



Chapter Two

Nursing Leadership

What is Leadership?

Managing people

Influencing people

Commanding people

Guiding people

Leadership Definition

- Is the process of influencing the individual and group activities toward goal setting and achievement
- The process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization.

Management Vs Leadership

**Management is doing things right,
leadership is doing the right things”**

Management is

- **Getting things done through others.”**
- ***Good management skills does not assure effective leadership***

Managers Versus Leaders

“Not all leaders are managers, nor are all managers leaders”

- Managers
 - Persons whose influence on others is limited to the appointed managerial authority of their positions
- Leaders
 - Persons with managerial and personal power who can influence others to perform actions beyond those that could be dictated by those persons' formal (position) authority alone

Managers vs. Leaders

Managers

- Focus on things
- Do things right
- Plan
- Organize
- Direct
- Control
- Follows the rules

Leaders

- Focus on people
- Do the right things
- Inspire
- Influence
- Motivate
- Build
- Shape entities

Leadership Process

Leadership definition identifies five variables that must be considered.

- **The leader**
- **Followers**
- **Situation**
- **communication and**
- **Accountability & responsibility.**

Leadership Theories

- There are three approaches to the study theories of leadership
- The trait & Great Man .
- The behavioral .
- The situational

Traits and Great Man Theories

- The great man theory argues that a few people are born with necessary characteristics to be great
- Trait theories maintained that traits are inherited
- Leader traits such as: Intellectual social, physical, emotional & personal make up.
- However; studies suggest that, good traits alone can not assure effective leadership.

Leadership Theories

Behavioral Theory

- It focus on the abilities and behaviors of leaders, that is what leaders do
- An out growth of the behavioral approach was the classification of leadership styles
- Leadership styles are: democratic - autocratic (authoritarian) & laissez - fair style and Bureaucratic

Types of Leadership Style

Democratic:

- A leadership style that assume that individuals are motivated by internal forces; therefore, the leader uses participation and majority share in setting goals and working toward achievement

- **Consultative:** process of consultation before decisions are taken
- **Persuasive:** Leader takes decision and seeks to persuade others that the decision is correct

Types of Leadership Style (Democratic)

- **Advantages:**

- May help motivation and involvement
- Workers feel ownership of the firm and its ideas
- Improves the sharing of ideas and experiences within the business

- **Disadvantages**

- Can delay decision making
- Cannot be used in emergency
- Some employees try to bypass their managers

Types of Leadership Styles (Autocratic)

- ✓ It assume that individuals are motivated by external forces, such as power and authority.
- ✓ Leader makes decisions without reference to anyone else
 - High degree of dependency on the leader
 - Can create de-motivation and alienation of staff
 - May be valuable in some types of business where decisions need to be made quickly and decisively (crisis or emergency)

Types of Leadership Style

Laissez-Fair

- **This style assumes that individuals are motivated by internal drives and impulses and that they need to be left alone to make decisions about how to complete the work, the leader provide no direction or facilitation.**

Types of Leadership Styles

Laissez-Fair

- 'Let it be' – the leadership responsibilities are shared by all
- Can be very useful in businesses where creative ideas are important
- Can be highly motivational, as people have control over their working life
- Can make coordination and decision making time-consuming and lacking in overall direction
- Relies on good team work
- Relies on good interpersonal relations

Types of Leadership Style

Bureaucratic Leadership

This style assumes that employees are motivated by external forces. This leader trusts neither followers nor self to make decision and relies on organizational policies and rules to identify goals and direct work processes

The Situational or Contingency Approach

A leadership style will be effective or ineffective, dependent on the situation, aspects of situation are:

- 1. leader member relations**
- 2. Task structure.**
- 3. Position power**

Transactional leadership

- The traditional manager, concerned with the day-to-day operations, was termed a *transactional*
- Transactional leadership aims at maintaining equilibrium by performing work according to policy and procedures, maximizing self interest and personal rewards
- *Transactional leadership* is based on social interaction between leaders and followers. Success is achieved when needs are met, loyalty is enhanced and work performance is enhanced.

Leadership Theories

Transformational leadership

- It emphasizes the importance of interpersonal relationships. Transformational leader's goal is to generate employees' commitment to vision rather than to themselves.
- It focuses on merging the motives, desires, values, and goals of leaders and followers into a common cause.
- The manager is committed. He has a vision, and is able to empower others with this vision.

Leadership Qualities

- **Intelligence**
 - More intelligent than non-leaders
 - Scholarship
 - Knowledge
 - Being able to get things done
- **Personality**
 - Verbal facility
 - Honesty
 - Initiative
 - Self-confident
 - Ambitious
 - Originality
 - Sociability
 - Adaptability