Everyone's a Leader
Leading for Quality

RCN Nurses in Management and Leadership Forum Fringe Event

Royal College of Nursing
Nurses in Management and Leadership Forum

RCN Congress 2019

22nd May 2019

Welcome and Introductions

Edita   **Lindsey**   **Gerard**

Sally

Ellie   **Denise**   **Helen**

Vi

Forum Steering Committee & Voting at Congress
Lindsey Scott *Southwest*
Sally Bassett (Chair) *Southeast*
Helen Stanley *Southeast*
Forum members & Voting at Congress
Edita Simutyte *London*
Gerard Casey *Northern Ireland*
Forum Steering Committee Member
Vi Thomas *London*
Forum member
Denise Kelly *Northern Ireland*
Eleanor McManus *Northwest*

Boundaries

- What is said in the room, stays in the room
- Be true to yourself
- Be sensitive to and respect others' opinions
- Be sensitive to the diverse needs of others in the room


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- Finding out what is important to forum members and representing those views.
- Actively contributing to shaping the future of nursing management and leadership.
- Supporting your development as managers and leaders.
- Facilitating the Nurses in Management and Leadership Forum members in influencing the RCN strategy.
- Connecting your interests, expertise and experiences to the RCN strategy and its success

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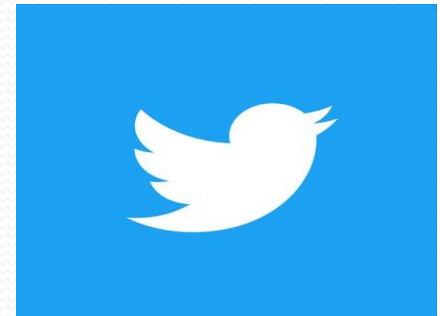
@RCNMandLForum

RCN Forum Website

![Royal College of Nursing — Nurses in Management and Leadership Forum logo]

Our journey on this 'issue'

2017 Successful Congress Fringe Event – Resilience Well evaluated and oversubscribed

2018 Evidence Based Paper With links to Research Forum

2019 Masterclass for the Education Forum '*Supporting Nurses to Lead from Day One*' Well evaluated

2019 Congress Fringe Event today

2019 onwards work plan….
- Emerging Leaders Project
- Critical Conversations workstream

> **Take the terror out of the title!**


alamy stock photo

Objectives for today

- Identify the 5 attributes for a leader ……formal or informal (everyone)
- Explain the importance of being an effective role model as a leader
- Explain the value of emotional intelligence
- Demonstrate how conversations are critical to effective leadership
- Provide tips and ideas for you to take back, and links to useful resources

Why don't you write down two development points you would like to take away from today's session.

What does leadership mean to you?
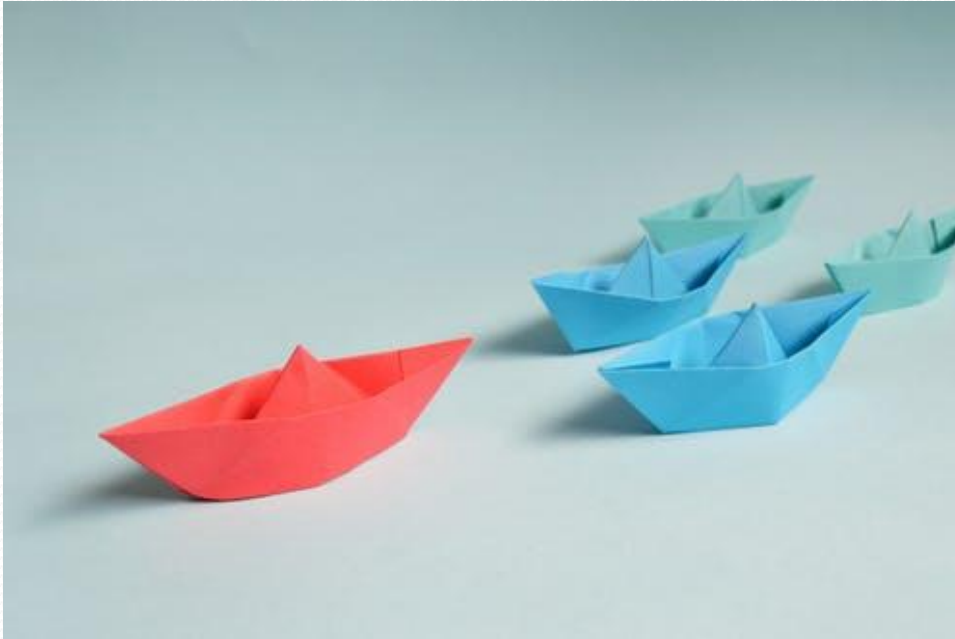
A few questions to consider:

