



# Te Wheke

## July 2019

### Issue 46

[http://www.nzno.org.nz/groups/colleges\\_sections/sections/nzno\\_nurse\\_managers\\_new\\_zealand](http://www.nzno.org.nz/groups/colleges_sections/sections/nzno_nurse_managers_new_zealand)

#### Committee Report

##### From the Chair, Sarah Tweedale

Our warmest greeting

We trust this newsletter finds you all well, the committee I'm sure are not alone in our surprise at how fast this year is going as we move into the second part of 2019. There is a theory that time seems to speed up the older we get!

We hope that you are coping well with the winter months in whichever sector of the health service you find yourselves in. The challenges of covering staff sickness and keeping up with recruitment I know is a challenge. Managers not only in the DHB's but all domains of the health sector including our aged care service seem to spend an inordinate amount of their time on this. There just doesn't seem to be enough nursing staff to go around. The energy involved in the recruitment and orientation process is a huge burden on top of all the other demands of your workloads.

The committees 2019 focus on coaching and Mentorship is going well with the successful workshop in Christchurch in May and a fully registered workshop for August in Auckland planned. If you go onto the website in the next few weeks you will see a link which will enable you to network with others by entering into a coaching Mentorship relationship with someone else within the Nurse Managers Section.

As we look towards the future, the committee would like to put to you its membership a thought around a Section name change. We have had some feedback from associate charge nurses and clinical nurse specialists all in leadership positions who didn't perceive the nurse manager section as one that they could join, owing primarily to not having Nurse Manager in their title. This led to a discussion around the possibility of changing our name to The Nursing Leadership Section. In July you will get a survey monkey where you can vote and give your opinion if you believe this is the right direction to go or not. If there is an overwhelming majority then we will pass this at AGM in November. While it doesn't really impact on our core business day to day, it does from a promotional perspective widen the opportunities for nurses in leadership positions to join and also contribute to our section within NZNO. There will also be some committee changes afoot this year as two new committee members will need to be voted on to the committee in November, Jeni our current secretary and myself the chair will be stepping down after our fourth year. If anyone is interested but wants to glean some more information as to the commitment that being a committee member involves then please feel free to contact any of the current committee members, you will find our contact details on the Nurse Managers Section website.

We hope also to see many of you in Auckland at our 2019 conference. The conference committee are busy organising a great program for us including our keynote speaker Nigel Latta.

Stay well over winter and see you in Auckland in November.

Warm Wishes

Sarah and the Nurse Managers Committee.



## Contents

<b>Committee report</b>	1
<b>Membership Report</b>	2
<b>Education Grant</b>	2
<b>Upcoming events</b>	2
<b>Book review-</b>	
<b>Legacy: 15 Lessons in Leadership</b>	
<b>by James Kerr</b>	3
<b>Spotlight Interrogation</b>	
<b>Jeni Palmer</b>	4
<b>NZNO Nurse Managers</b>	
<b>Education Forum Report</b>	5
<b>Coaching &amp; mentoring</b>	
<b>workshop - Christchurch</b>	6
<b>Career development –</b>	
<b>Millennial Nurse Manager</b>	7
<b>NZNO meeting dates</b>	8

## Membership/Education Grant

The NZNO Nurse Managers' Section New Zealand membership now stands at 543. We would love to see this to keep increasing so we encourage you all to talk to your colleagues and explain the benefits of belonging to this dynamic and forward thinking section. We recognise that we are all working in challenging environments and within financially constrained Organisation's. This section acts as an advocate for all members, listening to concerns/national trends and looking at ways to improve leadership roles within New Zealand nursing. A new initiative the committee has finalised this year is The NZNO Nurse Managers Section New Zealand Education Grant. This exciting development will enable members of the section to apply for grants of up to \$500.00 each in order to undertake further education. Two grants will be made annually in May and November. Application forms are available on the website with full details of requirements.

Click [here](#) to go the NZNO Nurse Managers' Section website.



**Applications are currently open for further Education Grants.**



This workshop is for leaders who wish to build on their existing expertise. The sessions will be highly interactive and experiential and there will be practice, reflection and theoretical input. There will be no role-play!

The facilitator will focus on working with emergent needs and issues of the learning group. There will be opportunity to briefly explore a few coaching and mentoring models/tools and to gain skills to facilitate ongoing personal and professional development in self and others. The facilitator aims to inspire, empower challenge and support participants towards effectiveness and wellbeing.

