

Core Competencies	Sample Behaviour	Relevance for Point-of-Care Leadership
<p>1.1.1 Nurse leaders demonstrate and model integrity and fairness (Bowman, 2004; Bunderson, 2001; Covey, 1990; Drucker, 1990; Gasper, 1992; Hanna, 1999; Harvard Business Review, 2001; King, 2000; Leach, 2005; Levasseur, 2004; Lewicki & Bunker, 1996; Mayer & Gavin, 1999; Mayer et al., 1995; Mishra & Spreitzer, 1998; Nespoli, 1991; Perra, 2000; Rousseau & Tijorwala, 1999; Shea, 2001; Storr, 2004; Upenieks, 2002a, 2003a; Wieck, Prydun & Walsh, 2002)</p>	<ul style="list-style-type: none"> ■ Reflect on own values and goals; share them openly (Gillespie & Mann, 2004; Hanna, 1999; King, 2000; Levasseur, 2004; Severinsson & Hallberg, 1996; Six, 2004; Walston & Kimberly, 1997) ■ Set clear, high performance standards (Baird, 1995; Leach, 2005; Levasseur, 2004; Nespoli, 1991; Parsons & Stonestreet, 2002) ■ Take responsibility and admit mistakes openly (Six, 2004; White, 2000) ■ Keep commitments (McGilton et al., 2004; Nespoli, 1991; Skarlicki & Dirks, 2002; Upenieks, 2003a) ■ Consistently display ethical behaviour (Lowe, 2004; Mayer et al., 1995; Rousseau & Tijorwala, 1999; King, 2000; Perra, 2000) ■ Gather data and look at all sides of issues (Upenieks, 2003a) ■ Make policies and practices explicit and transparent and apply them consistently (Skarlicki & Dirks, 2002) 	<ul style="list-style-type: none"> ■ Reflect on own values and goals; share them openly (Gillespie & Mann, 2004; Hanna, 1999; Levasseur, 2004; King, 2000; Severinsson & Hallberg, 1996; Six, 2004; Walston & Kimberly, 1997)

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<p>1.1.2 Nurse leaders demonstrate care and respect and personal concern for others</p> <p>(Bauman et al., 2001; Burns, 1978; Dirks & Ferrin, 2002; Ferguson-Pare, 1998; Gasper, 1992; King, 2000;Lowe, 2004; Mayer & Gavin, 1999; Severinsson, 1996; Skarlicki & Dirks, 2002; Skinner & Spurgeon, 2005; Upenieks, 2003a)</p>	<ul style="list-style-type: none"> ■ Seek and acknowledge multiple perspectives and opinions (Antrobus & Kitson, 1999; Gillespie & Mann, 2004; Nespoli, 1991; Perra, 2000; Severinsson & Hallberg, 1996; Skarlicki & Dirks, 2002) ■ Listen without judgment or criticism (Severinsson, 1996) ■ Seek to understand what matters to others and respond appropriately (Nespoli, 1991; Lowe, 2004;Severinsson & Hallberg, 1996) ■ Share knowledge of system issues and perspectives and problems openly and honestly (McGilton et al., 2004; Ray, Turkel & Marino, 2002; Ward, 2002; White, 2000) ■ Acknowledge the value of others and celebrate their successes (Englebart, 1993; King, 2000; Leach, 2005; Skarlicki & Dirks, 2002; Tucker Scott, 2004; Upenieks, 2003a; White, 2000) ■ Respect and model work-life balance (Fletcher, 2001; Upenieks, 2003a; Parsons & Stonestreet, 2002) 	<ul style="list-style-type: none"> ■ Ensure patients' and families' needs are assessed and effectively communicated and coordinated (Reid & Dennision, 2011) ■ Are advocates for patients, families and other point-of-care providers (Reid & Dennision, 2011)
<p>1.1.3 Nurse leaders create a sense of presence and accessibility (Bousfield, 1997; Ferguson-Paré, 1998; Fletcher, 2001; Severinsson & Hallberg, 1996; Tucker Scott, 2004; Upenieks, 2003a; Ward 2002)</p>	<ul style="list-style-type: none"> ■ Communicate and make personal contact frequently (Bunderson, 2001; Gillert & Chuzischvili, 2004; Skinner & Spurgeon, 2005) ■ Maintain visibility and accessibility to others (Baird & St-Amand, 1995; Ray et al., 2002; Registered Nurses Association of British Columbia, 2001; Severinsson & Hallberg 1996) 	<ul style="list-style-type: none"> ■ Routinely interact with patients to monitor, assess and prioritize patient needs (Reid & Dennision, 2011) ■ Provide evidence-based discharge education to improve clinical outcomes and decrease re-admissions (Ott et al., 2009)
<p>1.1.4 Nurse leaders communicate effectively</p>	<ul style="list-style-type: none"> ■ Communicate clearly, openly, honestly and frequently (Cadman & Brewer, 2001; Ferguson-Paré, 1998; Ingersoll, Fisher, Ross, Soja & Kidd, 2001; McGilton et al., 2004) ■ Listen interactively and demonstrate understanding of the opinions of others (Antrobus & Kitson 1999; Gillert & Chuzischvili, 2004; Nespoli, 1991; Perra, 2000; Severinsson & Hallberg, 1996; Tucker Scott, 2004; Ward, 2002;) ■ Develop and use skills in cross-cultural communication (Grinspun, 2000) 	<ul style="list-style-type: none"> ■ Communicate patient findings based on clinical assessment (Reid & Dennision, 2011) ■ Communicate with the patient, family and interprofessional team to determine needs and changes other than those specific to the patient's medical diagnosis (Reid & Dennision, 2011) ■ Develops and utilizes communication skills targeted to teams, lateral integration of care needed for safe patient care (Reid &Dennision, 2011)

