Chapter 1

Leadership and Management Principles

Nurse Leaders

- Guide and motivate nurses
- Design, develop, implement, and sustain the organizational environment
- Act as a stabilizing influence among constant change

Definitions

- Leadership
- Management
- Followership

Leadership and Care Management

- Management is focused on task accomplishment
- Leadership is focused on human relationship aspects
- May be sequential, and are interrelated.

Leadership Overview

- Core Leadership Components
  - It is a process
  - Involves influence
  - Occurs in groups
  - Involves common goals

IOM's Areas of Management Practice

- Implementing evidence-based management
- Balancing tensions between efficiency and reliability
- Creating and sustaining trust
- Actively managing the change process through communication, feedback, training, sustained effort and attention, and worker involvement
- Creating a learning environment

6

ANCC's Magnet Program

- Transformational leadership
- Structural empowerment
- New knowledge
- Exemplary professional practice
- Empirical outcomes

AONL's
Nurse Executive Competencies

- Communication and relationship management
- Leadership
- Business skills and principles
- Knowledge of the health care environment
- Professionalism

Two Roles of a Nurse

- Care provider
  - ➢ Direct care provider
- Coordinator/integrator
  - ➢ Day-to-day coordination of service delivery
  - ➢ Information flow regarding care and service delivery

The Leadership Role

- A unique role and function
- Characteristics
  - Motivated by challenge
  - Commitment
  - Autonomy

Leadership Skills

- Diagnosing
- Adapting
- Communicating

Emotional Intelligence

- Four Skill Sets Needed by Good Leaders
  - ➤ Self-awareness
  - ➤ Self-management
  - ➤ Social awareness
  - ➤ Relationship management

Background Related to Leadership

- Leadership styles
- Followership
- Empowerment

Leadership:
Five Interwoven Aspects

- The leader
- The follower
- The situation
- The communication process
- The goals

Types of Leadership Theories

- Trait theories
  - ➤ Focuses on identifying characteristics of leaders
- Attitudinal theories
  - ➤ Measures attitudes toward leader behavior
- Situational theories
  - ➤ Focuses on observed behaviors of leaders and how styles can be matched to situations

Practices of Exemplary Leadership

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart

Leadership Styles Theories

- Autocratic
- Bureaucratic
- Charismatic
- Democratic
- Laissez-faire
- Servant
- Situational
- Transactional
- Transformational

Feminist Leadership Perspective

- Concern for family
- Concern for community
- Concern for culture

Situational Leadership Theories

- Leadership in groups is never a static circumstance

- Groups move back and forth through stages

- Leadership styles are fluid based on group needs

Leader Effectiveness Model

- Hersey and Blanchard's Tri-Dimensional Leader Effectiveness Model
  - Task behavior/relationship behavior
  - Four basic leadership styles
  - Effectiveness
  - Readiness

Transactional and Transformational Leadership

- Transactional leader
  - Functions in a caretaker role and is focused on day-to-day operations.

- Transformational leader
  - Motivates followers to perform to their full potential over time by influencing a change in perceptions and by providing a sense of direction.

Contemporary Leadership

- Interactional and relationship-based
  - Quantum leadership
  - Complexity leadership
  - Servant leadership
  - Authentic leadership
  - Clinical leadership

Effective Leadership

- Adapt in a complex and chaotic environment
- Possess strong self-awareness
- Have a preferred leadership style
- Use personal style for goal attainment

Management Overview

- Managers manage people and organizations
- Definition of Management
  - Process of coordination and integration of resources

The Management Process

- Three Categories of Practices
  - Practices That Give Executives the Knowledge They Need
  - Practices That Help Executives Convert Knowledge to Action
  - Practices That Ensure That the Whole Organization Feels Responsible and Accountable

Five Managerial Mind-Sets

- Reflective mind-set: Managing self
- Analytic mind-set: Managing organizations
- Worldly mind-set: Managing context
- Collaborative mind-set: Managing relationships
- Action mind-set: Managing change

Data from Gosling and Mintzberg (2003).

Planning

- Identify the mission
- Conduct an environmental scan
- Analyze the situation
- Establish goals
- Identify strategies to reach goals
- Set objectives to achieve goals
- Assign responsibilities and time lines
- Write a planning document
- Celebrate success and completion

Organizing

- Organize the work
- Organize the people
- Organize the environment

Directing/Leading

- Managing
- Motivating
- Directing

Controlling

- Establishing benchmarks or standards
- Comparing actual performance against them
- Taking corrective action, if required

Contemporary Management Theories

- Contingency theory
- Systems theory
- Complexity theory
- Chaos theory

Leadership and Management Implications

- Affect how nurses feel about their work
- Are important to nurses because of the size of the profession
- Are needed to guide and motivate nurses
- Are needed to inspire nurses

Issues and Trends

- Aging of baby boomers
- Nursing shortage
- "Big three" issues of access, cost, and quality

Question #1

Which statement regarding leadership and management is false?

A. Leadership focuses on people while management focuses on systems and structures.

B. Both leadership and management processes seek to accomplish goals.

C. Strategies used to accomplish goals may be different in leadership and management.

D. Leadership and management have discrete skill sets.

Question #2

Relationship management is a key leadership skill because:

A. Being liked by staff makes it easier to get things done.
B. Patient care requires a high degree of interdependence on other care providers.
C. Transferring negative moods to staff can decrease productivity.
D. Helping staff cope with change is important.