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Initiating the Leadership and Management Role

PROFESSIONAL ISSUES &
TRENDS IN NURSING
NPT 7302

Comparing Leadership and Management

- ❖ Leadership
  - o The ability to persuade others to follow your direction, to motivate, to inspire, and to instill vision and purpose
- ❖ Management
  - o Performing activities such as planning, organizing, directing, and controlling with the purpose of accomplishing specific goals and objectives within an organization
- ❖ Managers do things right—Leaders do the right things

Differentiating Between Accountability and Authority

- ❖ Accountability
  - o Refers to the obligation to answer for one's actions and to do what is promised
  - o Term often are used synonymously with responsibility
- ❖ Authority
  - o The power or right to give directions, take action, and make decisions

Theories of Leadership #1

- ❖ Major theories of leadership
  - o Trait
    - Great man theory
    - Attribution theory
    - Charismatic theory
  - o Contemporary Theories
    - Transformational leadership
    - Transactional leadership
    - The Fifth Discipline

Theories of Leadership #2

- ❖ Leadership/Management Styles
  - o Autocratic/Authoritative
  - o Democratic/Participative
  - o Laissez-faire/Permissive
  - o Multicratic
- ❖ Changes in Approaches to Leadership
  - o Due to changes in societal values and norms
  - o Increased use in information systems and technology
  - o Self-directed teams

Question #1

- ❖ What type of leadership is called in which the leader/manager makes the majority of the decisions?
  - A. Autocratic/authoritative
  - B. Democratic/participative
  - C. Laissez-faire/permissive
  - D. Multicratic

Answer to Question #1

- A. When the leader/manager makes the majority of the decisions that is know as an autocratic/authoritative leadership.
- Rationale:
  - **Autocratic or authoritarian**—leader/manager makes the majority of the decisions
  - **Laissez-faire or permissive**—little or no direction is provided
  - **Democratic or participative**—input to decision-making is encouraged among workers
  - **Multicratic**—combines the most favorable aspects of all styles and is most frequently used in healthcare

The Concept of Power #1

- Power: the ability to do, act, or produce; the ability to control others
- Types of Power
  - Legitimate power
  - Referent power
  - Reward power
  - Coercive power
  - Expert power
  - Informational power
  - Connection power
  - Motivational power

The Concept of Power #2

- Empowerment
  - The process of increasing the capacity of others to make choices and transform those choices into desired actions and outcomes
    - Empowering others
      - Increasing knowledge
      - Finding solutions to problems
      - Personal attributes: trustworthiness, integrity, self-confidence, sensitivity, intelligence, skill in communicating

Enhancing Your Emotional Intelligence

- The essential quality of understanding how emotions function within oneself and others and ability to use emotions effectively
- Self-awareness
  - Self-regulation
- Motivation
- Empathy
- Social skills
- Developing your own emotional intelligence
- *See Table 11-2*

Developing Your Leadership Style

- All professional nurses will need some leadership skills
  - Continue to learn and to grow
  - Seek out a role model or mentor
  - Maintain your personal physical resources
  - Retain an open mind and develop flexibility
  - Demonstrate respect and consideration for others
  - Believe in yourself

Question #2

- Is the following statement true or false?

- Emotional intelligence refers to the ability to use emotions effectively.

Answer to Question #2

❖ True

❖ Rationale: Emotional intelligence refers to the ability to use emotions effectively. This involves recognizing one's emotions and how they affect others. Emotional intelligence is a critical quality in high-performance areas.

Communicating Effectively #1

❖ Occurs in 4 settings: intrapersonal, interpersonal, group, societal
❖ Takes several forms: verbal, nonverbal, written
❖ Verbal and nonverbal systems interrelate and may complement or contradict
❖ Therapeutic communication requires certain skills
❖ Use of figures of speech, jargon, slang, and idioms may lead to misunderstandings
❖ Must have feedback
❖ Influenced by person's perceptions and values

Communicating Effectively #2

❖ Various unhelpful responses can lead to blocks in communication.
❖ Culturally sensitive and culture bound involves both verbal and nonverbal communication.
❖ Electronic devices have greatly affected today's communication as well as increased concerns for misunderstandings and/or misinterpretations.

Using Communication Skills in the Leadership Role

❖ Communication
  o Should be clear
  o Should be concise
  o Should maintain a positive approach or perspective
  o Should recognize and accommodate diversity
  o Effectively involves active listening

Performance Appraisal #1

❖ Formal process by which individual's performance is reviewed and evaluated against established standards
❖ Primary objectives: maintain or improve employee performance; enhance the development of employees
❖ Characteristics of effective system
  o Has administrative support
  o Evaluation based on standards or other well-defined criteria
  o Clear and objective criteria exist
  o Employees know the evaluation standards and who will be evaluating them

Performance Appraisal #2

❖ Characteristics of effective system (cont.)
  o Evaluation procedures are consistently applied.
  o Conducted in timely fashion at regular intervals.
  o Evaluators are well trained.
  o Appraisal interview is two-way communication.
  o All individuals know related rewards or disciplinary action.
  o Final disposition of evaluation is known to employee.

Performance Appraisal #3

❖ Criteria for Evaluation
- o Job descriptions
- o Professional standards

❖ Instruments used in performance appraisal
- o Rating scales
- o Checklist
- o Essay or narrative
- o Critical incident
- o Group appraisal methods

Performance Appraisal #4

❖ The appraisal interview
- o Preparing for the performance interview
- o Dealing with negative feedback

❖ Behaviors to avoid in the interview

❖ Common problems with performance appraisal

❖ Evaluating your manager

Time Management #1

❖ Principles of time management
- o Plan your activities.
- o Prioritize your list of activities.
- o Delegate tasks.
- o Take time to do things right the first time.
- o Limit distractions.
- o Take needed breaks.

Time Management #2

❖ Dealing with procrastination and time wasters
- o Time wasters can include telephone interruptions, drop-in visitors, ineffective delegation, personal disorganization, socializing, attempting to do too much, poor communication, lack of self-discipline.
- o Procrastination can include delaying a task, fear of failure, lack of interest, feelings of anger or hostility.

❖ Barriers to effective time management
- o System based can include short-staffed, nurse's control over planning.
- o Individual based can include both physical and mental health problems.

Question #3

❖ Is the following statement true or false?

❖ Performance appraisal represents a formal process by which an individual's performance is evaluated.

Answer to Question #3

❖ True

❖ Rationale: Performance appraisal represents a formal process by which an individual's performance is evaluated. Employees know who will be conducting the evaluation and where the records will be placed. Good performance evaluation systems are based on appropriate standards of performance, have top management support, are conducted in a timely fashion, involve a two-way communication, and assist the employee to grow in their position. Evaluators should have training for this responsibility.