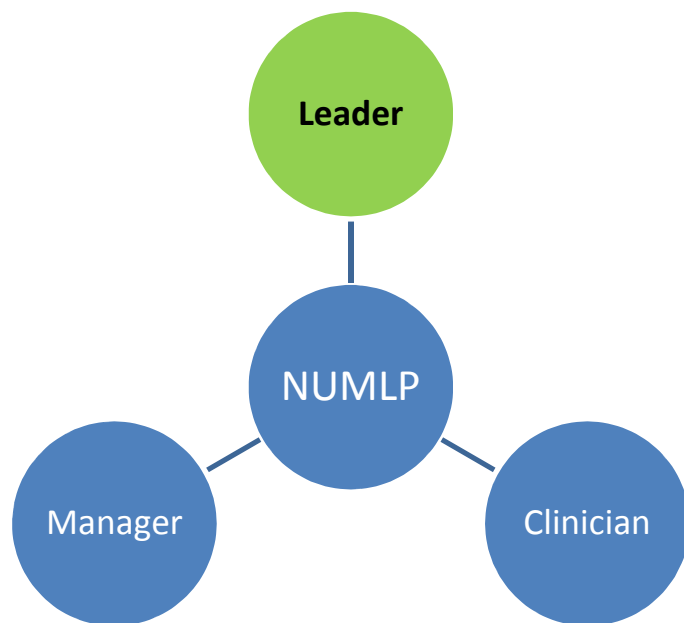


Overview

The Nurse Unit Manager (NUM) Leadership Program (NUMLP) is designed to enhance the **leadership capacity** of NUMs and foster ongoing professional development in this important role.

The program acts as a complementary, YET different, development activity to other Manager and Clinician roles that a NUM undertakes.



The Program is designed around **two core development functions** including:

- The **Exemplary Leadership Model** by Kouzes and Posner.
- A **Mentoring Circle** approach to strengthen peer-to-peer support and encourage reflection, discussion, cross-functional/cross-site development and ongoing learning.

Participants are also exposed to **contemporary leadership research** as part of the Program, and receive a Certificate of Participation with Continuing Nursing Education points.

Methodology

The NUMLP can be conducted over a 6 or 12-month period. The Program includes:

- Liaison with HR and Organisational Development
- Pre and post leadership assessments
- 5 x full day workshops
- Resources and tools to support learning and mentoring activities
- Program website with secure login for participants ongoing development
- Program evaluation.

Outcomes

The outcomes from the NUMLP include:

For organisations:

- Create an organisation wide approach to NUM leadership development.
- Provide leadership development opportunities for NUMs (or equiv).
- Foster a spirit of ongoing development and visibility of the importance of the role of NUM.
- Positively influence the recruitment, retention and engagement of the current and future nursing workforce.

For individuals:

- Challenge long-standing behaviours and attitudes at the NUM level.
- Develop leadership skills and behaviours relevant to the role of NUM.
- Gain confidence, competence and support in the role of the NUM.
- Positively influence the experience of the current and future nursing workforce.

A past participant said: *'I think the program is starting to get everyone thinking a bit differently and challenging how they do things - and I am happy to admit that I am checking my behaviour and the way I ask staff for their opinion or involvement in a task.'*

Leadership Model

At the core of the NUMLP is the Leadership Challenge Model by Jim Kouzes and Barry Posner which has been embraced by more than 1 million people around the world. The research by Jim Kouzes and Barry Posner has revealed five practices that are common to everyday leaders that make extraordinary things happen. These are known as the Five Practices of Exemplary Leadership. They are:

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart.

Mentoring Model

The mentoring model supporting the Program is a Mentoring Circle (small group of peer learners). The Mentoring Circle model fosters peer learning and support, and provides an opportunity for participants to share and learn from one another. It's an ideal way to bring together NUMs from multiple sites.

Participant Feedback

Here's what past participants have said of the program:

- *'I think this was a new fresh approach to senior nurse leadership.'*
- *'The facilitator [Gilly] was great. Her ability to really define leadership and get off the usual management issues was great. Refreshing to actually have content that was practical instead of what generation we belong to!!'*
- *'The promise of a structured approach to leadership development.'*
- *'The presentation by Gilly gave me food for thought and ways of looking at things from a different perspective.'*
- *'Very stimulating day. It's always great to hear from other members of the network. And I like the way Gilly challenges the "norms". It certainly made me re-think things that have become "tradition" for no good reason.'*

Rationale for the NUMLP

Did you know that a 25-year long Gallup Organisation study based on interviews with 12 million workers at 7 000 companies found that the relationship with a manager largely determines the length of an employee's stay?

The relationship between a Nurse Unit Manager and their team is mission critical to the engagement and retention of this same team. It's a well documented fact that Nursing in Australia is a challenging and complex healthcare profession where individuals require support and encouragement to provide the best possible care available.

NUMs provide a key link between the organisation, team, allied professionals and the consumer. And while much of the role requires management and clinical competencies, a key component to the overall development of a NUM is leadership development.

The NUMLP is designed to focus on the leadership aspect of the NUM role. It requires participants to undertake a significant look at **'how they do what they do'** as a NUM, and to explore the leadership behaviours that can help them succeed more meaningfully in the workplace. The program will challenge some long standing beliefs and provide an opportunity for learning, reflection and collegiate support, while building a cohort of senior nurses with a shared approach to leadership within your organisation.

Next Steps

Contact the Australian Mentor Centre on 1800 100 848 or info@australianmentorcentre.com.au.

At this point, we will schedule for a Senior Consultant to meet with you and your team to discuss how the NUMLP can support your organisational development.

We look forward to being of service to you.