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As per the Revised INC Syllabus

Textbook of NURSING Management & Leadership

for BSc Nursing

Previously known as Textbook of Nursing Management and Services for BSc and Post Basic Nursing

Sukhbir Kaur



Complimentary Online Resource Flash Cards and MCQs

3rd Edition

Foreword
Triza Jiwan

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Contents

Unit 1: Healthcare Delivery System in India 1

- Selected Healthcare Definitions *1*
- Definition of Healthcare Delivery *1*
- Healthcare Delivery System in India *2*
- Organization and Administration of Health Services in India at Different Levels *2*
- At the State Level *4*
- At the District Level *6*
- Panchayati Raj *6*
- Planning and Organizing Nursing Service at Various Levels—Local, Regional, National, and International *8*
- National Rural Health Mission *10*
- Current Trends and Issues in Nursing *11*

Unit 2: Management Basics Applied to Nursing 17

- Definition of Management *17*
- Management Concepts *18*
- Theories of Management *19*
- Modern Management Theories *23*
- Significance of Management *25*
- Characteristics/Features of Management *26*
- Levels of Management *26*
- Management and Administration: Similarities and Differences *28*
- Functions of Management *29*
- Types/Styles of Management *29*
- Principles of Management *30*
- Role of Nurse as a Manager and Managerial Skills *33*
- Nurse as a Manager *33*
- Process of Management *34*

Unit 3: Planning Nursing Services 38

- Mission Statements *38*
- Vision Statements *39*
- Value Statements *39*
- Objectives *40*
- Philosophy *40*
- Nursing Service Philosophy *41*
- Nursing Service Policies *42*
- Nursing Policies *43*
- Functional and Operational Planning *44*
- Meaning of Planning *44*
- Definition *44*
- The Planning Hierarchy *46*
- Functional/Tactical Planning *47*
- Operational Planning *47*
- Program Planning *50*
- Gantt Chart *50*
- Budget and Budgeting Process *52*
- Principles of Budgeting *53*
- Cost Benefit Analysis *55*
- Hospital Planning *56*
- Functional Management *62*
- Ward Planning *64*
- Hospital Supplies and Equipment *67*
- General Utility Services in the Hospital *68*
- Materials Used in Hospitals *68*
- Planning for Emergency and Disaster *69*

Unit 4: Organization 75

- Organization *75*
- Definitions *75*
- Nature of Organization *75*
- Importance of Organization *75*
- Principles of Organization *76*
- Theories of Organization *77*
- Types of Organizational Structure *79*
- Organizational Effectiveness *81*
- Organizational Climate *82*
- Organizing Nursing Services and Patient Care *83*
- Organizational Development *88*
- Hospital Statistics Including Hospital Utilization Indices *89*
- Inpatient Census Data *90*
- Gross Death Rates *93*
- Infant Death Rate *93*
- Fetal Death Rate *93*
- Nursing Care Delivery System and Trends *94*
- The Nurse's Role on the Healthcare Team *97*

Unit 5: Staffing (Human Resource Management).. 100

- Staffing *100*
- Objectives of Manpower Planning *100*
- Activities of Manpower Planning *100*
- Functions in Staffing *101*
- Recruitment *102*
- Selection *104*
- Credentialing *107*
- Healthcare Credentialing *107*
- Promotion *108*
- Transfer and Termination *109*
- Superannuation *110*
- Staffing Units *111*
- Norms of Staffing (SIU: Staff Inspection Unit) *111*
- The Nurse-Patient Ratio as Per the SIU Norms) *111*

- Categories of Nursing Personnel Including Job Description of All Levels *118*
- Discipline *124*
- In-service Education *126*
- Organization of In-service Education *127*
- Material Management *131*
- Auditing *139*

Unit 6: Directing and Leading 143

- Directing *143*
- Importance of Directing *143*
- Nature and Features of Directing *144*
- Functions of Direction *144*
- Principles of Direction *144*
- Elements of Direction *145*
- Supervision *146*
- Management by Objectives *150*
- Discipline *152*
- Team Management *155*
- Participatory Management *157*

Unit 7: Leadership 162

- Leadership *162*
- Leadership Skills *162*
- Leadership Styles *163*
- Leadership Theories *164*
- Methods of Leadership Development *173*
- Mentorship/Preceptorship in Nursing *174*
- Delegation of Authority *175*
- Power and Politics *177*
- Power *177*
- Politics *178*
- Empowerment *179*
- Decision-making and Problem Solving *180*
- Conflict Management and Negotiation *182*
- Implementing Planned Change *185*

Unit 8: Controlling 189

- Standard *189*
- Nursing Audit *194*
- Patient Satisfaction *196*
- Nursing Rounds *197*
- Documentation *197*
- Registers *200*
- Reports *200*
- Quality Assurance *201*
- Total Quality Management/Continuous Quality Improvement 206
- Program Evaluation and Review Technique *207*
- Gantt Chart *208*
- Benchmarking *209*
- Performance Appraisal *211*

