

# Nurturing Leadership

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MY JOURNEY FROM NOVICE TO NURSE LEADER/MANAGER IN  
GENERAL PRACTICE NURSING – SARAH BUTLER

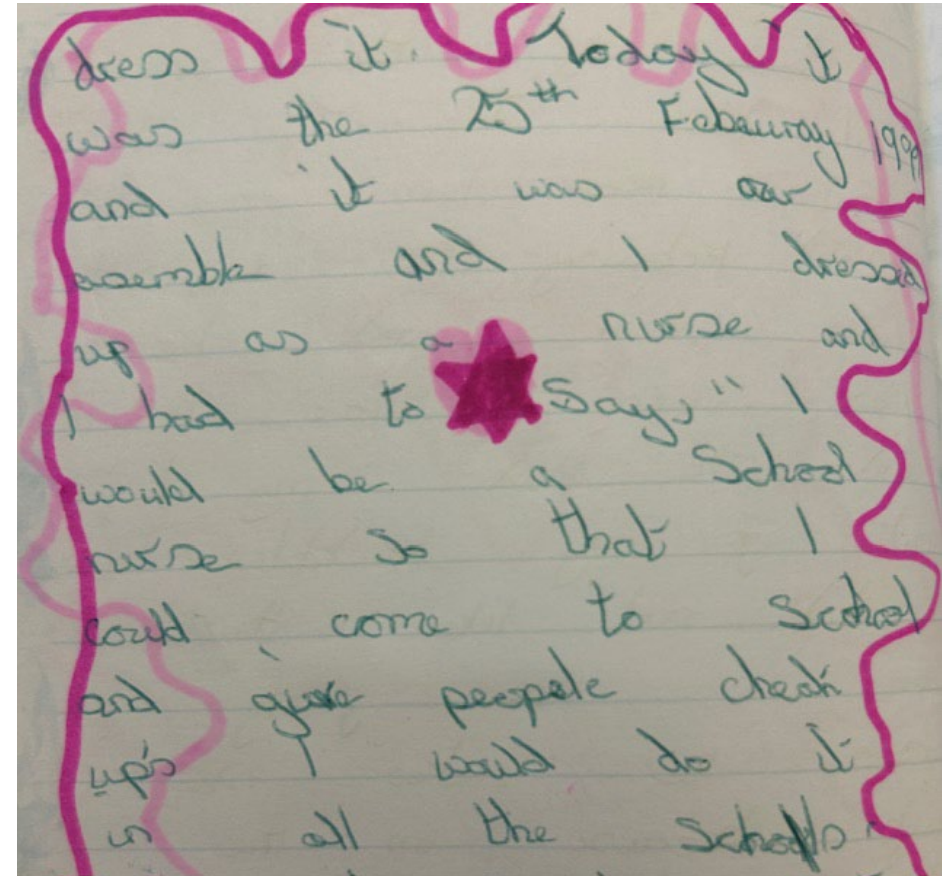
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# Firstly....

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- Why did I decide on nursing?
- What did I experience during my time as a student?
- Where did I want my career to go?



# Journey from Novice to Nurse Manager

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# First four years following qualification

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*February 2012 until January 2016*

- Following qualification as an Adult Nurse in 2012 I accepted a job working as a practice nurse within a General Practice
- Spent two years consolidating my practice
- In 2014 I was appointed senior practice nurse – this is where my leadership journey began, I just didn't realise.

# Nurse Team Leader

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*January 2016 until February 2018*

- I remember my first day with the title of Nurse Team Leader that there was mixed emotions – excitement but also a complete novice in terms of leadership
- I was unsure about whether I was a leader or I had just been given the title
- Felt I was encouraged to enact a leadership role that best served the organisation but didn't align with how I wanted to be seen as a leader
- Reflecting back now my own self belief and confidence had a lot to do with my initial thoughts and feelings on my ability

