Module 6: Leadership Development and Training Programs

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As you know health care system in the 21st Century has been faced with all challenges and the magnitude of changes has been inevitable. In the topic of Leadership Development and Training Programs, Associate Professor Dr. Suchittra Luangamornlert's presentation outline included the following sub-themes.

1. Health care system in the 21st Century
2. Nursing care system in the 21st Century
3. International leadership Training Programs and nursing leadership training providers i.e.;
   a. Lead International Organization
   b. International Nurses Council (ICN) that offers 1) the Leadership for Change™ (LFC) ; 2) the Leadership in Negotiation (LIN) programs, ICN-LIN Russia as well as ICN-LFC Thailand; and 3) the ICN Global Nursing Leadership Institute (GNLI)
   c. The Honor Society of Nursing, Sigma Theta Tau International (STTI) offers 1) Nurse Faculty Leadership Academy (NFLA) and 2) STTI Geriatric Nursing Leadership Academy (GNLA)
   d. The Leadership Challenge (by Jim Kouzes & Barry Posner) offers Leadership Practice Inventory (LPI)
   e. Leadership development and training in Thailand by Thailand Nursing and Midwifery Council (TNMC)
   f. Leadership Competency of RN, APN and nurse administrator
   g. Development of leadership and development of training program by TNMC

Health Care System in the 21st Century

New paradigm of health care system has been conceptualized as followings:
- Health is a knowledge system. It is believed that all the health personnel in this era need to be professional of all knowledge in order to provide safe and quality healthcare to the population.
- Health care is the basic human right of all citizens. All countries are heading to develop their national health security program in the country. It means that all citizens should be able to access healthcare and accessible quality of healthcare to all citizens.
- Aging population. This aged population creates a lot of new demand on health care; especially it required new knowledge for aging nursing or aging health care.
- Megatrends in Health care industry. Health care industry is now researching for new technology and all technology that needs for future health care providers, health care
promotion and health care protection which is now important as well as the treatment of diseases.

- Health care reform is now the nation policy and strategy to ensure sustainable development.
- Limited Health care resources/workforces. This is very challenging for all health and nursing administrators. In the 21st Century, administrators of the health care system continue to face with limited resources especially workforce problem on shortage of nursing personnel.

**Nursing Care System in the 21st Century**

Nursing leadership development is now very important issue in today's changing health care system. In order to effectively respond to change or to be able to face with, we need leaders to be as the forefront and we need leaders to take charge in caring of all problems that we will encounter. Leader is the solution to the new change in healthcare system. According to the research studies, it was shown that several benefits of leadership to various organizational variables.

Nurse leaders affect staff satisfaction, patient outcomes, organizational outcomes and the fiscal status of most health care organizations. Therefore, leadership development is very important to nursing, **how to strengthen nursing leadership**, how to design a methodology for building an internal nursing leadership development program based on levels of competency to develop content, and what members of an organization can help in teaching this kind of curriculum or training.

(Source: Dr. Swearingen is Director of Leadership Development and The Center for Nursing Research and Innovation, Florida Hospital, Orlando, Florida. The Journal of Continuing Education in Nursing March 2009 - Volume 40 Issue 3: 107-112)

**International Leadership Training Programs**

Global interests in Leadership development programs are on the Journey. As we can find many training programs have been put up in international journey. So, nurse administrators need to learn from some international leadership programs that can be easily found in the Google search and directly contact to providers whenever need further detailed. Some of the well-known international leadership development training programs are selected to discuss here as follows:

1. **Lead International leadership programs**

This program can be found in the internet by Google search.

**Lead** is the world’s largest non-profit organization, aimed to building leadership capacity for sustainable development. This organization is for all organizations not just only the health care organization. A proven track record over the past 20 years, **the lead** has trained more than 2,500
leaders across 90 countries. Lead International is a big organization for leaders; it is an international network of leaders’ a common purpose – to make change happen for a sustainable world.

**Lead fellows:**

*It was noted that* after training, many of Lead fellows made changes, became major change agents and decision makers in the sustainable development field and practice in over 90 countries, creating and leading policies, strategies, projects and organizations that will affect future generations. Their stories and experiences provide inspiration and a powerful vehicle for learning and understanding the complexities of the future they are approaching. Lead International offers 3 popular training program including:

1) Leadership for an emerging world: Leadership programs for organizations. This program is 3 month training.
2) Real world journey: Leadership programs for organizations. It is a 2-5 days training program.
3) Leading for sustainability: Leadership programs for individuals which starting the novice leadership that lasts for 5 months.

