

Inclusive nursing leadership in the Twenty-First Century.

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21st century skills

- Communication
- Leadership
- Work ethic
- Critical thinking
- Reflective thinking
- Self-regulated skills

Delphi Study

RESEARCH AIM

To define inclusive leadership through a consensus exercise.

RESEARCH OBJECTIVE

To identify gaps and opportunities in leadership capacity and capability to meet future global challenges.

METHOD: DELPHI STUDY

Data were collected, analysed and described using a Delphi Study.

Examples of best practice in inclusive leadership globally.

Three rounds: used a Q-sort approach

Fourth round: Comments and examples on final four statements

Four main statements resulted from the Delphi study:

- Senior teams under-represent the communities they serve and staff they lead.
- Inclusive leadership is doing things with people, not to people. In practice this means that inclusive leadership responds to feedback in ways that show people's concerns have been heard and taken seriously. Employees experience a sense of belonging.
- Inclusive leadership is the ability to effectively leverage diversity and most importantly the diversity of thought that comes with it. Inclusive leadership is to appreciate and respect transcultural or intercultural differences.
- Inclusive leadership creates an inclusive organisation and inclusive leadership of diverse teams results in better and safer decisions.

Leadership in nursing

- Effectiveness
- Behaviour
- Educational preparation
- Leadership styles
- Professional socialization

Delphi Study results

QUALITATIVE DATA

- Objective statements versus personal values
- Visibility as criteria for inclusivity
- Hierarchical interpretation of inclusivity
- Inclusivity as a “way of being”

WAY FORWARD

- Hierarchy as an interpreted, privileged, cultural, gendered concept within inclusive leadership

In conclusion

The importance of different perspectives were described as in a kaleidoscope; providing richness of colours due to the difference in perspectives but that space for reflection is needed to consolidate ideas, thoughts and experience.

(Freshwater, 2014)