



June 2023

Global nursing leadership framework: Shaping the future of healthcare

International Congress of Health Education and Research & AoME Annual
Academic Meeting -- Cardiff, Wales

EMILY MCWHIRTER, PHD, RN
UNITED KINGDOM

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1

Thank you to the Johnson & Johnson Foundation

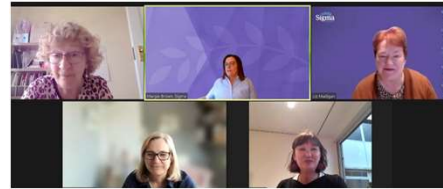


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2

OUR PROJECT TEAM

- Dr Elizabeth Madigan - CEO SIGMA, USA
- Dr Barbara Stilwell - Global Health Expert, former CEO Nursing Now, UK
- Prof Kasia Czabanowska - Maastricht University, Netherlands
- Dr Emily McWhirter - Consultant, WHO, Switzerland
- Margie Brown - Leadership specialist, SIGMA, USA



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3

AGENDA

1. Introductions and background to the project
2. Process-to-date
3. Ranking results
4. Competency definitions by level (novice, competent, expert, luminary)
5. Implementation phase

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4

BACKGROUND - WHY NOW?

- Nurses over 50% of global health and care workforce
- Post pandemic need to guide lessons learnt - WHO Global Strategic Directions for Nursing and Midwifery 2021-2025.
- Nurses leaving profession, disillusioned, burnt out, undervalued.
- Nurses NOT at senior decision making tables.
- High quality leadership training inaccessible to many – lack of consensus on what effective nursing leadership is.

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5

NEED FOR COMPETENCY-BASED LEADERSHIP TRAINING

- Clarifies specific behaviours related to leadership that can be used globally
- Offers a pathway to assessing own and others' competencies
- A guide to career and personal development
- A framework for curriculum development in education
- Global application means it can be used for international leadership training
- Specific competency-based inputs can be related to outcomes to show effectiveness of leadership

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6

LITERATURE REVIEW

Determine frameworks for leadership competency that are globally favoured, evidence-based frameworks.

Databases:

- ABI/INFORM
- Ebsco Business Source Complete
- Ebsco MEDLINE
- Ebsco CINAHL

Online search for gray literature: reports, trade journals, dissertations, theses, newspapers,

magazines, conference papers/proceedings

Filters/Limiters:

- Past 10 years
- All health-related professions

Resulted in a list of **27** articles, reviewed by consultants and reduced to a short list of 10 .

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7

NURSING LEADERSHIP COMPETENCIES – APPROVED ARTICLE LIST

1. Adilya Albetkova, Evelyne Chaignat, Philippe Gasquet, Martin Heilmann, Jocelyn Isadore, Aftab Jasir, Barbara Martin, & Burton Wilcke. (2019). A Competency Framework for Developing Global Laboratory Leaders. *Frontiers in Public Health*, 7. <https://doi.org/10.3389/fpubh.2019.00199>
2. ANA Nurse Competency Model: Leadership Booklet, July 2018. <https://www.nursingworld.org/~4a0a2e/globalassets/docs/ce/177626-ana-leadership-booklet-new-final.pdf>
3. Czabanowska, K., Smith, T., Könings, K. D., Sumskas, L., Otok, R., Bjegovic-Mikanovic, V., & Brand, H. (2014). In search for a public health leadership competency framework to support leadership curriculum—a consensus study. *European Journal of Public Health*, 24(5), 850–856. <https://doi.org/10.1093/eurpub/ckt158>
4. García, A. G., Pinto-Carral, A., Villorojo, J. S., & Marqués-Sánchez, P. (2020). Nurse Manager Core Competencies: A Proposal in the Spanish Health System. *International journal of environmental research and public health*, 17(9), 3173. <https://doi.org/10.3390/ijerph17093173>
5. Keijser, W. A., Handgraaf, H. J. M., Isfordink, L. M., Janmaat, V. T., Vergroesen, P.-P. A., Verkade, J. M. J. S., Wieringa, S., & Wilderom, C. P. M. (2019). Development of a national medical leadership competency framework: the Dutch approach. *BMC Medical Education*, 19(1), 441. <https://doi.org/10.1186/s12909-019-1800-y>
6. Leggat, S. G., & Balding, C. (2013). Achieving organisational competence for clinical leadership. *Journal of Health Organization and Management*, 27(3), 312–329. <http://dx.doi.org/10.1108/JHOM-Jul-2012-0132>
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8. NHS-Leadership-Framework-Clinical-Leadership-Competency-Framework-CLCF (2011). <https://www.leadershipacademy.nhs.uk/wp-content/uploads/2012/11/NHSLeadership-Leadership-Framework-Clinical-Leadership-Competency-Framework-CLCF.pdf>
9. Nursing Leadership Institute Competency Model, 2003. The model is based on findings from a study *Identification of Critical Leadership Competencies for Today's Nurse Manager* conducted by the Nursing Leadership Institute in the Fall of 2002. https://nursing.fau.edu/uploads/docs/358/nursing_leadership_model2.pdf
10. Wright, K. et al. (2003) Health Education Leadership Development: A Conceptual Model and Competency Framework. *Health Promotion Practice*, 4(3), 293–302. https://www.researchgate.net/profile/Kenneth-Mcleroy/publication/9014652_Health_Education_Leadership_Development_A_Conceptual_Model_and_Competency_Framework/links/586151d208ae6eb871a887c4/Health-Education-Leadership-Development-A-Conceptual-Model-and-Competency-Framework.pdf