For more information, please go to the website [http://www.lead.org/](http://www.lead.org/). Those who are interested can explore the programs by submitting their interest to seek further details on leadership training programs. Lead can probably offer many in-house programs or we can go to the USA to be trained.

Next is the nursing organization that provides training programs for several years. They have experiences in training for more than 20 years which is the International Nurses Council (ICN).

### 2. International Nurses Council (ICN)

ICN has been a pioneer in leadership, management and negotiation skill development for nurses for more than 25 years, through the highly successful *Leadership for Change™* (LFC) and *Leadership in Negotiation* (LIN) programs. ICN has developed these 2 programs for training in many countries. ICN will tailor made these programs to suit with each country’s needs. LFC is the national program offered by ICN and will send facilitators to train in these programs.

The GNLI (Global Nursing Leadership Institute) represents the third-arm of ICN’s leadership development strategy. The GNLI is in-house and train in Geneva, Switzerland. The GNLI has prepared for the global house nurse leaders.

#### 2.1 ICN Leadership for Change™ (LFC)

*LFC* is prepared to train in your respective country. If interested, please contact ICN and prepare to train in your country. Details of LFC program are following:
• Aims to prepare nurses for leadership roles in nursing and the broader health sector during these challenging times of health system change and reform.
• Minimal outcomes are expected to enhanced leadership abilities.
• 1 year program; 3 workshops and individual IDP project and Group Projects under Mentors’ supervision.

LFC: Minimal outcomes an enhanced ability to: (After 1 year training)

• Articulate the value of nursing to health officials and others.
• Be effective contributors to quality health care.
• Contribute effectively to public sector and health reform in their country.
• Influence policy.
• Understand political impacts on the health system.
• Be visionary and strategic thinkers and planners.

• Manage change effectively.
• Prepare other nurses for top management roles in nursing and health services.
• Develop, implement and evaluate projects.
• Mentor others effectively.
• Participate in relevant networks. The LFC fellows need to expand their competency more and more by developing their networking to be further developed by themselves.

The LFC™ Network

Apparently over 500 LFC™ participants, mentors, advisory board members, provider organizations and funders have participated in the LFC™ program in more than 50 countries. Moreover, ICN is committed to supporting LFC™ participants as leaders and managers. Thus, the LFC™ Network is a key vehicle to deliver the support. LFC fellows can connect with other LFC in other countries since ICN has trained many LFC programs in many countries. So there will be a big networking for our leaders for change among international networking.

ICN-LFC Thailand

TNMC has just started to organize training in Thailand for the first time. It was pioneered one year ICN-LFC Program in Thailand starting from Jan 2013 and finished in Feb 2014. There were 33 LFC Fellows successfully graduated from this program and more than 10 mentors identified in this program. As a result, 33 LFC Trainers have been certified by ICN for the first batch.

Thailand will be authorized to train the ICN-LFC training program in Thailand with Thai/English program for 3 years licensed in the period of 2014-2016. We expect to train and produce more than 660 Leaders for change in 22 training programs within 3 year-licensed period shortly.

2.2 ICN Leadership in Negotiation (LIN)
Thailand has not yet gained experience in this LIN program. The Leadership in Negotiation project has been developed in a majority of the ICN areas: Africa, Asia, Caribbean, Latin America, Middle East and Russia. However, the program runs too long. The workshop modules and content have been adapted to the training needs of the nurses and member associations directly involved. Here is information on LIN program in Russia.

**RUSSIA Experience in LIN Program 2011-2014 (4 years)**

The first workshop of the 4-year Leadership in Negotiation (LIN) program (2011-2014) in Russia was held with great success in the city of Suzdal (Ivanova Region) in June 2011 under collaboration efforts between the Russian National Nurses Association (RNNA), Vårdförbundet (The Swedish Association of Health Professionals), and ICN.

Objective of this workshop was to prepare strong nurse leaders that are able to master the skills of negotiation and be capable of influencing health and nursing policies.

Topics for the workshop covered including communication, financial management, law at the work place, marketing, negotiations, NNA structure/strengths/priorities, media, and project development. There were 30 nurses, coming from 17 of the Russia’s 52 regions, 1/3 of their country. Upon completion of the workshop, the participants will be awarded the International Continuous Nursing Education Credits (ICNECs).

**2.3 The ICN Global Nursing Leadership Institute (GNLI)**

GNLI was established in 2009. GNLI offers an advanced leadership program for nurses and/or midwives at senior level and executive positions in the member countries across the world. Leader participants are motivated to review and enhance their national and global leadership knowledge and skills within a collaborative and stimulating learning culture.