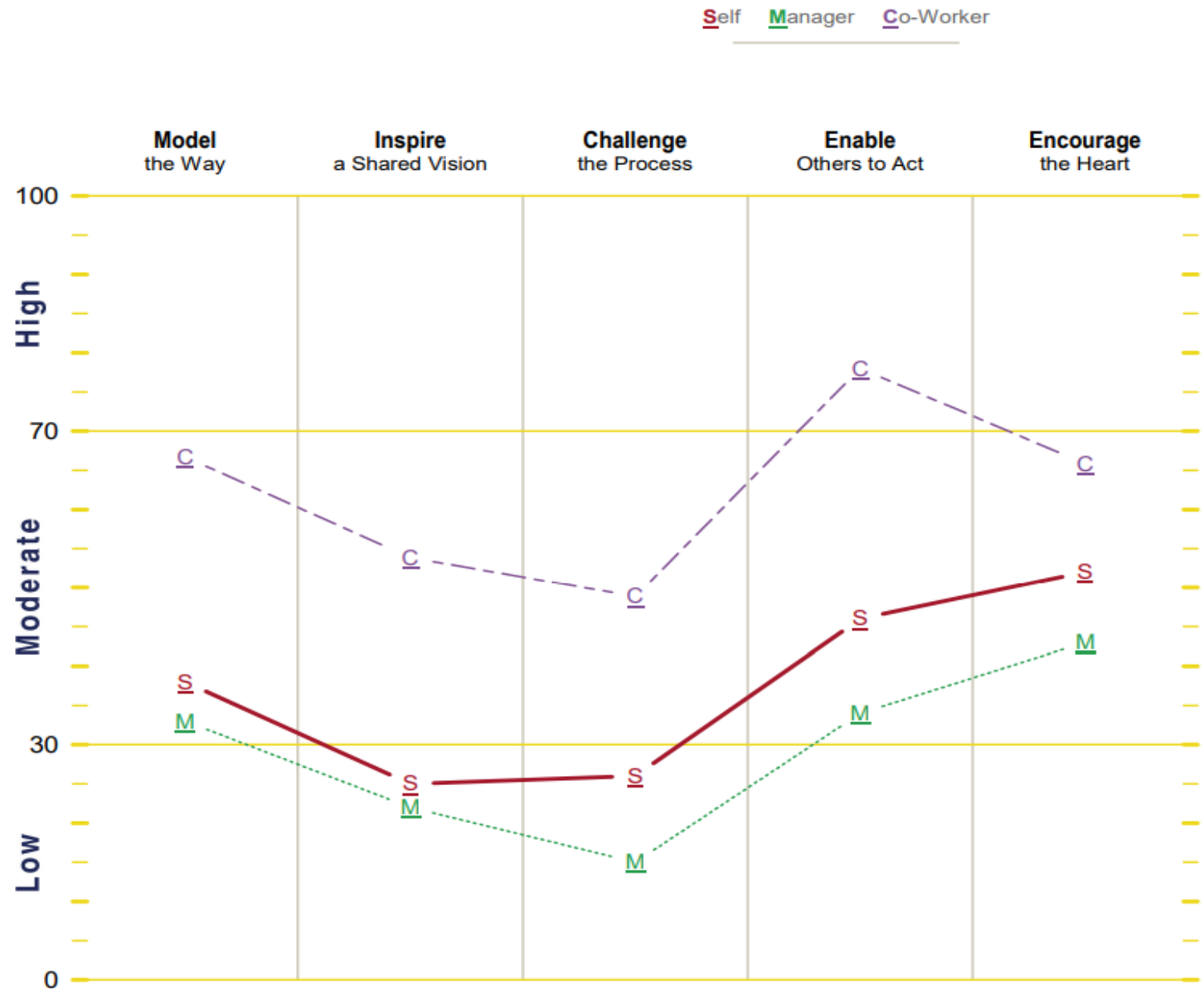
# Nurse Team Leader

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*So why did I feel that I wasn't being true to myself and authentic in my leadership*

- Felt I was following a path dictated to me rather than using my own individuality
- I was very aware of my self confidence and how I was perceived and reflecting back on it I feel my lack of confidence and experience led me to accept rather than challenge issues – which was supported by the completion of the Leadership Practices Inventory (LPI) 360-degree feedback

