

Leadership and the successful development and implementation of nursing language



*Professor Dickon Weir-Hughes,
Chief Nurse/Deputy Chief Executive &
Programme Director, National Cancer Leadership
Programme, The Royal Marsden Hospital, UK and
Board Director, NANDA International*



The art work used in this presentation is of patients at the Royal Marsden and is used with their permission. The artist is Tim Wainwright, who was Artist in residence at The Royal Marsden, 2003/04

Tim's work helps me to remember the real focus of nursing – the patient and their loved ones

Dealing with the invisibility of nursing is a significant motivation for developing nursing language

*“Quiet acts of humanity have felt more healing than the high-dose radiation and chemotherapy that hold hope for cure”
(Schwartz, 1995)*

Professional human engagements are usually private; and as such they remain invisible.



When I was told I had lung cancer and maybe a short time to live, luckily my wife was with me, who I love with all my being.

What has leadership got to do with Nursing Language development?

- As a movement (of Nursing Language enthusiasts, academics and practitioners) we have been spectacularly unsuccessful in getting Nursing Language into day-to-day clinical practice
- It could be argued that this is in part due to a lack of consistent leadership

The key motivator for most nurse leaders is to improve the care of our patients and their loved ones.

It is useful to note the international explosion of interest in **Leadership** during the past twenty years.

Nursing Language development and implementation now needs to benefit from enhanced leadership in nursing generally.

In healthcare we have tended to focus leadership development on:

- Patient focused care
- Quality improvement
- Practice development
- Political involvement
- Patient involvement
- Evidence based practice

Nursing Language development falls into several of these categories.



You know, I gave my power away. I had to take it back.

Overview of leadership theory relevant to nursing

- Servant leadership
- Transformational leadership
- Situational leadership

Leadership and 'Change Management'

Rogers, E (1995) who wrote 'Diffusion of Innovations', describes people as:

- Innovators
- Early adopters
- Early majority
- Late majority (sceptical)
- Laggards (traditional)

Aspects of leadership

The following leadership skills are important in the context of developing Nursing Language:

- Ability to develop a **vision**
- Good **technical** ability
- High level **influencing** skills
- Ability to develop **followers**
- Appropriate level of **authority**
- Have **confidence** in one's own abilities
- Being appropriately **consensual**
- Well developed **management focus**
- Highly developed **persuasion** skills

- How **consensual** should you be to get things done?
 - Does being **empathetic** make you more or less effective when leading nurses?
- Does being **dominant** make you a good or bad leader?
 - Do men **direct** and women **nurture**?
 - Do you know how to **manage your boss**?

'Management' – it's a dirty word!

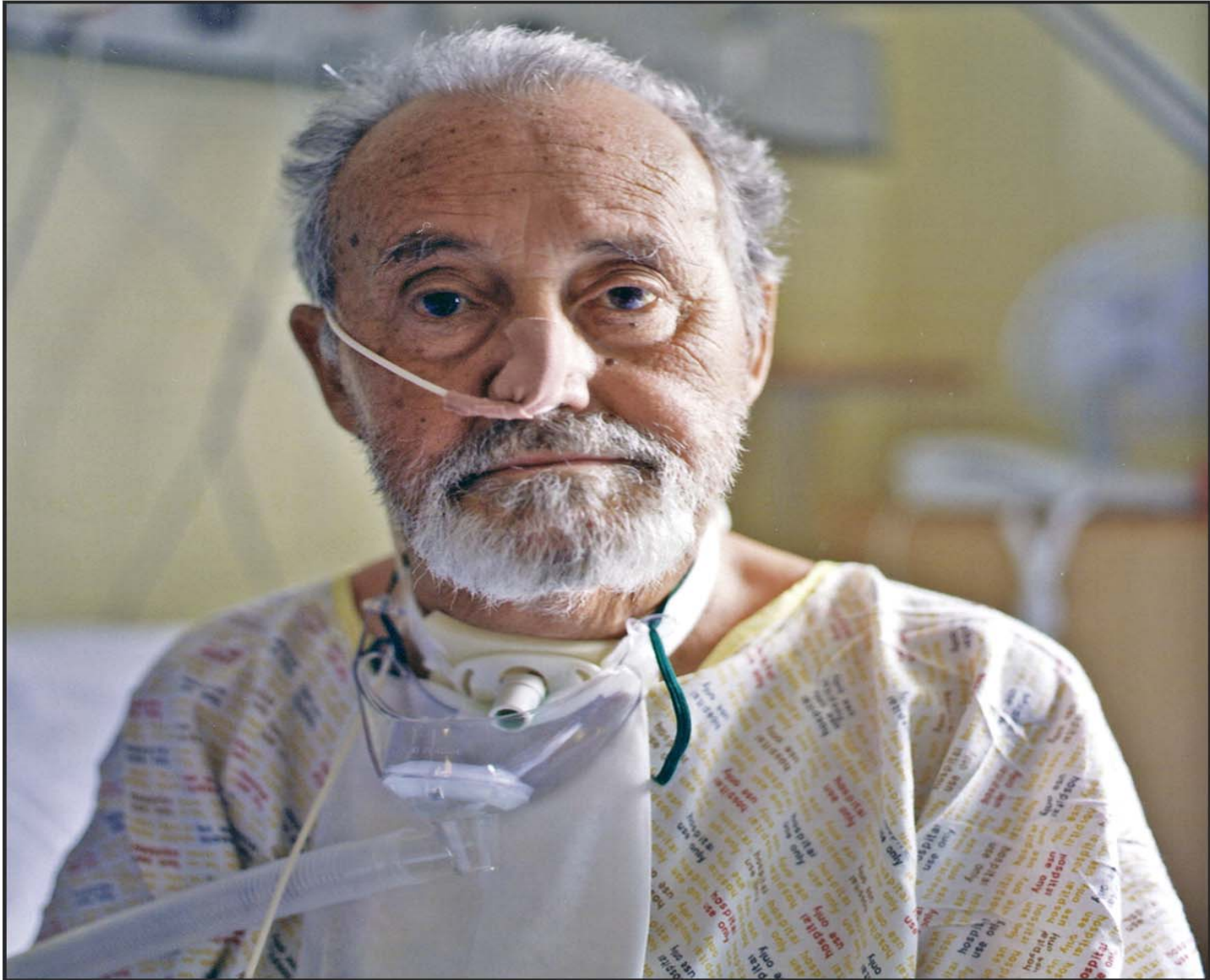
- But...to be an effective nurse leader you need just as good basic management skills as the best career manager / administrator
- Your management 'tool box' will need to contain:
 - board room skills
 - chairing skills
 - project management
 - budgetary skills
 - the basics of business planning
 - the ability to write a paper for a business (rather than an academic) audience
 - some basic human resources management skills
- Having these skills will make you a more effective leader