### **Coaching and Mentoring Workshops for members**

Facilitated by Bev McClelland (Organisational Development Consultant)

**Auckland** Friday 2<sup>nd</sup> August 09.00-15.00pm  
Eden Gardens, 24 Omana Ave, Epsom,  
Auckland

Morning and afternoon tea and Lunch provided.

Limited to 16 places at each workshop.

Cost subsidised ; registration fee \$75.00

Contact: [Debbie.odonoghue@cdhb.health.nz](mailto:Debbie.odonoghue@cdhb.health.nz)

[https://www.nzno.org.nz/groups/colleges\\_sections/sections/nzno\\_nurse\\_managers\\_new\\_zealand/conferences\\_events](https://www.nzno.org.nz/groups/colleges_sections/sections/nzno_nurse_managers_new_zealand/conferences_events)

# Books, TED talks and websites to read and explore



## 15 Lessons in Leadership You Can Learn from the All Blacks

### Legacy: 15 Lessons in Leadership by James Kerr — *What the All Blacks Can Teach Us About the Business of Life*

The All Blacks, New Zealand national rugby team, are the most successful professional sports franchise in history, undefeated in over 75% of their international matches over the last 100 years. The book is filled with many stories about the All Blacks culture. It is practical, easy to read and makes absolute common sense. James Kerr brings many examples from other sports fields, business, and psychology to draw the lines to the All Blacks culture. All along the book, there are quotes and references from the Maori and specifically stories behind the Haka. The book is extremely insightful. It is about leadership, decision making, and self-mastery. The lessons of this book can be perfectly applied to personal life and business environment.

#### Takeaway Points:

- 1) **Character** — Character begins with humility and discipline. Even after a major win, the All Blacks finish their celebrations and *"Sweep the Sheds — because no one looks after the All Blacks — the All Blacks looks after themselves."* **Don't be too big to do the small things.** Your failures are the biggest opportunity to learn. The All Blacks created a culture in which players are accountable not only to their coaches but even more to their teammates. Performance = Capability + Behavior. Character triumphs over talent.
- 2) **Adapt** — Go for the gap — **when you are on top of your game, change your game.** Four steps to drive change: Make a case for provide a compelling picture of the future, sustain the capability to change and create a credible plan to execute. Culture is subject to learning, growth, and decline. This continuous improvement was able to lift the All Blacks to an even better win rate.
- 3) **Purpose** — Play with Purpose, 'ASK WHY?' Understand the purpose for which you are playing. Better people make better All Blacks. **Leaders connect personal meaning to a higher purpose** to create beliefs and a sense of direction. *"Humans seek personal purpose"; &, "people don't buy what you do, they buy why you do it."*
- 4) **Responsibility** — Be a leader, not a follower — pass the ball. Create a structure of meaning, a sense of purpose, belonging, teamwork and personal reasonability. Empower the individual by empowering them with the success of the team. **Leaders create leaders** by passing responsibility, creating ownership, accountability, and trust.
- 5) **Learn** — Create a learning environment. Leaders are teachers. "Human beings are motivated by purpose, autonomy and a drive towards mastery," this chapter focus on enabling mastery. **Improving 100 things by 1%.** By finding the 100 things that can be done just 1% better, you achieve marginal gain which creates an incremental and cumulative advantage in performance and results.
- 6) **Whanau** — The All Blacks stated policy of 'No Dickheads' excludes highly talented prima-donnas. One of the first steps in developing a high-performance culture is to select a character. Follow the spearhead — birds, as a cyclist, one leads, another follows, another takes the lead, in an endless synchronized supporting system. Everyone works together towards the same goal. No one left behind. A great player (MJ) can only do so much by himself, how does one sacrifice one's glory to improve the team? **The strength of the wolf is the pack, the strength of the pack is the wolf.**
- 7) **Expectations** — Embrace Expectations — aim for the highest cloud. In 93' the All Blacks were faced, for the first time in history, with losing two straight matches. As there is an expectation for them 'not to lose', it's the fear of not doing it properly that drove them. It forces you to prepare as hard as possible. **Successful leaders have high internal benchmarks, they set their expectations high,** and try to exceed them.
- 8) **Preparation** — Train to win, practice under pressure. **Practice with intensity** to develop the mind-set to win. Intensified training in preparation to win will condition the brain and body to perform under pressure and make peak performance automatic. It helps to develop the mind-set of winning. Get out of your comfort zone. If you are not growing anywhere, you are not going anywhere.
- 9) **Pressure** — The first stage of learning is silence; the second stage is listening. **Know how to manage, deal and embrace pressure. Control your attention.** Switch from 'Red head' — tight-inhibited, result-oriented, anxious, aggressive, overcompensating, desperate; to 'blue head' — loose, expressive, at the moment, calm, clear, accurate, untasked. Bad decisions are made because of an inability to handle pressure at the pivotal moment.
- 10) **Authenticity** — Know thyself, keep it real. If you succumb to peer pressure and do things because others want you, you will be cut-off. Be genuine, stay true to yourself and be honest with your environment. Adopting the behaviours and values of others will often conflict with what got you there in the first place. **Leaders need to create an environment that encourages safe-conflict, honesty, and integrity,** in which people genuinely know one another.
- 11) **Sacrifice** — Find something you would die for and give your life to it. Do the above and beyond for a cause, activity or mission you believe in. **Champions do Extra.** Bleed on the field and know that your teammates will do the same for you. Be the first to arrive at the gym, be the last to leave. *"There are no crowns waiting in the extra mile, on the extra mile we are on our own, just us and the challenge we've set ourselves."* Push yourself outside of your comfort zone.
- 12) **Language** — Let your ears listen. Invent a language — sing your world into existence. A system of meaning that everyone understood. **A language, vocabulary and a set of beliefs that bind the group together.** Meaning, rituals, stories, heroes all bound together. An oral culture — a common story. Leaders are storytellers.
- 13) **Ritual** — Ritualize to Actualize. Create a culture. A culture of continually growing and chaining. Identity and purpose need to evolve and update. **Inspiring leaders establish rituals to connect their team to its core narrative,** using them to reflect, remind, reinforce and reignite their collective identity and purpose.
- 14) **Whakapapa** — Be a Good Ancestor. **Plant trees you'll never see.** Connect the past, present, and future. True leaders take responsibility adding to the future. Ensure knowledge transfer. **Leave the jersey in a better place.** Know that you are standing on the shoulders of giants — live up to that expectation and know that you will be looked upon as one. Don't let the music die.
- 15) **Legacy** — Write your Legacy. **This is your time.** Be purposeful. Add to the ethos, make your mark.

