



**Développer la compétence « leadership »
chez les étudiants infirmiers**
**Developing leadership competence in
nursing students**

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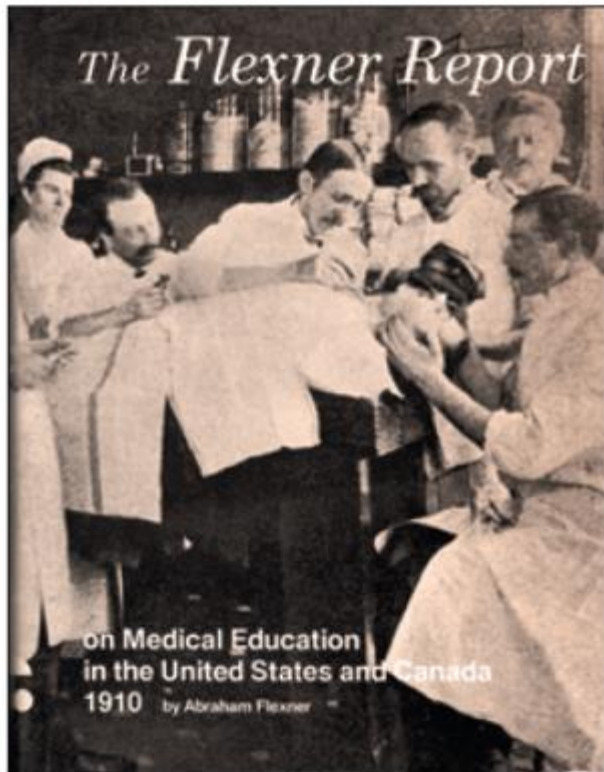
23.11.2018



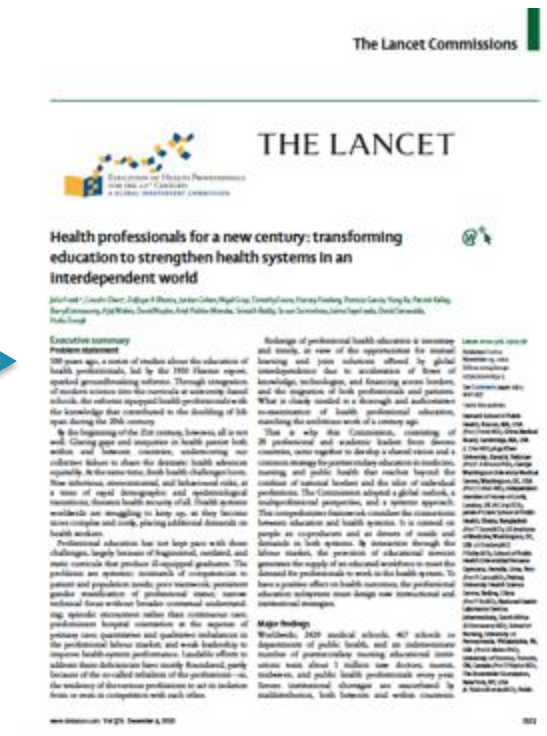
Outline

- Recommendations from the Lancet report 2010
- CanMeds roles
- WHO Europe priority actions
- Global Advisory Panel on the Future of Nursing GAPFON
- Leadership vs management
- Leadership qualities

Overall strategy for Education Health Professionals



Flexner-report 1910



Lancet-report 2010 (Frenk et al.)

Recommendations from the Lancet report (1)

- Transformative learning



	Objectives	Outcome
Informative	Information, skills	Experts
Formative	Socialisation, values	Professionals
Transformative	Leadership attributes	Change agents

Lancet-report 2010
(Frenk et al.)

