SKILLS FOR MANAGING IN PROFESSIONAL NURSING PRACTICE: INTEGRATIVE REVIEW

COMPETÊNCIAS NECESSÁRIAS PARA O GERENCIAMENTO NA PRÁTICA DO ENFERMEIRO: REVISÃO INTEGRATIVA

COMPETENCIAS NECESARIAS PARA LA GESTIÓN DE PRÁCTICA DE LOS ENFERMEROS: REVISIÓN INTEGRADORA

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ABSTRACT

Objective: to analyze the skills that researchers indicate as necessary for nursing managerial practice. Method: an integrative review descriptive study, guided by the question << What skills are necessary to the nurse manager in the development of their professional practice in Brazil? >> The bibliographic survey was carried out in MEDLINE electronic library, with the descriptors: nursing, competence, management, administration. Articles published during 2001 to 2011 were included and then 17 publications analyzed. Results: it was observed that the indication of communication and leadership was in line with the classic concept and general competencies identified by National Curricular Guidelines current in nursing graduates. However, the findings as interpersonal relationship, entrepreneurship, customer focus, articulation and flexibility demonstrate the evolving profile of this issue in the area of nursing management. Conclusion: the survey of these skills enables managers to have a vision of the professional nurse who meets the specifics of the service management profile. Descriptors: Nursing; Competence; Management; Administration.

RESUMO

Objetivo: analisar as competências que pesquisadores indicam como necessárias ao enfermeiro para a prática gerencial. Método: estudo descritivo, do tipo revisão integrativa, norteado pela questão << Quais competências são necessárias ao enfermeiro gerente no desenvolvimento de sua prática profissional no Brasil? >> O levantamento bibliográfico foi realizado na base eletrônica MEDLINE, com os descritores: enfermagem, competência, gerenciamento, administração. Foram incluídos artigos nacionais publicados durante 2001 a 2011, em seguida, analisadas 17 publicações. Resultados: observou-se que a indicação de comunicação e liderança estava em consonância com o conceito clássico e as competências gerais apontadas pelas Diretrizes Curriculares Nacionais atuais de graduação em enfermagem. Entretanto, os achados como relacionamento interpessoal, empreendedorismo, foco no cliente, articulação e flexibilidade evidenciam um perfil evolutivo desta temática na área de gerenciamento em enfermagem. Conclusão: o levantamento destas competências permite aos gestores terem uma visão do perfil do profissional enfermeiro que corresponda às especificidades do gerenciamento dos serviços. Descritores: Enfermagem; Competência; Gerenciamento; Administração.

RESUMEN

Objetivo: analizar las habilidades que los investigadores indican que sea necesario los enfermeros para la práctica de gestión. Método: estudio descriptivo del tipo de revisión integradora, orientada por la pregunta << ¿Qué habilidades son necesarias para un jefe de enfermería en el desarrollo de su práctica profesional en el Brasil? >> La búsqueda bibliográfica se realizó en base de datos electrónica MEDLINE, usando las palabras claves: enfermería, la competencia, la gestión, administración. Fueron incluidas artículos nacionales publicados durante 2001-2011, luego analizados 17 publicaciones. Resultados: se observó que la indicación de la comunicación y el liderazgo estuvieron en línea con el concepto clásico y competencias generales señaladas por el actual Nacional grado Directrices Curriculares en la enfermería. Sin embargo, los hallazgos tales como las habilidades interpersonales, iniciativa empresarial, la orientación al cliente, la coordinación y la flexibilidad destacan el perfil de desarrollo de esta cuestión en el ámbito de la gestión de enfermería. Conclusion: el levantamiento de estas habilidades permite que los administradores tengan una visión del perfil profesional las enfermeras que coincida con las características específicas de los servicios de gestión. Descritores: Enfermería; Competencia; Gestión; Administración.

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INTRODUCTION

The working process of nurses in the managerial dimension has peculiarities that requires from the professional, characteristics to act on their element-objects, instruments and activities. In this sub process, the objects of managerial work are the nursing team and the organization of care. In the viability of their actions, the nurse uses a set of instruments, such as planning, monitoring, evaluation, personnel dimensioning, continuing education, and activities that enable the management of care and the unit, in order to ensure high-quality care and an appropriate work environment.¹

The nurse who performs managerial activities needs to add capabilities to operationalize their actions. These acquired abilities during their training or throughout their practice are called skills. For the purposes of this study, competence is considered as the ability to perform the skill required to perform some action based on knowledge and experiences that comes from practice, intellectual, physical or sensory ability of the professional.²³ The term competence derived from the Latin *competentia*, has several etymologic meanings and is related to the individual that has the quality to assess and resolve a problem situation, and mobilize talents and abilities for this action.⁴ Therefore, the managing requires the nurse to apply their knowledge, in a critical way related to that context, based on their experiences.⁵⁶

