

Leadership Competency Self-Reflection

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NURS 3140-95: Professional Nursing IV

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March 17, 2022

Leadership Competency Self-Reflection

Well-developed leadership and followership skills are essential to nursing practice because they guide team functioning and are used in all settings (Yoder-Wise, 2018). Therefore, it is extremely important for nurses to understand where their strengths and weaknesses lie when assuming the role of a leader or follower within a team. Knowing one's weaknesses can provide an opportunity for self-development, while being aware of one's strengths can assist with role delegation. The purpose of paper is to reflect on my growth as a leader during the Winter 2022 semester and determine strategies to improve my shortcomings for my future practice as a nurse.

In January 2022, I completed my first self-evaluation (see Appendix A) using the Registered Nurses' Association of Ontario's [RNAO] Leadership Self-Assessment Tool (2004). My overall score was 131/170 (rating of "good"); my highest section rating being *Optimizing Competing Values and Priorities* (28/30 or 93%) and lowest being *Creating an Empowering Work Environment* (23/35 or 66%). At the time, I felt that I was skilled in understanding other peoples' personalities and work ethics. I could incorporate all members' values into our work and ensure there was no interpersonal conflict. However, my pitfall as a leader, was that I burdened myself too many responsibilities, consequently not allowing others the chance to lead.

Coincidentally, my peer evaluation (see Appendix C) matches this, as both my highest and lowest categories were the same. Overall, my total leadership score in my peer evaluation (146/170; rating of "excellent") was higher than my initial self-evaluation, but lower than my final self-evaluation by one point (see Appendix B). Similar to my own evaluation, my peer thought I was good at incorporating all group members' ideas into our work. Nevertheless, she felt I was not assertive enough in voicing my opinion. This tends to be true; I put others above

myself and am not entirely honest about my feelings (e.g., not admitting that I am overwhelmed with my workload).

In March 2022, I repeated the self-evaluation to assess my progress. My total leadership rating was 16 points higher (147/170; rating of “excellent”). My top and lowest sections remained the same, but the scores changed: *Optimizing Competing Values and Priorities* decreased from 28/30 to 27/30 and *Creating an Empowering Work Environment* increased from 23/35 to 27/35. This is because I put more effort in allowing others to take opportunities, stopped myself from taking on more than I should have, and tried to voice my opinion more. For example, when splitting parts for a group essay, I suggested we work on the conclusion together so that the workload would be easier. Another example was in my simulation lab where I reminded my group of the tasks we still had to complete and asked my members which tasks they would do instead of trying to complete them all independently. Although I empowered others to do more, I also voiced my conflicting values, which explains the score changes.

Overall, I think it is impossible to be a perfect leader; getting a perfect score in one category may automatically result in a lower score in another. For my future practice as a nurse, my focus should be on finding the right balance of all the categories within the RNAO tool. This goal strives to achieve transformational leadership which is a model whereby the leader inspires followers to take action on their own account (Yoder-Wise, 2018). Transformational leaders consider all members of the team and invest their skills to making organizational level changes and healthcare systems of a higher caliber (Yoder-Wise, 2018; RNAO, 2006). While I do not think I am at this stage yet, this reflection has shown that I have the potential as long as I continue to build my confidence as both a leader and follower and ensure I allow others the opportunity to learn and grow their leadership skills as well.

References

- Registered Nurses' Association of Ontario. (2004). *Developing and sustaining nursing leadership: Tips and tools*. https://rnao.ca/sites/rnao-ca/files/LEADERSHIP_16.5_x_8.5_WEB_0.pdf
- Registered Nurses' Association of Ontario. (2006). *Healthy work environments best practice guidelines: Developing and sustaining nursing leadership*. https://rnao.ca/sites/rnao-ca/files/Developing_and_Sustaining_Nursing_Leadership.pdf
- Yoder-Wise, P. S. (2018). *Leading and managing in nursing* (7th ed.). Elsevier.

Appendix A

Self-Evaluation Part 1

Date Completed: January 25, 2022

Building Relationships and Trust Rating [1 lowest, 5 highest]

I demonstrate and model integrity and fairness.

1	2	3	4	5
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I demonstrate care, respect, and personal concerns for others.

1	2	3	4	5
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I create a sense of presence and accessibility.

1	2	3	4	5
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I communicate effectively.

1	2	3	4	5
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I manage conflict effectively.

1	2	3	4	5
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I build and promote collaborative relationships and teamwork.