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8

CLUSTERING APPROACH

- 27 articles reviewed
- 10 most relevant articles used as the starting point for the competency framework development.
- Searched for evidence-based competencies (i.e., tested or developed based on use in performance).
- Terms clustered, categories emerged.
- Emerging categories mapped against categories/domains in the framework (colour coded).
- Extensive review & refinement - items were revised, duplicate items eliminated, items were categorized into domains.

TERMS	Clusters
Leadership (11) – 1, 2, 3*, 4, 7, 10*	Strategy
Team (8) – 3*, 4, 6, 8, 10*	Collaboration
Communication (5) – 1, 2, 3, 4, 7	Communication
Development (5) – 3, 5, 8*, 10	Transformation or change
Resource (5) – 2, 5, 7, 8, 9	Governance
Change (4) – 3, 7, 8, 10	Professional ethics
Collaborate (4) – 2, 3, 4, 10	Evidence based research practice
Professional [-practice, -development, -ism] (4) – 2, 3, 7, 8	Systems Thinking
Decision Making (3) – 4, 7, 8	
Ethics (3) – 2, 3, 4	
Evidence, [-based, -informed] (3) – 2, 7, 8	
Innovation (3) – 5, 6, 8	
Quality (3) – 1, 2, 5	
Relationship (3) – 4, 7, 8	
Research (3) – 1, 2, 6	
Vision (3) – 5, 6, 10	
Administration (2) – 6, 7	
Integrity (2) – 6, 8	
Interpersonal (2) – 7, 9	
Systems Thinking (2) – 3, 9	

*Term appears in more than one competency in the article

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9

RECURRING COMPETENCIES

Review of articles revealed the following terms that appeared more than once in the list of articles. The number in () is the number of times the word appeared and numbers after - is the article number from the list

Leadership (11) – 1, 2, 3*, 4, 7, 10*	Quality (3) – 1, 2, 5
Team (8) – 3*, 4, 6, 8, 10*	Relationship (3) – 4, 7, 8
Communication (5) – 1, 2, 3, 4, 7	Research (3) – 1, 2, 6
Development (5) – 3, 5, 8*, 10	Vision (3) – 5, 6, 10
Resource (5) – 2, 5, 7, 8, 9	Administration (2) – 6, 7
Change (4) – 3, 7, 8, 10	Integrity (2) – 6, 8
Collaborate (4) – 2, 3, 4, 10	Interpersonal (2) – 7, 9
Professional [-practice, -development, -ism] (4) – 2, 3, 7, 8	Systems Thinking (2) – 3, 9
Decision Making (3) – 4, 7, 8	
Ethics (3) – 2, 3, 4	
Evidence, [-based, -informed] (3) – 2, 7, 8	
Innovation (3) – 5, 6, 8	

*Term appears in more than one competency in the article

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10

DOMAINS AND LENSES

Domains – key areas that nurse leaders at all levels use for their work. They are the categories that capture the primary areas of competence for nurse leaders at all levels.

