Nurses’ Perceptions of the Clinical Leadership Questionnaire

Job Title:.........................Name of Hospital.........................Name of Unit or Ward.........................

Please read the information in the box below and on the cover letter carefully BEFORE answering any of the following questions.

Any information provided will be dealt with in the strictest confidence. The information you provide will only ever be available to the researchers. You do not need to put your name or any other name on this questionnaire. You can be assured that this questionnaire is related only to this research and NOT to your employer or employment; any information you provide will be kept safe and confidential. Please complete every part of the questionnaire and do not leave any questions unanswered.

Thank you in anticipation of your assistance and participation.

1. Please put a tick ✓ next to the qualities/characteristics listed below that you would MOST identify with clinical leadership and a ✗ next to the qualities/characteristics you would LEAST identify with clinical leadership. Consider each quality/characteristic carefully and if you can’t decide, leave the space blank.

<table>
<thead>
<tr>
<th>Copes well with change</th>
<th>Is a motivator</th>
<th>Deals with routine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sets direction (planning)</td>
<td>Is controlling</td>
<td>Is consistent</td>
</tr>
<tr>
<td>Considers relationships valuable</td>
<td>Has management experience</td>
<td>Copes well with Complexity</td>
</tr>
<tr>
<td>Flexible</td>
<td>Is a teacher</td>
<td>Is visible in practice</td>
</tr>
<tr>
<td>A guide</td>
<td>Is a mentor</td>
<td>Is a visionary</td>
</tr>
<tr>
<td>Sets goals and targets</td>
<td>Is a negotiator</td>
<td>Directs and helps people</td>
</tr>
<tr>
<td>Has integrity and is honest</td>
<td>Is responsible for others’ duties/responsibilities</td>
<td>Deals with reward/punishment</td>
</tr>
<tr>
<td>Is inspirational</td>
<td>Takes calculated risks</td>
<td>Aligns people</td>
</tr>
<tr>
<td>Is a critical thinker</td>
<td>Is a regulator</td>
<td>Counts on trust</td>
</tr>
<tr>
<td>Is creative/innovative</td>
<td>Is analytical</td>
<td>Deals with resources allocation</td>
</tr>
<tr>
<td>Is clinically competent</td>
<td>Is an administrator</td>
<td>Maintains relationships</td>
</tr>
<tr>
<td>Is artistic/imaginative</td>
<td>Is conservative</td>
<td>Inspires confidence</td>
</tr>
<tr>
<td>Is supportive</td>
<td>Is an advocate</td>
<td>Is articulate</td>
</tr>
<tr>
<td>Is a change agent</td>
<td>Is approachable</td>
<td>Is just/fair</td>
</tr>
<tr>
<td>Can be a decision maker</td>
<td>Is a coach</td>
<td>Manages staff</td>
</tr>
<tr>
<td>Has a healthy sense of humor</td>
<td>Is caring/compassionate</td>
<td>Is an effective communicator</td>
</tr>
<tr>
<td>Evaluates the performance of staff</td>
<td>Is a role model for others in the practice</td>
<td>Resolves conflict</td>
</tr>
<tr>
<td>Works alone</td>
<td>Must have relevant postgraduate training</td>
<td>Is courageous</td>
</tr>
</tbody>
</table>

2. Are there any other qualities or characteristics that are not on the list above that you
would you identify with clinical leadership in your nursing role?
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________

3. Based on these qualities. Do you see yourself as a clinical leader?  YES  NO
(Please state why)
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________

4. Would you say your role as a nurse allows you to engage in leading and collaborating in clinical practice?  YES  NO  (Please state why)
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________

5. Do you think your colleagues see you as a clinical leader?  YES  NO  (Please state why)
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________

6. Are there any barriers that hinder or diminish your ability to be an effective clinical leader?  YES  NO  (Please describe them)
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
_____________________________________________________________________________
7. Is having a clinical focus in your professional role essential to be an effective clinical leader?  

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>(Please describe them)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. Concerning your experience, perceptions, and understanding of clinical leadership.  
Rate the following statements on a scale of 1 – 5 (circle the number closest to your view with: 1 = “not relevant” or “not important” and 5 = “very relevant” or “very important”).  

Effective clinical leaders must...

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>8.1 Have the skills and resources necessary to perform tasks effectively.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.2 Be in a management position to be effective.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.3 Be able to work within the team.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.4 Be visible in the clinical environment.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.5 Recognise optimal performance and express appreciation promptly.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.6 Initiate interventions and lead actions and procedures.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.7 Have high moral character, know what is right and wrong and act accordingly.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8.8 Be willing to take risks for something they believe in, whether for people or ideals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
8.9 Be able to communicate well, presenting ideas logically and effectively.