Unit 9: Organizational Behavior and Concepts 216

- Organizational Behavior *216*
- Modern Approach to Organizational Behavior *216*
- Meaning and Definition of Organizational Behavior *217*
- Concept of Organizational Behavior System *220*
- Models of Organizational Behavior *220*
- Group Dynamics *222*
- Interpersonal Relationship at Workplace *225*
- Human Relations in Nursing *227*
- Public Relations *229*
- Methods of Public Relation *233*
- Relations with Professional Associations and Employee Unions *235*
- Collective Bargaining *235*
- Professional Grievances *237*
- Motivation *240*
- Communication *251*
- Committees *257*

Unit 10: Financial Management 262

- Meaning of Financial Management *262*
- Objectives of Financial Management *263*
- Elements of Financial Management *263*
- Functions of Financial Management *263*
- Scope of Financial Management *263*
- Nursing Finance *263*
- Healthcare Financing *264*
- Financial Audit *265*

Unit 11: Nursing Informatics 268

- Nursing Informatics—Concept and Trends *268*
- Application of Nursing Informatics in Nursing Practice, Education and Research *271*
- Computer Uses in Hospital and Community *272*
- Patient Record System *274*
- E-Nursing and Telenursing *278*
- Telenursing *281*
- Telemedicine *283*

Unit 12: Personal Management—Review 290

- Emotional Intelligence *290*
- Resilience Building *292*
- Stress Management *295*
- Time Management *297*
- Career Planning *298*

Unit 13: Establishment of Nursing Educational Institutions 302

- Standards Required for Various Nursing Courses as Per INC Norms and Guidelines *302*
- Post Basic Nursing *310*
- Coordination with Regulatory Bodies *311*
- National Nursing and Midwifery Council *313*
- Accreditation of Nursing Educational Institute *314*
- Affiliation of Nursing Educational Institute *315*

Unit 14: Planning and Organizing 324

- Philosophy of Nursing Education *324*
- Factors Influencing Philosophy of Nursing Education *325*
- Organizational Structure of College of Nursing *325*
- Review: Curriculum Planning *325*
- Disciplinary Rules *329*
- Indian Nursing Council Guidelines for Examination *329*
- Budget for Nursing Institute *330*
- Planning Teaching and Learning Experiences *332*
- Master Plan Format as Per New Curriculum for BSc Nursing 1st Year (Semester 1) from 2021–2022 *338*

Unit 15: Staffing and Student Selection 342

- Staffing Pattern and Job Responsibility of Faculty of College of Nursing *342*
- Performance Appraisal *347*
- Staff Development Program *350*

Unit 16: Directing and Controlling.....356

- Guidance and Counseling *356*
- Characteristics of Guidance *357*
- Characteristics of Counseling *357*
- Guidance and Counseling Services: Diagnostic and Remedial *358*
- Types or forms of the Organization of Counseling Services in Educational Institutions *358*
- Organizational Set-up *359*
- Counseling Committee *359*
- Types of Counseling Approaches *360*
- Techniques of Counseling *362*
- Interview *362*
- Characteristics or Qualities of Counselor *363*
- Problems in Guidance and Counseling *364*
- Professional Preparation and Training for Counseling *364*
- Functions of the Counselor *365*
- Counselor Preparation *365*
- Quality Management: Educational Audit *365*
- Program Evaluation: Evaluation of Performance *366*

Unit 17: Professional Considerations 370

- History of Development of Nursing Profession *370*
- Profession *371*
- Indian Nursing Council—INC *375*
- State Nursing Councils *376*
- International Council of Nurses *377*
- Ethics *378*
- The ICN Code *379*
- Autonomy *382*
- Accountability *382*
- Assertiveness *383*
- Practice Standards of Nursing Care in India (INC) *383*
- Consumer Protection Act (1986) *384*
- Legal Aspects in Nursing *385*
- Continuing Education *391*

Unit 18: Professional Advancement 391

- Planning for Continuing Education *392*
- Career Opportunities *392*
- Futuristic Nursing *398*
- Membership with Professional Organization—National and International *400*
- Participation in Research Activities *403*
- Publications in Nursing *404*

References *407*

Case Scenarios *411*

Index *417*

UNIT

7

Leadership

LEARNING OBJECTIVES

- Leadership, Definition, Skills
- Leadership Styles
- Leadership Theories
- Methods of Leadership Development
- Mentorship/Preceptorship In Nursing
- Delegation of Authority
- Power
- Politics
- Empowerment
- Decision-Making and Problem Solving
- Conflict Management and Negotiation
- Implementing Planned Change

LEADERSHIP

Introduction

Leadership is the art to getting others to want to do something you are convinced should be done. Leads means to go. Leadership has been defined many ways in the literature. However, several features are common to most definitions of leadership. For example, leadership is a process, involves influence, usually occurs in a group setting, involves the attainment of a goal, and leadership exists at all levels. There is a difference between theory and style of leadership.

Definition

Leadership is the activity of influencing people to strive willingly for group objectives. ***—Faugier and Woolnough***

Leadership may be defined as the process of influencing the activities of a group or individual toward the achievement of goal in a given situation. A leader tries to influence the followers or group of people, so that the purpose and the objective of organization can be fulfilled.—***George R Terry***

Nurse leaders most importantly need to be very stress and tension-free while managing things, as they work in a critical life and death situation where every moment counts and where temperamental or emotional behavior is not accepted. They need to be able to fully concentrate on what they do, as it may be a question of someone's life and health.