- What does leadership mean to you?
- What behaviours, skills and attitudes come to mind?
- Do you see yourself as a leader?

For a few minutes talk in small groups or to the person next to you about these questions

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6 Leadership Styles and New Emerging

Servant Leadership
(Parris and Peachey, 2013)

Compassionate Leadership
(Zuluek, 2015)

Patient Centered Leadership

(Goleman, 2000)

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Leaders who have mastered four or more—especially the authoritative, democratic, affiliative, and coaching styles—have the very best climate and business performance.

(Goleman, 2000)
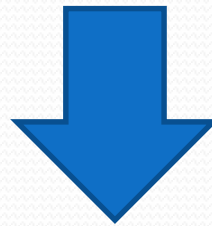
SITUATIONAL LEADERSHIP

The best leaders learn to wear the mask of leadership—they become the leader people *want* to follow, not the leader people *have* to follow.

Imposter Syndrome

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(Kets de Vries, 2005)

Things to think about as a leader

- Enlist the help of a trusted mentor to discuss your feelings about Imposter Syndrome.
- Pay attention to your own self-talk and consider whether your thoughts are empowering or disabling.
- Make of list of the strengths you bring to the role and what you contribute.
- Accept that perfection and the need to "know it all" is both unrealistic and can be personally costly.
- Recognize that there are times when you will be on a steep learning curve in a role and need to further develop your competencies.
- Be honest about what you know and what you don't know and utilize the experts on your unit or in your organization.
- Be willing to be uncomfortable and move through your fear.

(Leadership Academy, 2019)

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5 skills and competencies

1. [Organisational Skills]
2. *Motivational Skills*
3. **Emotional Intelligence**
4. **Role Modelling**
5. **Holding critical conversations**

More evidenced based information and slides on all are available in the video of the March Masterclass for the Education Forum accessed through www.RCNevents.tv and in the paper will will give you at the end of the session

1. What are you motivated by?
2. What are those you lead motivated by?

Individual	Motivated by	Rewards
Expert	Expertise and mastery	Training and development
Star	Recognition and respect	Awards and status
Builder	Money and material satisfaction	Material perks
Seeker	Meaning and making a difference	Praise and regular feedback
Friend	Belonging and friendship	Support and involvement
Defender	Security and predictability	Communication and continuity
Creator	Innovation and change	Opportunities for creativity and innovation
Director	Power and influence	Responsibility and Influence
Spirited	Freedom and Independence	Autonomy and empowerment

(Sales, 2013)

Emotional Intelligence

'…the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.'

(Oxford Dictionary, 2019)

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	Self Personal Competence	**Other** Social competence
Recognition	**Self-Awareness** - Emotional self-awareness - Accurate self-assessment - Self-confidence	**Social Awareness** - Empathy - Service orientation - Organizational awareness
Regulation	**Self-Management** - Self-control - Trustworthiness - Conscientiousness - Adaptability - Achievement drive - Initiative	**Relationship Management** - Developing others - Influence - Communication - Conflict management - Leadership - Change catalyst - Building bonds - Teamwork & collaboration

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(Chernis and Goleman, 2001)

