

The Nursing Leadership Institute Competency Model



Nursing Leadership Institute Competency Model © 2003

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.