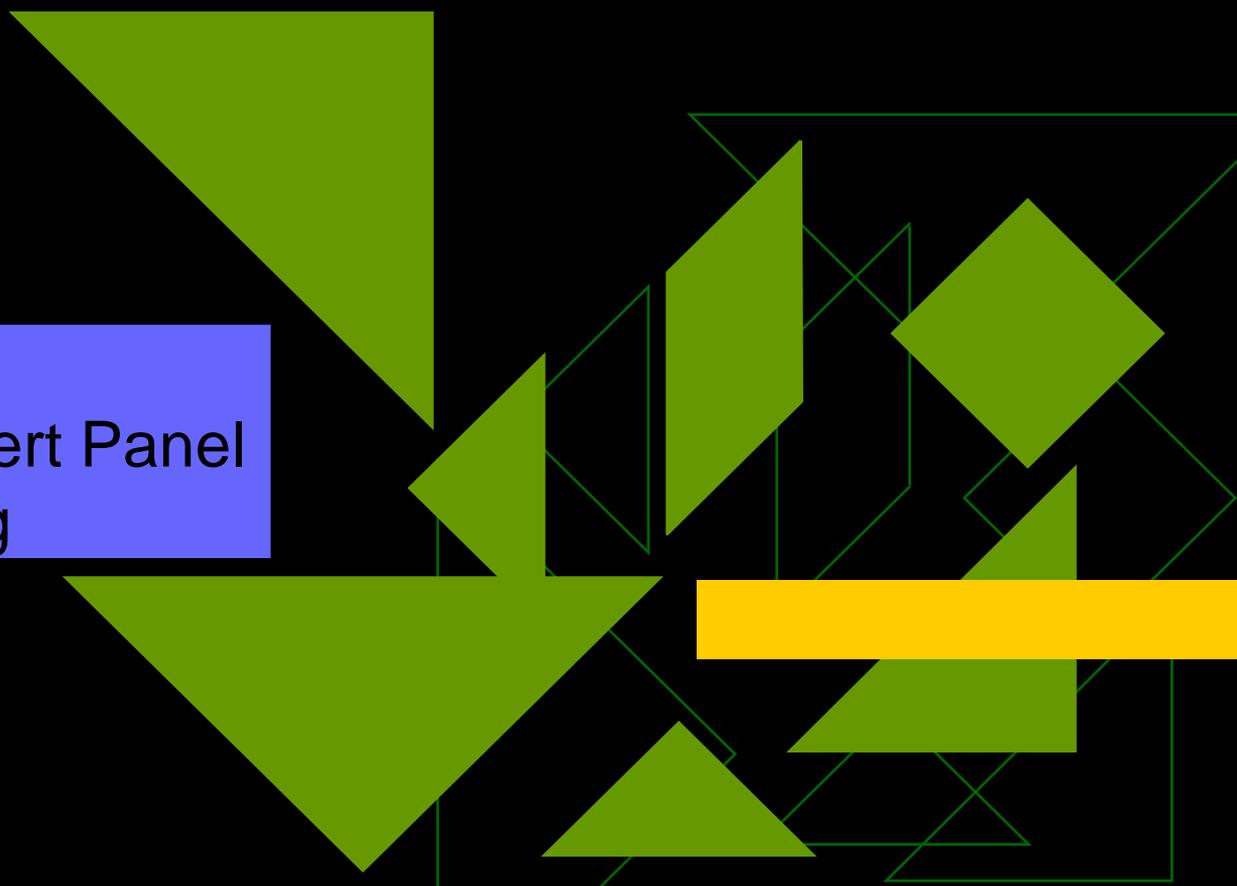


# So You Think You are a Leader?

Martin Ward  
Chair, European Expert Panel  
of Psychiatric Nursing



# Some leaders are obvious



So you think  
you are a  
leader

2

Martin Ward

# ...and



So you think  
you are a  
leader

3

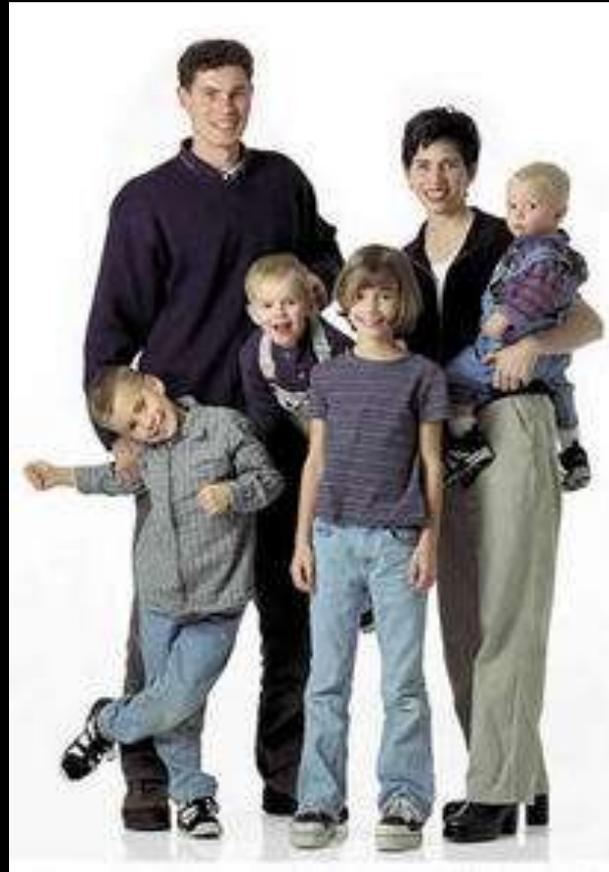
Martin Ward

# But not always....



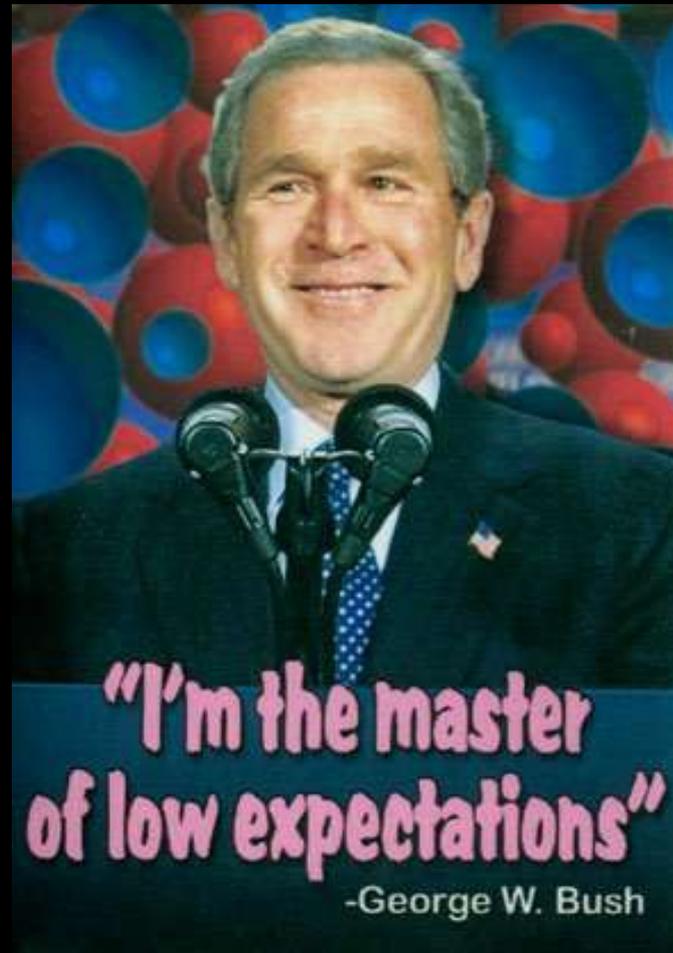
So you think  
you are a  
leader

# And in families...?



So you think  
you are a  
leader

# and finally...



So you think  
you are a  
leader

# What do some people want from being a leader?

## Hope for:

- ◆ Being in charge
- ◆ Being the boss
- ◆ Having control
- ◆ Increase in salary
- ◆ Increase in professional status
- ◆ Less work!
- ◆ World domination !!!!