## **Spotlight Interrogation; let's get to know a little bit about each other.**

*This month Spotlight interrogation is dedicated to our NZNO Nurse Manager Committee Secretary – Jeni Palmer.*



**1. What's your name, what do you do and where do you work?**

My name is Jeni Palmer. I am Clinical Nurse Manager of a surgical ward at Tauranga Hospital in the beautiful Bay of Plenty. I am also currently secretary of NZNO Nurse Manager's section.

**2. What would you be doing if you were not working at your current job?**

There are so many things I would be doing. I love being involved in my community and volunteering where I can.

**3. What's the most important lesson you've learned in the last year?**

The most important lesson I have learned is perseverance. Last year was really full on as I was finishing my Master's degree while working full time in a challenging role. I was also studying Te Reo and took a month off to travel to Europe. Fitting all this in took heaps of energy and at times I felt like walking away from my professional role. We also bought a new house earlier in the year which we are (still) renovating. I persevered and made it through.

**4. What characteristics do you most admire in others?**

I see these amazing women (and men) who I work with and who really inspire me with their stamina and compassion to keep putting the patient first. They remain really positive in difficult conditions.

**5. What qualities in you would you hate to see emulated in your employee?**

Sometimes in my desire to be accommodating I let myself get walked over. I would hate it if my staff did that too.

**6. If you were to start a company from scratch, what values would you build it on?**

I think a business should be based on integrity as its most important core value.

**7. If you were to tell one person "thank you" for helping me become the person I am today, who would it be and what did they do?**

It would have to be my husband Kevin who believes in me and supports me in so many ways. We have been together over 30 years. He is a person who works very hard and copes with huge responsibility and remains calm whatever is going on.

**8. When are you happiest?**

I am happiest when I have my family around me. I have three children who are young adults. They were all able to attend my graduation last month and that gave me great happiness.

**9. What one memory do you most treasure?**

It's hard to choose one there are so many.

**10. What would a "perfect day" look like for you?**

A perfect day at work would be coming in and being fully staffed, working together as a team, having no sick calls, providing the care that is needed for the patients and staff being able to take breaks and get off work on time. I will let you know if it ever happens.

**11. How do you recharge?**

I love walking and being outside in the garden or at the beach or in the bush. As a typical introvert I love just having time to myself.