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<p>1.1.5 Nurse leaders manage conflict effectively (Bunderson, 2001; Drucker, 1990; Dunham-Taylor, 1995; Fox et al., 1999; Walston & Kimberly 1997)</p>	<ul style="list-style-type: none"> ■ Understand the constructive and destructive effects of conflict ■ Acknowledge and address the conflict; develop and use a range of conflict resolution skills (Lambert & Nugent, 1999) 	<ul style="list-style-type: none"> ■ Utilizes evidenced-based practices and organizational resources to address conflict (Reid & Dennison, 2011) ■ Advocates for patient and other point-of-care providers using conflict resolution skills (Reid & Dennison, 2011)
<p>1.1.6 Nurse leaders build and promote collaborative relationships and teamwork (CNO, 2002; Disch, Walton & Barnsteiner, 2001; Englebar, 1993; King, 2000; Kouzes & Posner, 1995; Lambert & Nugent, 1999; Registered Nurses Association of British Columbia, 2001; Storr 2004; Ward, 2002)</p>	<ul style="list-style-type: none"> ■ Seek and acknowledge broad input (Bunderson, 2001; Cadman & Brewer, 2001; Englebart, 1993 ;) ■ Recognize the legitimacy of other's interests and discuss how interests are aligned (Gelinias & Manthey, 1997; Skarlicki & Dirks, 2002; Six, 2004) ■ Explore uncertainties and fears (Porter O'Grady, 1992) ■ Build consensus⁶ ■ Give and receive help and assistance ■ Evaluate effectiveness of working together 	<ul style="list-style-type: none"> ■ Participate as leaders for nursing on interprofessional teams (Reid & Dennison, 2011) ■ Advocate for patient with the interprofessional team (Reid & Dennison, 2011) ■ Work collaboratively on nursing and interprofessional teams (Reid & Dennison, 2011)
<p>1.1.7 Nurse leaders demonstrate passion and respect for the profession of nursing, its values knowledge and achievements (Clifford, 1998; Ferguson-Paré, 1998; Ferguson-Paré, Mitchell, Perkin & Stevenson, 2002; Gillespie & Mann, 2004; Nespoli, 1991; Ray et al., 2002; Registered Nurses Association of British Columbia, 2001; Thompson & Bunderson, 2003; Tucker Scott 2004; Upenieks, 2003a; Ward, 2002)</p>	<ul style="list-style-type: none"> ■ Demonstrate strong commitment to caring, justice, honesty, respect and integrity (White, 2000) ■ Advocate for quality care and quality practice settings placing patients/clients first (Clifford, 1998; CNO, 2002; Ferguson-Paré et al., 2002; Hanna, 1999; Storch, Rodney, Pauly, Brown, & Starzomski, 2002; Upenieks 2003a; Ward, 2002; Storch et al., 2002; White, 2000 ;) ■ Acknowledge and promote nurses' contribution to patients/clients, organizations and communities (Antrobus & Kitson, 1999; Clifford, 1998; Nespoli, 1991; Storch et al., 2002; Upenieks, 2003; Ward, 2002) 	<ul style="list-style-type: none"> ■ Assume responsibility for specific patients based on scope of practice for the nursing profession (Reid & Dennison, 2011) ■ Understand the influence the nurse has on patients and delivers care in a professional non-hierarchical manner (Reid & Dennison, 2011) ■ Actively participates in professional activities to enhance skills and acquire new knowledge (Reid & Dennison, 2011)

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<p>1.1.8 Nurse leaders demonstrate role competence (Boyle, Bott, Hansen, Woods & Taunton, 1999; Gillespie & Mann, 2004; Mayer et al., 1995)</p>	<ul style="list-style-type: none"> ■ Maintain and apply current knowledge of nursing science, leadership and other relevant knowledge (Bousfield,1997; Severinsson, 1996) ■ Address concerns and issues (Adams, 1994; CNO, 2002; Fletcher, 2001; Levasseur, 2004; Nespoi,1991;Upenieks,2003a) ■ Participate actively in decision-making opportunities ■ Take responsibility for actions and outcomes ■ Communicate successes to create confidence (McGillis et al., 2005; Skarlicki & Dirks, 2002) 	<ul style="list-style-type: none"> ■ Apply evidenced-based practices at the point-of-care while assessing, implementing and evaluating care (Reid & Dennison, 2011)