The importance of preparation

- Leadership skills are recognised as core to numerous nursing roles and yet few nurses have had preparation as leaders.
- Most successful initiatives and changes in practice involve visionary, forward thinking leadership. Proper preparation can help to focus these attributes.

Leadership Development

- Leadership Programmes, vary in length, type and orientation
- Internationally recognised leadership seminars, such as LEO 'Leading an Empowered Organisation' offer a rapid exposure to the essentials of leadership whilst in-depth programmes such as The Royal Marsden's Cancer Leadership programme is designed for career nurse leaders



Now I have started to learn patience which is something I've never done in my life.

Leadership Development

- Leadership Effectiveness Analysis or similar 360° assessments are an excellent way of making development participant focussed
- Action planning
- Mentorship
- Participant centred
- Challenge and support in equal measure
- Aim for positive outcomes



I believe in angels but at some point mine lost his way.
Now he's finding his way back to me.

What sets an *exceptional leader* apart from the rest?

They are *passionate* about what they do and *really care*.

Global Nursing Leadership Challenges

- Working in a rapidly changing environment
- Moving the goal posts
- Time spent on external review and monitoring
- Recruitment and retention

Implementation: the ultimate Nursing leadership challenge! Some hints...

- Gain high level, Chief Nurse / Director of Nursing, support
- Think of 'win win' scenarios. Why should your boss support the formal introduction and use of Nursing Languages?
- Develop Champions and be very aware of 'Change Management'
- Develop simple and consistent messages
- Develop systematic educational programmes with support at all levels

- Develop an agreed roll out programme
- Become involved in NANDA International, ACENDIO or your national organisation
- Thoroughly understand the concepts
- Celebrate achievements in each clinical area
- Collaborate and inform other disciplines, by enabling them to understand the benefits to them and to the patients

Power and Influence: important to understand

- Understanding the importance of position versus personal power is key to the success of many leaders who are not line managers.
- Try to think of positional power as personal power different concepts

Leadership opportunities

- A range of leadership opportunities exist; employment roles and professional activities are just two examples.
- Research leadership
- Educational leadership
- Professional society / nursing community leadership (such as NANDA-I and ACENDIO)



My husband's here too - we both have cancer. We sat side by side in chemotherapy. I thought, this is taking togetherness a bit far.



I hope this presentation has encouraged you to think about the importance of effective leadership to the future of development and implementation of Nursing Language and about the leadership contribution YOU can make!

Thank you for listening

Professor Dickon Weir-Hughes,
Chief Nurse/Deputy Chief Executive,
The Royal Marsden Hospital,
Fulham Road,
LONDON SW3 6JJ, U.K.
Tel: + 44 20 7808 2121
Fax: + 44 20 7808 2206
e-mail: dickon.weir-hughes@rmh.nhs.uk