1	2	3	4	5
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I demonstrate passion and respect for the profession of nursing, its values, knowledge, and achievements.

1	2	3	4	5
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I demonstrate role competence.

1	2	3	4	5
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TOTAL SCORE for this section: 33 /40

Creating an Empowering Work Environment Rating [1 lowest, 5 highest]

I understand and practice the concepts and principles of empowering behaviours.

1	2	3	4	5
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I optimize nurses' opportunities for autonomy and personal and professional growth.

1	2	3	4	5
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I optimize access to and use of data and information required to function effectively.

1	2	3	4	5
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I create the conditions for nurses to access and use support, feedback and guidance from superiors, peers, and subordinates.

1	2	3	4	5
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I facilitate nurses' access to and appropriate use of resources – the materials, money, supplies, equipment, and time necessary to fulfill their roles.

1	2	3	4	5
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I enhance the meaningfulness of nursing work.

1	2	3	4	5
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I enable the participation of others in decision-making.

1	2	3	4	5
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TOTAL SCORE for this section: 23 /35

Creating a Knowledge Friendly Environment Rating [1 lowest, 5 highest]

I foster norms and practices that support broad participation in knowledge development, sharing and dissemination.

1	2	3	4	5
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I provide technical, informational, and educational infrastructure to support learning.

1	2	3	4	5
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I create an environment of open communication and teamwork and valuing of the contribution of others.

1	2	3	4	5
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I instill a learning approach for continuous quality improvement.

1	2	3	4	5
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I establish mechanisms for continuous monitoring of organizational process and changes.

1	2	3	4	5
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TOTAL SCORE for this section: 17 /25

Leading and Sustaining Change Rating [1 lowest, 5 highest]

I create a shared vision for ongoing change with stakeholders and experts.

1	2	3	4	5
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I engage others by sharing the vision for ongoing change.

1	2	3	4	5
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I involve stakeholders and experts in planning, designing and redesigning the change.

1	2	3	4	5
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I negotiate for the required budgetary support for the educational processes, decision support and other resources required to achieve the goals of the change initiative.

1	2	3	4	5
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I provide ongoing communication throughout the change process.

1	2	3	4	5
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I develop and implement mechanisms for feedback, measurement, and redesign during the change.

1	2	3	4	5
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I support, coach and mentor others to succeed with the change.

1	2	3	4	5
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I sustain attention to the change initiative throughout all stages of the change.

1	2	3	4	5
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TOTAL SCORE for this section: 30 /40

Optimizing Competing Values and Priorities Rating [1 lowest, 5 highest]

I identify and acknowledge my values/priorities, and those of others.

1	2	3	4	5
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I acknowledge and incorporate multiple perspectives in decision making.

1	2	3	4	5
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I help others to understand conflicting perspective and decisions.

1	2	3	4	5
---	---	---	---	---

I employ strategies to advance priority initiatives while maintaining other valued initiatives and perspectives.

1	2	3	4	5
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I provide the necessary resources to accomplish goals and objectives.

1	2	3	4	5
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I demonstrate accountability and take responsibility for outcomes.

1	2	3	4	5
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TOTAL SCORE for this section: 28 /30

Total Leadership Score 131 /170

Total Leadership Score Ratings:

Excellent: 136 – 170

Good: 102 – 135

Fair: 68 – 101

Poor: 34 – 67

List your (one) biggest leadership strength.

One of my biggest leadership strengths is inspiring others to see the how a change will create benefit; essentially, rallying people to a cause. For example, if I wanted to create a study area for students on campus, but administration has a list of reasons to say no, I am confident that I can at least get administration to compromise by explaining to them how there is a need and how much students need the service.

List your (one) area for improvement.

One of my pitfalls is rather than delegating portions of a project to others to gain efficiency, I tend to do a lot of the work myself. For example, if I were cleaning my house with a group of people, I would clean the whole kitchen—sweeping, doing the dishes—all on my own and ask them to work on a different area of the house instead of working on the kitchen together and then moving on to a different room once the kitchen is complete.

List one way you think this course will assist to develop your leadership practices.

I think I understand myself very well, but I think this course will assist me in understanding my team members, so that I can change my leadership style to best fit the individuals I am working with. This would create better working relationships amongst team members and ensure everyone is gaining something by being on the team.

Appendix B

Self-Evaluation Part 2

Date completed: March 6, 2022

Building Relationships and Trust Rating [1 lowest, 5 highest]

I demonstrate and model integrity and fairness.