It is a six-day residential program that takes place in Geneva, Switzerland during September of each year. ICN will send application form to nursing organization which is ICN member countries, inviting a core or very important leader (well recognized) in each country to attend the program. There are 2 groups; the first on invitation and the second by application of senior nurse or executives. The selection process is quite strong and very difficult for us to get in. At least, applicant must have good recommendation from the country leader.

(http://www.icn.ch/pillarsprograms/global-nursing-leadership-institute/)

**Expected outcomes from attending the GNLI to** review and then plan to train. After training, the participants will be equipped to build strategic national and global alliances.

- Use self-assessment to focus their leadership strengths and development
- Have heightened awareness and understanding of health care globally
- Have strengthened capacity to influence policy change
- Be capacitated with strategic planning and thinking skills
- Be stimulated to take on higher leadership roles nationally and globally
GNLI Thai Fellows who previously participated in this program:

There are a number of 4 Thai senior leaders who had participated and trained in this program. For examples;

- Associate Professor Aukana Siriyaporn (Nurse Association of Thailand)
- Associate Professor Dr Jintana Yunitapant (Nurse Association of Thailand)
- Associate Professor Dr Nanthaphan Chinlumprasert (Nurse Association of Thailand)
- Associate Professor Dr Suchittra Luangamornlert (Thailand Nursing and Midwifery Council)

Upon the program completion, ICN always follows them, sending questionnaires asking what they have been doing. What kind of leadership development that they have made? What kind of change projects that they introduced to their nursing profession? This year they sent a letter asking them to summarize what great contribution that GNLI fellows made to their respective country. They have to connect with ICN all the times. This is very good for GNLI fellows in terms of networking. During the training, in Assoc Prof Dr Suchittra’s classmates, they cohosted an article relating to compare/contrast of leadership in their countries. The paper was published in an international journal of nursing which was supported by ICN as well. They worked together when they were participants in this training program.

3. The Honor Society of Nursing, Sigma Theta Tau International (STTI).
STTI is established in the USA but expanded the society to be international. STTI has offered many leadership training programs; just to mention only 3 of them as follows:

3.1 Nurse Faculty Leadership Academy (NFLA) is an intense international leadership development experience designed for senior nursing faculty members to be trained in leadership capacity or leadership competency to:

1) Foster academic career success,
2) Promote nurse faculty retention and satisfaction,
3) Encourage personal leadership development, and
4) Cultivate high performing, supportive work environments in academe.

3.2 Nurse Faculty Leadership Academy (NFLA)
The academy curriculum includes a variety of educational strategies for developing leadership knowledge, competence, and outcomes. The NFLA’s 21-month mentored leadership development curriculum is built upon 3 following domains:

1). Individual leadership development
2). Advancing nursing education through leadership of team projects, and
3). Scholars’ expanded scope of influence within their sponsoring academic institutions, the community, and the profession. Program includes
- two intensive three-day leadership development workshops with Leadership Mentor.
- conduct an in-depth self-assessment and design an individualized leadership development plan with Leadership Mentor and Faculty Advisor (they called it Triad-or training together).

3.3 STTI Geriatric Nursing Leadership Academy (GNLA)

This is an 18-month mentored leadership development experience for nurses in geriatric field. GNLA’s curriculum provides many methodologies for developing leadership knowledge and competence with a focus on 3 domains:

1) Individual leadership development
2) Advancing nursing practice through leadership of an inter-professional team leadership project
3) Expanding scope of influence: organization, community and profession

(https://www.nursingsociety.org/LeadershipInstitute/GeriatricAcademy/Pages/introduction.aspx)

4. The Leadership Challenge

The leadership skills component of the academy is based on Jim Kouzes and Barry Posner, “The Leadership Challenge®.” Their model (KP Model) proposes that leadership is a measurable, learnable, and teachable set of behaviors. The academy believes that these behaviors are most effectively learned by applying them in a realistic setting. This is very important point to train to be a leader. Training to be a leader is not just only reading a book, reading research studies, but to do actual training in a realistic setting.

The academy is designed to operationalize these learned behaviors by assisting and supporting the Fellows or participants in developing and implementing an inter-professional project that is centered on improving geriatric health outcomes. This is the highlight of this training program. That’s why all the leadership training curriculum needs a lot of time duration because there is a realistic setting. All of trainers have to implement their projects, see the projects outcomes in geriatric. Probably some projects take 6 month or extend up to 1 year period or even more than 1 year.

