

*Auteure : Muriel Shewchuk  
muriel.shewchuk@shaw.ca*

## PERLES DE SAGESSE AU SUJET DES HABILITÉS DE LEADERSHIP

SE REGARDER DANS LE MIROIR ET POSER  
LA QUESTION : COMMENT JE ME  
TROUVE MAINTENANT? "

### Leadership

Le leadership peut se définir comme l'art et l'habileté d'influencer les personnes dans leur performance, implication et capacité d'inciter le changement. Un titre et un poste autoritaires ne livrent pas nécessairement l'habileté de leadership. Il serait plus exact de dire que c'est le leader qui valorise le poste, et non le poste qui valorise le leader. Pour être leader il faut des suiveurs – sans eux, au pire, vous marchez seul; au mieux, vous ne faites que « gérer ».

*Author: Muriel Shewchuk  
muriel.shewchuk@shaw.ca*

## PEARLS OF WISDOM FOR LEADERSHIP SKILLS

LOOKING IN THE MIRROR AND ASKING  
HOW DO I LIKE ME NOW?

### Leadership

Leadership can be defined as the art and skill of influencing how individuals perform, get involved, or create change. Leadership does not necessarily come hand in hand with title and position. It can be said that it is the leader who makes the position, not the position that makes the leader. To be a leader you must have followers – if you have none then you are, at worst, walking alone or at best just “managing”.

Leadership is about influencing — not about doing all the work! Leaders need to find a balance between leading, delegating, communicating, creating, innovating and networking.

As you travel down the road of leadership, some questions you can ask yourself include, “Am I leading in the right direction, for the right purpose, and at the right rate?” and, “Do the people I am leading have the right background, the right energy, and the right commitment?” Ask, “Where do I want to get to as a leader? What is my success rate – am I achieving what was intended and what I wanted to do? What are my primary personal, work and career goals? Have I mapped out both short and long term goals? What are the “must do’s and must have’s”, like to’s and the dreams?” Don’t forget to also ask yourself “What do I want to be when I grow up and what road will get me there on my terms?” as well as the very important reality check of “How do I like me now?”

Taking the time to analyse, and to reflect on, ones personal leadership status and choices is often forgotten due to the daily demands, conflict and energy drain of our daily career tasks. Some leadership *Pearls of Wisdom* are offered below to help enhance your ability and skills, and to provoke thought and to increase your success as a leader.

## TEN PEARLS OF WISDOM

### 1. Leadership is Evolutionary and Progressive

The generalized statement that “leaders are born” is not entirely true. Personality, childhood experience, opportunity, self-esteem, and parental role models are strong influences that play a role in the development of leadership skills. Education, type of friends, exposure to successful leader role models, and growth opportunities during the youth and early adult years also have a tremendous impact on the development of leadership traits and skills.

Leaders in new positions often struggle with fear of anticipation because they face many new or unexpected decisions and challenges. Each challenge, especially first time occurrences, offer learning opportunities if the

leader consciously analyses the events, reflects on the outcomes, and uses the opportunity to build new knowledge and skills. Even the ugliest challenges can teach you a lot. Keep a notebook of what you learned and what you would do next time – this will help make sure you take the time to reflect on your experience. Constant doing, without adequate thinking, is not leadership. Take a few focused minutes several times each day to reflect – if you give your mind some quiet time the ideas will flutter in.

### 2. Surround Yourself with Good People!

Hire good people and delegate away tasks that should not require your direct involvement. Be sure to delegate in a manner that is not seen as “dumping”. Encourage the unhappy, poor performers, and “sad sacks with little energy” to find a place where they like to be and then help them shine. There is a right place, and role, for everyone. Unfortunately many people get stuck in a rut that they cannot see a way out from the place they are to the place they truly belong.

Every successful leader needs the inner support of advisors to help balance their work and share the load. This internal team should be a committed, energetic, innovative, and creative group that helps make the right decisions and follows through on implementation. The more they participate, the greater their ownership – at times you may feel



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*Surround yourself with good people!*

like you are actually following because they have taken on such a major role. You must be able to trust your advisers! Remember, if you have to lead alone you are a dictator, not a leader. You will have to make tough decisions, when they're needed, but you won't have to make all the decisions.

### 3. Eliminate the Fluff, Fog, Uncertainty and Anticipatory Fear

Lack of clarity, emotional stress, and cluttered thinking prevent us from following a clear direction. You must take the time to think, and make a realistic plan. Without a well-defined plan, massive amounts of tasks, duties and “stuff” will consume your schedule, overwhelm you, and lead to frustration and exhaustion. Be very clear about what you want where you need to go, and how you are going to get there.

### 4. Organization and Time Management Dealing with Time Wasters

If you don't control your time then everyone else will. A key in leadership is to share your time between thinking, creating, innovating, networking and communicating. There are many courses and books written that offer excellent tips on this subject. Watch for the time wasters and eliminate them – by doing so you really can find more hours in a day.

### 5. Keep Current and Maintain Knowledge

You must be current and credible in the eyes of your followers. If you get behind the times then the followers will naturally begin to take over. In this age of mega media and constantly changing information it is hard to know where to start updating your knowledge. Take a few minutes every day to read short sections on leadership or motivation. Learn to scan the dozens of leadership books (read the index for a quick scan) to look for “hot tips”. Take notes in the margins of the books and articles. Find the Internet sources that tweak your interest (look for human resource sections) and bookmark them so you can easily read them several times a week or more. Once you start you can

increase your knowledge base tremendously... and increase your confidence. A journal club can increase your exposure to more varied information and schools of thought.