1  2  3  4  5

8.10 Be flexible, able to improvise, and respond to various situations with appropriate skills and interventions.

1  2  3  4  5

9. How would you define clinical leadership?

___________________________________________________________________________________

___________________________________________________________________________________

___________________________________________________________________________________

___________________________________________________________________________________

___________________________________________________________________________________

10. If clinical leaders are to lead in all dimensions of nursing practice, what skills must clinical leaders have (or need) to facilitate this?

___________________________________________________________________________________

___________________________________________________________________________________

___________________________________________________________________________________

___________________________________________________________________________________

___________________________________________________________________________________

___________________________________________________________________________________

11. Concerning your experience, perceptions, and understanding of clinical leadership.
Rate the following statements on a scale of 1 – 5 (circle the number closest to your view with: 1 = “strongly disagree” and 5 = “strongly agree”).

Effective clinical leaders can…:

<table>
<thead>
<tr>
<th>11.1 Influence organizational policy</th>
<th>1  2  3  4  5</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.2 Influence the way clinical care is delivered</td>
<td>1  2  3  4  5</td>
</tr>
</tbody>
</table>
11.3 Participate in staff development education
1 2 3 4 5

11.4 Provide valuable staff support
1 2 3 4 5

11.5 Initiate innovations in practice
1 2 3 4 5

11.6 Lead change and service improvement
1 2 3 4 5

11.7 Encourage initiative, involvement, and innovation from co-workers.
1 2 3 4 5

11.8 Encourage and lead service improvement
1 2 3 4 5

12. Please feel free to add any other comments related to your understanding of clinical leadership.
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________
___________________________________________________________________________________

About you:

13. Gender: 1-Male 2-Female

14. Marital status: 1- Single 2- Married 3- Separated/Divorced 4- Widowed

15. Shift worked: 1-Day 2-Evening 3- Night 4- Rotating

16. Time commitment for your work: 1- Full-time 2- Part-time

17. What is your highest level of education?
   1. Diploma
   2. Baccalaureate
   3. Master
   4. Doctorate

18. What is your age?
   1. Less than 25 years
   2. 25-34 years
   3. 35-44 years
   4. 45-54 years
   5. 55 years or more
19. How many years of nursing experience do you have?
   1. Less than one year
   2. 1-2 years
   3. 3-4 years
   4. 5-9 years
   5. 10 years or more

20. How many years of leadership experience do you have?
   1. Less than one year
   2. 1-2 years
   3. 3-4 years
   4. 5-9 years
   5. 10 years or more

21. If you directly line manage any staff, how many?
   1. 1-2
   2. 3-5
   3. 6-10
   4. 11-20
   5. 21 and more.

22. How would you describe the type of unit/ward you work in?
   1. ICU
   2. CCU
   3. Cardiac Unit-Open Heart Surgery
   4. Neuro- ICU
   5. Neonatal- ICU
   6. Pediatrics- ICU
   7. Burn Unit
   8. Emergency Room
   9. Recovery Room
   10. Cardiac Cath Lab.
   11. General Medical Ward
   12. General Surgical Ward
   13. Obstetric Ward
   14. Pediatric Ward
   15. Psychiatric Ward
   16. Other: (Please describe)

23. Which best describes the model of nursing care provision in your ward or unit?
   1. Primary: (one nurse is responsible for the holistic care of each patient assigned to them)
   2. Team: (patient care assigned by the in-charge nurse or leader; the nursing team is responsible for holistic patient care)
   3. Functional: (nurses are assigned to many patients based on tasks)
   4. Others….specify……………………
24. Which best describes the decision-making style in your ward or unit?
   1. Authoritative-unilateral: (manager controls any decision without consulting nurses)
   2. Participating-bilateral: (manager shares decision-making with nurses)
   3. Mixed: (manager makes decisions with the participation of nurses based on situational factors)
   4. Unclear

25. Have you undertaken any formal education concerning leadership?   YES   NO
   If so, please describe what it was

______________________________________________________________________________

26. Have you undertaken any formal education concerning management?   YES   NO
   If so, please describe what it was…

______________________________________________________________________________

Thank You:
Again you can be reassured that any information provided will be kept confidential and dealt with in the strictest confidence.

Thank you for your assistance and time in completing this questionnaire. If you have any questions or concerns that this questionnaire has raised. You can contact the researcher at mmrayyan@hu.edu.jo