

Domain 10: Personal, Professional, and Leadership Development

Sub-competency	Progression Indicators (Observable Behaviors)	
	Developing	Developed (Competent)
10.1 Demonstrate a commitment to personal health and well-being.		
10.1a Demonstrate healthy, self-care behaviors that promote wellness and resiliency.	Identify self-care practices that support personal wellness. Review personal health data and identify patterns, then modify self-care routines accordingly.	Assess how ongoing self-care habits are related to measures of well-being.
10.1b Manage conflict between personal and professional responsibilities.	Identify instances where personal and professional demands conflict. Identify strategies to mitigate the impact of conflict on personal well-being.	Analyze recurring patterns of role conflict and apply responsive coping methods.
10.1c Contribute to an environment that promotes self-care, personal health, and well-being.	Analyze the key elements of a supportive environment for self-care and well-being.	Evaluate how supportive environments, well-being, and self-care impact patients and colleagues in clinical or academic settings.
10.1d Evaluate the workplace environment to determine level of health and well-being.	Collect baseline data on staff well-being through assessment methods.	Recommend targeted strategies to enhance a healthy work environment.
10.2 Demonstrate a spirit of inquiry that fosters flexibility and professional maturity.		
10.2a Engage in guided and spontaneous reflection of one's practice.	Identify reflection strategies to evaluate practice. Participate in guided reflection for practice improvement.	Analyze personal clinical experiences through both structured and spontaneous reflection. Integrate insights from reflection to improve professional practice.
10.2b Integrate comprehensive feedback to improve performance.	Identify primary feedback sources and describe their role in skill development.	Evaluate performance changes resulting from integrated feedback.
10.2c Commit to personal and professional development.	Identify personal and professional development resources and opportunities.	Engage in personal and professional development activities.
10.2d Expand personal knowledge to inform clinical judgment.	Explore key learning resources for clinical knowledge enhancement. Assess personal knowledge gaps and seek growth opportunities.	Examine how integrated knowledge influences decision-making. Apply new knowledge and experiences to enhance clinical judgment.

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10.2e Identify role models and mentors to support professional growth.	Describe the essential traits of a supportive role model and their importance in professional development.	Evaluate strategies for maintaining and expanding mentorship networks.
10.2f Participate in ongoing activities that embrace principles of diversity, equity, inclusion, and anti-discrimination.	Identify the principles of diversity, equity, inclusion, and anti-discrimination.	Participate in activities that incorporate diversity, equity, inclusion, and anti-discrimination principles. Reflect on how involvement in these experiences may impact your professional nursing practice.
10.2g Demonstrate cognitive flexibility in managing change within complex environments.	Evaluate new information as it becomes available. Integrate constructive feedback to enhance decision-making.	Synthesize complex data from multiple sources to adjust priorities and interventions dynamically. Anticipate potential changes and proactively develop contingency plans in complex care situations.
10.2h Mentor others in the development of their professional growth and accountability.	Model professionalism by demonstrating appropriate behavior. Engage attentively with peers, providing feedback and responding thoughtfully to their questions and concerns. Reinforce positive actions or attitudes exhibited by peers during clinical learning experiences.	Mentor others by providing specific, actionable, and constructive feedback to peers or junior team members to enhance their clinical skills or professional behavior. Guide others in reflecting on their practice to identify strengths and areas for improvement. Foster a nonjudgmental, supportive atmosphere that encourages learning and collaboration.

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10.2i Foster activities that support a culture of lifelong learning.	Seek new knowledge and skills through assigned readings, discussions, and professional engagement. Share helpful articles, tools, or insights to support group learning and professional development. Set personal learning goals and work independently to achieve them while encouraging peers to do the same.	Demonstrate commitment to lifelong learning by staying current with evidence-based practices and sharing updates with peers or teams. Organize or lead workshops, journal clubs, or study groups to enhance peer learning and professional growth. Establish and share long-term professional learning goals aligned with nursing practice.
10.2j Expand leadership skills through professional service.	Join a professional nursing organization or attend an event such as a meeting or conference. Volunteer for community or public health projects, nursing events, or organizational initiatives.	Plan and execute an event that benefits the nursing profession. Participate in or lead discussions about healthcare policy, education, or practice standards in professional service settings.
10.3 Develop capacity for leadership.		
10.3a Compare and contrast leadership principles and theories.	Identify key leadership theories and their characteristics. Articulate relevant principles of leadership considerations.	Explain foundational leadership theories and their relevance to nursing practice. Compare the core concepts, strengths, and limitations of multiple leadership theories.
10.3b Formulate a personal leadership style.	Describe a personal leadership style based on values and experiences. Identify elements of leadership that align with personal values and experiences.	Develop a leadership philosophy integrating leadership theories, personal strengths, and professional goals. Manage and understand others' emotions to foster strong interpersonal relationships and cohesive teams.

