# Table of contents

## Chapter 1: Introduction 1

1.1. The purpose of the study 1  
1.2. The research questions 1  
1.3. The need for the study and its importance 2  
1.4. The focus of the study 3  
1.5. The researcher’s interest in this subject 4  
1.6. The research methodology 5  
1.7. Limitations of the study 6  
1.8. Definition of terms 6  
1.9. Summary 7  

## Chapter 2: Literature review 8

2.1. The evaluation of the nurse director’s role 8  
2.2. The difference between leadership and management 9  
2.3. The internal focus of the nurse director’s role 12  
2.4. The external focus of the nurse director’s role 13  
2.5. The external and internal focus of nurse directors 13  
2.6. Antrobus and Kitson’s framework 14  
2.6.1. Politics 15  
2.6.2. Clinical practice 16  
2.6.3. Academic factors 16  
2.6.4. Executive factors 17  
2.7. Essential skills 18  
2.7.1. Self-knowledge 19  
2.8. Development of essential skills 20  
2.9. Summary 21  

## Chapter 3: The research design: methodology and methods 22

3.1. Phenomenology and its philosophy 22  
3.2. Reasons for choosing phenomenology 23  
3.3. Focus groups 24  
3.4. Trustworthiness 25  
3.4.1. Keeping of a journal 26  

## Chapter 4: Data collection and analysis 27

4.1. Selection of organisations and participants 27  
4.2. Access to respondents 28  
4.3. Permission to collect data 29  
4.4. Ethical issues 30  
4.5. The pilot study 30  
4.6. Data collection 31  
4.6.1. The setting 31  
4.6.2. The data gathering process 32  
4.7. Data analysis 33  

---

G. Elisa Jóhannsdóttir “How was your day?”
Chapter 5: Findings

5.1. Leadership and/or management
  5.1.1. The leadership role
  5.1.1.1. The development of the leadership role
  5.1.2. The management role
  5.1.2.1. The development of the management role
  5.1.3. The importance of being both a leader and a manager
  5.2. Influential factors
  5.2.1. Human resource management
  5.2.2. Academic factors
  5.2.3. Financial management
  5.2.4. Politics
  5.2.5. Quality management and patient care delivery
  5.2.6. Organisational structure
  5.3. Essential skills
  5.3.1. To have certain “good” characteristics
  5.3.1.1. Being humane and caring for the employees
  5.3.1.2. Intuition
  5.3.1.3. Humour
  5.3.1.4. Flexibility, openness and broadmindedness
  5.3.2. To know yourself as a person
  5.3.3. Clinical skills
  5.3.4. Political skills
  5.3.5. Communication skills
  5.4. Development of essential skills
  5.4.1. Education
  5.4.2. Experience
  5.5. Summary

Chapter 6: Discussion

6.1. Leadership and/or management
  6.2. Influential factors
  6.2.1. Human resource management
  6.2.2. Academic issues
  6.2.3. Financial management
  6.2.4. Politics
  6.2.5. Quality management, patient care delivery
  6.2.6. Organisational structure
  6.3. Essential skills
  6.3.1. To have certain “good” characteristics
  6.3.1.1. Intuition
  6.3.2. To know yourself as a person
  6.3.3. Clinical skills
  6.3.4. Political skills
  6.3.5. Communication skills
  6.4. Development of essential skills
  6.5. Implications for professional practice
  6.6. Limitations of the study
  6.7. Suggestions for further research
  6.8. Epilogue
References

Appendix 1
Letter to the nurse administrators

Appendix 2
Letter from the nurse administrator at Landspitali, University Hospital

Appendix 3
Letter from the human resource department at Landspitali, University Hospital

Appendix 4
Introductory letter

Appendix 5
Letter from the Data Protection Authority

Appendix 6
Informed consent form

Appendix 7
Interview guide

Appendix 8
Organisation charts