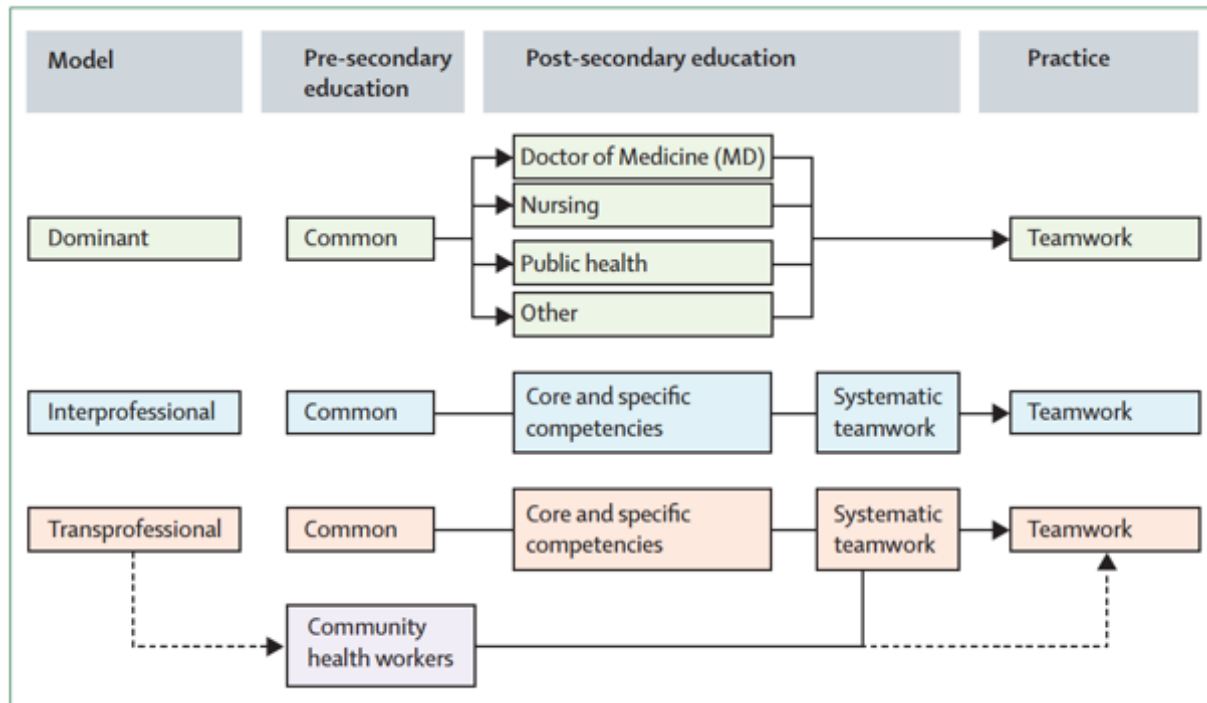
Recommendations from the Lancet report (2)

