



Trouble-making, Transformation, and Tradition: ROI Nurse Leadership Development

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Why Study Nurse Leadership Development in Ireland?

- ▶ **Aims** The purpose of this study was to understand nurse leadership development within the Irish context
- ▶ **Background** Limited literature is published related to nursing leadership development within small island countries. This project is part of a larger study exploring cultural factors that influence leadership development within Europe
- ▶ **Method** Explorative semi structured interviews, underpinned by a phenomenology philosophy, were conducted to understand the ascribed meaning of nurse leadership development experiences within the Irish context
- ▶ **Results** The major themes from this study included: *leadership strategies, political acumen, cultural influence, and gender norms*

History

- ▶ Recorded history allows us to recognize our past, understand our present and better prepare for our future
- ▶ In a similar way, understanding the cultural impact can help create better strategies to facilitate leadership development
- ▶ Researchers recognized that in studying social phenomenon, such as leadership, one must consider the leadership practice setting
- ▶ The Republic of Ireland occupies five-sixth of an island named Ireland, located between the United Kingdom & Atlantic Ocean
- ▶ The other one sixth of the island is Northern Ireland (part UK)
- ▶ The two areas of Ireland have been separated for nearly 100 years, beginning with the Irish War of Independence (1891-1921) from the British state
- ▶ Northern Ireland is predominately Protestant Christian
- ▶ Republic of Ireland is mainly Catholic Christian religion



Method

- ▶ Explorative semi structured interviews, underpinned by a phenomenology philosophy (Teherani, Martimianakis, & Stenfors-Hayes, 2015), were conducted to understand the ascribed meaning of nurse leadership development experiences within the Irish context
- ▶ Van Manen (1990) posits that we learn from being immersed within the lived experiences shared by others creating opportunities to understand and learn from them
- ▶ These lived experiences includes the inquiry and focus of a process that contributes to nursing practice through the lens of culture (Cruz, & Higginbottom, 2013)