1	2	3	4	5
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I demonstrate care, respect, and personal concerns for others.

1	2	3	4	5
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I create a sense of presence and accessibility.

1	2	3	4	5
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I communicate effectively.

1	2	3	4	5
---	---	---	---	---

I manage conflict effectively.

1	2	3	4	5
---	---	---	---	---

I build and promote collaborative relationships and teamwork.

1	2	3	4	5
---	---	---	---	---

I demonstrate passion and respect for the profession of nursing, its values, knowledge, and achievements.

1	2	3	4	5
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I demonstrate role competence.

1	2	3	4	5
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TOTAL SCORE for this section: 36 /40

Creating an Empowering Work Environment Rating [1 lowest, 5 highest]

I understand and practice the concepts and principles of empowering behaviours.

1	2	3	4	5
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I optimize nurses' opportunities for autonomy and personal and professional growth.

1	2	3	4	5
---	---	---	---	---

I optimize access to and use of data and information required to function effectively.

1	2	3	4	5
---	---	---	---	---

I create the conditions for nurses to access and use support, feedback and guidance from superiors, peers, and subordinates.

1	2	3	4	5
---	---	---	---	---

I facilitate nurses' access to and appropriate use of resources – the materials, money, supplies, equipment, and time necessary to fulfill their roles.

1	2	3	4	5
---	---	---	---	---

I enhance the meaningfulness of nursing work.

1	2	3	4	5
---	---	---	---	---

I enable the participation of others in decision-making.

1	2	3	4	5
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TOTAL SCORE for this section: 27 /35

Creating a Knowledge Friendly Environment Rating [1 lowest, 5 highest]

I foster norms and practices that support broad participation in knowledge development, sharing and dissemination.

1	2	3	4	5
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I provide technical, informational, and educational infrastructure to support learning.

1	2	3	4	5
---	---	---	---	---

I create an environment of open communication and teamwork and valuing of the contribution of others.

1	2	3	4	5
---	---	---	---	---

I instill a learning approach for continuous quality improvement.

1	2	3	4	5
---	---	---	---	---

I establish mechanisms for continuous monitoring of organizational process and changes.

1	2	3	4	5
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TOTAL SCORE for this section: 22 /25

Leading and Sustaining Change Rating [1 lowest, 5 highest]

I create a shared vision for ongoing change with stakeholders and experts.

1	2	3	4	5
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I engage others by sharing the vision for ongoing change.

1	2	3	4	5
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I involve stakeholders and experts in planning, designing and redesigning the change.

1	2	3	4	5
---	---	---	---	---

I negotiate for the required budgetary support for the educational processes, decision support and other resources required to achieve the goals of the change initiative.

1	2	3	4	5
---	---	---	---	---

I provide ongoing communication throughout the change process.

1	2	3	4	5
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I develop and implement mechanisms for feedback, measurement, and redesign during the change.

1	2	3	4	5
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I support, coach and mentor others to succeed with the change.

1	2	3	4	5
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I sustain attention to the change initiative throughout all stages of the change.

1	2	3	4	5
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TOTAL SCORE for this section: 35 /40

Optimizing Competing Values and Priorities Rating [1 lowest, 5 highest]

I identify and acknowledge my values/priorities, and those of others.

1	2	3	4	5
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I acknowledge and incorporate multiple perspectives in decision making.

1	2	3	4	5
---	---	---	---	---

I help others to understand conflicting perspective and decisions.

1	2	3	4	5
---	---	---	---	---

I employ strategies to advance priority initiatives while maintaining other valued initiatives and perspectives.

1	2	3	4	5
---	---	---	---	---

I provide the necessary resources to accomplish goals and objectives.

1	2	3	4	5
---	---	---	---	---

I demonstrate accountability and take responsibility for outcomes.

1	2	3	4	5
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TOTAL SCORE for this section: 27 /30

Total Leadership Score 147 /170

Total Leadership Score Ratings:

Excellent: 136 – 170

Good: 102 – 135

Fair: 68 – 101

Poor: 34 – 67

List your (one) biggest leadership strength.

I think I have stepped back from a controlling leadership style. Instead of taking on all tasks or volunteering for roles when no one else signs up, I have opted to a role of delegation where I announce tasks that need to be done and explicitly ask someone to volunteer. An example of this was for my mandatory simulation session. During the session, there were many nursing tasks (insert foley catheter, apply dressing, give medications, etc.) that we had to complete during the allotted time. As we worked through the simulation, I noticed that as a team, we had missed many of the required tasks because we were so focused on the most important points of care. Usually I would quietly do the tasks on my own, but this time I stopped our group, read out the tasks we had done, followed by what tasks were unfinished in a priority order. After each task I listed, I asked who would take lead on it and did not continue until someone was assigned to the task. As a result, the work was equally distributed amongst our group.

