Nursing Management and Leadership

I. Understanding the Theory of Leading, Following, and Managing

1. Leadership and Followership
2. Management Theories
3. Leadership Theories

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1. Leadership and Followership

Leadership

Definition
Leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purposes.

- A job title alone does not make a leader. Only a person's behaviour determines whether he occupies a leadership position.

- **Good leaders aren't born, they are made**

Leadership is much broader concept than management.

Management is focused on the achievement of the organization goals.

Leadership occurs whenever one person attempts to influence the behavior of an individual or group – up, down, sideways in the organization – regardless of the reason.

It may be for the personal goals or for the goals of others, and these goal may or may not be congruent with organizational goals.

Leadership is influence.

Leading is …
- A process of influence in which a leader influences others toward goal achievement.(Yuki,1998).
- Is about creating change & leading change involves establishing a direction, aligning people through empowerment, motivating & inspiring them toward producing change & achieving the vision
- Requires attending to & acknowledging others, personally authentic & accountable. (Lewine & Regine,2000)
- Leaders affect others by inspiring & engaging others to participate.
- Tourangeau (2003) described leaders as one who challenge the process, inspire a shared vision, enable others to act, model the way & encourage the heart.

The **Army** uses this definition:

Leadership is influencing people by providing <u>purpose</u>, <u>direction</u> and <u>motivation</u> while operating to accomplish the mission and improve the organization

What is MANAGEMENT?

Definition:

Management is one's act or manner of emphasizing control.

* hours
* work
* salary
* overtime
* inventory
* supply

Leadership refers to the ability to guide, motivate and inspire and to instill vision and purpose.

-Influencing beliefs, opinions, and behaviors of others

-Persuade others to follow the direction

Management refers to activities such as planning, organizing, directing, and controlling with the purpose of accomplishing specific goals and objectives within an organization.

- Involves coordination and integration of resources to accomplish specific tasks.

Managers are those who work *in* the system,
Leaders are those who work *on* the system.

Leader <u>versus</u> Manager

* A leader most often has no delegated authority but obtains his power through other means such as influence.

* A manager has an assigned position within the formal organization.

* A leader is not necessarily a part of the formal organization

* A manager has a legitimate source of power due to the delegated authority that accompanies his position.

* A leader has a wider variety of roles as against a manager who holds a limited extent of assignment.

- A leader focuses on group process, information gathering, feedback and empowering others.

- A manager manipulates people, the environment, money, time and other resources to achieve organizational goals.

▪ A leader directs willing followers.

▪ A manager directs willing and unwilling subordinates.

LEADER versus MANAGER

- A leader innovates, a manager administers
- A leader develops, a manager maintains
- A leader focuses on people, a manager focuses on systems and structures
- A leader has a long-term perspective, a manager has a short-range view
- A leader trusts, a manager controls
- A leader has his eye on the horizon, a manager has his eye on the bottom line

- Management is a process of coordinating actions & allocating resources to achieve organizational goals.
- Management process- a discipline emerged with a focus on service of mgt.& view that mgt. is an art of accomplishing of things through people.
- Henri Fayol- a manager wrote book called General & Industrial Management, described functions of planning, organizing, coordinating& controlling-as management process.
- Gulick & Urwick- defined mgt process according to 7 principles, acronym:POSDCORB,planning, organizing,staffing,directing, coordinating, reporting and budgeting.

Leadership Roles

Decision maker	Coach	Forecaster
Communicator	Counselor	Influencer
Evaluator	Teacher	Creative problem solver
Facilitator	Critical thinker	Change agent
Risk taker	Buffer	Diplomat
Mentor	Advocate	Role model
Energizer	Visionary	

Characteristics of a Leader

Intelligence	Personable	Ability
Knowledge	Adaptability	Able to enlist cooperation
Judgement	Creativity	Interpersonal skills
Decisiveness	Cooperativeness	Tact
Oral fluency	Alertness	Diplomacy
Emotional Intelligence	Self-confidence	Prestige
Independence	Personal integrity	Social participation
	Emotional balance and control	Nonconformity

3 Skills of an Effective Leader

1. Technical Skill
   Ability of the leader to do the task

2. Human-relation Skill (Communication skill)
   - Ability of the leader to relay the information and communicate with subordinates
   - Leadership skills

3. Conceptual Skill
   Ability of the leader to *see the organization as a whole*. This includes the understanding of vision and mission.

Bennis & Nanus(1985) as cited by Kelly,P,2008, a leader must have the three fundamental qualities:

1. Guiding Vision-leaders focus on professional & purposeful vision that provides direction toward the preferred future.

2. Passion- expressed by the leader involves the ability to inspire & align people toward the promises of life.

3. Integrity-based on knowledge of self, honesty & maturity that is developed through experience & growth.

Followership

Followership and Leadership are separate but a *reciprocal roles*.
Effective Followers is as important as an Effective Leaders.

Nurses as followers:
- Members of a team
- Attendees at a meeting
- Staff of a nursing care
- etc

Definition
- represents an interaction that occurs when subordinates work concurrently with leaders toward a goal of the organization (FBI Law Enforcement Bulletin)
- willingness to cooperate in working towards the accomplishment of the organization's goals and objectives, to demonstrate a high degree of teamwork and to build cohesion among the group (faculty member at Dalton State College)

Why does followership matter?
- it's the followers who get the work done.
- It's the followers who determine the success or failure of an organization, project, or other enterprise.
- It enables both leaders and followers to build a more effective and harmonious organization.

