

# Building trust: Healthcare middle managers' experiences developing leadership capacity and capability in a publicly funded learning network



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Background

Aim

Methods

Results

Conclusions

Picture: Trude A Hartviksen

Healthcare middle managers

Self-taught and to learn while working

Increasing complexity

New Public Management

Relational skills



To explore how healthcare middle managers, who participated in a learning network in rural northern Norway, experienced that this participation contributed to the development of capacity and capability for leadership

Picture: Anne Karine Statle



Organized competence development across limited professional, or organizational, borders

Increasing knowledge and shared experience

Quality improvement collaborative

Transformative learning

Established in 2012, consisting of 54 participants, 3–4 times yearly

Share development of leader and improvement knowledge, receive guidance in the practical performance of improvement practices and networking



## Two main themes:

1. Trusted interaction despite organizational and structural framing
2. Knowledgeable understanding of a complex context

## Contrast:

Lack of trust both internally in their own organization and across organizational boundaries

The ways in which their learning network enhanced the feeling of trust among the participants





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