

NURSING LEADERSHIP

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MY AIM IN THIS HOUR IS TO:

- Discuss the meaning & importance of leadership
- Identify some differences between leadership styles and leadership & management
- Share my beliefs about leadership
- Identify some leadership challenges
- Share some of the LFC impacts
- Talk about why leadership is important for this country

WHAT IS LEADERSHIP?

- It is about **influence**:
 - the capacity to influence others to work together to achieve a shared purpose
 - a process of getting things done through people
 - Influencing others to accept a new idea or way of looking at things (e.g. DON)

Leadership is NOT

- ✓ A right of long service
- ✓ Power and authority (position)
- ✓ The same as management
- ✓ Being a bully or dictator



Types of Leadership

- Transactional
 - Managerial focus
 - Focus on specific tasks
 - Uses rewards and punishments to motivate followers
 - Concerned with day-to-day operations
- Transformational
 - Future/change focus
 - Focus on team-building, motivation and collaboration with employees
 - Concerned with the long term, achieving the vision
 - Serves as role model

2 Nurse Administrators

- FEROZA

- Age 49; BScN
- In post 4 years
- Regularly visits wards
- Talks with staff re their job/goals
- Shares her vision for nursing/ the hospital
- Believes mistakes are part of learning

- RANYA

- Age 38; MPH
- in post 4 years
- Stays in her office or at outside meetings
- shouts at staff; blames
- demands to be 1st
- wants detailed updates and to make all decisions

Can a leader be both transactional and transformational?

Can a manager be a leader? Can a leader be a manager?



Leading vs. Managing

LEADING	MANAGING
Focuses on people	Focuses on work
Visionary, Strategic Thinker	Productivity Expert
Defines purpose, sets direction	Nurtures structure, establishes systems & processes
Creates mission statement	Delivers on mission statement

Leading vs. Managing

LEADING	MANAGING
Takes risks	Minimises risks
Innovates	Administers
Designs change	Promotes change
Concerned with doing the right thing	Concerned with doing things right
Focus on policy	Focus on procedure

I believe that leadership:

- Exists in all 4 nursing domains – education, practice, administration & research
- Represents responsibility
- Is hard work
- Exists at all levels of an organization
- Is learned
- Depends in part on the leader, the situation and the followers

I believe that :

- Leaders need management skills & vice versa
- Leadership includes mentoring, coaching, supporting, rewarding and attracting other leaders at all levels



I believe that :

- Leadership involves vision, strategic skills, self knowledge, strong interpersonal skills, credibility, risk, and the ability to work with and influence others
- Leadership development begins with students
- Ongoing leadership development is critical

I believe that nurse leaders:

- should participate at the most senior decision-making tables within their organizations
- Must advocate for quality practice environments
- Face many challenges



Today's Leadership Challenges

- ✓ Understanding the big picture - where nursing fits
- ✓ Leading a generationally diverse workforce
- ✓ Developing technological know-how
- ✓ Building partnerships and alliances
- ✓ Developing/maintaining leadership competencies

Leadership Competencies

Strategic	Proactive
Visionary	Innovative
Competent	Confident
Collaborative	Self directed
Skilled in critical thinking & problem solving	Externally Aware/sees the big picture
Results oriented	Skilled in communication & IPR
Risk taking	Politically skilled
Decisive	

Leadership Challenges, cont'd

- ✓ Strengthening the nursing workforce
- ✓ Building a positive workplace
- ✓ Effectively influencing policy



Leadership Globally & Locally

- ✓ Leadership shortage globally - ageing leaders and insufficient mentoring/development
- ✓ Bangladesh is no exception
- ✓ Nursing development focused on graduate education – excellent progress in 5 years
- ✓ A break in leadership development post LFC
- ✓ Entering a new era as middle income country

