The Nursing Leadership Institute
Competency Model

Information about the Nursing Leadership Competency Model
The Nursing Leadership Competency Model is based on findings from a research study Identification of Critical Leadership Competencies for Today’s Nurse Manager conducted by the Nursing Leadership Institute in the Fall of 2002. The study involved 1:1 interviews with 120 nurse managers in 24 healthcare agencies throughout South Florida and the Treasure Coast.
Key Competencies and Behaviors for Nurse Managers.

**Personal Mastery**

- Seeks feedback on personal strengths and weaknesses
- Demonstrates leadership in situations demanding action
- Maintains a professional demeanor and serves as a role model for staff
- Assumes responsibility for personal development and career goals
- Takes the initiative to be a continuous learner
- Establishes effective networks with professional colleagues within and outside the organization.
- Creates a climate where self development and improvement is valued
- Manages self effectively in emotionally charged situations
- Learns from setbacks and failures as well as from successes
- Demonstrates a passion for excellence and a commitment to quality
- Sets achievable goals and is successful in executing plans developed
- Demonstrates pro-activity in dealing with unit problems
- Initiates unit and health care agency wide projects and assumes responsibility for their success
- Follows through on commitments and agreements
- Admits mistakes in spite of the potential for negative consequences
- Remains calm under pressure
- Demonstrates fairness in dealing all levels of staff
- Projects optimism
- Fulfills commitments to team members

**Interpersonal Effectiveness**

- Listens attentively to the ideas and concerns of others
- Invites contact and is approachable
- Treats all employees with respect
- Develops collaborative relationships within the organization
- Builds and sustains positives relations in the organization
- Shares information readily with staff
- Is inclusive in sharing information with staff.
- Recognizes and uses the ideas of staff
- Articulates ideas effectively both verbally and in writing
- Succinctly communicates viewpoints
- Involves staff in building consensus on issues
- Models healthy communication and promotes cooperative behaviors
• Is visible and accessible to staff
• Approaches staff about sensitive issues in non-threatening ways
• Develops rapport easily with a variety of people
• Modifies communication style to meet the cultural and communication needs of others
• Expresses disagreements in a constructive manners
• Manages conflict in a professional manner
• Demonstrates behaviors that value diversity
• Makes decisions in a timely manner can communicates those decisions to staff
• Gathers sufficient information prior to making decisions
• Presents feedback constructively
• Displays and encourages appropriate humor
• Stays open to new ideas and approaches
• Approaches change in a constructive manner
• Promotes professional autonomy and responsibility.
• Keeps organizational leaders informed about issues and problems impacting the work area.

Human Resource Management

• Provides timely feedback to staff on performance issues
• Accurately assesses staff competencies.
• Maintains complete staff HR records as required by the institution
• Provides coaching to staff on performance issues
• Recognizes and tackles morale issues
• Delegates responsibilities to others based on their ability and potential
• Helps staff recognize the barriers to growth and development
• Sets clear, well defined outcomes for work and tracks progress
• Provides staff with growth and development opportunities
• Works collaboratively to recruit and select exceptional staff
• Interviews to assess candidate competency for the position
• Implements effective strategies to retain staff
• Insures that staff are knowledgeable about what is expected from them at work
• Provides praise and recognition for good work.
• Seeks staff input regarding the resources, equipment and supplies they need to do their work.
• Stays updated on healthcare agency personnel policies and communicates changes to staff.
• Implements the organization’s progressive disciplinary policy in a fair and consistent manner.
• Provides staff with outside employee assistance resources and services when needed.
• Provides an effective clinical orientation and ongoing training to new staff.
• Utilizes staff as coaches and mentors to other nursing staff.
• Assists staff to effectively supervise and delegate to other team members.
• Models coaching and mentoring.
• Effectively builds an cohesive nursing team.
• Assists staff in managing conflict.

Financial Management
• Tracks and assesses staffing, equipment and supply expenses throughout the year.
• Utilizes resources given in a judicious manner.
• Educates staff about financial issues that impact the unit/area.
• Develops realistic budget projections and stays within budget.
• Considers organizational profit and loss information in making budget decisions.
• Modifies budget priorities based on budget variances.
• Creatively manages flexible staffing patterns to meet patient care needs.
• Engages staff in considering the best use of budget resources.
• Delegates and holds staff accountable for the efficient use of resources.
• Establishes effective vendor relationships.
• Remains current on reimbursement issues and methodology and assesses the impact on the budget.
• Stays current on financial issues that impact the healthcare agency.

Caring for Self, Staff and Patients
• Recognizes the importance of building a sense of community in the work environment.
• Demonstrates supportive behaviors in working with staff.
• Rewards and celebrates staff successes in a way that is meaningful to the staff member.
• Works to build a 1:1 relationship with each staff member.
• Takes time to learn about the families of staff.
• Remains flexible and sensitive to staff scheduling needs.
• Supports staff during difficult interpersonal times.
• Values the opinions and diversity of staff.
• Shows appreciation when staff work overtime or change their schedules.
• Recognizes and supports family responsibilities and needs.
• Demonstrates a commitment to personal wellness and work-life balance.
• Promotes celebrations and activities to build a cohesive unit.
• Models effective personal stress management
• Initiates conversations with patients to determine satisfaction with nursing care and services
• Assures follow-through on customer issues.
• Recognize staff who provide excellent customer service
• Constantly considers changes to processes to improve the service to customers
• Models a customer focus in all interactions
• Maintains a sensitivity about staff reluctance to change and works with staff.
• Maintains confidentiality in staff and patient interactions
• Handles customer complaints in a discreet and professional manner
• Monitors customer service survey results and includes staff on correction planning
• Incorporates customer feedback into strategic planning for services.
• Participates in performance improvement activities and reviews monitors used by the institution to evaluate patient care.
• Implements corrective action plans in a timely manner on areas assessed to be out of compliance.
• Monitors the work environment for potential safety issues that could impact staff and patients.

**Systems Thinking**

• Provides visionary thinking on issues that impact the work area based on knowledge of the healthcare industry and health policy.
• Effectively communicates the mission, vision and strategic goals of the organization.
• Considers the impact of unit decisions on the rest of the organization.
• Expresses and builds concern for the organization’s welfare.
• Takes responsibility for building loyalty and commitment throughout the organization.
• Helps staff understand the relationship between their work and organizational goals.
• Stays updated about regulatory requirements and keeps staff informed of changes and impact on the clinical area.
• Takes a proactive position during regulatory surveys
• Encourages inspiring nursing leaders.
• Promotes nursing as desirable profession.

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