# Leadership Practices Inventory (LPI) 360-degree feedback



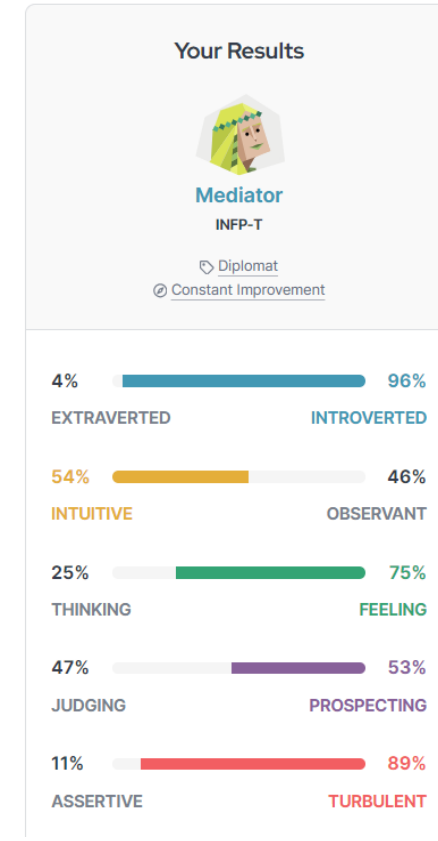
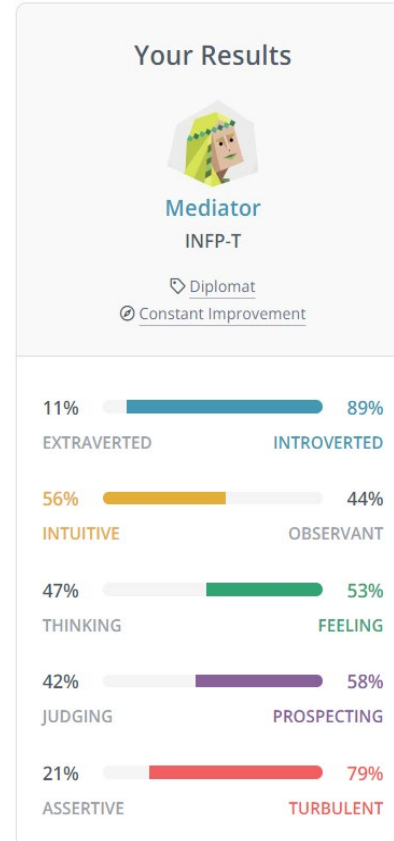
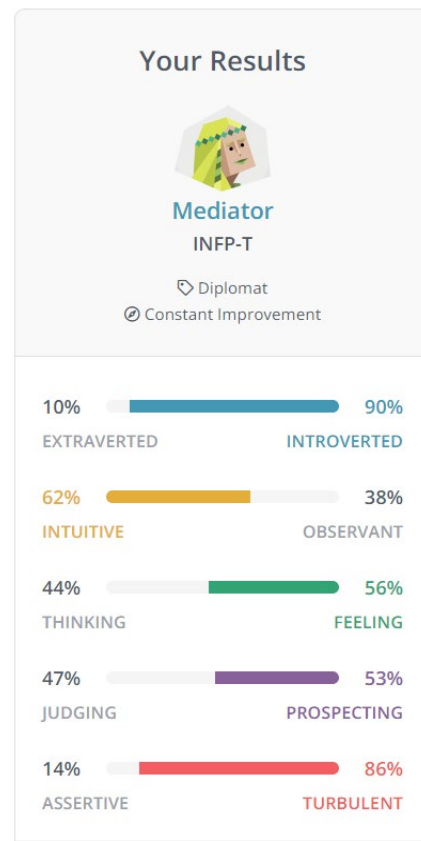
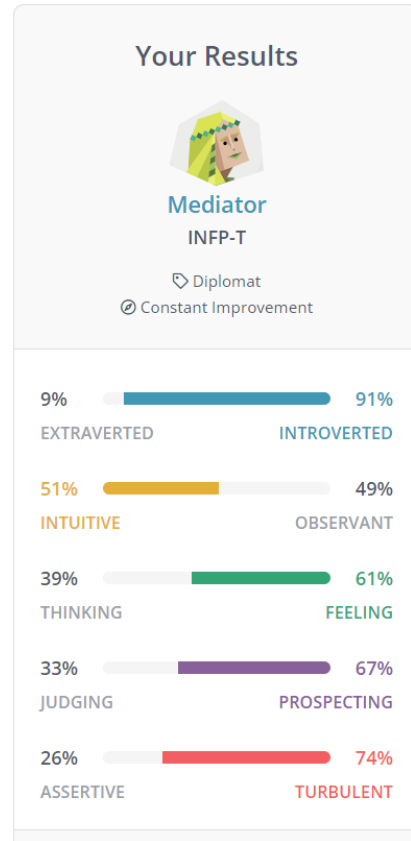
# Nurse Team Leader

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*So how did I develop my leadership style during my time as nurse team leader?*

- Developed under the guise of my peers
- Tried to emulate my managers leadership style which caused internal conflict
- Personally felt that it was a parent child feeling rather than two adults

# 16 personalities



# Nurse Team Leader

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*So, how did I want to lead?*

Equip staff with knowledge, skills and ability to use their initiative to help themselves as well as the organisation

I wanted to be true to myself

I also wanted my colleagues to view me as a leader because they thought I was one rather than just being told it is my new title.

# Deputy Nurse Manager

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*February 2018 – October 2018*

- My time as nurse team leader gave me an opportunity to develop my leadership skills while being protected by my manager
- The role of Deputy Nurse Manager was more of a transition than I expected and despite only holding the position for a short period of time I felt it was a steep learning curve
- Despite my initial want to be seen as a democratic leader this wasn't the case

# Nurse Manager

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*October 2018 – October 2021*

- This was one of the best yet most exhausting periods of my career
- How did I want to be seen as a leader?
  - I wanted to be inclusive and seen to encourage and support my team
  - This led me to becoming a servant leader and whilst the team appreciated this approach, it was hard to manage long term

# Nurse Manager

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- As a nurse, I sometimes think we can have the desire to fix and make things right for people and this is something I have found hard in the past to step away from
- Which is why despite my initial thoughts about my leadership style, when I was in the position of leader and manager I naturally fell into a servant leadership style
- This took me a long time to address

# Where am I now

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- Despite my journey with leadership in clinical practice has come to an end, my leadership journey hasn't
- It has taken time to adjust to the change in role but my time working in practice has influenced everything I do now

Thank you all for  
listening

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