- Interdependence in education

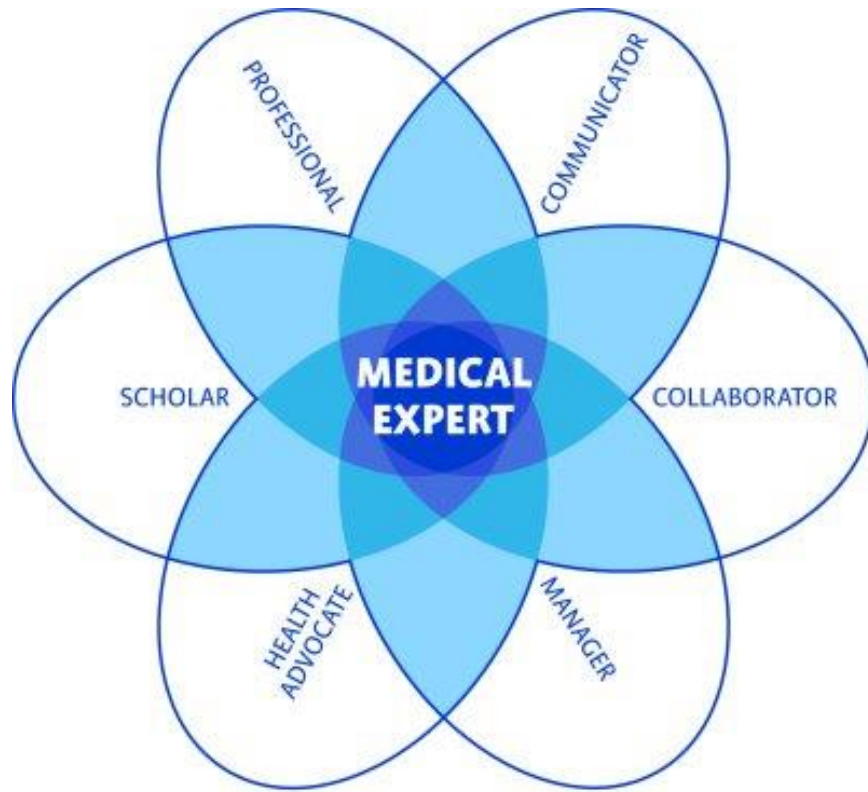
The Lancet Commissions



Lancet-report 2010 (Frenk et al.)



CanMeds Roles Framework



WHO-Europe Priority Actions

WHO-Europe: European strategic directions for strengthening nursing and midwifery towards Health 2020 goals (Sept 2015)



Nurses and midwives play key roles in all aspects of health care and in society's efforts to tackle public health challenges.



Provide safe, high-quality, cost-effective care and services



Empower people to manage their own health



Ensure equal access and continuity of care



Manage chronic conditions and long-term care



Promote health throughout all stages of life

Strategies for strengthening nursing and midwifery towards Health 2020 goals

Scale up and transform education



Plan workforce and optimize skill mix



Create positive work environments



Promote evidence-based practice and innovation



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WHO-Europe – strategy

Enabling mechanisms

1. Regulation
2. Research
3. Partnerships
4. Management & Leadership



Box 8. Management and leadership

Leadership opportunities and **management** structures that engage nurses and midwives at all levels are essential to realize the full potential of nursing and midwifery workforce.

Objective 12: strengthen nurses' and midwives' inclusion in health policy and service delivery decision-making at local, government and international levels.

Global Advisory Panel on the Future Of Nursing & Midwifery GAPFON - 2016

- Sigma theta tau
- Worldwide stakeholder consultation with WHO regional office reps, CEOs, CNO, DoH, Deans, ...
- On global health issues/ professional issues

THE GAPFON MODEL™





- Cultivate and position leaders at all levels.
- Establish and participate in intersectoral collaboration to strengthen health systems & improve population health outcomes.
- Lead coalitions to address equity and health issues.
- Develop and mentor the next generation of leaders.



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- Ensure accreditation of nursing and midwifery education programs.
- Develop education for interdisciplinary and collaborative work in communities and healthcare settings.
- Advocate for educational programs to be transformative, innovative and current for changing populations and service models.
- Promote postgraduate education for nurses and midwives.



Leaders or managers ?



MANAGERS

DOES THINGS RIGHT

- .MAINTAINS
- .ADMINISTER
- .SYSTEM FOCUS
- .CONTROL / SOLVE
- .OPERATIONAL THINKER
- .ASK HOW AND WHEN??
- .PLANS FOR EXECUTION / OUTPUT

The infographic for Managers features a white background with a blue and green geometric pattern. At the top, there is an icon of a man in a suit and a bar chart with an upward arrow. The main title 'MANAGERS' is in large, bold, blue letters. Below it, a dark blue shield-shaped area contains the text 'DOES THINGS RIGHT' and a list of seven bullet points. At the bottom of the shield, there is a stylized illustration of a man in a blue suit and bow tie.