A nursing leader might either be a nurse manager who is assigned the obligation of handling one unit or a nurse executive who is responsible for the operations of all inpatient nursing units. Usually, a successful or effective nurse leader typically has a repertoire of leadership skills that she employs according to the situations that are being faced.

Nursing Leadership

Nursing leadership can be defined as:

- A clinical nursing leader is one who is involved in direct patient care and who continuously improves care by influencing others (Cook, 2001).
- Leaders are not merely those who control others, but they act as visionaries who help employees to plan, lead, control, and organize their activities (Jooste, 2004).

LEADERSHIP SKILLS

Leaders used three types of skills—technical, human, and conceptual **(Fig. 7.1)**.

Technical skills: It is related to person's knowledge and ability in organizational functional area. Examples are

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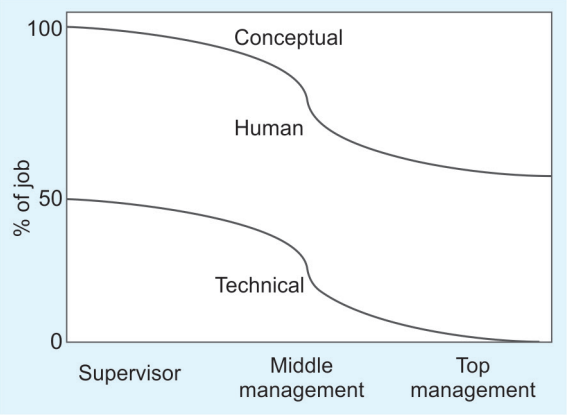


Fig. 7.1: Leadership skill of various levels of management.

skills learned by accountants and typists. This skill is distinguishing feature of job performance at the operating level.

Human skills: It is the ability to work effectively with people and to build teamwork. No leader at any organizational level escapes the requirement for effective human skill. It is a major part of leadership behavior.

Conceptual skills: It is the ability to think in terms of models, frameworks, and broad relationships, such as long-range plans. Conceptual skills deal with ideas while human skill concerns people and technical skill is with things.

It will be seen from the above diagram that the mix of these three skills changes as one rises in the organizational hierarchy. However, the requirement of human skills at all the hierarchical levels to be the same.

LEADERSHIP STYLES

It occurs when an individual demonstrates leadership outside the scope of a formal leadership role or as a member of a group, rather than as the head or leader of the group. The informal leader can be considered to emerge as a leader when accepted by others and perceived to have influence.

There are mainly three types of leadership style:

Authoritarian Style

- Concerned with the task than employee
- Maintain strong control over the work group
- Motivate others by coercion
- Direct others within command
- Communication flows downward
- Decision-making does not involve others
- Personality of leaders is firm, insistent, dominating, and self-centered
- Use coercive power (telling)
- Criticism is punitive
- It is suitable in time of crises when there is no time for group discussion
- Found in a large bureaucracies such as armed forces

It can be used with:

- Under qualified subordinates
- Those who do not have the sense of responsibility
- Large group with a predetermined performance standard
- Emergency situations

Advantages of Authoritarian Style

- Group action are well determined
- Reduce work group frustration
- Give members a feeling of security
- Productivity is usually high (quantity)
- It is suitable in time of crises when there is no time for group discussion

Disadvantages of Authoritarian Style

- Reduce creativity
- Decrease self-motivation
- Decrease autonomy

Democratic Style

- This style does not consistently to high productivity, but it does enhance employee job satisfaction.
- Maintain less control
- Motivate by reward
- Direct others through suggestions and guidance
- Decision-making involve others
- Communication flows up and down
- Emphasis is on (We rather than I and You)
- Criticism is constructive

It can be used with:

- Creative work conditions
- Experienced and qualified subordinates
- People who have the sense of responsibility
- Decision-makers

Advantages of Democratic Style

- Promote autonomy and growth in individuals
- Effective when cooperation and coordination is necessary (team work)
- Appropriate for groups who work together for long period

Disadvantages Democratic Style

- May be frustrating for others who want decision made rapidly (decision usually takes time)
- Less efficient quantitatively than authoritarian style

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Laissez-Faire Style

It is characterized by:

- Permissive with little or no control
- Motivates by support when requested by the group or individuals
- Provide little or no direction
- Communication is between members of the group, upward and downward.
- Decision-making is dispersed through the group
- Emphasis is on the group
- Criticism is not given

Advantages of Laissez-Faire Style

- Appropriate when problems are poorly defined and brainstorming is needed to generate alternative solutions.
- Much creativity and productivity can result when group members are highly motivated and self-directed.

Disadvantages of Laissez-Faire Style

Because it is nondirected leadership style, it can be frustrated.

Best Style

It was believed that most leaders had a predominant style and use it consistently, but new theories have demonstrated that individual leaders are capable of dynamically moving along the continuum situation.

Autocratic	*Democratic*	*Laissez-faire*
• Leader leads more than followers • Concern in the task	• Concern in both task and followers	• Followers lead more than leader • Concern is followers
• Give commands, orders • Dominates the group, makes the decisions • Gives criticism versus praise • Get the job done	• Stimulates and include the group to goals and in DM • Shares information • Offers constructive criticism • Team work	• Inactive, nondirective • Gives control and DM to the group • Allow any behavior • Goals are unclear • Unproductive and inefficient

LEADERSHIP THEORIES

The leadership function of management too is authenticated by various theories. While the behavioral theories of leadership focused on discovering the constant relationship between leadership behaviors and the group performance, the contemporary theories emphasized the significance of situational factors (such as stress level, job structure, leader's intelligence, followers' traits, etc.) as well.