The Leadership Challenge®, this training Program developed by 2 professors; Jim Kouzes and Barry Posner. They used the Leadership Practices Inventory (LPI) Assessments. It is A Leader’s First Step toward Achieving the Extraordinary. It was said over 3 million people have taken the Leadership Practices Inventory® (LPI®), which is a 360-degree assessment tool by Jim Kouzes and Barry Posner. The training illuminates both the effectiveness of leaders and the level of commitment, engagement, and satisfaction of those that follow. The LPI is available in six languages - English, Simplified Chinese, Arabic, Latin American, Spanish, Brazilian, Portuguese, and Mongolian.

Leadership Practices Inventory (LPI) survey questionnaires

Leadership Development and Change Management for Nurse Executives in ASEAN Countries

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For over 30 years, Jim Kouzes and Barry Posner have continuously gathered and analyzed data from Leadership Practices Inventory (LPI) survey questionnaires to make refinements to the instrument. The current database includes responses from approximately 1.3 million respondents and is used to produce the normative information contained in the LPI Online Feedback Report.

**Five Practices of Exemplary Leadership® model,**

The proven principles of Kouzes and Posner's the Five Practices of Exemplary Leadership framework consisted of five leadership practices as follows.

- Modeling the Way
- Inspiring a Shared Vision
- Challenging the Process
- Enabling Others to Act
- Encouraging the Heart

**Measurement scale: Leadership Practices Inventory (LPI).**

The proven principles of Kouzes and Posner's acclaimed Five Practices of Exemplary Leadership® model, the LPI enables individuals and organizations to measure their leadership competencies and act on their discoveries. Leaders will gain deep insight into how they see themselves as leaders, how others view them, and what actions they can take to improve their effectiveness.

**Request permission to use the Leadership Practices Inventory (LPI)**

- Permission requests only from faculty members at accredited institutions of higher learning; and students at those institutions can use for their research and their study
- Receiving permission to use; does NOT include free copies of the instrument, books, or any Leadership Challenge-related resources. All products are available for purchase.
- Research Request Form.

For more information, please go to the website

They also report studies to investigate leadership practices (used LPI) and others organization variables: Examples.

- Motivation and commitment (.72)
- Work group performance (.73)
• Professional burnout (.74)
• Spirituality (.75)
• Effectiveness of bank managers and their work groups (.76)
• Commitment, satisfaction and productivity of hospital employees (.77)
• Recruitment and retention of nursing managers and quality of patient care (.78)
• Satisfaction, commitment and productivity of nurses (.79)
• Public health leaders (.80)

5. Leadership development and training in Thailand

Thailand Nursing and Midwifery Council (TNMC) has been a responsible agent to develop leadership competency for both clinical and administrative positions namely the leadership competency for Registered Nurse (RN) and Advanced Practice Nurse (APN), Head Nurse, Head of Nursing Department or Supervisor, and Chief Nurse or Director of Nursing in Health care facility.

Nurturing our future nurse leaders (for Thailand)

The Patricia Benner’s Framework from Novice to Expert can be applied as a framework in development of leadership competency framework for different level of nurses as below:

• Novice---------------------------> student nurse and RN
• Advanced Beginner-----------------> experienced RN
• Competent-----------------------> senior RN; HN
• Proficient-----------------------> advanced RN; experienced HN
• Expert--------------------------> clinical expert; mentor; Head nursing department; Director of Nursing/Chief nurse

6. Leadership competency of Registered Nurse (RN), Advance Practice Nurse (APN), and Nurse Administrators

According to TNMC, leadership competencies of RN, APN, and Nurse Administrators have been developed. The brief summary is presented below:

6.1 The Competency of Registered Nurse: TNMC’s Definition

To identify the competency of RN, competency means that knowledge, ability and attitudes and enable nurses to practice with safety and responsibility within the scope of their profession while being effective team members, maintaining personnel and professional development and striving to be decent members of society. There are 8 domains; one of them is Leadership, management and quality improvement.

6.2 Leadership competency of Registered Nurse

To demonstrate leadership skills including:

- Leadership characteristics
- Ability to persuade with reasoning
- Ability to motivate, support and create a healthy working environment
- Courage in decision-making for the benefit of patient and organization
- Seek support and cooperation from relevant parties
- Negotiate for common interests in uncomplicated situation
- Contribute to and participate in organizational improvement

These leadership competencies of RN have been transformed to basic nursing curriculum that will prepare our RN in the curriculum. So the leadership skills for our RN have been developed through our 4-year program in the basic nursing curriculum.

