

effective leadership and quality have evidenced in the literature and were summarised in the NHS Healthcare Leadership Model (2013 p.7). Many authors have discussed culture and how leadership supports quality of care (Dickinson *et al.*, 2013; Dixon-Woods *et al.*,

4. What skills and competencies are required?

Experience and synthesis of the literature and good practice has led to the identification by the forum of five key skills and competencies for leadership and management in nursing. It is concluded that the development of these will support the nurse in working effectively as a leader or manager.

This is the section, which

fringe event.

It includes key skills and competencies in:

- Role modelling
- Emotional Intelligence
- Motivational skills
- Organisational skills
- Courage and ability to voice concerns, and to hold critical conversations.

Lindsey Scott on behalf of the Nurses in Management and Leadership Forum Committee

10th May 2019

References

- Anandaciva, S., Ward, D., Randhawa, M. and Edge, R. (2018). *Delivering the Impossible*. London: Kings Fund. Available from: https://www.kingsfund.org.uk/sites/default/files/2018-07/Leadership_in_todays_NHS_summary.pdf [Accessed 30th September 2018].
- Cope, V. and Murrey, M. (2017) Leadership Styles in Nursing. *Nursing Standard*, Vol.31, No.43, pp. 61-70.
- Dickinson, H., Ham, C., Snelling, I. and Spurgeon, P. (2013) *Are we there yet? Models of medical leadership and their effectiveness: An exploratory study* [online]. Available from: <http://www.netscc.ac.uk>. [Accessed on 1st November 2017].
- Dixon-Woods, M., Baker, R., Charles, K., Dawson, J., Jerzembek, G., Martin, G., McCarthy, I., McKee, L., Minion, J., Ozieranski, P., Willars, J., Wilkie, P. and West, M. (2014) Culture and Behaviour in the English NHS: An overview of lessons learnt from a multimethod study. *British Medical Journal Quality and Safety*. Vol.23, No.2, pp.106-115.
- Francis, R (2013). *Report of the Mid Staffordshire NHS Foundation Trust Public Enquiry: Executive Summary*. London: HM Government Stationary Office. Available from: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/279124/0947.pdf [Accessed 22nd October 2018].
- Health Education England [HEE] (2015). *Understanding and Maximising Leadership in Pre-registration Healthcare Curricula: Research Report*. London: HEE. Available from: https://www.hee.nhs.uk/sites/default/files/documents/Report%20-%20Maximising%20Leadership%20in%20Pre-Req%20Curricula%20Research%202015_0.pdf [Accessed 30th September 2018].

Nursing and Midwifery Council [NMC] (2018a). *The Code: Professional standards of practice and behaviour for nurses, midwives and nurse associates* 2nd Ed. London: NMC. Available from <https://www.nmc.org.uk/globalassets/sitedocuments/nmc-publications/nmc-code.pdf> [Accessed: 15th October 2018].

Nursing and Midwifery Council [NMC] (2018b). *Future Nurse: Standards of proficiency for registered nurses*. London: NMC. Available from: <https://www.nmc.org.uk/standards/standards-for-nurses/standards-of->