Some of the important leadership theories are as follows:

Great Man Theory

Top executives, sports personalities, and even politicians often seem to possess an aura that sets them apart from others. According to the contemporary theorists, leaders are not like other people. They do not need to be intellectually genius or omniscient prophets to succeed, but they definitely should have the right stuff which is not equally present in all people. This orientation expresses an approach to the study of leadership known as the great man theory.

Assumptions

- The leaders are born and not made and possess certain traits which were inherited.
- Great leaders can arise when there is a great need.

Theory

Much of the work on this theory was done in the 19th century and is often linked to the work of the historian Thomas Carlyle who commented on the great men or heroes of the history saying that "the history of the world is but the biography of great men." According to him, a leader is the one gifted with unique qualities that capture the imagination of the masses.

Earlier leadership was considered as a quality associated mostly with the males, and therefore, the theory was named as the great man theory. But later with the emergence of many great women leaders as well, the theory was recognized as the great person theory.

The great man theory of leadership states that some people are born with the necessary attributes that set them apart from others and that these traits are responsible for their assuming positions of power and authority. A leader is a hero who accomplishes goals against all odds for his followers. The theory implies that those in power deserve to be there because of their special endowment. Furthermore, the theory contends that these traits remain stable over time and across different groups. Thus, it suggests that all great leaders share these characteristics regardless of when and where they lived or the precise role in the history they fulfilled.

Criticism

Many of the traits cited as being important to be an effective leader are typical masculine traits. In contemporary research, there is a significant shift in such a mentality.

Conclusion

Prompted by the great man theory of leadership, and the emerging interest in understanding what leadership is, researchers focused on the leader—Who is a leader? What are the distinguishing characteristics of great and effective

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leaders? This gave rise to the early research efforts to the trait approach to leadership.

Trait Theory

The trait model of leadership is based on the characteristics of many leaders, both successful and unsuccessful, and is used to predict leadership effectiveness. The resulting lists of traits are then compared to those of potential leaders to assess their likelihood of success or failure.

Scholars taking the trait approach attempted to identify physiological (appearance, height, and weight), demographic (age, education, and socioeconomic background), personality (self-confidence and aggressiveness), intellective (intelligence, decisiveness, judgment, and knowledge), task-related (achievement drive, initiative, and persistence), and social characteristics (sociability and cooperativeness) with leader emergence and leader effectiveness.

Successful leaders definitely have interests, abilities, and personality traits that are different from those of the less effective leaders. Through many researches conducted in the last three decades of the 20th century, a set of core traits of successful leaders have been identified. These traits are not responsible solely to identify whether a person will be a successful leader or not, but they are essentially seen as preconditions that endow people with leadership potential.

Among the core traits identified are:

- **Achievement drive:** High level of effort, high levels of ambition, energy, and initiative
- **Leadership motivation:** An intense desire to lead others to reach shared goals
- **Honesty and integrity:** Trustworthy, reliable, and open
- **Self-confidence:** Belief in one's self, ideas, and ability
- **Cognitive ability:** Capable of exercising good judgment, strong analytical abilities, and conceptually skilled
- **Knowledge of business:** Knowledge of industry and other technical matters
- **Emotional maturity:** Well adjusted, does not suffer from severe psychological disorders
- **Others:** Charisma, creativity, and flexibility

Strengths/Advantages of Trait Theory

- It is naturally pleasing theory.
- It is valid as lot of research has validated the foundation and basis of the theory.
- It serves as a yardstick against which the leadership traits of an individual can be assessed.
- It gives a detailed knowledge and understanding of the leader element in the leadership process.

Limitations of the Trait Theory

- There is bound to be some subjective judgment in determining who is regarded as a "good" or "'successful" leader.
- The list of possible traits tends to be very long. More than 100 different traits of successful leaders in various leadership positions have been identified. These descriptions are simply generalities.
- There is also a disagreement over which traits are the most important for an effective leader.
- The model attempts to relate physical traits such as height and weight, to effective leadership. Most of these factors relate to situational factors. For example, a minimum weight and height might be necessary to perform the tasks efficiently in a military leadership position. In business organizations, these are not the requirements for an effective leader.
- The theory is very complex.

Implications of Trait Theory

The trait theory gives constructive information about leadership. It can be applied by people at all levels in all types of organizations. Managers can utilize the information from the theory to evaluate their position in the organization and to assess how their position can be made stronger in the organization. They can get an in-depth understanding of their identity and the way they will affect others in the organization. This theory makes the manager aware of their strengths and weaknesses and thus they get an understanding of how they can develop their leadership qualities.

Conclusion

The traits approach gives rise to questions: whether leaders are born or made; and whether leadership is an art or science. However, these are not mutually exclusive alternatives. Leadership may be something of an art; it still requires the application of special skills and techniques. Even if there are certain inborn qualities that make one a good leader, these natural talents need encouragement and development. A person is not born with self-confidence. Self-confidence is developed, honesty and integrity are a matter of personal choice, motivation to lead comes from within the individual, and the knowledge of business can be acquired. While cognitive ability has its origin partly in genes, it still needs to be developed. None of these ingredients are acquired overnight.

