



Part III

The Nurse as Manager

Chapter 9

The Nurse as Leader



Learning Objectives

By the end of this chapter, you should be able to:

1. Define leadership.
2. Define manager.
3. Explain different leadership theories.
4. Explain different leadership styles.
5. Explain different management theories.
6. Define basic concepts of nurses in leadership roles.
7. Define the differences between LPN and RN leadership roles and responsibilities.



Key Terms

- Accountability
- Autocratic/ authoritarian leader
- Delegation
- Democratic leader
- Facilitation
- Human relations–oriented manager
- Interdependence
- Laissez-faire leadership
- Leader
- Leadership style
- Manager
- Mutuality
- Scientific manager
- Transformational leadership



Chapter Scenario

Nurses with different interests, experience, and backgrounds are quickly transitioning into leadership roles.

- What does being a leader mean?
- What qualities does a successful manager have?

→ **Think about it!**

- Do you think being a leader means telling people what to do?
- What qualities do you personally and professionally appreciate in a nurse leader? Why?

Introduction

“Growth into leadership can be compared to a flower’s petals continually opening in slow motion.”





Introduction

What is the relationship between nursing and such topics as leadership, management, delegation, accountability, nursing shortage, and leadership styles?

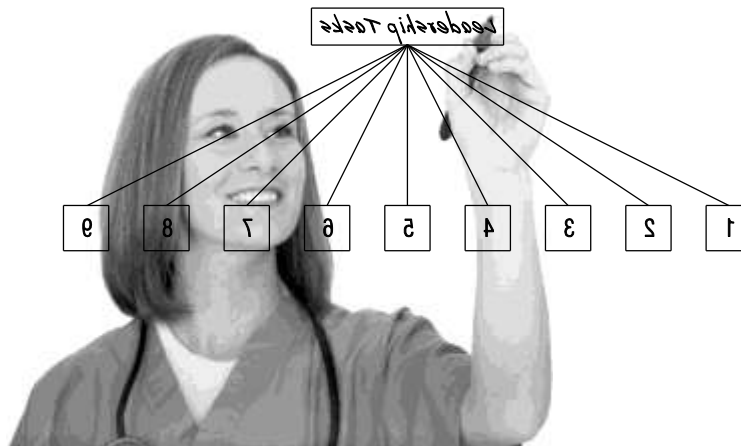


Leadership Theories

- **Traditional Views of Leadership**
 - A vision and a plan accomplished by motivating others
- **Transformational Leadership Theory**
 - Empowerment and mutual goals
 - Collaboration

Leadership Theories

- **Leadership Tasks Theory**
 - Nine Tasks of a leader (Figure 9-1)





Leadership Theories

- **New Science Leadership Theory**
 - Supportive of Transformational Leadership Theory and Leadership Task Theory
 - Must value and establish relationships
 - Accepts all members values
 - Chaos is productive and inevitable in a world of constant change.
 - Exchange of ideas and creativity
 - The essence of collaboration



Critical Thinking

1. What is your personal definition of a leader?
2. Which leadership theory does it best fit?
3. Which leadership theory best fits the nursing profession?



Critical Thinking

4. Does collaboration work in nursing? Every other environment? Explain.
5. Are there areas that nursing could benefit from improved collaboration? Where and why?
6. “Where collaboration reigns, strife wanes”
Agree or disagree?



Leadership Styles

- **Autocratic Leader**
 - Dominates, controls, gives orders, and expects orders to be followed. Task oriented. Decisions made from top down. No creativity.
- **Laissez-Faire Leader**
 - Difficult to identify, passive, provides little direction, relies on strengths of others.
- **Democratic Leader**
 - Gathers input before making the final decision.



Leadership Styles

Refer to Table 9-1

Comparison of Leadership Styles

Identify other key points that you see ...



Critical Thinking

1. Which leadership style do you prefer? Explain.
2. Which life influences have led to your preferences?
3. Does nursing require a different leadership style than other professions? Explain.



Management Theories

- **Scientific management**
 - Focuses on results and quantity
- **Human relations-oriented management**
 - Gives importance to employee morale
 - Keeps employees motivated
 - Cares about employees



Critical Thinking

1. Define manager.
2. Which management theory best fits your definition?
3. Which management theory best fits the profession of nursing?



Differences Between Leadership and Management

- Leader
 - Seeks input and collaboration
 - Mutually agreed upon goals
 - Acts as a facilitator and guide
- Manager
 - Values individuals and their needs
 - Task and planning oriented

The RN as Leader





Critical Thinking

1. Think of an example of each of the leadership qualities as performed by an RN.
2. Think of an example of each of the leadership qualities as performed by an LPN.
3. Do these qualities vary between an RN and an LPN?



The RN as Manager

- Planning
- Monitoring results
- Decision making
- Decision analysis
- Resource control
- Development
- Directing group to meet desired outcome



Managerial Roles

Mintzberg's (1975) Four Roles

1. Interpersonal
2. Informational
3. Decisional
4. Entrepreneurial



Chapter Summary

- Take time to review the qualities and responsibilities of a mature nurse leader.
- Many RNs will function in a leader/manager role.
- Bloom into a well-respected and admirable leader who makes a noticeable difference in the world of nursing and the lives of others.



Chapter Reflections

1. How have your perceptions of the leader role changed?
2. What positive qualities can you identify in yourself that will help you to assume the leader role as an RN?
3. Think of a good nurse who serves as your role model. Describe his or her qualities.
4. How do you plan to incorporate these qualities into your own nursing practice and professional career?