**12. What superpower would you like to have?**

I would love to have a photographic memory. Study would be so easy if I could retain everything I read.



# NZNO Nurse Managers Education Forum Report

23<sup>rd</sup> May 2019

Whangarei

Report by

Secretary NZNO Nurse Managers committee



Speaker: Sonya Smith – Wairoa Hospital Manager

It was a real treat to meet with some of our nurse leader colleagues from Northland on Thursday 23<sup>rd</sup> May at our Whangarei Education Forum. We had an excellent presentation from Sonya Smith on the challenges of rural recruitment and retention but also some of the positive stories from her successes at Wairoa Hospital. Sonya demonstrated that treating your staff well, using every opportunity to expose students, visitors and locums to the advantages of working in small, friendly rural places pays off when it comes to recruitment. Sonya encouraged us to not accept the status quo; she has written successful submissions to the Ministry to change conditions to the voluntary bonding scheme to bring benefit to her community. Inspirational work but Sonya let us see it is possible for us all.



Leaving No One  
Behind -  
Health For All



## NZNO AGM and Conference 2019

17 - 18 September 2019

*Leaving No One Behind -  
Health For All*

Museum of New Zealand  
Te Papa Tongarewa,  
Wellington

## Coaching and mentoring

Workshop

Christchurch May 2019

Report by

Sally Officer DNM Hauora Tairawhiti



I was fortunate to attend the inaugural 2019 Nurse Managers coaching and mentoring workshop in Christchurch at the new Manawa education facility on the 10 May. The forum was organised and subsidised by the NZNO Nurse Managers section and facilitated by Bev McClelland Organisational development consultant from Counties Manukau.

Our group of 12 participants were mostly from the South Island and a couple of us from further North with varied health and education backgrounds. We were a mix of nursing managers/leaders with a wide range of knowledge and experiences who came from private practices, DHB's and an education facility.

Bev shared with us a number of leadership and reflection models with time for discussion and learning around how to interpret these. She also talked about listening effectively, the use of coaching language, gateway prompts to open up conversations, the different types of feedback and how to apply these in challenging interactions and a lot more. Bev demonstrated a coaching mentoring conversation where she was fully engaged using her active listening and guiding language which was really valuable.

Bev is a very knowledgeable, effective and engaging presenter and I learnt a lot from her and from the others in our group throughout the day. We received really informative handouts,

did a bit of group work (without roleplaying) and I had a really enjoyable stimulating day. I'd definitely recommend attending this workshop.

## NZNO NURSE MANAGERS CONFERENCE 2019

"CHALLENGES OF OUR TIME"

Featured Key Note Speaker:

NIGEL LATTA - clinical

Psychologist and author.



ELLERSLIE EVENT CENTRE, AUCKLAND

Thursday 7th and Friday 8th  
November



## **Millennial Nurse Manager: Leading Staff Nurses More Experienced Than You**

Muriel Moyo MS, BSN, RN, CCRN-K, NE-BC  
Nurse Leader, 2019-06-01, Volume 17, Issue 3, Pages 253-256, 2019.

A hot topic among nurse leaders is the retirement of baby boomer nurses and the impending knowledge and skill gap that will open as a result. This retirement of baby boomer nurses will not only deplete the number of staff nurses at the bedside but, will also affect the nurse manager pool. It is becoming a reality that millennial nurses will be and are beginning to take on nurse manager roles.

The purpose of this article is to provide 7 key strategies that helped to be successful as a new millennial nurse manager.

### **Be an active learner**

As a nurse manager, you are surrounded by many opportunities to learn, such as, mentorship, academic education, reading books, listening to leadership podcasts, etc. You have to seek those opportunities, be a sponge, and absorb as much knowledge as you can.

There are many leadership podcasts that can be found online or through phone applications such as Ted Talks or YouTube, etc. These podcasts vary in content, length, and depth but provide impactful lessons related to leadership and management. Read several leadership books; one example is the book *From Staff Nurse to Manager: A Guide to Successful Role Transition*.

### **Be confident and enthusiastic**

Be confident in your abilities, the education you received and your few years of experience, these are the basics needed to be a nurse manager. Acknowledging that you do not know everything and being enthusiastic to learn will help you grow as a nurse manager and will even build credibility and trust with your staff.

### **Be respectful and open-minded**

A millennial nurse manager will be leading nurses with more experience. It is important that you respect your staff and the knowledge and experience that they have. Your more experienced staff has a breadth of knowledge and have some amazing insights brought to them by their years in the

profession and in life. Be open-minded, and learn from those nurses that are older and more experienced than you.