The concept of competence permeates the process of the nurse’s vocational training, and has great influence on their performance.⁶ Currently the education policies are focused on the development of future professionals. They appear to adjust the educational systems to the needs of the labor market, focused on qualified nurses, in terms of monitoring the constant technological change, with critical-reflexive training, capable of with their actions, causing changes in the short, medium and long term in society.⁷

The National Curriculum Guidelines (NCG) emphasize the need to provide the nurse with general skills and specific to the job. The general skills such as attention to health, decision-making, leadership and management, communication, and continuing education,⁸ five are related to managerial skills.⁷

The recognition, development and the applicability of these skills in particular those related to managerial functions in the dimensions of the working process of the nurses emphasize the need for this study that has as its objective:

- To analyze the skills that researchers indicate as necessary for nursing managerial practice.

METHOD

This is an integrative review, which provides a synthesis of knowledge and the incorporation of the applicability of the results of significant studies in practice.⁹ This study was composed of six steps: selection of the research question to the creation of the integrative review; establishment of criteria for inclusion and exclusion of studies, literature search; definition of the information to be extracted from selected studies, evaluation of the studies included in the integrative review, interpretation of the results and presentation of the review.⁹¹⁰

In the first step, for directing the integrative review, the following guiding question was formulated: What are the skills necessary for the nurse manager in the development of their professional practice in Brazil?

The second step consisted in the preparation of sampling criteria, with a view to answer the guiding question and search effectively in databases, therefore, the following inclusion criteria were established: national articles published from 2001 to 2011, texts with free access and in their entirety available online. The exclusion criteria were not contemplating the topic, nursing management and not providing information regarding the professional skills.

For this study Brazil was chosen as the country for the preparation and publication of articles and the period from 2001 to 2011, because in 2001, nursing in the country had as a historic landmark the establishment of NCG for Undergraduate Nursing Courses, through the Resolution CNE/ESC no. 3, November 7, 2001, thus defined the general skills and specific abilities for nurses in the performance of their functions.⁸

The research articles happened in May 2012 and was carried out by means of the databases, Medline (database of international literature in the medical and biomedical area, produced by NLM (National Library of Medicine), USA) that includes among others, the Nursing area.

The following descriptors were used: nursing, competence, administration and management, in the vernacular language and followed by the standardization of Descriptors in Health Science (DeCS/Bireme).
The search occurred by means of two word combinations. In the first field the word Nursing was selected, in the second field the combination was made: 1) skills and administration; 2) skills and management. In the third field the country of publication, Brazil was selected.

In the third step, the articles found were organized, using an instrument developed by the authors, included data on: study subjects; proposed objective; year of publication; context of nurse and manager skills in their work, cited as inherent to the nurse manager in their professional practice. Followed by a new refinement of those items that did not contemplate the inclusion criteria.

The fourth step, consisted of the evaluation of the studies included in the review, therefore, we performed a detailed review of selected articles, highlighting key points of the body of the text; the data were carefully related to the guiding question and the subjects were rigorously evaluated.

In the fifth step, the results were interpreted with this; the data after being critically analyzed were compared with theoretical knowledge, this phase provided a pre-conclusion about the skills necessary for a nurse manager; and the sixth phase consisted in defining the skills necessary for a nurse manager and the details of the procedures employed for this integrative review.

### RESULTS

From the search through combinations emerged 929 articles. Of these 874 did not match the inclusion criteria, 479 were not published between 2001 and 2011, 43 were not available in their entirety with free online access, 351 were not linked to the theme and 1 was repeated.

Thus, 55 articles remained, of these, 17 met the inclusion criteria of the study and 38 were excluded, 20 of which were incompatible with the management theme and 18 did not meet the proposed objective.

Regarding the skills found, they can be seen in Table 1, those that arose more than once in the scientific articles found, they can be seen in Table 1, those that arose more than once in the scientific articles.