## Reality:

- ◆ More responsibility
- ◆ No one ever listens to them
- ◆ Often less control than anticipated
- ◆ ? cash rewards
- ◆ ? Increase in status
- ◆ More work! – and,
- ◆ They are held responsible for other people's actions

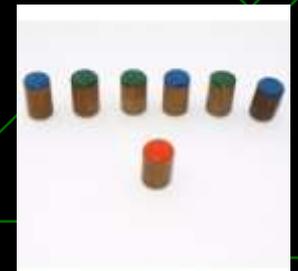
So you think  
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# What we know about leadership?

- ◆ It is not always the most senior person who is the leader
- ◆ Leadership is not necessarily linked to promotion
- ◆ Some leaders don't even know they are leaders
- ◆ Teams tend to choose leaders, not managers
- ◆ Real leaders have a vision



- ◆ Leaders set examples for others to follow
- ◆ Leaders do not seek promotion for promotion's sake
- ◆ Some leaders are 'bad'
- ◆ Being a leader is hard work and can kill you!
- ◆ Most (positive) leaders do not have a personal agenda



# How does this compare?

Hope for:

-  Being in charge 
-  Being the boss 
-  Having control 

Increase in salary ?

-  Increase in professional status 
-  Less work! 



World domination !!!! ?

Given this information why would any sane person ever want to be a leader?



So you think  
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# What do they aspire to?

Having influence over their work	Trying to make things more practical	To reach a perceived goal/target	To get things done
To right a wrong	To improve things	To make a difference	Control, yes, but for these reasons alone

# International PN Leadership

- ◆ Up until 2005 there was NO actual voice for Psychiatric nurses in Europe
- ◆ Yet, there are an estimated 350.000 nurses working with the mentally ill in the 27 countries of the EU (Horatio 2005)
- ◆ Future Health Commission strategic initiatives would have had no PN nursing voice – *Mental Health Pact for Europe* (2008)

# Major concerns about European clinical leadership

- ◆ Quality of care
- ◆ Communication processes
- ◆ Management of the nursing team

Is there a link between  
these two situations?



So you think  
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# Leadership initiatives have to address the following

- ◆ Managing self
- ◆ Managing the team
- ◆ Patient-centred care
- ◆ Networking
- ◆ Becoming more politically aware

# To do so...

The focus of successful leadership programmes are:

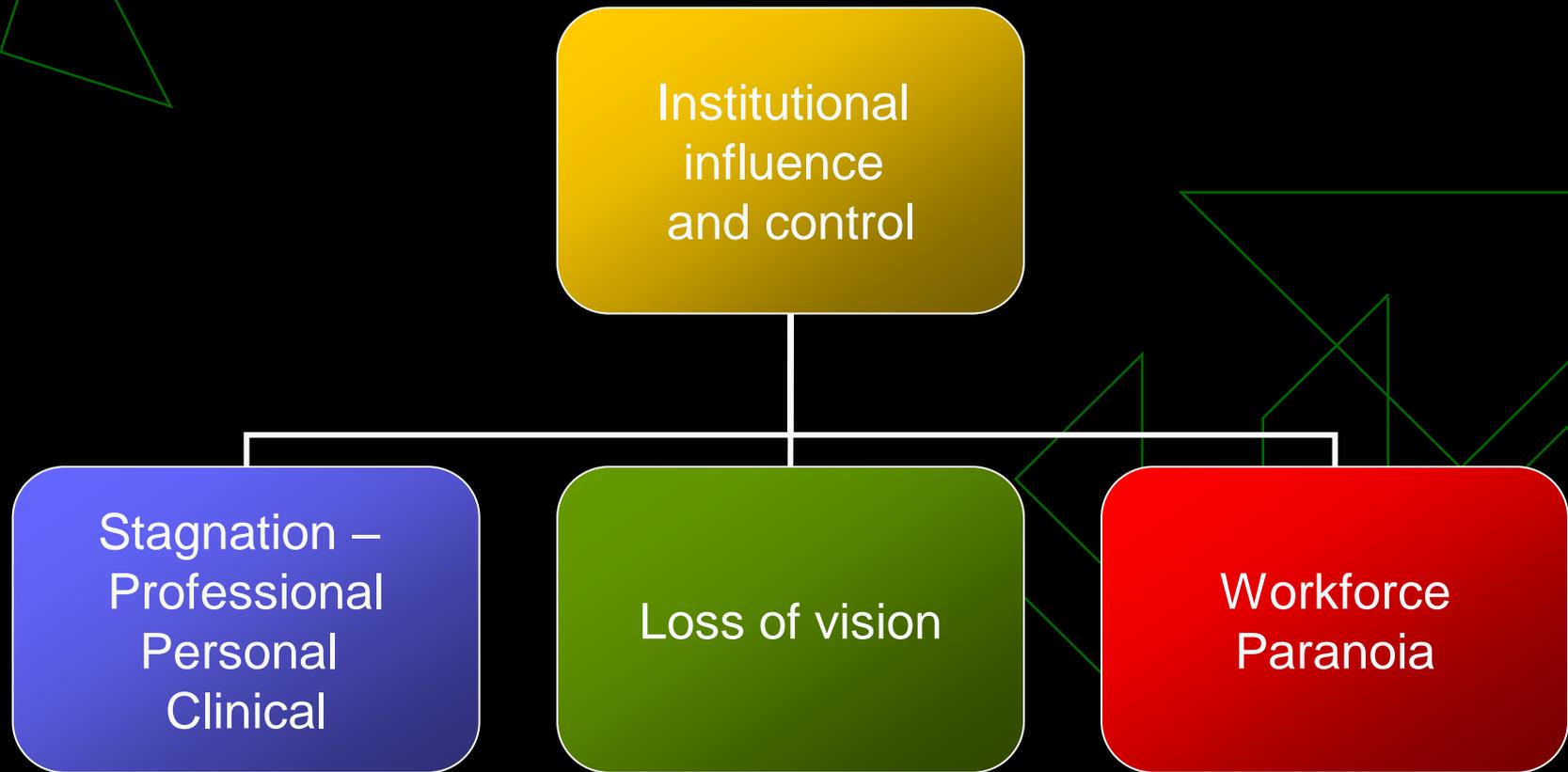
- ◆ practical
- ◆ experiential
- ◆ work-based
- ◆ with an emphasis on exploring the attitudes, values and behaviours needed to produce leaders, as well as the acquisition of skills

# impact of a programme of clinical leadership training (West et al, 2004)

Activities (n=27)	Improved	Got worse	Stayed the same	Missing values
Clinical decision-making	17	0	8	2
Patient assessments	18	0	7	2
Nursing practice	22	0	3	2
Co-ordination of patient care	20	0	5	2
Patient outcomes	22	0	3	2
Ward culture	21	0	3	3

So you think  
you are a  
leader

# Without leadership the future is bleak



So you think  
you are a  
leader

# Can we help our leaders?

- ◆ We have to!!
- ◆ We often do without realising it
- ◆ We have to believe in them
- ◆ We have to support them even when they are not there
- ◆ We have to try to be like them
- ◆ We have to trust them

# Conclusion

- ◆ The measure of a leader is their ability to hold the helm when the sea is rough
- ◆ Change, after all the main reason for a leader, will always produce waves, possibly storms
- ◆ Being able to steer when the going gets tough, or not abandoning the ship altogether, is the true test of a real leader

# There have always been leaders



So you think  
you are a  
leader

# Laetoli – 3.6 million BC



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