Most valuable Follower (Grossman & Valiga) :
- Skilled
- Self-directed employee
- Participate actively in setting the group's direction
- Invest his/her time and energy in the work of the group
- Thinks critically
- Advocates for new ideas

4 Types of Followers (Kelly, 1992, 1998)

1. Sheep

   Passive individuals who comply with whatever the leader or manager directs but are not actively engaged in the work of the group.

2. "Yes" people

   actively involved in the group's work and eagerly support the leaders but they do not initiate ideas or think for themselves.

3. Alienated followers

   They think for themselves and often are critical of what the leader is doing but they do not share their ideas openly ; they seem disengaged and they rarely invest their time and energy to suggest alternative solutions or other approaches

4. Effective or exemplary followers

   Engaged, suggest new ideas, share criticism with leaders, and invest time and energy in the work of the group

4 Types of Followers (Pittman, Rosenbach, Potter., 1998)

1). Subordinates

   - similar like 'Sheep'

   - doing what they are told but not actively involved

2). Contributors

   - "Yes" people

   - supportive, involved, doing a good job, but not willing to challenge the ideas of the leader

3). Politicians

   - willing to give honest feedback and support the leader but they may neglect the job and have poor performance levels

4). Partners

   - highly involved

   - performed at a high level

   - promote positive relationships within the group

   - seen as 'leaders-in-waiting'

Becoming a Better Follower

There are a number of things you can do to become a better follower:

- If you discover a problem, inform your team leader or manager right away.
- Even better, include a suggestion in your report for solving the problem.
- Freely invest your interest and energy in your work.
- Be supportive of new ideas and new directions suggested by others.
- When you disagree, explain why you do not support an idea or suggestion.
- Listen carefully, and reflect on what your leader or manager says.
- Continue to learn as much as you can about your specialty area.
- Share what you learn.

Encounter poor leader/manager?

This may lead to confuse, frustrate, and even distress the nurse.

Suggestion when encounter poor leader/manager?
- Avoid adopting the ineffective behaviours of this individual
- Continue to do your best work and to provide leadership for the rest of the group (document all the work clearly)
- If the situation worsens, enlist the support of others on your team to seek a remedy ; do not try to do this alone as a new graduate
- If the situations become intolerable, consider the option of transferring to another unit or seeking another position

Leadership Styles

Comparison of Autocratic, Democratic, and Laissez-Faire Leadership Styles

	Autocratic	Democratic	Laissez-Faire
Amount of freedom	Little freedom	Moderate freedom	Much freedom
Amount of control	High control	Moderate control	Little control
Decision making	By the leader	Leader and group together	By the group or by no one
Leader activity level	High	High	Minimal
Assumption of responsibility	Leader	Shared	Abdicated
Output of the group	High quantity, good quality	Creative, high quality	Variable, may be poor quality
Efficiency	Very efficient	Less efficient than autocratic style	Inefficient

2. Leadership Theories

Major Theories of Leadership

GENERAL CLASSIFICATION, THEORY, AND THEORIST(S)	ESSENTIAL CHARACTERISTICS AND COMMENTS
Trait	Focuses on certain characteristics of the leader.
Great Man theory	Promotes the concept that certain people were born to be leaders because they inherited a set of special characteristics qualifying them for such responsibilities. Because leaders are "born," this theory suggests that leadership cannot be developed.
Attribution theory	Suggests that leadership relates to personal attributes people tend to characterize leaders as having, such as height, social background, creativity, assertiveness, initiative, integrity, ability, intelligence, etc.
Charismatic theory	Often listed as a quality of other theories, this theory relates to a special charm or allure possessed by the leader that inspires others to follow and give allegiance. Sometimes, this type of leadership is said to emerge in times of crisis and change.
Attitudinal	Theorizes that attitudes of the leader result in the leader's behavior.
Ohio State Leadership Studies	Describes leadership behavior as related to initiating structure and consideration of employees.
Michigan Leadership Studies	Describes leader behavior as employee oriented or production oriented.
Managerial grid (R. R. Blake & J. S. Mouton, 1964)	Identifies five management styles best described on a grid, in which each style combines elements of concern for production and concern for people.

Situational	Suggests basis of leadership is the situation or environment and the behaviors of leaders in response to the situation.
Contingency theory (Fred Fiedler, 1967)	Examines factors in the situation, particularly the skills of the leader and that individual's position of power in the organization, as determinants of leader effectiveness.
Path–Goal theory (Robert J. House, 1971)	Relates effective leadership to leader's ability to minimize obstructions to goals, identify outcomes that workers want to achieve, and reward the followers for high performance and achievement, thereby increasing worker satisfaction and productivity.
Contemporary Theories	Includes theories most commonly in use at the present time.
Transformational leadership (Bass, 1985)	Places emphasis on the collective purpose and mutual growth of both the leader and the follower and de-emphasizes differences in the roles of the leader and followers. Leader activities include creating a vision, building relationships, developing trust, and building self-esteem. Leader makes subordinates aware of how important their jobs are, helps them build skills, and motivates them to work for the good of the organization. Has four major components: idealized influence (attributes and behaviors), individualized consideration, inspirational motivation, and intellectual stimulation.
Transactional leadership (J. M. Burns, 1978; Bass, 1985)	Examines leadership in terms of striking a bargain in which there is a mutual exchange between leaders and followers of benefits for work sometimes referred to as a reward and punishment approach. Maintains stability of organization while offering rewards to employees for performance and met goals.
(Senge, Kleiner, Roberts, et al., 1994)	Identifies the role of the leader as that of a strategic visionary; promotes "learning" organizations in which the leader is the teacher who builds a shared vision.