

Core Competencies	Sample Behaviour	Relevance for Point-of-Care Leadership
<p>1.4.1 Nurse leaders create a shared vision for ongoing change with stakeholders and experts (Ferguson-Paré, 2002; Kramer &Schmalenberg, 2002; Leach, 2005; McNeese-Smith, 1995; Perra, 2000)</p>	<ul style="list-style-type: none"> ■ Reflect on personal attitudes and skills on change and change management ■ Question the status quo and challenge assumptions, values, structures and processes (Leach, 2005; McNeese-Smith, 1995; Upenieks, 2003a) ■ Scan the environment to identify demographic and policy changes outside the organization (Englebart,1993; Shea, 2001) ■ Collect information that suggests new approaches (Kanter, 1999) ■ Critically apply the evidence to change initiatives ■ Make connections with partners who can help extend thinking and approaches used in the organization (Kanter, 1999) 	<ul style="list-style-type: none"> ■ Is an advocate and assessor for patients, clients and staff (O'Connor et al., 2008) ■ Effects change through advocacy for patients and clients (Reid & Dennison, 2011) ■ Challenges assumptions to reflect patient-centred care (Reid & Dennison, 2011) ■ Reflects on personal attitudes and skills regarding change and change management (Reid & Dennison, 2011) ■ Critically applies evidence to change initiatives (Reid & Dennison, 2011)
<p>1.4.2 Nurse leaders engage others by sharing the vision for ongoing change (Ferguson-Paré et al., 2002; Harvard Business Review, 2001; Leach, 2005; McNeese-Smith, 1995; Perra, 2000)</p>	<ul style="list-style-type: none"> ■ Build strategic relationships and partnerships (Englebart, 1993) ■ Build coalitions for change (Gil et al., 2005), including agreement from a critical mass of people (Shea, 2001) ■ Reframe change due to crisis as an opportunity instead of a threat (Kanter, 1999) ■ Demonstrate commitment to the change (Huy, 2002; Lowe, 2004) 	<ul style="list-style-type: none"> ■ Facilitate communication with health-care service providers outside of hospital (O'Connor et al., 2008) ■ Demonstrate commitment to the change (Huy, 2002; Lowe, 2004)

Excerpt from the RNAO *Developing and Sustaining Nursing Leadership, (2nd edition, 2013)*,page 49-51.

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<p>1.4.3 Nurse leaders involve stakeholders and experts in planning, designing and redesigning the change</p>	<ul style="list-style-type: none"> ■ Seek input from staff and labour groups early in the process ■ Bring together people at many levels to talk about shared goals and ensure they are aligned (McNeese-Smith, 1995) ■ Involve people affected by the change in the change process (Cummings, 2005; Lowe, 2004; Macy, Peterson & Norton, 1989) ■ Engage stakeholders to build ownership for change (Knox & Irving, 1997a) ■ Identify key supporters, influencers and champions for change (Kanter, 1999) ■ Demonstrate respect and recognition for the expertise and individual talents that contribute to the change (Knox & Irving, 1997a) ■ Encourage a belief that change can happen; build a sense of possibility (Pielstick, 1998) ■ Encourage people to take risks and innovate; be a role model for both (CNO, 2002; Kanter, 1999; Kramer & Schmalenberg, 2002; Leach, 2005; Registered Nurses Association of British Columbia, 2001; Upenieks, 2003a) ■ Examine lessons learned regardless of outcomes 	<ul style="list-style-type: none"> ■ Participate in strategic planning for the ward or specialty area (O'Connor et al., 2008) ■ Respects and recognizes the expertise and individual talents that have contributed to the change (Knox & Irving, 1997a)
<p>1.4.4 Nurse leaders provide communication throughout the change process</p>	<ul style="list-style-type: none"> ■ Translate and interpret nursing issues to inform with and influence individuals indifferent contexts (e.g., clinical, executive, academic and political) (Skinner & Spurgeon, 2005; Upenieks, 2003a) ■ Update communication regularly (Barry-Walker, 2000; Katz, 1982) ■ Share information on economic and policy factors behind the change (Knox & Irving, 1997b) ■ Provide adequate information for decision-making during the change ■ Provide ongoing progress reports (Knox & Irving, 1997b) 	<ul style="list-style-type: none"> ■ Provides expert advice and connects with health services (O'Connor et al., 2008) ■ Provides regular communication to patients, clients and families on changes that may influence care (Reid & Dennison, 2011)

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<p>1.4.5 Nurse leaders develop and implement mechanisms for feedback, measurement and redesign during the change (Goodman, 2001; Walston & Kimberly,1997)</p>	<ul style="list-style-type: none"> ■ Identify measurable goals and mechanisms to track progress (Lowe, 2004; Walston & Kimberly,1997) ■ Solicit feedback and staff perceptions of the change both formally and informally (Heifetz & Laurie, 2001; Ingersoll et al., 2001; Knox & Irving, 1997a) ■ Pace changes and set priorities for redesign activities to allow sufficient time for adaptation (Ingersoll et al., 2001) ■ Structure opportunities for ongoing feedback and use active listening techniques ■ Negotiate and mediate solutions to issues arising from the change ■ Remove barriers to achieving outcomes and take responsibility for outcomes (Pederson,1993) ■ Discuss role conflict, ambiguity and how roles and responsibilities will change (Ingersoll et al., 2001; Kroposki, Murdaugh, Tavakoli & Parsons,1999) ■ Celebrate milestones (Ingersoll et al., 2001; Kanter,1999) 	<ul style="list-style-type: none"> ■ Solicits feedback using approved methods i.e. patient/client survey (Reid & Dennison, 2011) ■ Works with inter-professional team to provide feedback on changes (Reid & Dennison, 2011)
<p>1.4.6 Nurse leaders support, coach and mentor others to succeed with the change.</p>	<ul style="list-style-type: none"> ■ Build trust and offer support to enhance collective action toward the change (Leana & VanBuren,1999) ■ Be truthful about personal ambivalence, reservations and commitment to the change (Shea, 2001) ■ Stay close to the experience of staff, in proximity to the change (Shea, 2001) 	<ul style="list-style-type: none"> ■ Engages with new staff and assists them in learning to anticipate patient needs related to the change (O'Connor et al., 2008)

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