LEADERS

DOES THE RIGHT THINGS

- .CHALLENGES
- .ORIGINATES
- .PEOPLE FOCUS
- .INSPIRES / MOTIVATES
- .STRATEGIC THINKER
- .ASKS WHAT AND WHY ?
- .LONG TERM THINKER

The infographic for Leaders features a white background with a blue and green geometric pattern. At the top, there is an icon of a man in a suit. The main title 'LEADERS' is in large, bold, blue letters. Below it, a dark blue shield-shaped area contains the text 'DOES THE RIGHT THINGS' and a list of seven bullet points. At the bottom of the shield, there is a stylized illustration of a man in a blue suit.

The difference

- **Manager**

- Focuses on the present
- Prefers stability
- Orients towards short term
- Focus on procedure
- Ask “what” and “how”
- Prefers to control
- Is happy in complexity
- Uses the rational mind
- Works within context of the organization

- **Leader**

- Looks towards the future
- Appreciates change
- Orients toward the long term
- Engages in a vision
- Asks “why” and “what”
- Knows how to delegate
- Prefers to simplify
- Trusts intuition
- Works within social and environmental contexts

The difference

MANAGERS

Accepts The Status Quo



If it ain't broke don't fix it.

Sees A Problem



Our plan didn't work.
I've got to fix it
before I get blamed.

LEADERS

Challenges The Status Quo



I know it isn't broken,
but is there a way
to do it that's even better?

Sees An Opportunity



Our plan didn't work.
Let's put our heads together
to see what we
can learn from this.

Top 7 Leadership qualities

1

Vision

“ Good business vision, like good leadership, is to see what is not yet obvious to others.”

GREAT LEADERS have a clear, exciting idea of

2

Courage

“ Courage is the most important of all the virtues because without it, no other virtue can exist.”

Among the 7 LEADERSHIP qualities, courage is the most identifiable outward trait.

3

Integrity

The main value that almost all executives agree upon for their company is integrity.

- The core of integrity is truthfulness.
- Integrity requires that you always tell the truth, to all people, in all circumstances.

4

Humility

“ The more you know about yourself, the more you are about to admit that you are not as good as you think you are.”

GREAT LEADERS are those who are strong and decisive but also humble.

5

Strategic Planning

“ Strategy is the opposite of improvisation.”

GREAT LEADERS are outstanding at strategic planning. They have the ability to look ahead, to anticipate with some accuracy where the industry is going.

6

Focus

The ability of a leader to make sure that everyone is focused and concentrated on the most valuable use of their time is essential to excellent performance.

Leaders focus on results, on what must be achieved by them.

7

Cooperation

LEADERSHIP is the ability to get people to work for you because they want to.

- Gain the cooperation of others by making a commitment to get along well with each key person every single day.
- Because there is no certainty in life or business, every commitment you make and every action you take entails a risk of some kind.

“ If your imagination leads you to understand how quickly people grant your requests when those requests appeal to their self-interest, you can have practically anything you go after. ” - Napoleon Hill