Blake and Mouton's Managerial Grid

The treatment of task orientation and people orientation as two independent dimensions was a major step in leadership studies. Many of the leadership studies conducted in the 1950s at the University of Michigan and the Ohio State University focused on these two dimensions.

Building on the work of the researchers at these Universities, Robert Blake and Jane Mouton (1960s) proposed a graphic portrayal of leadership styles through

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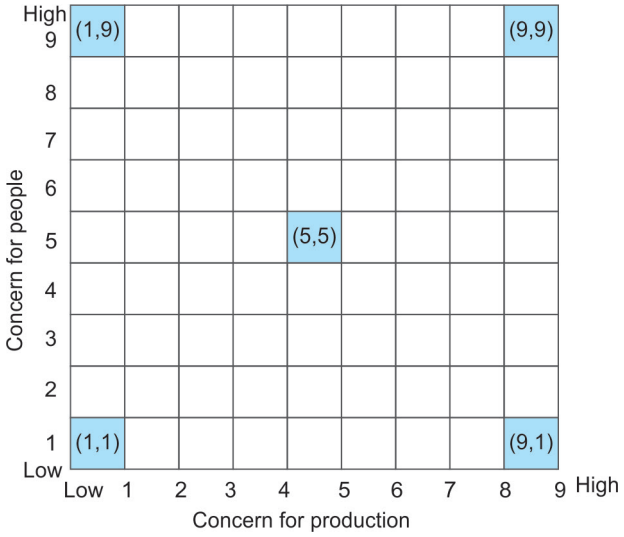


Fig. 7.2: Managerial grid.

a **managerial grid** (sometimes called *leadership grid*). The grid depicted two dimensions of leader behavior, **concern for people** (accommodating people's needs and giving them priority) on Y-axis and **concern for production** (keeping tight schedules) on X-axis, with each dimension ranging from low (1) to high (9), thus creating 81 different positions in which the leader's style may fall **(Fig. 7.2)**.

The five resulting leadership styles are as follows:

1. **Impoverished management (1, 1):** Managers with this approach are low on both the dimensions and exercise minimum effort to get the work done from subordinates. The leader has low concern for employee satisfaction and work deadlines and as a result disharmony and disorganization prevail within the organization. The leaders are termed ineffective wherein their action is merely aimed at preserving job and seniority.
2. **Task management (9,1):** Also called dictatorial or perish style. Here leaders are more concerned about production and have less concern for people. The style is based on theory X of McGregor. The employees' needs are not taken care of and they are simply a means to an end. The leader believes that efficiency can result only through proper organization of work systems and through elimination of people wherever possible. Such a style can definitely increase the output of organization in short run but due to the strict policies and procedures, high labor turnover is inevitable.
3. **Middle-of-the-road (5,5):** This is basically a compromising style wherein the leader tries to maintain a balance between goals of company and the needs of people. The leader does not push the boundaries of achievement resulting in average performance for organization. Here neither employee nor production needs are fully met.
4. **Country club (1,9):** This is a collegial style characterized by low task and high people orientation where the leader gives thoughtful attention to the needs of people thus providing them with a friendly and comfortable environment. The leader feels that such a treatment with employees will lead to self-motivation and will find people working hard on their own. However, a low focus on tasks can hamper production and lead to questionable results.
5. **Team management (9, 9):** Characterized by high people and task focus, the style is based on the theory Y of McGregor and has been termed as most effective style according to Blake and Mouton. The leader feels that empowerment, commitment, trust, and respect are the key elements in creating a team atmosphere which will automatically result in high employee satisfaction and production.

Advantages of Blake and Mouton's Managerial Grid

The managerial or leadership grid is used to help managers analyze their own leadership styles through a technique known as grid training. This is done by administering a questionnaire that helps managers identify how they stand with respect to their concern for production and people. The training is aimed at basically helping leaders reach to the ideal state of 9, 9.

Limitations of Blake and Mouton's Managerial Grid

The model ignores the importance of internal and external limits, matter, and scenario. Also, there are some more aspects of leadership that can be covered but are not.

Path-goal Theory

The theory was developed by Robert House and has its roots in the expectancy theory of motivation. The theory is based on the premise that an employee's perception of expectancies between his effort and performance is greatly affected by a leader's behavior. The leaders help group members in attaining reward by clarifying the paths to goals and removing obstacles to performance. They do so by providing the information, support, and other resources which are required by employees to complete the task.

House's theory advocates *servant leadership*. As per servant leadership theory, leadership is not viewed as a position of power. Rather, leaders act as coaches and facilitators to their subordinates. According to House's path-goal theory, a leader's effectiveness depends on several employee and environmental contingent factors and certain leadership styles **(Fig. 7.3)**.