Mind Changing? A Growth Mindset
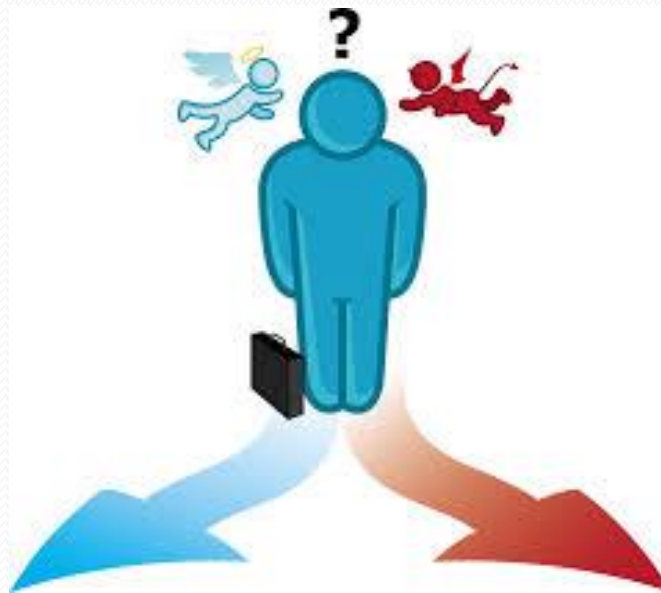
Carol Dweck's Mindset Theory

Fixed Mindset

…believe that their basic abilities, intelligence, and talents are fixed traits and cannot be changed.

- Avoid challenges
- Give up easily
- See effort as fruitless or worse
- Ignore useful negative feedback
- Feel threatened by the success of others

Growth Mindset

...believe that intelligence can be developed, that the brain is like a muscle that can be trained. This leads to the desire to improve.

- Embrace challenges
- Persist in the face of setbacks
- See effort as the path to mastery
- Learns from criticism
- Find lessons and aspirations in the success of others

(Dweck, 2017)

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Growth Mindset Development

- Acknowledge and embrace needs.
- View challenges as opportunities.
- Prioritise learning over seeking approval.
- Focus on the process instead of the end result.
- Cultivate a sense of purpose.
- Reward effort and actions, not traits
- **Learn to give and receive constructive criticism**.
- Need for improvement does not mean failure.

(Develop Good Habits, 2019)

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6 Mindsets of Success

- High aspirations
- Courage
- **Resilience**
- Optimism
- Collaboration
- Growth   (Owen, 2017)

Resilience

In preparation the forum conducted an **exploratory online conversation with Council of Deans and Burdet Trust Student Leadership Programme participants** discussing the meaning and expectations of resilience. Several themes emerged:

- Defining resilience as: the **quality that allows individuals to flex and adapt to the inevitable winds of life, to be knocked down and to come back up**.

- That resilience is an **individual, team and leadership responsibility**.

- The term is **sometimes used to blame** an individual for not being resilient enough- and that their burnout is their own fault and that they should just 'get on with it'.

- Nurses should **develop resilience** and **draw on it** when the emotional and spiritual demands of CARING increase; however, resilience has nothing to do with unsafe levels of staffing or workplace bullying. Nurses should not be expected to carry systems or environmental burden.

