

EXPERT
PRACTICE

- [illegible]

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- A ten-frame with two rows of five. The top row has four dots, and the bottom row has one dot in the first position. The number 10 is written in the center of the frame.

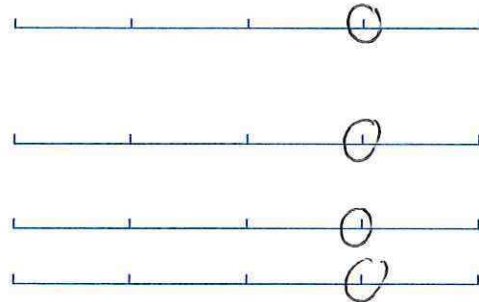
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NOVICE
EXPERIENCE/SKILLCOMPETENT
EXPERIENCE/SKILLEXPERT
PRACTICE

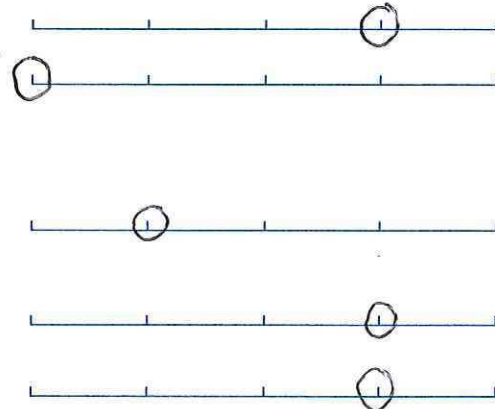
III. PERFORMANCE IMPROVEMENT

1. **Knowledge of performance improvement tools** – includes Continuous Quality Improvement (CQI), Total Quality Management (TQM), Six Sigma, Balanced Scorecards, or whatever model is used to measure quality and outcomes in the facility; also includes quality improvement tools such as pareto charting, control charts, workflow charting, and process charting
2. **Patient safety** – includes sentinel event monitoring and reporting, root cause analysis, The Joint Commission requirements, incident reporting, medication safety policy and procedures
3. **Workplace safety** – includes knowledge of regulatory requirements (Department of Public Health, The Joint Commission, OSHA, etc.)
4. **Promoting intradepartmental/interdepartmental communication**



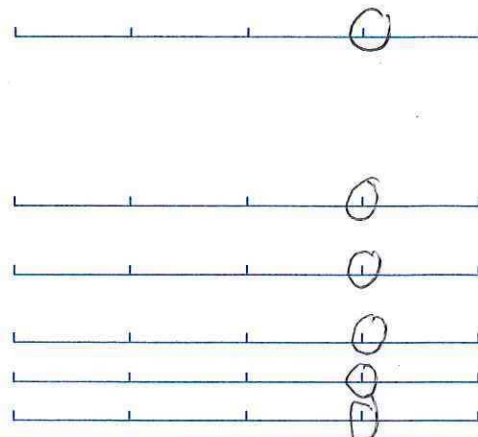
IV. FOUNDATIONAL THINKING SKILLS

1. **Systems thinking knowledge as an approach to analysis and decision-making**
2. **Complex adaptive systems definitions and applications**
3. **Understanding organization behaviors** – includes planning, organizing, and leading; also includes four skills essential in influencing nursing practice: self-awareness, dialogue, conflict resolution, and navigating change
4. **Decision making skills** – includes use of data-driven decision-making profiles and models
5. **Problem solving skills** – includes defined models for problem solving



V. TECHNOLOGY

1. **Basic computer skills** – includes word processing and data management, Internet/email, skills to access information as it applies to facility information systems
2. **Information technology** – includes an understanding of the effect of information technology (IT) on patient care and delivery systems to reduce work load (i.e. bar coding, processing patient charges, understanding of master and patient billing, computerized physician order entry (CPOE), staff scheduling program)
 - Knowledge of the patient medical record utilized in the institution
 - Knowledge of the supply/medication management systems utilized in the institution
 - Ability to integrate technology into patient care processes
 - Using information systems to support business decisions



Managing the Business

EXPERT PRACTICE

Handwriting practice lines for the letter 'O'. The image shows eight rows of blue horizontal lines with vertical tick marks. The letter 'O' is written in the center of the first seven rows, and in the eighth row, it is written to the right of the center. The letter is formed by a single continuous stroke, starting from the top, curving around, and ending at the bottom.

Leading the People

NOVICE
EXPERIENCE/SKILL

**COMPETENT
EXPERIENCE/SKILL**

**EXPERT
PRACTICE**

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Handwriting practice lines for the letter 'o'. The image shows eight rows of blue horizontal lines. Each row contains a single lowercase 'o' written in blue ink. The 'o's are positioned at various points along the lines, demonstrating different starting positions and sizes for the letter.