Leadership Styles

The four leadership styles are:

1. **Directive:** Here the leader provides guidelines, lets subordinates know what is expected of them, sets

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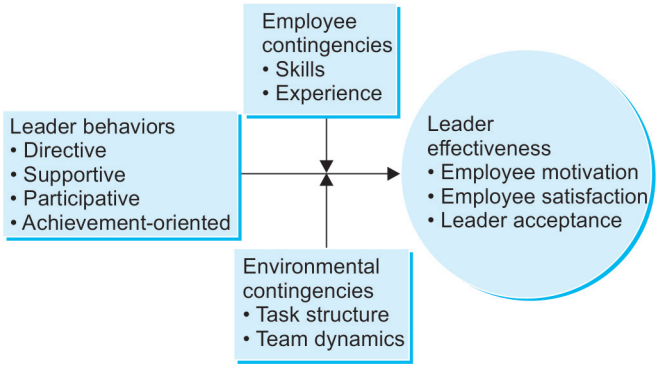


Fig. 7.3: Path-goal leadership theory.

performance standards for them, and controls behavior when performance standards are not met. He makes judicious use of reward and disciplinary action. The style is the same as task-oriented one.

2 **Supportive:** The leader is friendly toward subordinates and displays personal concern for their needs, welfare, and well-being. This style is the same as people-oriented leadership.

3. **Participative:** The leader believes in group decision-making and shares information with subordinates. He consults his subordinates on important decisions related to work, task goals, and paths to resolve goals.

4. **Achievement-oriented:** The leader sets challenging goals and encourages employees to reach their peak performance. The leader believes that employees are responsible enough to accomplish challenging goals. This is the same as goal-setting theory.

According to the theory, these leadership styles are not mutually exclusive and leaders are capable of selecting more than one kind of a style suited for a particular situation.

Contingencies

The theory states that each of these styles will be effective in some situations but not in others. It further states that the relationship between a leader's style and effectiveness is dependent on the following variables:

- **Employee characteristics:** These include factors, such as employees' needs, locus of control, experience, perceived ability, satisfaction, willingness to leave the organization, and anxiety. For example, if followers are high inability, a directive style of leadership may be unnecessary; instead a supportive approach may be preferable.
- **Characteristics of work environment:** These include factors, such as task structure and team dynamics that are outside the control of the employee. For example, for employees performing simple and routine tasks, a supportive style is much effective than a directive one. Similarly, the participative style works much better for nonroutine tasks than routine ones.

When team cohesiveness is low, a supportive leadership style must be used whereas in a situation where performance-oriented team norms exist, a directive style or possibly an achievement-oriented style works better. Leaders should apply directive style to counteract team norms that oppose the team's formal objectives.

The theory has been subjected to empirical testing in several studies and has received considerable research support. This theory consistently reminds the leaders that their main role as a leader is to assist the subordinates in defining their goals and then to assist them in accomplishing those goals in the most efficient and effective manner. This theory gives a guide map to the leaders about how to increase subordinates satisfaction and performance level.

Transformational Theory

Creating high-performance workforce has become increasingly important and to do so business leaders must be able to inspire organizational members to go beyond their task requirements. As a result, new concepts of leadership have emerged—transformational leadership being one of them **(Fig. 7.4)**.

Transformational leadership may be found at all levels of the organization—teams, departments, divisions, and organization as a whole and widely used in nursing leadership. Such leaders are visionary, inspiring, daring, risk-takers, and thoughtful thinkers. They have a charismatic appeal. But charisma alone is insufficient for changing the way an organization operates. For bringing major changes, transformational leaders must exhibit the following four factors:

1. **Inspirational motivation:** The foundation of transformational leadership is the promotion of consistent vision, mission, and a set of values to the members. Their vision is so compelling that they know what they want from every interaction. Transformational

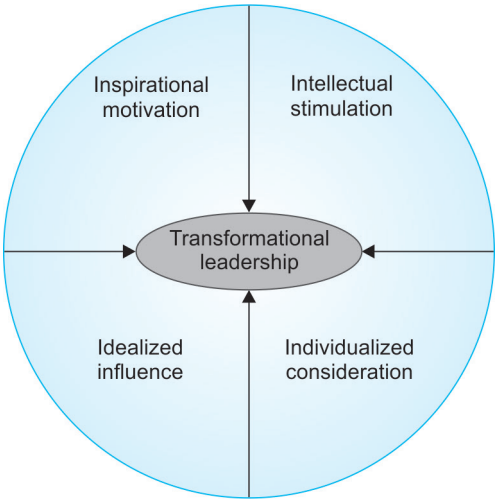


Fig. 7.4: Model of transformational leadership.

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leaders guide followers by providing them with a sense of meaning and challenge. They work enthusiastically and optimistically to foster the spirit of team work and commitment.

2. **Intellectual stimulation:** Such leaders encourage their followers to be innovative and creative. They encourage new ideas from their followers and never criticize them publicly for the mistakes committed by them. The leaders focus on the "what" in problems and do not focus on the blaming part of it. They have no hesitation in discarding an old practice set by them if it is found ineffective.
3. **Idealized influence:** They believe in the philosophy that a leader can influence followers only when he practices what he preaches. The leaders act as role models that followers seek to emulate. Such leaders always win the trust and respect of their followers through their action. They typically place their followers needs over their own, sacrifice their personal gains for them, and demonstrate high standards of ethical conduct. The use of power by such leaders is aimed at influencing them to strive for the common goals of the organization.
4. **Individualized consideration:** Leaders act as mentors to their followers and reward them for creativity and innovation. The followers are treated differently according to their talents and knowledge. They are empowered to make decisions and are always provided with the needed support to implement their decisions.

