The Role of Coaching in the Development of Nurse Managers
Learner objectives

• The learner will be able to develop a knowledge base of the experience of nurse managers who have had coaching.

• The learner will be able to understand how coaching can lead to transformation change in nurse managers.

Statements

• There are no affiliations with my research, work, or products that I will be speaking about.

• I was supported to undertake this research study by Oxford Brookes University as part of my Doctorate in Coaching and Mentoring.
Aims and objectives

Aim

To explore the role that coaching is playing in the development of nurse managers.

1. To explore empirically how coaching is used in nurse manager development on a national scale
2. To explore empirically the experiences of nurse managers who have received coaching

3. To present a multi-faceted analysis of the use of coaching in the development of nurse managers

4. To advance the theoretical understanding of the coaching context and to develop practical recommendations to inform policy and practice for future developmental programmes
Why Nurse Managers?

- 1st line managers
- Role found throughout the world
- Can be in acute hospitals and in the community
- Nurses in this role have responsibility for the quality of care undertaken by their staff (Currie, 2013; Fenton and Phillips, 2013)
- In addition, the role is a pivotal link between education and management (Ashworth, 2010; Leah and Fenton, 2012).
Current literature

It appears that there are few empirical studies solely investigating coaching in nurse manager development in the UK.
Research Design and Methodology

Mixed methods used for main study (Teddlie & Tashakkori 2009)

Pragmatist Paradigm
Morgan (2007)

Data collected from Qualitative semi structured interviews with Nurse Managers, Directors of Nursing and Coaches
**Analysis using Johari Window**

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<th>What the NM and others see</th>
<th>What others see of the NM</th>
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<td>What only the NM sees</td>
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**LOOK WHAT'S NEW!**
What the Nurse Manager and others see

- The importance of the first line managers having development and adopting a coaching style of management, mentoring and clinical supervision
- Coaching helps with
  - difficult decision making and 360-degree line management
  - Improved project management
  - Improved team leadership
- The value of a coaching style in clinical supervision to develop skills and performance
- There is a continuum between coaching, mentoring and clinical supervision
What others see of the Nurse manager

Coaching:

- leads to transformation of the NM and their team
- needs to be accessible to all NMs and can be introduced as part of a development programme
- ‘Return on investment’ can be seen as improved quality of patient care
- The added value that a nurse as a manager brings to a management role in terms of reflection ability and the natural caring style that comes from being a nurse
- Using a coaching style isn’t being a soft manager but is getting the best out of staff
What only the Nurse manager sees

Coaching:

- improves and maximises resilience and self-efficacy (Moen & Federici 2012)
- can help in the very difficult transition to NM role
- Improves self-confidence
- Improves self-understanding
- understand themselves and their colleagues
- Line manager should not be the NM’s coach but should have a coaching style of management
What no one sees

- Unrecognized, ‘by-product’ link, between support for coaching NMs – Transformative leadership – improved patient care

Coaching:
  - can help in a shift from emotion focused to problem focused coping
  - can help with moving from vulnerability to resilience
  - allows NMs to be able to enhance their caring nature to most effect

- The coaching style of leadership that seems to afford staff better management is closely aligned to the caring side of nursing

- Intertwining of: coaching style of management, organisational coaching culture and NM receiving coaching
Key recommendations

- Continue to support management and leadership programmes for nurse managers and include 360’ feedback and personality tests such as Myers Briggs
- Include coaching sessions in leadership and development programmes
- Advise nurse managers to have coaching when take on the new role and when they move into any subsequent role.
- Ensure that formalised coaching is not undertaken by the nurse managers’ line manager
- Advise nurse managers to seek coaching if a major project is to be undertaken by them
Encourage nurse managers to use a coaching style of management with their direct reports and peers.

Ensure that any coaches used for nurse managers have undergone training and undertake supervision.

Identification of the differences between coaching, mentoring and clinical supervision and develop a framework to show this.

Advise all health care organisations to engender a coaching culture in their staff.
Thank you for listening

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References