Figure 1. General Theory of Effective Multilevel Shared Governance Framework (reprinted with permission from Joseph and Bogue4)

Reads as steps from bottom:

**Team Foundations**
1. Skillfully managing group formation and tasks
2. Establishing group identity and normative expectations
3. Focusing on driving change in nursing practice

**Empowering**
4. Achieving the active support of management
5. Working toward outcomes that help the organization face challenging trends
6. Enabling Excellence in patient safety

**Aligning**
7. Self-defining and directing a local patient care improvement agenda
8. Demonstrating leadership for nursing in practice excellence
9. Leading across disciplines to improve patient outcomes

Top step:
Self-directing nursing teams advancing proficiencies, practices, and organization goals