<table>
<thead>
<tr>
<th>Skills</th>
<th>No. Articles</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>9</td>
<td>53.0</td>
</tr>
<tr>
<td>Communication</td>
<td>9</td>
<td>53.0</td>
</tr>
<tr>
<td>Creativity</td>
<td>6</td>
<td>35.3</td>
</tr>
<tr>
<td>Responsibility</td>
<td>6</td>
<td>35.3</td>
</tr>
<tr>
<td>Learning</td>
<td>5</td>
<td>29.4</td>
</tr>
<tr>
<td>Commitment</td>
<td>5</td>
<td>29.4</td>
</tr>
<tr>
<td>Interpersonal Relationship</td>
<td>4</td>
<td>23.5</td>
</tr>
<tr>
<td>Focus on the client</td>
<td>4</td>
<td>23.5</td>
</tr>
<tr>
<td>Organization</td>
<td>4</td>
<td>23.5</td>
</tr>
<tr>
<td>Planning</td>
<td>4</td>
<td>23.5</td>
</tr>
<tr>
<td>Articulation</td>
<td>3</td>
<td>17.6</td>
</tr>
<tr>
<td>Flexibility</td>
<td>3</td>
<td>17.6</td>
</tr>
<tr>
<td>Negotiation</td>
<td>3</td>
<td>17.6</td>
</tr>
<tr>
<td>Scientific Skills</td>
<td>3</td>
<td>17.6</td>
</tr>
<tr>
<td>Teamwork</td>
<td>3</td>
<td>17.6</td>
</tr>
<tr>
<td>Clinical</td>
<td>3</td>
<td>17.6</td>
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<tr>
<td>Knowledge</td>
<td>2</td>
<td>11.7</td>
</tr>
<tr>
<td>Administration and Management</td>
<td>2</td>
<td>11.7</td>
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<tr>
<td>Entrepreneurship</td>
<td>2</td>
<td>11.7</td>
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<tr>
<td>Innovation</td>
<td>2</td>
<td>11.7</td>
</tr>
<tr>
<td>Mobilization</td>
<td>2</td>
<td>11.7</td>
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<tr>
<td>Policy</td>
<td>2</td>
<td>11.7</td>
</tr>
<tr>
<td>Know how to act</td>
<td>2</td>
<td>11.7</td>
</tr>
<tr>
<td>Decision Making</td>
<td>2</td>
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<tr>
<td>Vision</td>
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<tr>
<td>Strategic Vision</td>
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<td>Systemic Vision</td>
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<td>11.7</td>
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<tr>
<td>Common Vision of the Future</td>
<td>2</td>
<td>11.7</td>
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</tbody>
</table>

In the articles it was possible to also evidence, those skills that emerged only once, these being: Adaptation to Reality; Administration and management of the workforce; agility; Purpose Alignment; Evaluation; Cognitive; Care of themselves and each other; Personal Domain; Continuing Education; Management; Integrated Personnel Management; Human Resource Management; Justice; Psychosocial; Know-How; Speed of Answers; Sensitivity and Systemization.

In relation to the publication, the years with the greatest number of articles found were 2011 (06); 2010 (04); 2009 (02); 2004 (02); in 2008, 2007 and 2005 only 01 in each year and in the other not listed in manuscripts on the theme.
The research showed how context of performance of the nurse manager: health organizations; government and private organizations and charities; Management of nursing care; Health Policy; General Administration; Personnel Management; Hospital; Management and Administration School.

**DISCUSSION**

Nurses over the years have occupied a prominent position in the management positions in healthcare organizations, making it relevant for the discussion in academic and institutional spaces on the skills required by the nurse manager.10

In this sense, we have selected for discussion the skills: communication, leadership, creativity, responsibility, learn and commitment, in the face of them being the most cited articles as relevant to the nurse manager and used as the criterion of choice, the appearance of the same competence in five articles, representing a frequency of 29.4%.

Previous studies that have identified the profile and the skills necessary for the nurse manager of accredited hospitals, showed that both the vision of nurse managers and their superiors, the Leadership competence is considered essential, meeting our findings in that jurisdiction they were present in 3.0% of the articles surveyed.12

The changes in the management model driven by changes in the world of work emphasize the need to work as a team, and then the lead used as a mechanism for reaching the goals of an organization. To take on the task of coordinating the nursing team, the nurse needs to provide an environment that is conducive to carrying out the daily activities of their team, which is possible through the mobilization of the principles of leadership.13

In the mobilization of the Leadership competence the professional needs to know how to act with flexibility, understand the goals and objectives of the organization, have the ability to negotiate and vision of power relations inherent in the work environment. The directioning of a heterogeneous team with balance in the implementation of activities within a healthcare institution requires the nurse domain of this tool.14-16

It is a function of the leader to reduce situations of uncertainty, leading the group to make assertive decisions. In this context, the ability to influence involves concepts of power and authority.15,17 How the leader directs the individual or the team working for the realization of an activity differs from person to person and evidence their leadership style. Chiavenato13-108 mentions three different styles, autocratic, democratic and liberal leadership. These types of leadership will define the relationship between the individuals in the group and for the leader, the result of the work on quality, commitment and responsibility with the activities to be developed.