THE ART



Leading the People

NOVICE
EXPERIENCE/SKILL

COMPETENT
EXPERIENCE/SKILL

EXPERT
PRACTICE

III. DIVERSITY

1. **Cultural competence** – includes understanding the components of cultural competence as they apply to the workforce
2. **Social justice** – includes maintaining an environment of fairness and processes to support it
3. **Generational diversity** – ability to capitalize on differences to foster highly effective work groups

IV. SHARED DECISION-MAKING

1. Includes understanding the structure and processes of shared governance
2. Implementation of shared decision-making structures and processes on the unit



THE LEADER WITHIN

Creating the Leader in Yourself

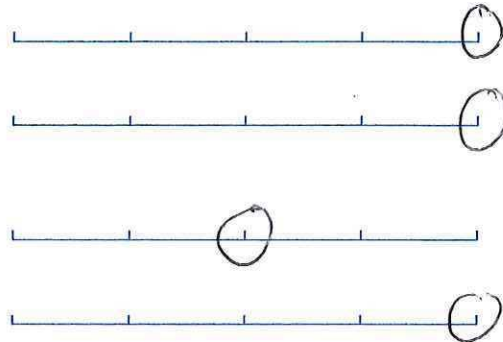
NOVICE
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COMPETENT
EXPERIENCE/SKILL

EXPERT
PRACTICE

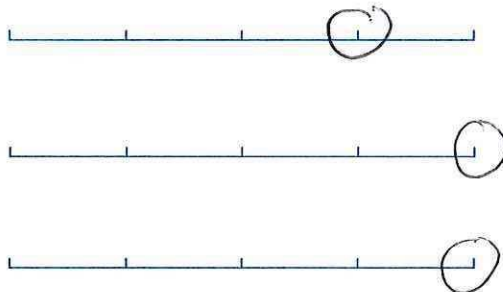
I. PERSONAL AND PROFESSIONAL ACCOUNTABILITY

1. **Personal growth and development** – includes education advancement, continuing education, career planning, and annual self-assessment and action plans
2. **Ethical behavior and practice** – includes practice that supports nursing standards and scopes of practice
3. **Professional association involvement** – includes membership and involvement in an appropriate professional association that facilitates networking and professional development
4. **Certification** – achieving certification in an appropriate field/specialty



II. CAREER PLANNING

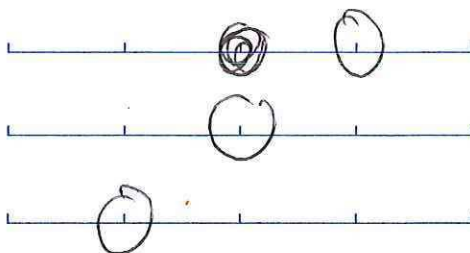
1. **Knowing your role** – understanding current job description/requirements and comparing those to current level of practice
2. **Knowing your future** – planning where you want to go in your career and what you need to get there; what are the needs of health care in the future and where will you fit?
3. **Positioning yourself** – the development of a career path/plan for you that provides direction while offering flexibility and capacity to adapt to future scenarios



III. PERSONAL JOURNEY DISCIPLINES

These skills assist in developing the individual strengths of a leader.

1. **Shared leadership/council management** – includes knowledge of, and skill in, managing councils that promote shared leadership
2. **Action learning** – includes use of techniques of "action learning" to problem-solve and personally reflect on decisions
3. **Reflective practice** – includes knowledge of, and active practice of, reflection as a leadership behavior



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IV. REFLECTIVE PRACTICE REFERENCE BEHAVIORS/ TENANTS

Utilizing a set of guidelines and tenants that facilitate reflective practice; these may be individually developed or can be based on specific models developed by others; below are the "Dimensions of Leadership" developed by the Center for Nursing Leadership, which offer an example of a set of guidelines/tenants that can be used as a tool to guide personal reflection of an individual's leadership behaviors

1. **Holding the truth** – the presence of integrity as a key value of leadership
2. **Appreciation of ambiguity** – learning to function comfortably amid the ambiguity of our environments
3. **Diversity as a vehicle to wholeness** – the appreciation of diversity in all its forms: race, gender, religion, sexual orientation, generational, the dissenting voice, and differences of all kinds
4. **Holding multiple perspectives without judgment** – creating and holding a space so that multiple perspectives are entertained before decisions are rendered
5. **Discovery of potential** – the ability to search for and find the potential in ourselves and in others
6. **Quest for adventure towards knowing** – creating a constant state of learning for the self, as well as an organization
7. **Knowing something of life** – the use of reflective learning and the translation of that learning to the work at hand
8. **Nurturing the intellectual and emotional self** – constantly increasing one's knowledge of the world and the development of the emotional self
9. **Keeping commitments to oneself** – creating the balance that regenerates and renews the spirit and body so that it can continue to grow

Date: _____



The Nurse Manager Leadership Partnership is a collaboration between the American Organization of Nurse Executives (AONE) and the American Association of Critical-Care Nurses (AACN).



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NURSES