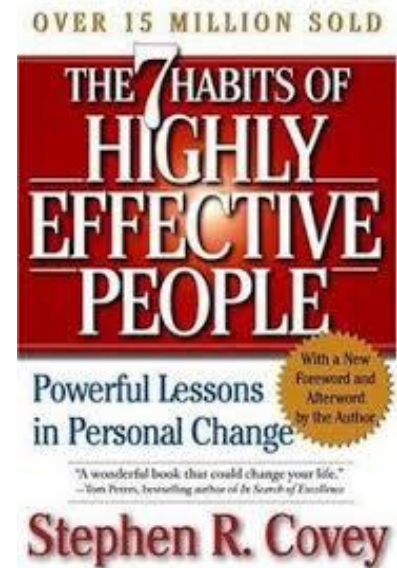
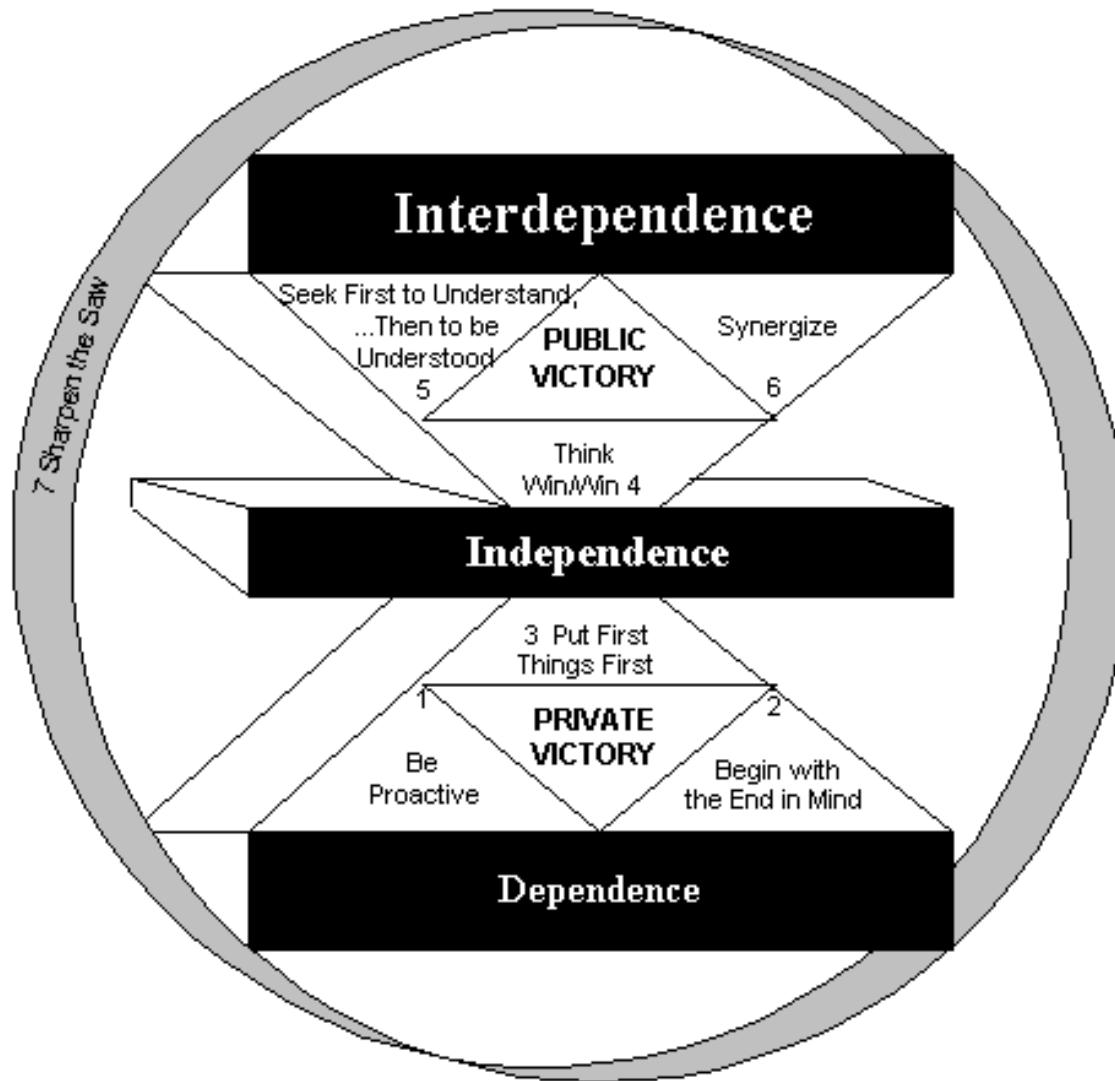
Teaching leadership in curriculum

- Help them in creating vision
- Be a role model
- Give time and space
- Help them to be more effective
- Put them in charge
- In all courses



7 habits of highly effective people

Stephen Covey



Conclusion

- There is a need for leadership in the nursing curriculum
- For all nurses and in all courses
- Starting with personal development – self inspection
- From values to vision

- Building *a (disciplinary) future self*
- On how we make a difference
As a person,
As a profession



Merci for votre
attention

Thank you for your
attention



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