Lenses – perspectives that nurse leaders at all levels use in their work. Diversity and Inclusion, Systems Thinking, and Political Savvy are keys to success for nurse leaders at all levels in that their influence on the domains may make the difference in how the nurse leader performs.

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11

DOMAINS



STRATEGY IN LEADING SELF AND OTHERS

COLLABORATION



COMMUNICATION

TRANSFORMATION & CHANGE



EVIDENCE-BASED DECISION MAKING

PROFESSIONAL ETHICS



GOVERNANCE

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LENSES

DIVERSITY & INCLUSION



SYSTEMS THINKING



POLITICAL SAVVY



12

EXPERT FEEDBACK AND COMPETENCY REFINEMENT

- Phase 2: expert panel of individuals from a variety of groups reviewed the draft leadership competencies.
- Using an online survey, the experts provided edits to the competencies that had been synthesized from the literature.
- The consultants then reviewed and revised the competencies based on this feedback

Nursing Leadership Competencies - DOMAINS

Although these are "nursing" competencies, we anticipate that they will be applicable to midwifery as well. If you would like to comment on that applicability, please do so.

Strategy in Leading Self and Others *

	Yes - adopt/agree to keep	No - reformulate/edit	Move to another category
1. Demonstrates ability to apply a global perspective, mindset, and outlook in leading self, others, and organizations	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2. Works with team members and stakeholders to translate mission and vision into strategic aligned action	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
3. Demonstrates compassion in leading by listening, understanding, empathizing, and helping	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
4. Adapts leadership style to	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

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13

COMPETENCY REVIEW

Collaboration		
1. Demonstrates emotional maturity and intelligence: (a). Recognizes awareness of own strengths, weaknesses, and typical reactions. (b). Understands and acts on the needs and feelings of others. Manages own emotions and understands the impact of own emotions on other colleagues	9 of 14	Yes - adopt/agree to keep
2. Uses interpersonal skills to collaborate effectively from local through global contexts (define interpersonal skills)	12 of 14	Yes - adopt/agree to keep
3. Models effective group process behaviors including listening, dialoguing, negotiating, rewarding, encouraging, and motivating to find appropriate and workable solutions	12 of 14	Yes - adopt/agree to keep
4. Builds bridges across departments in the organization, disciplines, and sectors and with external partners and collaborators.	10 of 14	No - reformulate/edit: Navigate bridging as opposed to build bridges
5. Creates opportunities for continuous collaborative learning from successes and failures through a growth mindset (define growth mindset)	10 of 14	Yes - adopt/agree to keep
6. Builds and leads interdisciplinary, transdisciplinary, and multicultural/diverse teams and, where needed, serves as an effective team member (define terms)	10 of 14	No - reformulate/edit: multicultural or diverse? or both? might need to split this up

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14

RANKING SUMMARY

Global Nursing Leadership Competency Framework			
Expert Competency Ranking			
STRATEGY IN LEADING SELF AND OTHERS (Scale: 8 - most important; 1 - least important)	Standard Score	Average	Mode
Demonstrates ability to apply a global perspective, mindset, and outlook in leading self, others, and organizations	0.875	7	8
Works with team members and stakeholders to translate mission and vision into strategic aligned action	0.875	7	7
Adapts leadership style to circumstances to achieve strategic goals	0.625	5	8
Demonstrates compassion in leading by listening, understanding, empathizing, and helping	0.500	4	5
Creates growth opportunities by sharing responsibilities with others based on their ability and			

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15

DELPHI SURVEY PROCESS

- 14 experts recommended at least 6 raters
- Raters from all levels of nursing and geographically diverse
- 49 raters completed two rounds of a Delphi survey

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16

DELPHI SURVEY PROCESS – Round 1

DOMAIN: Strategy in Leading Self and Others

Demonstrates ability to apply a global perspective, mindset, and outlook in leading self, others, and organizations *

	1 - most important	2	3	4	5	6	7	8 - least important
Relevance to nursing leadership practice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Importance to nursing now and for the next 20 years	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Domain: Strategy in leading self and others.

Additional Comments

250/250

Global Nursing Leadership Competency Framework		
Delphi Survey - Round 1		
STRATEGY IN LEADING SELF AND OTHERS	Average	Mode
Demonstrates ability to apply a global perspective, mindset, and outlook in leading self, others, and organizations (Relevance to nursing leadership practice)	1.583	1
Demonstrates ability to apply a global perspective, mindset, and outlook in leading self, others, and organizations (Importance to nursing now and for the next 20 years)	1.458	1
Additional Comments		

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17

DELPHI SURVEY PROCESS – Round 2

Global Nursing Leadership Competencies

In this section of the survey, please review each **updated** competency and select approve or disapprove.

