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movement. Its essence  
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leadership as occurring  
as a practice rather than

residing in the traits or  
behaviours of particular

individuals. A practice  
is a coordinative effort

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choose through their own rules to achieve a distinctive outcome. It also tends to encompass routines as well as problem-solving or coping skills, often tacit, that are shared by a community.

Accordingly, leadership-as-practice is less about what one person thinks or does and more about what people may

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find leadership, then, we  
must look to the practice  
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occurring. The  
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the potential in

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ideas, and has  
the courage to  
develop that

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potential. When  
we dare to lead,  
we don't pretend  
to have the  
right answers;  
we stay curious  
and ask the  
right questions.  
We don't see  
power as finite  
and hoard it; we  
know that power  
becomes infinite  
when we share it



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with others. We  
don't avoid  
difficult  
conversations  
and situations;  
we lean into  
vulnerability  
when it's  
necessary to do  
good work. But  
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system. At more  
than 3 million in  
number, nurses  
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the health care  
work force. They  
also spend the  
greatest amount of  
time in delivering  
patient care as a  
profession. Nurses  
therefore have  
valuable insights  
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partners with other  
health care  
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improving the  
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envisioned in the  
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other health  
professionals and  
assume leadership  
roles in  
redesigning care in  
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To ensure its  
members are well-  
prepared, the  
profession should  
institute residency  
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increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates.

Furthermore,  
regulatory and  
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obstacles --  
including limits on  
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practice -- should  
be removed so  
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the full benefit of  
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