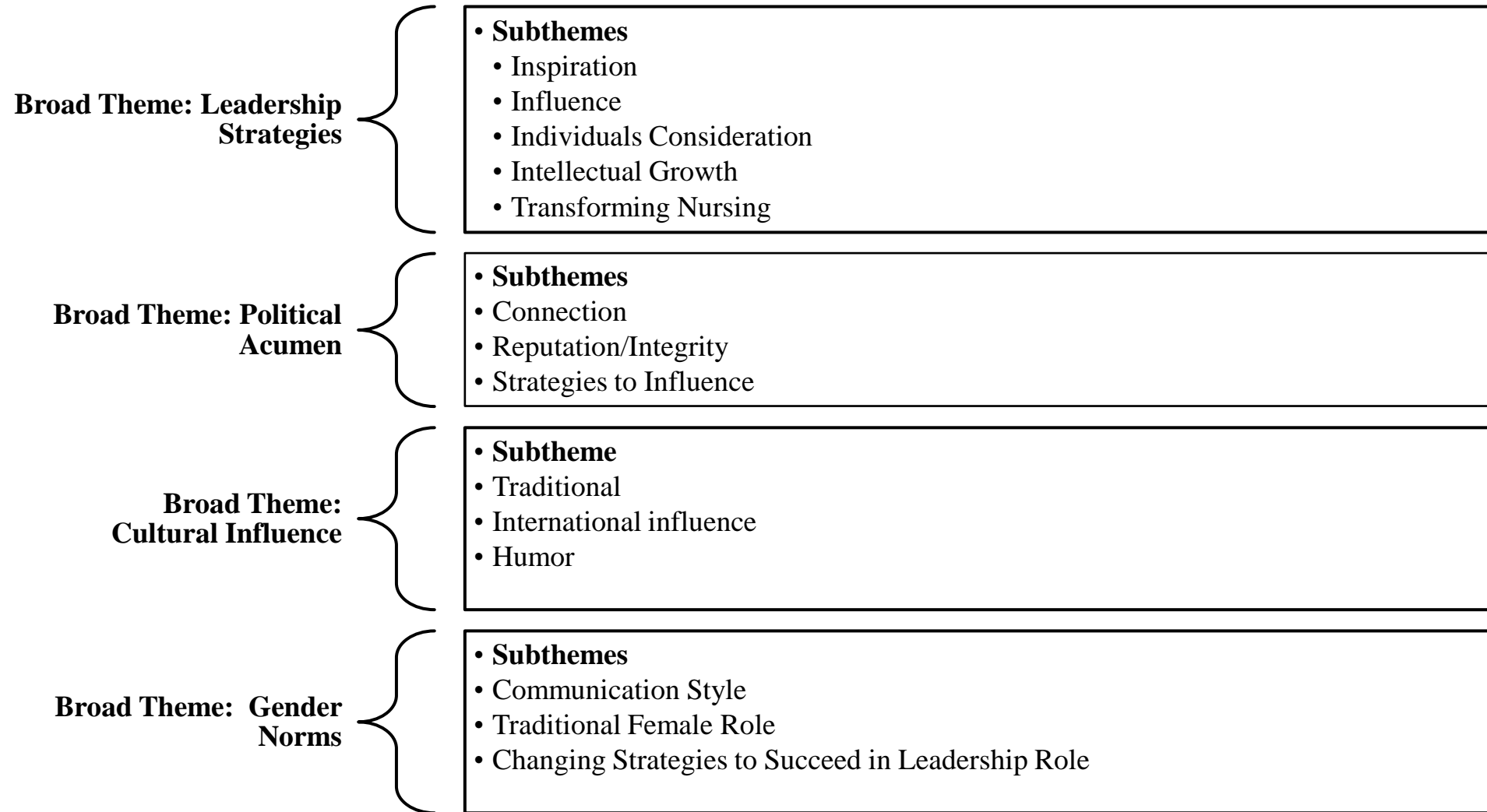
Question 1	Why did you decide to go into a leadership position?
Question 2	How were you prepared for a leadership role prior to moving into a leadership position?
Question 3	What were the barriers to your leadership development?
Question 4	What were some of the most valuable experiences that prepared you for a leadership role? *How does being in Malta affect your leadership development?
Question 5	What specific leadership skills do you feel are needed within your culture? *How might this be different or similar than leading within nursing/healthcare in other cultures?
Question 6	What are the factors within the cultural context that influence your leadership style?
Question 7	How did your leadership strategies change as you worked in the context of different settings? Consider clinical, academic, research, administrative, executive roles. *What are the leadership strategies that would work within your culture?
Question 8	Describe some of your leadership successes. *What makes this special to you?
Question 9	What were some of your most painful leadership experiences and what did you learn?
Question 10	What advice would you give future nurse leaders?
Additional Comments	Is there anything else that you would like to add that we have not discussed?

Table 1: Participant Characteristics								
Participant Code	Age	Gender Female: F Male: M	Time in Management: Years (Yr.)	Hours (H) worked per week	Relationship Status	Country Work In	Type of Nurse Leader	Children Yes No
P1	50	F	16 Yr.	50-60 H	Married	Ireland	Clinical Advanced Practice	Yes
P2	43	F	15 Yr.	60 H	Married	Ireland	Policy/Government	Yes
P3	51	M	20 Yr.	50+ H	Married	Ireland	Nurse Executive Hospital Nurse Executive	No
P4	57	F	30 Yr.	40 H	Married	Ireland	Academic Researcher	Yes
N/A	Mean: 50	3 F 1 M	Mean: 21 Yr	Mean: 50 H	4 M	N/A	2 Administrative 1 Academic 1 Advanced Practice	Y: 3 N: 1

Thematic Analysis

- ▶ Two qualitative researchers analyzed the data separately and then developed consensus for results
- ▶ A third qualitative researcher reviewed the coding table, the themes and subthemes and provided input to refine some of the wording of the themes
- ▶ Important for determining validity for any qualitative inquiry is the establishment of rigor or trustworthiness (Cresswell & Poth, 2018)
- ▶ The rigor for this study was enhanced by constant comparison between two expert researchers familiar with the process
- ▶ Creswell and Poth (2018) emphasize the importance of an audit trail to establish rigor
- ▶ The audit trail for this study was established by including written survey notes, the development of a coding tree, both individually and collaboratively, and confirmation of selected themes in the software