The common examples of transformational leaders are Mahatma Gandhi and Obama.

Criticisms of Transformational Leadership Theory

- Transformational leadership makes use of impression management and therefore lends itself to amoral self-promotion by leaders.
- The theory is very difficult to be trained or taught because it is a combination of many leadership theories.
- Followers might be manipulated by leaders and there are chances that they lose more than they gain.

Implications of Transformational Leadership Theory

The current environment characterized by uncertainty, global turbulence, and organizational instability calls for transformational leadership to prevail at all levels of the organization. The followers of such leaders demonstrate high levels of job satisfaction and organizational commitment, and engage in organizational citizenship behaviors. With such a devoted workforce, it will definitely be useful to consider making efforts toward developing ways of transforming organization through leadership.

Transactional Leadership Theory

The transactional style of leadership was first described by Max Weber in 1947 and then by Bernard Bass in 1981. This style is most often used by the managers. It focuses on the basic management process of controlling, organizing, and short-term planning. The famous examples of leaders who have used transactional technique include McCarthy and de Gaulle.

Transactional leadership involves motivating and directing followers primarily through appealing to their own self-interest. The power of transactional leaders comes from their formal authority and responsibility in the organization. The main goal of the follower is to obey the instructions of the leader. The style can also be mentioned as a "telling style."

The leader believes in motivating through a system of reward and punishment. If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow. Here, the exchange between leader and follower takes place to achieve routine performance goals.

These exchanges involve four dimensions:

1. **Contingent reward:** Transactional leaders link the goal to reward, clarify expectations, provide necessary resources, set mutually agreed upon goals, and provide various kinds of reward for successful performance. They set SMART (specific, measurable, attainable, realistic, and timely) goals for their subordinates.
2. **Active management by exception:** Transactional leaders actively monitor the work of their subordinates, watch for deviations from rules and standards and taking corrective action to prevent mistakes.
3. **Passive management by exception:** Transactional leaders intervene only when standards are not met or when the performance is not as per the expectations. They may even use punishment as a response to unacceptable performance.
4. **Laissez-faire:** The leader provides an environment where the subordinates get many opportunities to make decisions. The leader himself abdicates responsibilities and avoids making decisions and therefore the group often lacks direction.

Assumptions of Transactional Theory

- Employees are motivated by reward and punishment.
- The subordinates have to obey the orders of the superior.
- The subordinates are not self-motivated. They have to be closely monitored and controlled to get the work done from them.

Implications of Transactional Theory

The transactional leaders overemphasize detailed and short-term goals, and standard rules and procedures. They do not make an effort to enhance followers' creativity and

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generation of new ideas. This kind of a leadership style may work well where the organizational problems are simple and clearly defined. Such leaders tend to not reward or ignore ideas that do not fit with existing plans and goals.

The transactional leaders are found to be quite effective in guiding efficiency decisions which are aimed at cutting costs and improving productivity. The transactional leaders tend to be highly directive and action oriented and their relationship with the followers tends to be transitory and not based on emotional bonds.

The theory assumes that subordinates can be motivated by simple reward. The only "transaction" between the leader and the followers is the money which the followers receive for their compliance and effort **(Table 7.1)**.

TABLE 7.1: Difference between transactional and transformational leaders.

Transactional leaders	***Transformational leaders***
Leadership is responsive	Leadership is proactive
Works within the organizational culture	Work to change the organizational culture by implementing new ideas
Transactional leaders make employees achieve organizational objectives through reward and punishment	Transformational leaders motivate and empower employees to achieve company's objectives by appealing to higher ideals and moral values
Motivates followers by appealing to their own self-interest	Motivates followers by encouraging them to transcend their own interests for those of the group or unit

The transactional style of leadership is viewed as insufficient, but not bad, in developing the maximum leadership potential. It forms as the basis for more mature interactions but care should be taken by leaders not to practice it exclusively, otherwise it will lead to the creation of an environment permeated by position, power, perks, and politics.

Leadership Continuum of Behavior

The leadership continuum was originally written in 1958 by Tannenbaum and Schmidt and was later updated in the year 1973. Their work suggests a continuum of possible leadership behavior available to a manager and along which many leadership styles may be placed. The continuum presents a range of action related to the degree of authority used by the manager and to the area of freedom available to nonmanagers in arriving at decisions. A broad range of leadership styles have been depicted on the continuum between two extremes of autocratic and free-rein **(Fig. 7.5)**. The left side shows a style where control is maintained by a manager and the right side shows the release of control. However, neither extreme is absolute, and authority and freedom are never without their limitations.

The Tannenbaum and Schmidt continuum can be related to McGregor's supposition of theory X and theory Y. Boss-centered leadership is toward theory X and subordinate-centered leadership is toward theory Y.

