Nurse Leadership Development in Malta

Dr. Vickie Hughes, Dr. Rebecca Wright, and Dr. Maria Cassar
• 5 small islands located within the central Mediterranean Sea
• South of mainland Europe
• North of Africa
• Because of strategic location, the island has been conquered by many nations
Malta

- Languages are Maltese and English
- 440,000 population
- Gained independence from UK in 1964
- Maltese known for warmth, hospitality, and generosity to stranger
Malta Leadership Development Study

- **Purpose:** To describe experiences of leadership development within the context of the Maltese Culture
- **Framework:** Authentic Leadership
- **Method:** The study was grounded in an interpretive phenomenological approach
- **Procedure:** Semi-structured guided interviews based on survey questions lasting from 45-60 min; interviewer took field notes
- **Sample:** 6 nurse leaders working in either advanced practice, nursing administration and academic
Authentic Leadership Components
(Avolio & Gardner, 2005)

• Self-awareness
  – Core values, identity, emotions, motives and feelings
• Internal moral perspective
  – Self-regulation using internal moral standards to guide behavior
• Balanced processing
  – Analyze information objectively and explore others opinions before making a decision
• Relational Transparency
  – Open and honest in presenting true self
<table>
<thead>
<tr>
<th>Question 1</th>
<th>Why did you decide to go into a leadership position?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question 2</td>
<td>How were you prepared for a leadership role prior to moving into a leadership position?</td>
</tr>
<tr>
<td>Question 3</td>
<td>What were the barriers to your leadership development?</td>
</tr>
</tbody>
</table>
| Question 4 | What were some of the most valuable experiences that prepared you for a leadership role?  
*How does being in Malta affect your leadership development?* |
| Question 5 | What specific leadership skills do you feel are needed within your culture?  
*How might this be different or similar than leading within nursing/healthcare in other cultures?* |
| Question 6 | What are the factors within the cultural context that influence your leadership style? |
| Question 7 | How did your leadership strategies change as you worked in the context of different settings? Consider clinical, academic, research, administrative, executive roles.  
*What are the leadership strategies that would work within your culture?* |
| Question 8 | Describe some of your leadership successes.  
*What makes this special to you?* |
| Question 9 | What were some of your most painful leadership experiences and what did you learn? |
| Question 10 | What advice would you give future nurse leaders? |
| Additional Comments | Is there anything else that you would like to add that we have not discussed? |
### Demographics

#### Table 1: Participant Characteristics

<table>
<thead>
<tr>
<th>Participant Code</th>
<th>Age</th>
<th>Gender</th>
<th>Time in Management: Years (Yr.)</th>
<th>Hours (H) worked per week</th>
<th>Relationship Status</th>
<th>Country Work In</th>
<th>Type of Nurse Leader</th>
<th>Children</th>
<th>Relationship Status</th>
<th>Country Work In</th>
<th>Type of Nurse Leader</th>
<th>Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1</td>
<td>54</td>
<td>F</td>
<td>3 Yr. in current role</td>
<td>60+H</td>
<td>Never married</td>
<td>Malta</td>
<td>Administrative Nurse Executive (Departmental Nurse Manager)</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P2</td>
<td>43</td>
<td>F</td>
<td>16 Yr.</td>
<td>40 H</td>
<td>Living as married</td>
<td>Malta</td>
<td>Academic</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P3</td>
<td>54</td>
<td>F</td>
<td>30 Yr.</td>
<td>46 2/3 H</td>
<td>Married</td>
<td>Malta</td>
<td>Administrative Nurse Executive (Departmental Nurse Manager)</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P4</td>
<td>45</td>
<td>F</td>
<td>8y Yr.</td>
<td>40 H</td>
<td>Married</td>
<td>Malta</td>
<td>Clinical Practice Nurse (Practice Development)</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P5</td>
<td>38</td>
<td>M</td>
<td>8 Yr.</td>
<td>No data</td>
<td>Married</td>
<td>Malta</td>
<td>Academic</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P6</td>
<td>46</td>
<td>F</td>
<td>21 Yr.</td>
<td>46 H</td>
<td>Never married</td>
<td>Malta</td>
<td>Clinical Practice Nurse</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N/A</td>
<td>Mean: 46</td>
<td>5 F</td>
<td>1 M</td>
<td>Percent: 83%</td>
<td>F</td>
<td>Mean: 14yrs</td>
<td>Range: 27</td>
<td>Median: 12</td>
<td>Mean: 46.5 H</td>
<td>Range: 20 H</td>
<td>3 M</td>
<td>2 NM</td>
</tr>
</tbody>
</table>
Data Analysis

• Survey data scrutinized for open coding procedures to capture and consider data on individual responses to each question
• Analysis conducted separately and then two of the investigators compared their analysis and developed agreement on final themes and subthemes
• The third investigator reviewed analysis and addressed specific Maltese cultural influences
Model

Developing as a Leader

**Formal Influences**
- Training
- Competencies & Qualities of Leaders
- Participatory Approaches to Leadership

**Informal Influences**
- Role Models
- Acceptance for Developing Role of Nurses
- Nurses as Equals
- Concerns Regarding Nursing Care at the Point of Delivery
Themes and Sub Themes

Coding Tree

**Broad Theme: Cultural Integration**
- **Subthemes**
  - Links to the UK
  - Maltese Culture
  - Influence arising from relationships with other countries

**Broad Theme: Developing as a Leader**
- **Subthemes**
  - Training
  - Competencies & Qualities of Leaders
  - Participatory Approaches to Leadership
  - Role Models
  - ‘Acceptance’ for developing role of nurses
  - Nurses as Equals
  - Concerns Regarding Nursing Care at the Point of Delivery

**Broad Theme: Self-Reflection in Leadership**
- **Subthemes**
  - Motivation for Leadership
  - Know thyself/Reflection
  - Challenges To, and In Leadership
  - Reasons for Success in Leadership
  - Feedback
Discussion

• Themes fit well with 4 dimensions of authentic leadership
  (self-awareness, balanced processing, transparency, internal moral perspective)
  – Balance emotions with intellect; fairness and upholding standards; role models; building effective partnerships; need for transparency to obtain effective feedback

• Barriers to leadership development
  – Similar to literature: lack of structure, limited organizational opportunities, lack of available training, and absence in policy making

• Structural empowerment
  – Nurse practice development role and nursing school faculty position improved leadership opportunities

• Cultural specific nursing strategies
  – Maintain warm and friendly work environment without perception of criticism, allow longer preparation stage for change, spend more time on relationship building, and develop consensus of members before an issue is presented to a committee
Questions?
Leading the way in education, research and practice – locally and globally.