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10.3c Demonstrate leadership behaviors in professional situations.	Seek feedback from instructors or peers on leadership behaviors. Identify leadership behaviors in others and follow a leader's direction.	Delegate tasks, coordinate team efforts, and monitor progress toward goals effectively. Provide and receive feedback professionally and constructively. Take responsibility for leadership actions and team decision outcomes.
10.3d Demonstrate self-efficacy consistent with one's professional development.	Identify areas for growth and seek opportunities to build confidence in leadership roles. Seek assistance and feedback to develop leadership competencies.	Address challenges and make independent decisions using critical thinking and clinical judgment. Advocate for oneself professionally by seeking opportunities, resources, or support.
10.3e Use appropriate resources when dealing with ambiguity.	Identify evidence-based resources to navigate uncertain situations. Ask for guidance when there is uncertainty about patient care or treatment decisions, recognizing their limitations in managing the ambiguity. Acknowledge uncertainty in professional situations and communicate uncertainty to gain support.	Analyze relevant data to support decision-making in ambiguous situations. Collaborate with colleagues to gain diverse perspectives in uncertain clinical settings. Utilize clinical decision support systems and technology for complex decision-making.
10.3f Modify one's own leadership behaviors based on guided self-reflection.	Recognize areas for leadership improvement and demonstrate openness to change. Reflect on leadership experiences to identify strengths and weaknesses. Identify specific leadership strengths and weaknesses through self-reflection and focus on improving these areas.	Modify leadership behaviors based on guided self-reflection. Establish and work toward leadership development goals based on feedback.

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10.3g Demonstrate self-awareness of one's own implicit biases and their relationship to one's culture and environment.	Identify and acknowledge personal implicit biases and their impact on patient care. Describe the relationship between personal culture and implicit biases.	Identify and mitigate biases on an ongoing basis. Discuss implicit bias with colleagues and mentors to develop strategies for mitigation. Engage in self-reflection to critically assess how biases influence interactions.
10.3h Communicate a consistent image of the nurse as a leader.	Model professionalism in appearance and communication.	Demonstrate confidence, professionalism, and accountability in verbal and nonverbal communication, setting a positive example and guiding patients, families, and healthcare team members with clarity and assurance.
10.3i Recognize the importance of nursing's contributions as leaders in practice and policy issues.	Explain the nurse's role in contributing to healthcare policy issues that impact nursing practice and patient care.	Advocate for policies that support professional nursing practice, e.g., safe staffing, equitable care access, and professional nursing advancement.
10.3j Expand leadership skills through professional service.	Join and participate in a professional nursing organization.	Assume leadership or committee membership within professional service.
10.3k Influence intentional change guided by leadership principles and theories.	Apply leadership principles to motivate teams and foster a shared vision.	Evaluate leadership strategies used in practice change and refine approaches based on evidence.
10.3l Evaluate the outcomes of intentional change.	Collect data regarding the impact of new policies or initiatives.	Assess the impact of new policies or initiatives based on data analysis.
10.3m Evaluate strategies/methods for peer review.	Compare different peer review models and identify best practices.	Develop and implement a peer review process to foster professional growth and accountability.
10.3n Participate in the evaluation of other members of the care team.	Provide constructive feedback to colleagues through formal peer review processes.	Facilitate interprofessional evaluations to ensure comprehensive performance assessments.
10.3o Demonstrate leadership skills in times of uncertainty and crisis.	Adapt leadership strategies to address unexpected organizational challenges.	Participate in crisis management planning and execution, demonstrating decisiveness and resilience.
10.3p Advocate for the promotion of social justice and eradication of structural racism and systematic inequity in nursing and society.	Identify systemic inequities in healthcare and engage in reflective dialogue with colleagues.	Develop initiatives addressing health disparities and collaborate with community partners for equitable healthcare solutions.

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10.3q Advocate for the nursing profession in a manner that is consistent, positive, relevant, accurate, and distinctive.	Mentor new nurses, fostering their professional growth and engagement in advocacy.	Represent nursing in public forums, articulating the profession's contributions and advocating for policy changes that support health equity and community well-being.
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