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Leadership in nursing

In collaboration with the 9th CNF Europe Region Conference
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ROYAL COLLEGE OF NURSING

MOTIVATION, MANAGEMENT AND LEADERSHIP
**MANAGERS vs LEADERS**

*Leaders master the context of their mission, Managers surrender to it.*

<table>
<thead>
<tr>
<th>MANAGERS</th>
<th>LEADERS</th>
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<tr>
<td><em>Doing things right</em></td>
<td><em>Doing the right things</em></td>
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<tr>
<td>- Administer, imitate, maintain</td>
<td>- Innovate, originate, develop</td>
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<tr>
<td>- Focus on structure</td>
<td>- Focus of people</td>
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<tr>
<td>- Rely on control</td>
<td>- Inspire Trust</td>
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<td>- Have short range view</td>
<td>- Have long range perspective</td>
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<td>- Accept the status quo</td>
<td>- Challenge the status quo</td>
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<td>- Are classic good soldiers</td>
<td>- Ask what and why</td>
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EMPOWERMENT

POWER

- Power over
  (control/forcefulness/hierarchy)

- or power to...
  (effectiveness/attainment/liberation)
POWER OVER = HIERARCHY

CHARACTERISTICS

• strength
• Control
• authority
• acceptance of authority
• competitiveness
Power skills
- Trust
- Caring
- Concern
- Knowledge of content of process
- Communications
- Group skills
- Respect
HOW TO LEAD

LEADERS MUST HAVE:

POLITICAL AWARENESS

DEVELOP THE VISION AND ESTABLISH THE DIRECTION

MANAGE BY EXAMPLE – Be a Role Model

VISIBLE MANAGEMENT – Walk the Patch

PAY ATTENTION – More Listening

COMMUNICATE – Speak the language/learn who/how to influence

EMPOWERING PEOPLE

FACILITATE RISK TAKING

DELEGATE – Not abdicate

NETWORK – Locally, Regionally, Nationally, Internationally
MOTIVATION AND MORALE

- **ORGANISATIONS**
  - Micro – climates

- **STYLE**
  - One size does not fit all
  - Know your staff

- **DEAL WITH ISSUES**
  - Case Studies  - Micro
  - Macro
  - Credibility
SUMMARY
-
- CLARITY OF CORPORATE OBJECTIVES
- VISIBILITY
- WALK THE JOB
- IMPARTIALITY
- EQUITY
- KNOW YOUR STAFF
- KNOW THEIR AGENDA
- DO NOT BE AFRAID TO ADMIT WHEN YOU ARE WRONG
- TAKE RISKS
VALUE THE PEOPLE

BECAUSE

VALUED PEOPLE MAKE

EFFECTIVE TEAMS
4 LESSONS FOR ORGANISATIONS FROM GEESE

1. The uplift draft from each goose when flying in “V” formation increases flying range by 71%

Lesson for teamwork:

By significant co-ordination and working together the productivity rate is increased dramatically.
2. **As lead goose of the skein (v) tires they rotate**

   **Lesson for teamwork:**

   Workload should be evenly distributed
   Too much reliance should never be placed on one individual

3. **Geese honk from the rear as encouragement/warning/information**

   **Lesson for leadership:**

   Communication is critical to ensure effective teamwork and leadership, geese view the honking as encouragement and not in any sense of barracking
4. If a goose is wounded or is unwell, two geese accompany their friend to the ground and will remain until the goose has either recovered or dies

Lesson for leadership:

The need to be supportive and sensitive to the needs of others particularly in times of crisis is paramount. Working in the Health Service is a highly pressurised and stressful occupation. The need to support each other has never been greater.