

# Confidence and self-confidence as complementary building blocks for healthcare middle managers' development of capacity and capability: a systematic review and meta-synthesis



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# Objectives of the presentation

- Background
- Aim
- Methods
- Results
- Conclusions



Picture: Trude A Hartviksen

# Background

- Healthcare middle managers
- New Public Management, primarily top-down controlled
- Loss of involvement and autonomy

# Aim

To identify the available evidence and critically discuss how healthcare middle managers develop their leadership capacity and capability in a healthcare system characterized by high complexity

# Methods

1. Formulating a PICO question
2. Developing a search strategy
3. Searching for knowledge
4. Selecting studies
5. Critically appraising studies
6. Extracting and analyzing data
7. Synthesizing data

## Experiences of healthcare middle managers in developing capacity and capability to manage complexity: a systematic review protocol

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**Review question/objective:** The objective of this review is to explore the experiences of healthcare middle managers in developing capacity and capability to manage in a leadership role characterized by high complexity.

**Keywords:** capability; capacity building; developing; healthcare management; leadership

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### Background

#### Healthcare middle managers

Healthcare middle managers (HMMs) are the first line managers and leaders closest to everyday clinical practice. This review will include HMMs in public healthcare services. Healthcare middle managers have an important role in translating top-level policies, strategies and resources into practical improvements. Turnover and shortage of personnel, engagement, motivation and the results of the workplace are all closely associated with healthcare management.<sup>1,4</sup>

Management in this review is defined as the process of achieving predetermined objectives through human, financial and technical resources.<sup>1</sup> Leadership on the other hand is understood as the process of engaging with others to achieve group objectives.<sup>1</sup> Healthcare middle managers are required to combine both management and leadership skills in their roles. This review will focus on HMMs' experiences of developing capacity and capability related to both topics.

The job as HMM is demanding. Multiple sources describe how knowledge in economics, technology, sociocultural systems and politics is needed in this role.<sup>1,5-8</sup> Moreover, HMMs are expected to have

capacity and capability in communication, negotiation, analysis, developmental strategizing, problem solving, leadership, risk management and networking.<sup>1,3,7,9,10</sup> Capacity in this review is understood as HMMs' knowledge and methods, and the ability to translate knowledge into practical clinical improvements. Capability on the other hand includes driving force, strategy, power, willpower and motivation.<sup>11</sup>

Healthcare management has traditionally been characterized by strategic planning, and concrete tasks, in a leadership structure based on hierarchical and linear models, with command and control principles, top-down supervision and little room for creativity.<sup>3,10-13</sup> Lately, these models have been criticized due to their lack of ability to account for highly complex healthcare organizations.<sup>3,10-15</sup> Recent research suggests flexibility among leadership styles as the most essential skill in healthcare leadership, as different leadership styles evoke various responses in different situations.<sup>18</sup> Flexibility is thus an essential leadership skill central to HMMs' capacity and capability.

Traditionally, healthcare middle management has been performed in addition to, and often overshadowed by, more visible clinical tasks related to patient needs.<sup>1,6,7</sup> Healthcare middle managers have been expected to be self-taught in leadership,<sup>18</sup> and to develop capacity by individual leadership training. This does not correspond with the complexity of the job.<sup>16</sup> Complexity in this review describes healthcare as complex adaptive systems comprising groups of