Bangladesh & LFC

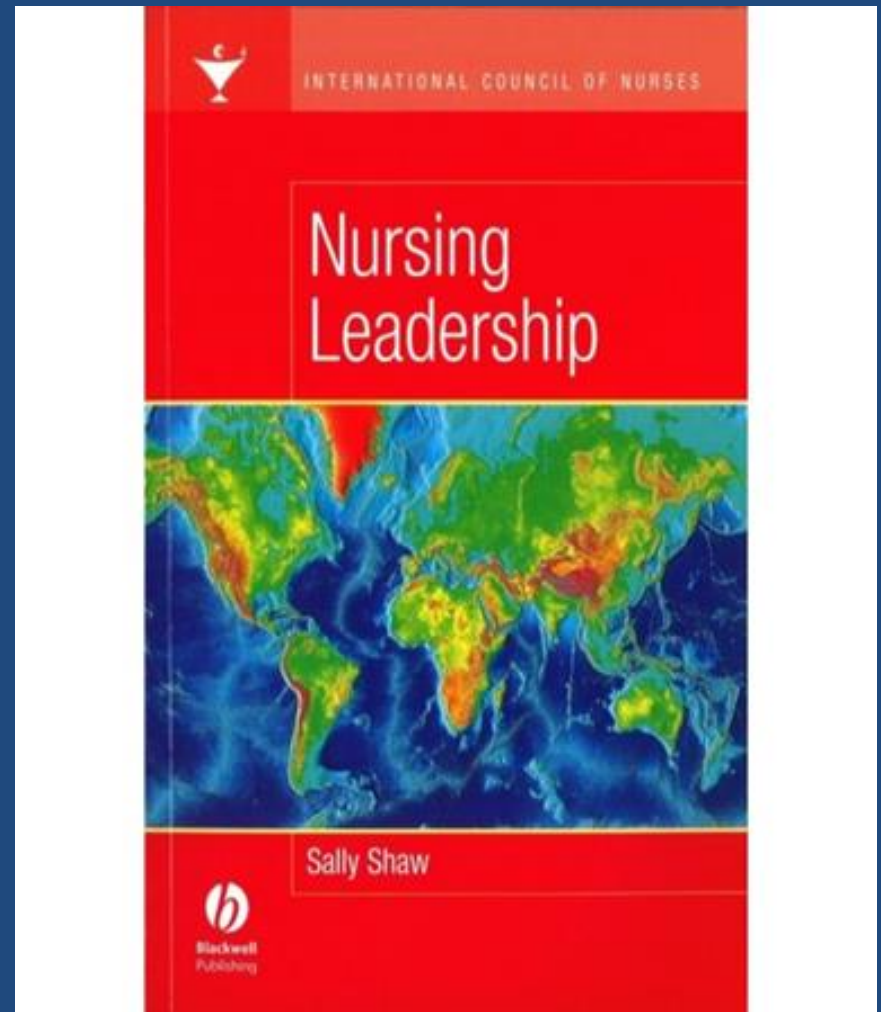
- Leadership for Change – ICN program in > 60 Countries
- LFC™ focuses on enhancing effectiveness in:
 - Health planning, health and social policy development, and political skills
 - Leadership and management in health services
 - Developing quality cost effective health services

Bangladesh & LFC

- Preparing through mentoring and coaching future generations of nurse and non-nurse leaders
- Sustaining development
- Contributing within the broader health and management teams
- Influencing curricula changes
- Networking nationally, regionally and internationally

LFC in Bangladesh

- 4 phases = 137 graduates
- Several impacts



Examples of LFC Impact

- Significant changes took place locally, largely related to patient care:
 - Improvements in nursing care quality
 - Reduced hospital cross infection
 - Reduced length of stay
 - Reduced mortality from obs. Complications
 - Improved nurses' morale & attitudes
 - Positive patient reactions

Examples of LFC Impact

- More involvement/appreciation by doctors
- Better health team cooperation /coordination
- Improve use of available manpower
- Health education & training
- Increased confidence of involved nurses
- Maintenance of sterility, ward cleanliness
- Awareness of need for better management

Why Bangladesh Nurses Need Leadership

- At all levels and in all domains
- + leadership impact from LFC on patient care, nurses
- Many nurse leaders are retiring
- Still dealing with issues of gender and status
- Implement/experiment with new ideas/knowledge/approaches for changing times (e.g. policy & advocacy)
- Help move from command & control to more transformational style

Why Bangladesh Nurses Need Leadership

- To challenge traditions (e.g. rotating all nurses vs. developing competence in 1 area)
- To participate fully/equally with other health professions
- To be better recognized by authorities
- To help strengthen the professional associations; build cohesion/shared vision
- To further strengthen nursing

Short Course on Leadership

6 most important words: **'I admit I made a mistake'**

5 most important words: **'I am proud of you'**

4 most important words: **'What is your opinion'**

3 most important words: **'If you please'**

2 most important words: **'Thank you'**

1 most important word: **'We'**

Least important word: **'I'**

Adair, J. (1983)

*If your actions inspire others to
dream more, learn more, do more
and become more, you are a leader*

John Quincy Adams
USA President 1825 –1829

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