**6.3 Leadership competency of Advanced Practice Nurse (APN)**

APN must demonstrate leadership competencies through ability to be a change agent (Leader for change) by

- Developing best practice model for patient population of interest
- Leading change in improving nursing practice
- Developing innovations and nursing care system for best patients outcomes
- Initiating/developing Quality Assurance Project

These leadership competencies have been implanted in our 3-year APN training program, the certified training program offered by Thailand Nursing and Midwifery Council (TNMC). So the leadership competency of RN and APN have been introduced and trained in the formal program of nursing. Next, TNMC has developed the leadership competency for nurse administrators.

**6.4 Leadership Competency for Nurse Administrators**

Definition are followings:

- Ability to influence nursing and health teams for achieving organizational goals by demonstrating ability to conceptualize, analytical thinking and making decision to systematically solve problems; possess leadership for change skills and empowerment skills
- Ability to influence, motivate and negotiate in conflict situation and management
- Ability to analyze and forecast situations; ability to think creatively and to lead innovation development
6.5 Leadership Competency for Nurse Administrators (identified as 3 levels)

**Head Nurse:** Leadership competencies included 6 core leadership skills including:

1) Ability to conceptualize and think analytically and systematically in making decision to solve problems
2) Ability to think creatively
3) Ability to effectively solve problems using prudent reasons, evidences and awareness of impacts
4) Possess EQ, positive thinking and humor (to lessen stress)
5) Ability to manage change using reasons, influences, empower strategies to lead team
6) Ability to manage risks and negotiation

These competencies have been included in the 4-month training program for Head Nurse.

**Head of Nursing Specialty Department:** Leadership competencies included 7 leadership skills including:

1) - 4) Leadership skills of Head Nurse
5) Ability to lead change and direct policy into actions in order to achieve organization goal
6) Ability to manage risk and to be a consultant/a negotiator in risk management
7) Ability to analyze and forecast situations in order to effectively manage nursing organization

**Director of Nursing/Chief Nurse:** Leadership competencies included leadership skills including:

1) - 7) Leadership skills of Head of Nursing Specialty Department
8) Ability to lead nursing network and possess international skills

7. Development of Leadership and Development Training Program (by TNMC)

Leadership competency can be developed and improved through practice experiences with mentor, leaders in the work place and with education and training programs developed by each organization. Thailand Nursing and Midwifery Council (TNMC) has developed standards criteria
for nursing education programs in BNS program to ensure that all of competencies, especially leadership competency has already included in the BNS program according to the identified competencies displayed.

For leadership in graduate program TNMC also developed standard criteria for master and Ph.D. program to ensure that all of competencies have been included in the program.

TNMC also developed Certified Training program for Advanced Practice Nurse (APN) based on identified competencies. In the same manner, the leadership competencies earlier mentioned in APN have been included by TNMC in this training program for APN which runs for 3 years while BNS program runs for 4 years, graduate program for master degree runs for 2 years and Ph.D. program runs for 3 years. This means that the leadership competencies have been trained and established within the nursing education programs provided by TNMC.

**Leadership and Development Training Program for Nursing Administrators**

At present, TNMC is undergoing in developing standard criteria of training programs for Head Nurse; Head department; and Director of nursing (4 month training program) additional to the formal program. TNMC will partially support nurse expert or nurse educator or nurse administrator to enroll in the special programs for senior officers that offered by leading institutes for leadership training.

For other training program, TNMC has received license for the ICN-LFC training program for almost 3 years in Thailand. In the first batch, a number of 33 fellows and trainers have successfully graduated from the program. Within 3 years, TNMC in partnership with Nursing Association of Thailand (NAT) will conduct 22 licensed ICN-LFC training programs in Thailand. It is expected to have future 660 leaders for change to our nursing system.

**Final Words**

After having learned leadership development globally, nationally and in the country level as given examples in Thailand, It is agreeable to say that:

- Nursing profession in Thailand should now focusing more on developing and nurturing our leaders to be our competent future leaders
- TNMC and nursing organizations will invest more to develop and nurture our future nurse leaders.

The leadership competency development topic has been a very abstract concept for a long time. In case of Thailand, it has been implanted in the formal curriculum but since then we have never assessed our leadership competencies at all after our formal education was implemented. We will work and see our output. It is timely to invest more on developing and implementing the future leadership development program in our country. Many training programs can be found or studied from many universities, private training organizations and professional organizations who act as providers of leadership training. We even can find or invite consultants to our country
to develop the program or identifying the well-developed programs that most suitable for our country. Investing on leadership development should be our professional journey.

**Note:** Based on the author’s personal knowledge and experiences, the lecture and paper have been exclusively prepared and edited by the author without peer review. Since her/his expertise in the lecture topic has been widely recognized. The module presentation’s purpose is for academic service only not for commercial. In case of any reference, please refer to the author, year of course production and the website as below.