Another competence that stood out in the survey was communication, which was also found in 9 articles and resulted in 53.0% of frequency, demonstrating the importance of the nurse manager whether expressing, adding arguments clearly and concisely, listening and socializing information.

In a study conducted in the city of Curitiba - PR, Brazil, and that aimed to identify the managerial skills used by nurses working in an emergency ward. It was found that communication is a competence mobilized by nurses in their professional practice, and is expressed mainly in the communication of the nurse with the nursing staff, with the multidisciplinary team, with the nursing management and with the patients.18

Communication is at the core of leadership, being indispensable element, in the exercise of leadership of the nurse, because the act of influencing people to change, go through the process of communication.19 This competence involves the exchange of thoughts, information, feelings between two or more persons, by means of symbols, words, or other forms of understanding that are significant among the workers of an organization.

Establish a channel of dialog with the team is not something that's easy, Feldman and Ruthes20, they suggest some steps that can help the manager in this process. Being concise and clear when communicating, controlling the time prioritizing what is essential, attend to all involved on the information, have the habit of clear step-by-step exactly what they want to achieve with the actions.

The nurse works in a scenario with different professionals and know that for the proper job performance communication is necessary, especially when the nurse occupies a manager position.

Thus, communication is considered necessary component for effective interpersonal relationships and their applicability in the management practice is comprehensive, involves the ability to communicate through gestures, body, oral and
written language; be skilled in public speaking, learn induce and disseminate information, and ethical and neutral.20

The authors Kobayashi and Leite21 also added that, while competence involves, also know how to use information technologies; standardize information leaving them clear and easy access to staff in the form of rules, routines and procedures, regiments.

The creativity, another competence identified, is cited by some authors, as a key to troubleshooting, easily found in organizations this competence appeared in 35.5% of the analyzed articles, corroborating with a previous study on competence management, in that it has been identified as necessary for the nurse manager.11,22

We relate the appearance of this competence to the logic of the labor market, because currently there is a requirement that the professional is able to innovate and seek solutions for the difficult situations using the available resources without prejudice to the quality of care or increasing costs.

The articles present skills as Committing and Assuming or be Responsible, but it is noted that these findings are related to the ethical, moral and cultural values of nurse managers, attitude component related to the concept of skills.

In this sense, studies show that it is easy to measure the commitment and responsibility of professionals, but the services are perceived by positioning, initiative and readiness to contribute to the institution in which they are employed.23

Organizations need clarity on the responsibility of the groups or work teams, in the same way it is undeniably individual responsibility. Being careful and sensitive to make decisions is fundamental, since the results of these have an impact on the work environment. Responsibility and freedom go together, freedom to be autonomous and reflective about their acts.23

The competence to know learn is also brought in the texts because of today's world, in which the professional should easily adapt to different situations and technologies to remain competitive in the labor market. This competence can be observed in circumstances in which reality is transformed, even without prior knowledge; when learning is autonomous, in building projects with theoretical foundation.21

The knowledge of competences that the nurse manager should possess contributes to the selection of people with profiles for the occupation of this position and facilitates the development of training programs, but companies are also responsible for providing physical, technological and human conditions for their development.

**FINAL REMARKS**

The review has allowed us to learn the skills identified in the literature as necessary for the professional practice of the nurse manager.

The indications evidenced by the historical analysis shows consistent with professional nursing practice, to demonstrate progress in what is expected of a competent professional to manage nursing services, so that this is dynamic before the socioeconomic changes that require new skills of this person.

The analysis also reflects agreement with the powers given by the National Curriculum Guidelines (NCG) to cite communication, decision-making and leadership, but it showed up innovative skills such as creativity, politics, entrepreneurship, flexibility, intuition and client focus.

The concept of managerial competence is in the field of discussion, and the articles produced and analyzed did not reveal the pretense that such discussion is finalized. This fact may be influenced by factors that involve this theme, as the own development socio-educational and technological imperatives, the professional practice of the Nurse Manager, which does not prevent the development of the assessment by competence.

Knowledge of the skills needed by nurse managers, allows managers to conform the needs of professional service profile that is expected for this function and thus qualifies assistance at different levels of attention.

The study was carried out in addition to the construction of knowledge in the area of management skills of Nurses and their continuity enables greater clarification on the topic, therefore it is recommended that it be replicated in the coming years.

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http://www.redalyc.org/articulo.oa?id=267019607015