List your (one) area for improvement.

I think I still struggle with voicing my honest thoughts. When working on a group paper, there were parts of a section that I felt did not match the tone and purpose of our paper. Despite having an objective rationale, I felt bad confronting the member who had written it to ask if we could reword or remove the portion. I also did not feel like it was right to make the changes without consulting them, so in the end, I did nothing. In the future, I would like to improve my confidence and leadership skills so that I can have open discussions with team members about our weaknesses and how we can improve as a group without anyone feeling targeted.

List one way you think this course will assist to develop your leadership practices.

Although confidence is something that comes with experience and training, I think that the resources from this course can help me find ways to navigate this type of conflict. Essentially, I can learn methods to approach the conversation without pushing blame on anyone, but in a way that shows there is a change that can be made. I think I also need to be prepared for the response to this because the person involved may not accept my opinion and refuse to cooperate. In such a case, I think I need to know how to reassess the situation and determine the proper action for that point in time.

Appendix C

Peer Evaluation

Peer Evaluation completed by: Joanne Ta

Relationship: Friend, co-member on Nursing Society, classmate

Building Relationships and Trust Rating [1 lowest, 5 highest]

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I manage conflict effectively.

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I build and promote collaborative relationships and teamwork.

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I demonstrate passion and respect for the profession of nursing, its values, knowledge, and achievements.

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I demonstrate role competence.

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TOTAL SCORE for this section: 36/40

Creating an Empowering Work Environment Rating [1 lowest, 5 highest]

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I facilitate nurses' access to and appropriate use of resources – the materials, money, supplies, equipment, and time necessary to fulfill their roles.

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I enhance the meaningfulness of nursing work.

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I enable the participation of others in decision-making.

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TOTAL SCORE for this section: 28/35

Creating a Knowledge Friendly Environment Rating [1 lowest, 5 highest]

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I provide technical, informational, and educational infrastructure to support learning.

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I create an environment of open communication and teamwork and valuing of the contribution of others.

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I instill a learning approach for continuous quality improvement.

1	2	3	4	5
---	---	---	---	---

I establish mechanisms for continuous monitoring of organizational process and changes.

1	2	3	4	5
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TOTAL SCORE for this section: 22/25

Leading and Sustaining Change Rating [1 lowest, 5 highest]

I create a shared vision for ongoing change with stakeholders and experts.

1	2	3	4	5
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I engage others by sharing the vision for ongoing change.

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1	2	3	4	5
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I support, coach and mentor others to succeed with the change.

1	2	3	4	5
---	---	---	---	---

I sustain attention to the change initiative throughout all stages of the change.

1	2	3	4	5
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TOTAL SCORE for this section: 33/40

Optimizing Competing Values and Priorities Rating [1 lowest, 5 highest]

I identify and acknowledge my values/priorities, and those of others.

1	2	3	4	5
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I acknowledge and incorporate multiple perspectives in decision making.

1	2	3	4	5
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I help others to understand conflicting perspective and decisions.

1	2	3	4	5
---	---	---	---	---

I employ strategies to advance priority initiatives while maintaining other valued initiatives and perspectives.

1	2	3	4	5
---	---	---	---	---

I provide the necessary resources to accomplish goals and objectives.

1	2	3	4	5
---	---	---	---	---

I demonstrate accountability and take responsibility for outcomes.

1	2	3	4	5
---	---	---	---	---

TOTAL SCORE for this section: 28/30

Total Leadership Score: 146/170 (Excellent)

Total Leadership Score Ratings:

Excellent: 136 – 170

Good: 102 – 135

Fair: 68 – 101

Poor: 34 – 67

List your (one) biggest leadership strength.

- You have the leadership factors of including others and making sure everyone is heard and had the opportunity to contribute their ideas
- You're resourceful and technologically smart. You learn you use different resources and platform to get your idea across – very creative

List your (one) area for improvement.

- An area for improvement is to be more assertive during decision making or conflicts. Sometimes, you tend to let others make the decision and go with the flow.

List one way you think this course will assist to develop your leadership practices.

- This course will help you improve your team working skills since we've had various group projects, you've had to work with different people and adapt to their new ways of doing things and try to collaborate.