All websites and links accessed 05/10/06.

In this module you are encouraged to work with a critical friend. This is an interesting paper if you are interested in mentoring and how such support might work. See also Yegdich (1999) below.

This paper describes a research project that examined the larger socio-political factors that impact on nursing leadership. The authors argue that effective nursing leadership can influence both nursing practice and policy.


The research study reported in this useful paper compared the leadership qualities of Nursing Development Unit (NDU) leaders with non-NDU leaders. It concluded that NDU leaders have a more transformational leadership style than their colleagues working in more conventional clinical settings.

This is a report of research undertaken to map the development of new professional roles in the acute healthcare sector. This is a fascinating paper on the influencing factors in professional development, as seen by nurse executive directors.

This editorial refers to national initiatives designed to enhance nursing leadership and urges the profession to get on with leadership.

Here Chambers replies to Rolfe’s (2002) controversial guest editorial (see below). Pursuing debates such as these in the healthcare journals is one way of keeping your finger on the pulse.


Although reporting on the situation in Hong Kong, this paper describes how recent changes in nurse education there bear many similarities to the recent changes in the UK. In this context, the study examined the factors influencing the effectiveness of nursing leadership during these educational reforms. The study identified a number of barriers and facilitators to leadership effectiveness. This is an interesting paper if you are also interested in education.


This guest editorial calls for inspirational leadership at all levels within the nursing profession.


This insightful article is taken from an extended critical review of the literature prepared for Farrell’s doctoral thesis. In this work, he explores interpersonal conflict in nursing as an antithesis to good leadership practices. There is mention of ‘horizontal violence’, which is the term used in Australia (where the work originates) for workplace bullying. This is a thought-provoking read for anyone who is a team leader or aspires to this professional role.


In this paper, Graham explores the nature of leadership and how it was manifested within a Nursing Development Unit in the South of England. He makes a number of useful suggestions about the structural and organisational processes that need to be in place in order to bring about change.


In this paper, Jooste provides an overview of future developments in nursing leadership. These include how to use power, authority and influence in today’s contemporary health services. An ‘arch of leadership’ model is suggested in order to be an effective leader.


This paper looks at a number of nurse theorists (such as Orem, Roy and others) and examines the different emphases on management of patient care as opposed to leadership of nursing. Having found these theories wanting in respect of leadership, Laurent proposes her own leadership theory.


This paper explores the notion of values and how they can influence practice. It also includes some useful information on how to identify one’s own values and those of colleagues.


McCallin discusses the thorny issue of leadership within the context of an interdisciplinary team. She suggests that interdisciplinary team leadership is rather a vague concept and is synonymous with shared leadership.


This is a Government document setting out its vision for leadership in the NHS. It explores leadership attributes and skills, and asks ‘What is it that good leadership does?’


This paper provides the author’s personal perspective on the development of an integrated team. She argues that transformational skills are essential, but so too is a commitment to the process of collaboration. This paper takes the development of integrated teams as a case example and illustrates the importance of leadership and collaborative skills.


This paper reports on an empirical study of the recent introduction of nurse practitioners in Alberta, Canada. The study identified a number of challenges for managers and the authors propose leadership strategies that could be used to overcome these challenges. This paper may be of particular interest if you are a nurse practitioner.


In this guest editorial, Rolfe challenges Chambers’ editorial – Nursing leadership: the time has come to just do it (see Chambers, 2002, above).


Thyer, G. (2003) *Dare to be different: transformational leadership may hold the key to reducing the nursing shortage*, *Journal of Nursing Management*, 11 (2), pp.73–79.

   In this challenging article, Thyer argues that nurses must embrace transformational leadership styles in order to challenge the dominant transactional approaches. She argues that nurses are well placed to exercise transformational leadership and drag health care ‘into the twenty first century in terms of work practices and reform’.


   We are aware that some students can find the exploration of their values, thinking and leadership approach uncomfortable. Although you will be familiar with the concept of a critical friend, this article reassures you that a distinction can be drawn between supervision and psychotherapy.

**Useful websites**

NHS Leadership Qualities Framework  
[www.nhsleadershipqualities.nhs.uk](http://www.nhsleadershipqualities.nhs.uk)

This site outlines the NHS Leadership Qualities Framework, which sets the standard for outstanding leadership in the NHS. Launched in October 2002, a number of early implementation sites are currently piloting the framework. It has a number of applications, ranging from personal development through to trust board development, succession planning and performance management. The site also has useful links to other websites and relevant literature.

The National Nursing Leadership Project  
[www.nursingleadership.co.uk](http://www.nursingleadership.co.uk)

The National Nursing Leadership Project is part of the National Leadership Centre, launched in April 2001. The website contains easily accessible up-to-date information about nursing leadership. There are also a number of free e-learning courses that you can undertake online, and chatroom and message board facilities. The website offers downloadable publications and resources and provides links to other relevant sites, including the NHS Modernisation Agency and the NHS Leadership Centre. This very informative site is well worth a visit.

Nursing and Midwifery Council  
[www.nmc-uk.org](http://www.nmc-uk.org)

This website provides publications, press releases and current information about nursing, including a number of articles related to nursing leadership.

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