and challengers.*Osterwalder, A., & Pigneur, Y.

Digital/Electronic

- [Agency for Healthcare Research and Quality](#)
- Cremades, A. (2018, July 24). How to create a business plan. Forbes. https://www.forbes.com/sites/alejandrocremades/2018/07/24/how-to-create-a-business-plan/#2b5b3c427391
- Deeb, G. (2018, December 4). The top 6 steps of strategic planning.*Forbes*.https://www.forbes.com/sites/georgedeeb/2018/12/04/the-top-6-steps-of-strategic-planning/#661453b235b2

Human Resource Management

Print

- *Human Resource Management, 15th ed.* Mathis, R., & Jackson, J.
- *Healthcare Human Resource Management.* Flynn, W., Valentine, S., et al.

Digital/Electronic

- Lytle, The health care industry's top HR challenges. *Society for Human Resource Management*.. (2020, February 24https://www.shrm.org/hr-today/news/hr-agazine/spring2020/pages/health-care-industry-top-hr-challenges.aspx
- *2020 NSI national health care retention & RN staffing report*. Nursing Solutions, Inc. (2020). https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf

LEADERSHIP

Systems & Complex Adaptive Thinking

Print

- Complexity Leadership in the Nursing Context. *Nursing Administration Quarterly*, Vol.44 No2. Uhl-Bien, M., et al

Digital/Electronic

- Kiviliene, J., & Blazeviciene, A. (2019). Review of complex adaptive systems in nursing practice. *Journal of Complexity in Health Sciences, 2*(2), 46-50. https://www.jvejournals.com/article/21169
- The application of systems thinking in health: Why use systems thinking? *Health Research Policy and Systems, 12*(51). Peters, D. H. (2014). https://doi.org/10.1186/1478-4505-12-51
- The application of systems thinking in health: Why use systems thinking? *Health Research Policy and Systems,* (2014). *12*(51). Peters, D. H https://doi.org/10.1186/1478-4505-12-51

Diversity, Belonging & Inclusion

Print

- Sabotaging Success: The Role of Unconscious Bias, Oct. 2019*, Nurse Leader*. A. Prestia

Transformation & Innovation

Print

- Anticipating Disruptive Innovations With Foresight Leadership. *Nursing Administration Quarterly*, Vol.43 No3. Pesut, D.
- Innovation in Healthcare: A Concept Analysis. *Nursing Administration Quarterly* 2009 Jul-Sep;33(3):227-379*, D. Weberg
- *Quantum Leadership- Advancing Innovation, Transforming Health Care*, 5th ed. (2017), Porter-O'Grady, T. & Malloch
- *Diffusion of Innovation (1st ed.) (1962). Rogers, E. M*

Digital/Electronic

- Complexity Leadership Theory and Innovation D, Weberg

Change Management

Print

- *Leading Change*, (2012), J. Kotter
- *Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times* 1st ed. (2021). John P. Kotter et. al

Digital/Electronic

- Kotter

Decision Making

Digital/Electronic

- ANA Principles for Delegation
- How to Delegate Effectively
- Management Decision Making Models
- Stages in decision making. [Blog post]. McDermott, D. (n.d.). https://www.decision-making-confidence.com/stages-in-decision-making.html