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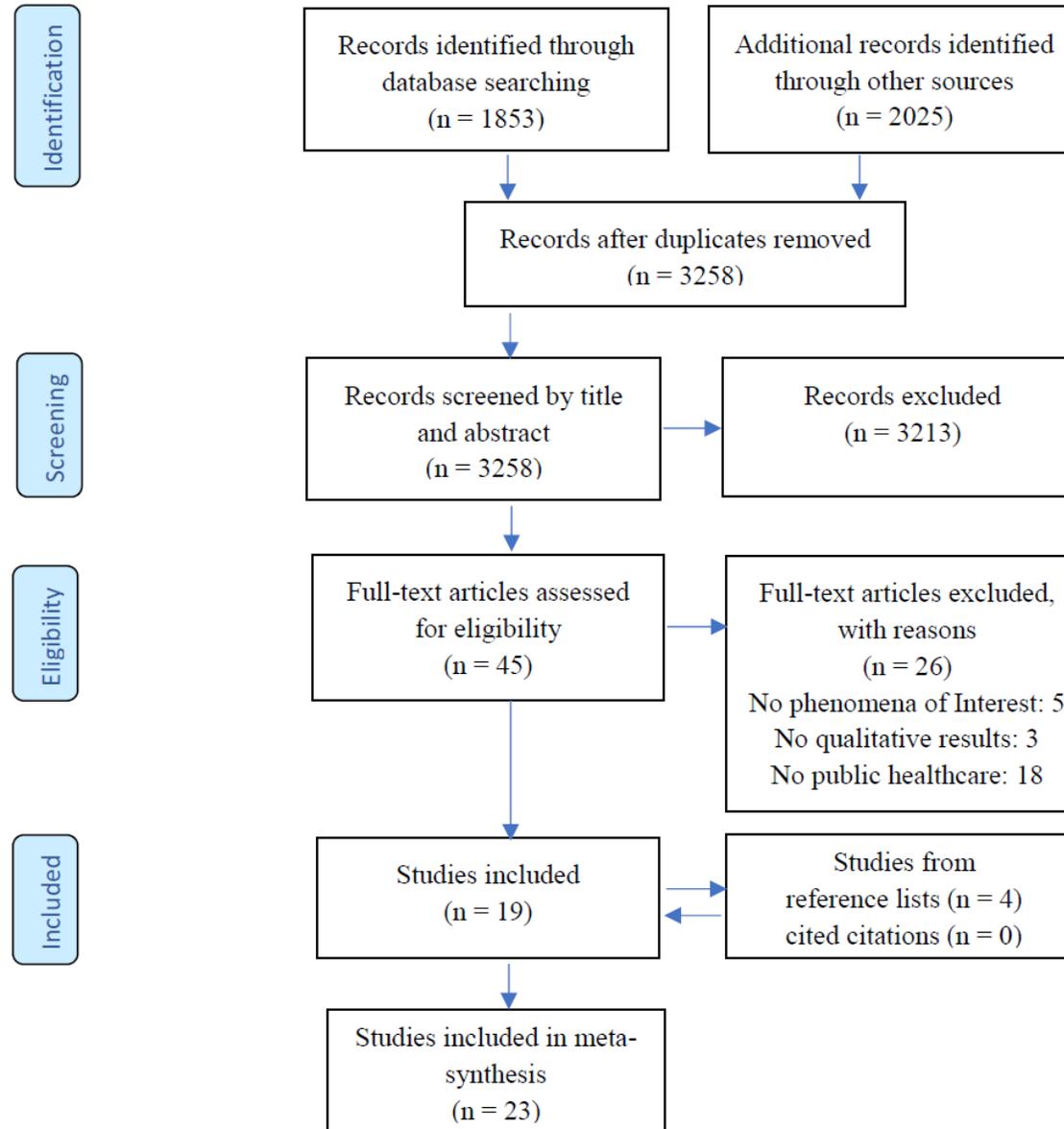
There is no conflict of interest in this project.

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# PICo

Participants (P)	Healthcare middle managers
phenomena of Interest (I)	Studies that described, investigated, or explored how healthcare middle managers experienced the development of the capacity and capability for leadership
Context (Co)	Complexity in community and specialized healthcare limited to public healthcare services

# PRISMA



# Results

## Meta-synthesis: Healthcare middle managers develop capacity and capability individually in an empowering context

Theme 1: Personal development of capacity and capability		Theme 2: A need for contextual support	
Subtheme 1a: A learning process	Subtheme 1b: Identification as a confident leader	Subtheme 2a: Networking	Subtheme 2b: Empowered by upper management



Central contrast: how healthcare middle managers experience a need to develop self-confidence based on confidence from an empowering context and their experiences in a typical work situation with low self-confidence and little support from upper management

# Conclusions

This review provides evidence of the need for a different approach in healthcare based on criticisms of present management and a suggestion to move from command and control leadership styles to leadership development processes based on building self-confidence among healthcare middle managers through various means, such as confidence, respect, empowerment, networking, support and feedback.

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# Thank You for Your interest



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