Competencies for Nursing Leadership

2006
What Competencies?

• The competencies for the nurse manager: a defined job

• The competencies for the nurse executive: a defined role
Nurse Manager
Inventory Tool

The Nurse Manager Leadership Collaborative
AONE
AACN-Critical Care
AORN
Nurse Manager Leadership Collaborative
Learning Domain Framework

Science Skills Managing the Business
- Financial Management
- Human Resource Management
- Performance Management
- Foundational Thinking Skills
- Technology
- Strategic Management
- Clinical Practice Knowledge

Art Behaviors Leading the People
- Human Resource Leadership Skills
- Relationship Management & Influencing Behaviors
- Diversity
- Shared Decision Making

The Leader Within Creating the Leader in Yourself
- Personal & Professional Accountability
- Career Planning
- Personal Journey Disciplines
- Center for Nursing Leadership Dimensions

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The Science: Managing the Business

- Financial Management
- Human Resource Management
- Performance Improvement
- Foundational Thinking Skills
- Technology
- Strategic Management
- Clinical Practice Knowledge
Financial Management

- Understand healthcare economics & policy related to the delivery of patient care

- Unit/Department budgeting

- Capital budgeting
Human Resource Management

- Recruitment techniques
- Interviewing techniques
- Labor laws regarding hiring
- Hiring policies and procedures of facility
- Orientation of new employees
Performance Improvement

• Knowledge of quality improvement techniques
• Patient safety
• Workplace safety
• Intradepartmental/Interdepartmental communication
Foundational Thinking Skills

- Systems thinking
- Complex adaptive systems knowledge
- Organizational behaviors
- Decision making skills
- Problem solving skills
Technology

• Basic computer skills

• Information technology used in patient care and delivery systems
Strategic Management

- Project management
- Business development
- Business plan development
- Presentation skills
- Persuasion skills
- Developing strategic plans
- Developing operational plans
Appropriate Clinical Practice
Knowledge and Skills

Each role and hospital has expectations about what the manager should know and do in the clinical practice area for which they are responsible.
Nurse Manager Leadership Collaborative Learning Domain Framework

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The Art: Leading the People

- Human Resource Leadership Skills
- Relationship Management & Influencing Behaviors
- Diversity
- Shared Decision Making
Human Resource Leadership Skills

• Performance management
• Staff development
• Succession planning
• Coaching and guiding skills
• Mentoring
Relationship Management and Influencing Behaviors

- Communication skills
- Emotional IQ
- Self awareness
- Effective use of dialogue
- Team dynamics
- Collaborative practice
- Conflict management/negotiation/mediation
Diversity

- Cultural competence
- Social justice
- Generational diversity
Shared Decision-Making

• Knowledge of the structures and processes of shared governance
  “owning your practice”

• Implementation of shared decision-making processes on the unit
The Leader Within: Creating the Leader in Yourself

• Personal & Professional Accountability

• Career Planning

• Personal Journey Disciplines

• Optimizing the Leader Within
Personal & Professional Accountability

- Personal growth and development
- Ethical behavior and practice
- Professional association involvement
- Certification
Career Planning

• Knowing your role

• Knowing your future

• Positioning yourself
Personal Journey Disciplines

- Shared leadership/council management
- Action learning
- Reflective practice
Reflective Practice Reference Behaviors

- Holding the truth
- Appreciation of ambiguity
- Diversity as a vehicle to wholeness
- Holding multiple perspectives without judgment
- Discovery of potential
- Quest for adventure towards knowing
- Knowing something of life
- Nurturing the intellectual and emotional self
- Keeping commitments to oneself

Developed by the Center for Nursing Leadership
Nurse Manager Leadership Collaborative Learning Domain Framework

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THE NURSE MANAGER
The AONE Competencies for Nurse Executives

The American Organization of Nurse Executives
AONE Nurse Executive Competencies

Communication & Relationship Management

Knowledge of Health Care Environment

Professionalism

Business Skills and Principles

Leadership

Shaping the future of healthcare through innovative nursing leadership.
Collaborative Development

- **ACHE**-American College of Healthcare Executives
- **HIMSS**-Hospital Information Management Systems Society
- **HFMA**-Healthcare Financial Management Association
- **MGMA**-Medical Group Management Association
- **AONE**-American Organization of Nurse Executives
Knowledge of the Healthcare Environment

- Clinical practice knowledge
- Patient care delivery models, work design, case management and risk management
- Healthcare economics and policy
- Governance
- EBP and outcome measures
- Champion for patient safety
- Quality improvement and metrics
Communication and Relationship-Building

• Effective communication
• Relationship management
• Influence behaviors
• Ability to work with diversity
• Shared decision-making
• Community involvement
• Medical staff relationships
• Academic relationships
Business Skills

• Healthcare financing
• Human resource management and development
• Strategic management
• Marketing
• Information management and technology
Professionalism

- Personal and professional accountability
- Career planning
- Ethics
- Evidence-based clinical and management practice
- Advocacy for the clinical enterprise and for nursing practice
- Active membership in professional assoc
Leadership Skills

• Foundational thinking skills
• Personal journey disciplines
• Appreciation and application of systems thinking
• Succession planning
• Change management
AONE Nurse Executive Competencies

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What is a major focus for all leaders today?
The Principles and Elements of a Healthful Practice/Work Environment

- A Culture of Accountability
- Collaborative Practice Culture
- Recognition of the Value of Nursing’s Contribution
- Communication-Rich Culture
- The Encouragement of Professional Practice and Continued Growth/Development
- Shared Decision-Making at All Levels
- The Presence of Adequate Numbers of Qualified Nurses
- The Presence of Expert, Competent, Credible, and Visible Leadership
- Recognition by Nurses for their Meaningful Contribution to Practice