

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.

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

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?
YES NO (Please describe them)

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...

8.1 Have the skills and resources necessary to perform tasks effectively.

1 2 3 4 5

8.2 Be in a management position to be effective.

1 2 3 4 5

8.3 Be able to work within the team.

1 2 3 4 5

8.4 Be visible in the clinical environment.

1 2 3 4 5

8.5 Recognise optimal performance and express appreciation promptly.

1 2 3 4 5

8.6 Initiate interventions and lead actions and procedures.

1 2 3 4 5

8.7 Have high moral character, know what is right and wrong and act accordingly.

1 2 3 4 5

8.8 Be willing to take risks for something they believe in, whether for people or ideals.

1 2 3 4 5

<p>8.9 Be able to communicate well, presenting ideas logically and effectively.</p> <p style="text-align: center;">1 2 3 4 5</p>
<p>8.10 Be flexible, able to improvise, and respond to various situations with appropriate skills and interventions.</p> <p style="text-align: center;">1 2 3 4 5</p>

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...:

11.1 Influence organizational policy	1 2 3 4 5
11.2 Influence the way clinical care is delivered	1 2 3 4 5

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