

Tikrit University

College of Nursing

Clinical Nursing Sciences



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Nursing Mangement

Leadership

by:

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Part III

Leadership

leadership is the art of motivating a group of people to act towards achieving a common goal. A leader is "a person who influences a group of people towards the achievement of a goal". A mnemonic for this definition would be 3P's (Person, People and Purpose). A leader must be able to make people willingly want to accomplish something. The leader's job is to get work done by other people. Effective leadership means effective and productive group performance.

The differences between manager and leader.

Manager	Leader
Administrator	Innovator
Relies on control	Inspires trust
Short term plans	Long term plans
Eye on bottom line	Eye on the horizon
Does things right	Does the right things

Leadership Theories:

There are many theories of leadership, nurses can familiarize with the most common and adapt the most suitable for dealing with different situations. Some of the theories of leadership are highlighted below.

1. Great man theory.
2. Charismatic theory.
3. Trait theory.
4. Situational theory.

5. Contingency theory.
6. Path-Goal theory.
7. Transformational theory.

Integrative Leadership Model

From a review of leadership theories, obviously there is no one best leadership style. Leaders are rarely totally people or task oriented. Leader, followers, situation, all influence leadership effectiveness. Consequently, an integration of leadership theories seems appropriate. Leaders need to be aware of their own behavior and influence on others, individual differences of followers, group characteristics, motivation, task structures, environmental factors, and situational variables, are usually adjust their leadership style accordingly. Leadership behavior needs to be adaptive.

Leadership Style (manner or way of acting):

- A style is a particular form of behavior directly associated with an individual.
- The way in which a leader uses interpersonal influences to achieve the objectives of the organization.

The style of leadership affect the health care delivery system. A style allows nurses to interact more productively and more harmoniously to achieve personal and health care goals.

The leader:

- A. Brings the subject to be discussed to the group.
- B. Consults with the group members and the decision of the majority is made and is implemented by the total group.

- C. Makes the final decision after seeking input from the total group.
- D. Motivates workers to set their own goals, makes their own work plans and evaluates their own performance.
- E. Informs employees of the overall purpose and progress of the organization.

Advantages:

1. It permits and encourages all employees to practice decision - making skills.
2. It promotes personal involvement (participation). This results in:
 - a) Greater commitment to work.
 - b) Enhanced job satisfaction and motivation.
3. Decisions made by the group are more effective than of the leader alone.
4. Members may have information concerning the situation, which the leader does not have.

Disadvantages:

1. Lack of efficiency as it is more time consuming.
2. It takes a long time for a group than one person to make a decision. This depends on the situation. However-the positive factors may outweigh any negative outcome.

The qualities of leader:

A. Managerial abilities:

1. Plans, organizes, makes decisions effectively, encourages cooperation and participation.
2. Assists nurses in solving problems and provides consistent feedback.

3. Provides rationale for difficult decisions.
4. Assess nurses' abilities, guides them to develop new skills.
5. Knows her job and does it well and has confidence in self and others.
6. Welcomes different opinions and is more interested in giving than receiving
7. Provides nurses with adequate facilities.

B. Interpersonal relationship:

1. Shows supportive and caring behavior.
2. Is a good listener and sensitive to nurses' and patients' needs.
3. Guides and motivates nurses to work together.
4. Establishes relationships with all types of workers, able to work with them harmoniously.

C. Temperament:

1. Reliable, open, honest, and sincere.
2. Shows a sense of honor, tactful, and friendly.
3. Calm, charismatic, modest, neat and patient.
4. Positive, energetic, hard worker, happy.
5. Shows a balance between work and home life.

D. Credibility and forward thinking:

1. Acts as a role model and influences others.
2. Acts as an activist, challenger, creative thinker, change agent, innovator risk taker and courageous.
3. Acts as a facilitator and solution seeker.

E. Professionalism:

1. Committed to the profession and maintains confidentiality.
2. Instills hope and pride in the profession.
3. Stands for one's rights.

F. Advocate:

1. Acts as an advocate for nursing and nurses.
2. Acts as an advocate with physicians.
3. Acts as a patient advocate.