## 6. Control the Meetings Bloody Meetings

Meetings can be all consuming and disrupt the necessary balance of your role. (For more detail see *Meetings Bloody Meetings*, by Muriel Shewchuk, Canadian Operating Room Nursing Journal, Volume 21, Issue 1).

## 7. Seek New Opportunities and Facilitate Networking

Seize new opportunities as part of self-development. Be out there! Identify who has influence in the decision-making world and be a part of the political arena. Many times it is whom you know, not what you know, that affects influence. That may sound unfair, but that's life. It is important to learn from your role models but also important to keep your followers in close proximity – if your leave them behind you will be walking alone.

## 8. Timing is Everything

Weigh the pros and cons of when to act. Many important projects have been scuttled due to poor timing. Monitor your environment for its readiness. Have well thought out plans and prepare your followers with progressive information. When the time is right ensure everyone is ready.



Jupiter Images

Timing is everything

## 9. Care for Your Team

Be there for everyone on your team, in good times and tough times. Stand by your followers. Show compassion, caring, respect and always be honest! It's the little things that count. Recognition, small notes of acknowledgment, and providing opportunities for people to shine are just a few of the key ways to maintain team loyalty. Sensitivity, professionalism, and humility balanced with friendliness and wisdom, create a strong leader.

## 10. Keep Humour in the Workplace

Humour helps us keep our sanity and offers a release so we can move on to the next challenge with renewed vigour. Be sure to use the right humour at the right time. Humour provides energy and helps release the stress in difficult situations. Be sure to laugh both at yourself and with your followers. Don't take yourself too seriously!

## CONCLUSION

*Maintaining the correct balance between leading, creating, innovating, communicating, networking, and being there for your followers needs to be the primary goal of any leader. There are many pressures and demands to take you off track – often without you even realizing it – so keep focused on controlling your balance and staying off the “tread mill of doing”.*

*Have the confidence to say, “I have it my way! Because I am the kind of leader I want to be I can make it happen my way!” Be able to look in the mirror and say, “Damn, I’m a Good Leader.” But don’t forget to put your arrogance away. 🍀*

*Auteure : Grace Groetzsch, infirmière autorisée, baccalauréat en sciences infirmières, maîtrise en éducation, CPN(C), CRFNA, est une infirmière immatriculée première assistante au service de chirurgie cardiaque au Trillium Health Centre à Mississauga, Ontario, et infirmière-monitrice des assistants chirurgicaux au British Columbia Institute of Technology.*

## MONTREZ-MOI L'ARGENT!

### FACTEURS À CONSIDÉRER LORS DU FINANCEMENT D'UN POSTE D'INFIRMIÈRE IMMATRICULÉE PREMIÈRE ASSISTANTE (IIPA)

De plus en plus, les hôpitaux voient dans le poste d'infirmière immatriculée première assistante une manière d'assurer la disponibilité d'une assistance rapide et qualifiée lors d'une intervention chirurgicale. Au Canada, le nombre d'IIPA augmente à chaque année. L'intérêt que suscite le poste accroît avec chaque individu qui se familiarise, soit par expérience directe, soit par les documents publiés, avec les avantages de ce rôle. Ce fait, de pair avec la réalité de la pénurie de médecins, mettent en relief l'importance du rôle de l'IIPA dans plusieurs hôpitaux à travers le pays. Le financement du poste est un des plus grands défis auxquels les hôpitaux, ainsi que les IIPA, font face lors de la transformation d'un besoin reconnu dans un poste d'IIPA salarié.

## SHOW ME THE \$\$\$!

### FACTORS TO CONSIDER WHEN LOOKING TO FINANCE A RNFA POSITION

*Author: Grace Groetzsch RN, BScN, MEd, CPN(C), CRNFA, is a RNFA in the Cardiac Surgery department at Trillium Health Centre in Mississauga, Ontario, and a RNFA tutor for the British Columbia Institute of Technology.*

## ABSTRACT

Increasingly hospitals are looking to the Registered Nurse First Assistant (RNFA) position as a means to ensure readily available, qualified assistance for a patient's surgical intervention. Each year, in Canada, the number

of RNFAs grows. As more individuals learn about the benefits of the position, through either direct experience or published reports, interest in the role increases. This, coupled with the reality of physician shortages, is bringing the RNFA role to the forefront in numerous hospitals across the country. Funding the position is one of the largest challenges that hospitals, and RNFAs, face in converting a recognized need into the reality of a paid RNFA position.

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Why have hospitals with RNFA positions been successful? The reasons vary – not an answer that those struggling with the realities of implementing this position like to hear. Unfortunately it is not like a package of instant chicken soup – add hot water, stir, and voila! There are, however, common threads that should be considered by anyone investigating the RNFA position.

**Firstly**, the RNFA position is currently not a requirement in all hospitals. If surgical assistants (physicians or residents) are readily available the RNFA position has not been implemented. The RNFA has, however, had success in situations where physician/resident assistants are not available or where there is a shortage of available qualified assistants. The RNFA position is not intended as a replacement for all physician/resident assistants.

**Secondly**, hospital administration do not always appreciate that patient services and outcomes are being negatively impacted by a shortage of surgical assistants. It is not enough for operating