The respect and openness to learn from your more experienced staff brings out a humanness and vulnerability in you that helps build trust with staff.

### **Get to know and understand your staff**

Every nurse manager needs to know and understand their staff. Have one-to-one meetings with all your staff especially in the beginning and ask the same questions: What are their expectations and concerns? What are their professional development goals? If they were you, what would they prioritize? And what is their preferred method of communication and recognition? From those interactions with your staff, you learn what your priorities for the department should be, and at the same time, you learn your staff's strengths and motivations.

### **Be consistent, firm, and fair**

Being firm is probably the hardest skill to learn. Ensure you set expectations early and clearly. Take the opportunity to coach your staff and follow performance management processes as needed. You will be tested on your fairness, therefore, treat all staff equally. You may feel inclined to want to favor some of your staff, especially those who were your buddies at the bedside. Better to consistently do the right thing, the right way for everyone, every time.

### **Be supportive and lend a hand to your staff**

Your staff want to know you will support them when they need you. There may be an ethical dilemma with a patient or a difficult physician; they need to know you will support them and speak up for them as needed. Also, lend a hand to your staff when you can. It could be as simple as emptying out a urinal or addressing a beeping IV pump while you are in a patient's room. It goes a long way with your staff, and this will show you are not that far detached from them. There, however, needs to be boundaries surrounding helping staff. It is important to remember that you have several administrative duties, therefore, you should effectively spend your time on duties specific to your role.

### **Be reflective**

Reflective journaling has been found to be a crucial skill to learn for gaining insight on your experiences in leadership and helps build resiliency. The Center of Creative leadership provides 3 components that each leader should address when journaling: identify event; what your reaction was; and the lesson.

### **Conclusion**

The millennial nurses are a glimmer of hope for the dwindling nursing workforce. The previously mentioned strategies can be an empowerment tool and help pave the road to success for those millennial nurses currently in or striving to get into nurse manager roles.



## Up and Coming events

### NZNO Meeting, Workshops, Conferences & Symposium

2019 Manukau Super Clinic NZNO Delegate Meetings	24/06/2019 2:00 p.m.	Auckland Region
Te Matau a Maui Hawke's Bay Regional Council Meeting	24/06/2019 5:00 p.m.	Hawkes Bay/Te Matau a Maui Region
Level 4 Delegate Education - Auckland - All Sectors	25/06/2019 8:30 a.m.	Auckland Region
Level 4 Delegate Education - Nelson - All Sectors	25/06/2019 9:30 a.m.	Top of the South
2019 Waitakere Hospital NZNO Delegate Meetings	25/06/2019 2:00 p.m.	Auckland Region
2019 Middlemore Hospital NZNO Delegate Meetings	25/06/2019 2:00 p.m.	Auckland Region
2019 North Shore Hospital NZNO Delegate Meetings	26/06/2019 2:00 p.m.	Auckland Region
Professional Forum - The Value Of Nursing- Hamilton	26/06/2019 5:00 p.m.	Midlands Region
Perinatal Anxiety & Depression Seminar - Auckland	27/06/2019 9:00 a.m.	Auckland Region
Perioperative Nurses College Committee meeting	29/06/2019 8:00 a.m.	Wellington Region
Central Regional Council Meeting	29/06/2019 10:00 a.m.	Central Region
Greater Auckland Regional Council Meeting	1/07/2019 6:15 p.m.	Auckland Region
Level 3 Delegate Education - Auckland - All Sectors	2/07/2019 8:30 a.m.	Auckland Region
Canterbury Regional Council Meeting	2/07/2019 5:30 p.m.	Canterbury Region
Greater Auckland Regional Council Meeting	3/07/2019 6:15 p.m.	Auckland Region
Level 1 Delegate Education - Auckland - All sectors	9/07/2019 8:30 a.m.	Auckland Region
Auckland DHB NZNO Delegates Meeting	9/07/2019 3:00 p.m.	Auckland Region
Canterbury Te Rūnanga Hui Event	11/07/2019 5:30 p.m.	Canterbury Region

## NZNO NURSE MANAGERS CONFERENCE 2019

**"CHALLENGES OF OUR TIME"**

**Featured Key Note Speaker:**  
**NIGEL LATTA** - *clinical  
Psychologist and author.*



**ELLERSLIE EVENT CENTRE, AUCKLAND**

**Thursday 7th and Friday 8th  
November**