- Resilience is a **positive attribute** and should be cultivated individually and in teams. However, let's not confuse what it actually means.
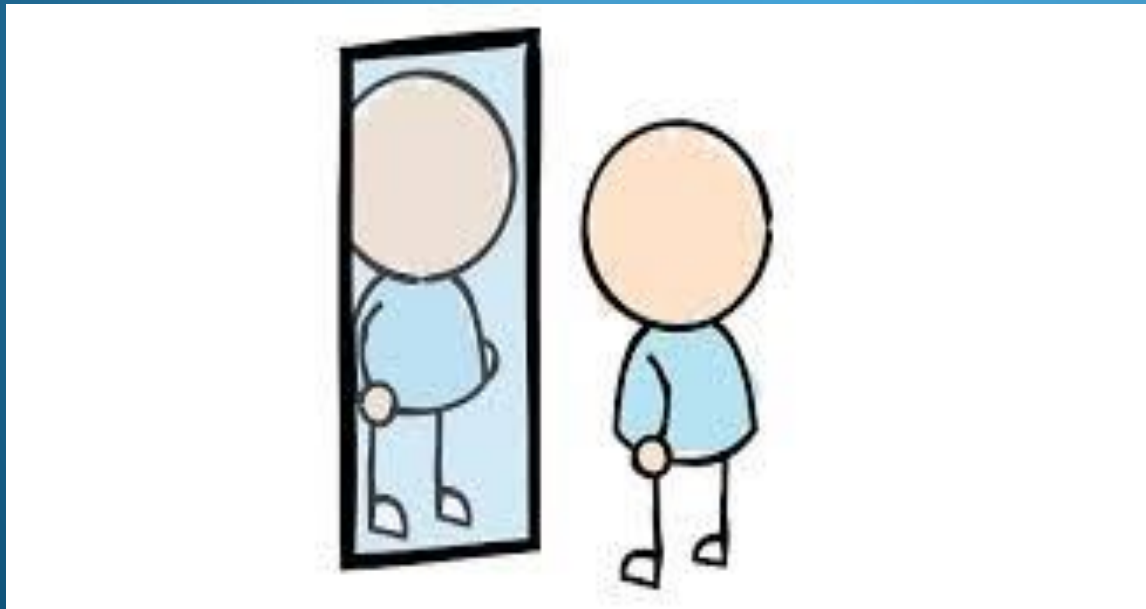
Calum Allen-Ridge Assistant Practitioner

Role modelling in day to day practice

Providing quality care

Speaking out

Role modelling in leading others

Support worker team

Newly Registered Nurse Mentor

Champion for Quality

Trust Dementia Champion

Board level quality improvement projects

Presentations

Input, process, output model of team working and effectiveness in healthcare.

Borril et al (2000)

Inputs-----------------------Group Processes-------------------Outputs

Inputs	Group Processes	Outputs
Domain	Leadership	Effectiveness - self and externally rated
HealthCare	Clarity of Objectives	
Environment	Participation	Clinical outcomes/ quality of health care
Organisational context	Task Orientation	Innovation – self and externally rated
Team Task	Support for Innovation	Cost effectiveness
Team Composition	**Reflexivity**	**Team member mental health**
	Decision-making	
	Communication/ integration	Team member turnover

Reflexivity and Critical Conversations

Leadership and effective team working are dependent on Reflexivity

What is it?

Different to Reflection -   which is thinking, chewing over, rumination, pondering, self awareness raising

Reflexive practice is 'questioning the relationship between ourselves and others; how we see the world, our assumptions, what we take for granted and our impact, our responsibility for 'constructing' life/self/social (Cunliffe 2009).

Reflexivity implies *alteration/change/modification* after reflection and raised self awareness

This means we need to have conversations with each other to influence and bring about the improvements we have identified

Critical Conversation for leadership – what's it like being the receiving end of me?

- **Great leaders** are aware of what it's like to be 'on the receiving end of them'
- They are able to adapt their approach and how they talk in real time
- They manage their emotions and their impact in real time
- They ask themselves – what's it like being on the receiving end of me?
- Turn to your neighbour, think of a time when you asked a colleague to do something or gave some feedback, how did you come across?

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Concluding

Top Tips for Managing & Leading Yourself

- Do what fulfils you
- Build your networks
- Find a coach-mentor; be someone else's
- Invest in yourself
- Face your fears
- Try something new
- Be kind and generous

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(Bassett, 2018)

Resources

- Tips and ideas in this session
- Bibliography
- Forum evidence based paper
- Resource List handout
- Forum masterclass videos www.RCNevents.tv

Expectations

Please refer back to your notes and review your original thoughts.

Moving forward, have you identified areas for development?

Please could you complete the evaluation of the event as you leave.

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