

Chapter 10

Leadership and Management as a Professional Concept

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Objectives

- Compare the concepts of leadership and management regarding purpose and function
- Describe how people become aware of and develop leadership and management traits
- Clarify the current role of an LVN in leadership and management with historical perspective
- Describe common leadership styles and identify your own leadership style



Leadership Comes First



- Leaders
 - Have Vision
 - Sets Goals
 - Ability to Execute
- Leaders
 - Ability to influence others to meet goals
- "Do the right thing"

Management Comes Second

- Managers
- Have personal traits to
 - Plan
 - Organize
 - Motivate
- Direct
 - Personnel
 - Material Resources
- "Hands on"
- Get work done
- "Doing things right"





Strategist, Author and
Motivational Speaker

SIMON SINEK: Leader versus manager

<https://www.youtube.com/watch?v=nSUJwmPQEyg>

Formal Vs. Informal Leaders

Formal Leader

- Formal title:
 - Executive Level
 - Administrators, President, CEO, Chief Nursing Officer (CNO)
 - Middle Level
 - Nurse Director
 - Nurse Manager
 - Direct Care Level
 - Charge Nurse
 - Team Lead
- Power and responsibilities of expand and reduce resources

Informal

- No formal title
- Provides day-to-day leadership
- Respected for wisdom
- "Go to person"