DOMAIN: Strategy in Leading Self and Others

REVISED - Develops and demonstrates a mindset of a global citizen who can see beyond their country and local context in leading self, others, and organizations *

- Agree
- Disagree

Domain: Strategy in leading self and others.

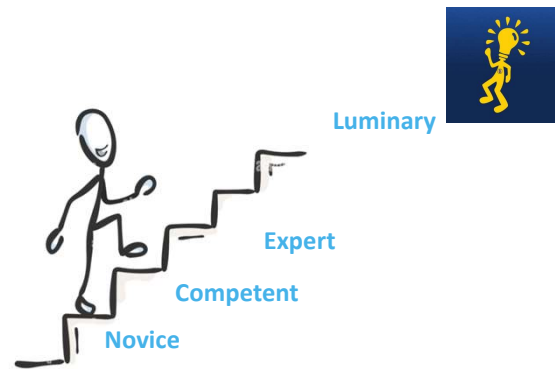
Global Nursing Leadership Competency Framework		
Delphi Survey - Round 2		
	AGREE	DISAGREE
REVISED - Develops and demonstrates a mindset of a global citizen who can see beyond their country and local context in leading self, others, and organizations	45	1
REVISED - Works with team members and stakeholders to translate organizational mission and vision into strategic aligned action.	46	0
Designs a staff development strategy, develops succession plans, and mentors others into higher-level leadership	40	6

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18

COMPETENCY DEFINITIONS BY LEVEL

Further delineation of the competency definitions by level:



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19

Example 1: Domain - Develops and demonstrates a mindset of a global citizen who can see beyond their country and local context in leading self, others, and organizations

- **NOVICE:**
 - i. Identifies the steps required to become a global citizen and the different ways to achieve global citizenship.
 - ii. Assesses the potential impact of global issues on their professional practice and organizational development.
 - iii. Engages, when possible, in projects or activities at a local or international level.
- **COMPETENT:**
 - i. Analyses the characteristics and values of global citizenship and the importance of incorporating these into their professional practice locally or internationally
 - ii. Introduces the value of global citizenship when managing a small team or project.

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20

Example 1: Domain - Develops and demonstrates a mindset of a global citizen who can see beyond their country and local context in leading self, others, and organizations

- **EXPERT:**

- i. Personifies a global citizenship approach in their professional practice and advances global citizenship thinking and performance in more junior colleagues for the benefit of the organization.
- ii. Identifies and mitigates possible problems or barriers which can occur on the road to attaining global citizenship perspective by others, especially other leaders.

- **LUMINARY:**

- i. Strategically leads colleagues and organizations to global citizenship.
- ii. Developed respect and wide recognition for their role as a global citizen.

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21

Example 2: Lense - POLITICAL SAVVY Advocates for and supports nurses to effectively shape, influence, implement, and evaluate policy decisions

- **NOVICE:**

Recognizes their own role in policy decisions by providing constructive feedback within the team on policies and procedures.

- **COMPETENT:**

- i. Explains the role of nurses in shaping and influencing policy.
- ii. Provides information that contributes to successful implementation and evaluation of policy.

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22

Example 2: Lense - POLITICAL SAVVY Advocates for and supports nurses to effectively shape, influence, implement, and evaluate policy decisions

- **EXPERT:**

- i. Ensures training and opportunities are in place for nurses to develop skills and qualifications related to policy decisions. Takes active role in policy development
- ii. Mentors and supports the development of nurses in policy advocacy.
- iii. Advocates for nurse inclusion in all policy development.

- **LUMINARY:**

Promotes nurses as advocates at every level of health delivery and recognizes their importance as generators and drivers of health policy.

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23

IMPLEMENTATION

- Disseminating the framework with feedback and evaluation provided
- Discussion
- Dissemination - Presentation, Publication
- Online Review - Sigma Website
- FEEDBACK

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2
4

24

FOLLOW UP AND FURTHER INFORMATION

Contact: Margie Brown
Leadership specialist, SIGMA, USA

margieb@sigmanursing.org

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