ROI Nurse Leader Themes Summary



Bass (1990) Transformational Leadership

❖ Idealized Influence

- ❖ Provide followers with a compelling vision

❖ Inspirational Motivation

- ❖ Have high expectations of their followers and build commitment to achieving the organization's shared vision
- ❖ Motivate followers beyond their self-interest

❖ Individualized Consideration

- ❖ Create a supportive climate by listening to individual needs

❖ Intellectual Stimulation

- ❖ Inspire followers to challenge their own assumptions as well as those of the leader and the organization

Lead by Example

- ▶ *“Start off as you need to be. Be the person that you want to be. Do not try to tip toe around people. You have to draw a line. You are no longer the friend but the leader” (P3, Q10).*
- ▶ *“Establish what you want. When you know what you want then can negotiate better. It is not about you. Do not take it personally. Stay patient focused and don’t down play your influence as a nurse” (P1, Q10).*
- ▶ *“Be brave; be bold; trust instincts; be true to self; and connect and collaborate. Don’t be afraid to take calculated risk” (P2, Q10).*
- ▶ *“Solve problems as they come. Bounce back from the problem and ask for solutions so that people can think on their own” (P3, Q10). “*

Inspirational

- ▶ *“A leader has a vision. (I) evolved as a leader. I saw the need to make changes. I pursued further education to lead the change needed in academic level” (P4, Q1).
“(You) need to be a vision maker” (P4,Q4).*
- ▶ *“The buck stops with me. I am the voice for nursing (to help create the) strategic vision for next 3 years. (This is) unique for the nursing board” (P3, Q7).*
- ▶ *“Because I wanted to make a difference and I was capable. I could influence” (P2, Q1).*

Importance of Mentoring

- ▶ *“Learned to listen more. (I) tried to get a handle on what did management want and discovered that I needed to be part of the team” (P1, Q7).*
- ▶ *“Need people to open doors and need people to support and not chop head off” (P4, Q4).*
- ▶ *“Coaching received at a senior level was very beneficial; mentor and a coach in a leadership program really helped prepare and get through difficult situations”(P3, Final*

Political Acumen

- ▶ *“Still about who you know in Ireland; the connections are your inroad; important to do your homework first or it can end before it starts. Learn to listen better and convince others well” (P1, Q5).*
- ▶ *“Learn about politics and how to get things done; recognize your values because they will be challenged and easy to trade out on them; learn conflict resolution skills” (P4, Q10).*
- ▶ *“Good reputation needed for opportunities; personality style; need to have a combined hard and soft side; need straight speaking (direct) with political acumen; know how to make a pitch to the group without aggression or undermining individuals” (P4, Q5).*
- ▶ *“Government role needs long term goals and influence of political perspective. Would have to really understand the Minister’s view and influence of policies and plans” (P2, Q7).*

Culture

- ▶ *“Irish sense of humor not always understood outside the culture” (P3, Q5).*
- ▶ *“Irish very quick as a nation to dismiss and criticize health system. (They) see the glass as half empty (and are) quick to complain” (P2, Q6).*
- ▶ *“(you) need an insider and outsider ability to critic and make changes. (You need to) be a trouble maker in a way that you are invited back for a solution. (It is important to) demonstrate authenticity, honesty, and respect” (P4, Q6).*

Gender Norms

- ▶ “Nurse leaders taking on male attributes; more aggressive and more ego “I” values rather than participative values; politically engaged more aggressive; when not aggressive takes longer for value to be recognized”(P5, Final Comments)
- ▶ “All of the clinical nurse managers were religious women who were feminist and they pushed me for a degree; 1st woman with first degree with hospital support and teaching qualifications; need people to open doors and need people to support and not chop head off” (P5, Q4)
- ▶ The evolving social structure of the Irish culture afforded little to no preparation for females to obtain leadership roles and many felt ill prepared even with some training for the role



Questions