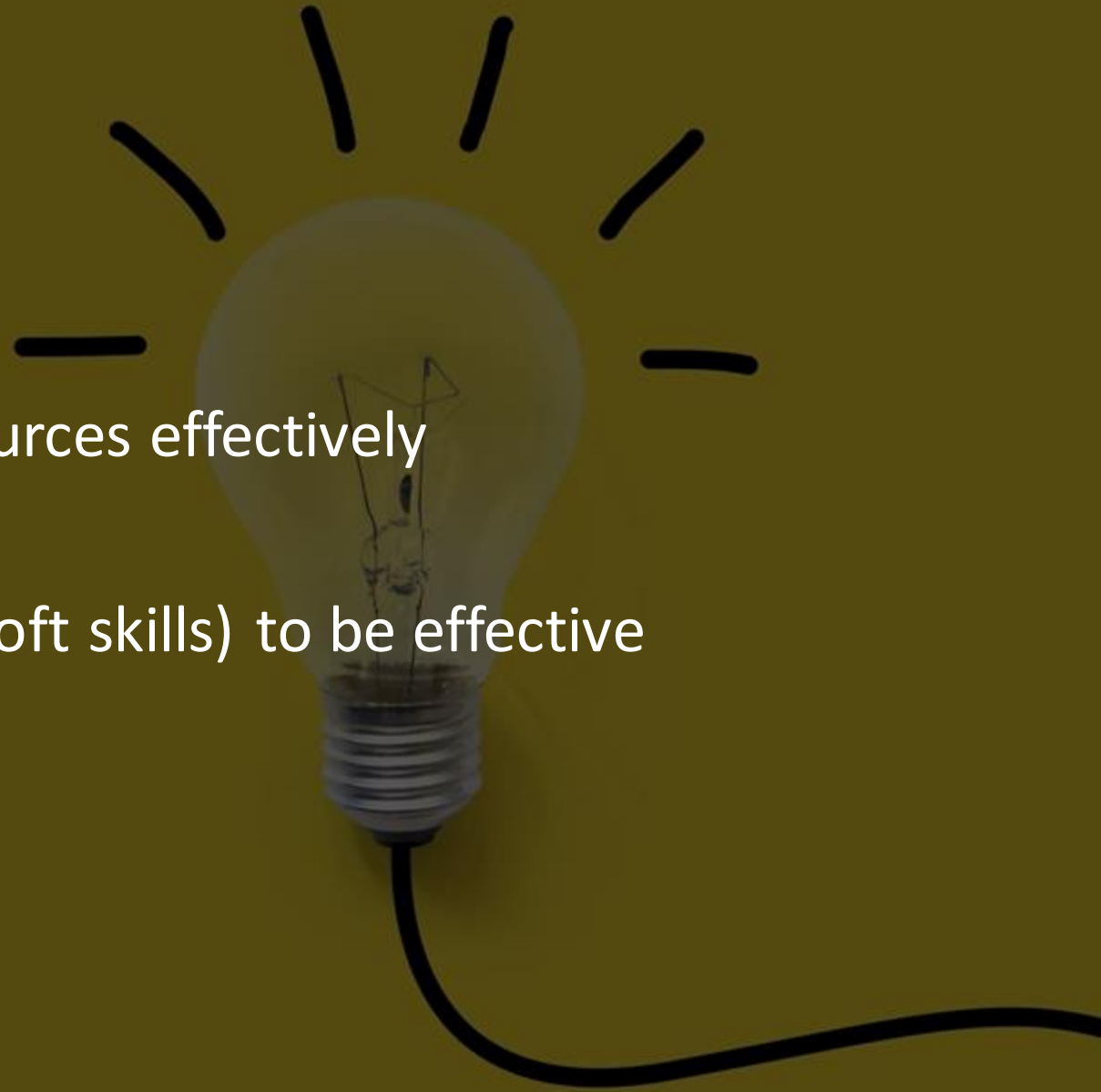
Leaders

- Provide direction of vision of organization
- Organizes details where vision and goals are achieved
- Critical for effective management
- Responsibility for getting work done through others



Managers

- Acts as agents of change
- Use person-power and physical resources effectively
- Delegates work to others
- Need excellent interpersonal skills (soft skills) to be effective
- Broad understanding of organization



Historical Overview of Nursing Leadership and Management Roles



Nightingale

Vision and goals of leadership



Lillian Ward & Mary Brewster

Were nurse leaders and managers
Established first visiting nurse service
Managed day-to-day work



Dr. Jean Watson

Established credence for nurses
Adopted nursing paradigm
Theory of Human Caring 1975-1979

Licensed Vocation Nurse in Historical Picture

- Role of LVN in leadership and management
- Manage clinical care for clients
- Practice following the Nurse Practice Act under supervision of RN or HCP
- Healthcare Reform 1990s
 - LVN replaced RN in some clinical leadership positions
- Leadership role in long-term care facilities



Be a
BETTER
Leader



https://www.youtube.com/watch?v=sNdkwaW_LwQ&t=8s

Autocratic Leader



- Makes independent decisions
- Motivates through praise, blame, & reward
- If others in leadership are autocratic-power struggle ensues
- Best in emergency situations
- "My way or the highway"



Democratic Leaders



- Focuses on individual characteristics and abilities of each subordinate
- Involves group in major decision making
- Larger time commitment is needed
- Emergency situations can be chaotic
- Willing to share information



Laissez-Faire Leader



- Refuses to take responsibility of role
- Workers have no direction leading to chaos
- Does not give praise, criticism, feedback, information
- Low productivity



Multicratic/Participative Leader



- Compromise between autocratic and democratic leader
- Invites involvement from group
- Empowering environment
- Processes feedback and makes final decision
- Analyzes all problems
- Control & power are widely spread throughout group



Transformational Leaders



- Transformational
- Develops clear vision and shares with group
- Allows questions by group
- Understands importance of interpersonal relationship
- Encourages empowerment of others
- Works in framework of science of human caring



Emotional Intelligence (EI)



**Ability to perceive
and express our
emotions**



**Self-awareness-
recognizing your
emotions**



**Self-regulation,
empathy, and
social skills**



Emotional Intelligence (EI)

- People with High EI
 - Do not make decisions based on emotion
 - Highly motivated
 - Enjoys challenges
 - Empathetic towards others
 - Maintains good relationships
 - Bring out the best in staff
 - Improves collaboration and teamwork





1. Self-Awareness
2. Self-Regulation

What Type of Leader are You?



Identify which style
you can use to be
the best LVN



Identify advantages
and disadvantages
of each style



Identify types of
leaders with whom
you work best



Leadership and
Followership Style
Test



Determine Your
Style



<https://www.youtube.com/watch?v=2DPlmf-AJg8>



(EI) Emotional intelligence questionnaire

Leadership Dimensions

Leading with care

Connecting our service

Sharing the vision

This self-assessment questionnaire is designed to get you thinking about the various competences of emotional intelligence as they apply to you.

Daniel Goleman first brought 'emotional intelligence' to a wide audience with his 1995 book of that name. He found that while the qualities traditionally associated with leadership such as intelligence, toughness, determination and vision are required for success, they are insufficient. Truly effective leaders are also distinguished by a high degree of emotional intelligence, which includes:

- **Self-awareness**

The ability to recognise what you are feeling, to understand your habitual emotional responses to events and to recognise how your emotions affect your behaviour and performance.

When you are self-aware, you see yourself as others see you, and have a good sense of your own abilities and current limitations.