A manager is characterized according to degree of control that is maintained by him. According to this approach, four main styles of leadership have been identified:

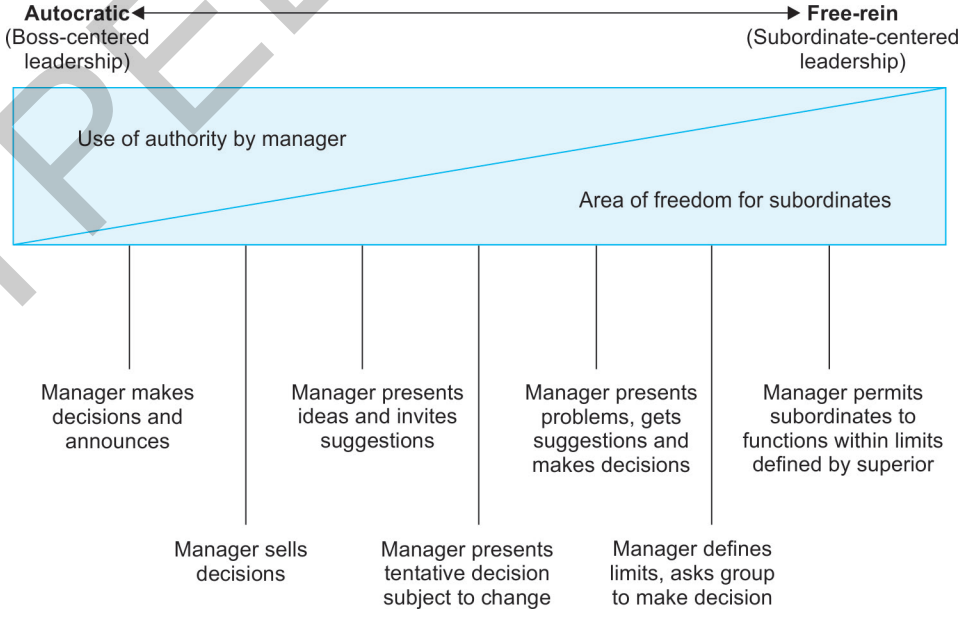


Fig. 7.5: Continuum leadership behavior.

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Type of plan	What to include
Communications plan	Identify what your main messages are, who needs to hear them, and who will deliver them
Sponsor guide	Outline expectations for sponsors and the specific details of what you will need from them
Training plan	Change often requires us to change our behaviors and usually this involves training. Identify what needs to be learned, who needs to learn it, and how the training will be delivered
Resistance handling plan	With any change, there is bound to be some resistance. Be proactive and create a plan for how you will manage it

Step 2—Explain the Change

When opportunities to change exist, leaders know how to explain the change to others. They can set the context and talk with others about the business reasons for the change. They engage others in conversation and clarify the long-term value of making the change.

Step 3—Acknowledge the Loss

Even when there is a sound business reason for making a change, great change leaders know that the people affected by the change will still have some concerns. They understand that fear and resistance are natural reactions to change. Supporting people by recognizing the loss of familiar ways of working is an important step toward building long-term commitment. It helps minimize disruptions to the business and eliminates confusion for people during the change process.

Step 4—Create the Climate

During the implementation of any change, there will be "early adopters" (people who get excited about change). A successful leader identifies these key influencers who are supportive of the change, and with the leader's help, these individuals can help set a positive tone for the new change. They build excitement and momentum and help others see the benefits of the change and let go of the past.

Step 5—Build a Plan

The leader sets a clear direction for the change, how it will be accomplished, and how its success will be measured. No aspect of the implementation is left to chance. The leader defines who, what, where, and when each step of the change will take place.

Step 6—Launch and Sustain

Finally, once the change is implemented, a leader must make constant adjustments and ongoing improvements. This helps people overcome barriers and sustain the change as part of the organization's new culture.

Summary

- Leadership is the activity of influencing people to strive willingly for group objectives.
- Nurse leaders most importantly need to be very stress and tension-free while managing things, as they work in a critical life and death situation where every moment counts.
- Leaders used three types of skills—technical, human, and conceptual.
- While the behavioral theories of leadership focused on discovering the constant relationship between leadership behaviors and the group performance, the contemporary theories emphasized the significance of situational factors (such as stress level, job structure, leader's intelligence, followers' traits, etc.) as well.
- The great man theory of leadership states that some people are born with the necessary attributes that set them apart from others and that these traits are responsible for their assuming positions of power and authority.
- The managerial or leadership grid is used to help managers analyze their own leadership styles through a technique known as grid training.
- Trait theory emphasizes on successful leaders definitely have interests, abilities, and personality traits that are different from those of the less effective leaders.
- Contingency theory states that for the leaders, their main role as a leader is to assist the subordinates in defining their goals and then to assist them in accomplishing those goals in the most efficient and effective manner.
- Transactional leadership involves motivating and directing followers primarily through appealing to their own self-interest. The power of transactional leaders comes from their formal authority and responsibility in the organization.
- Power enables the leader to influence others, and by doing this, the leader can change staff attitudes and behavior, hopefully moving toward meeting expected outcome.
- Leadership development refers to activities that improve the skills, abilities, and confidence of leaders. Programs vary massively in complexity, cost, and style of teaching. Coaching and mentoring are two forms of development often used to guide and develop leaders.
- Mentoring is the individual development in which one person invests his time and energy, assists the growth, and exposes the abilities of another person.
- Preceptorship may be used to help recruit, retain, orient, and develop staff. During the preceptorship, faculty facilitate, monitor, and evaluate student learning. Faculty direct students to resources, offer suggestions regarding patient care problems, and lead discussions to apply class content.

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- ❑ Authority is the legal right of person or superior to command his subordinates while accountability is the obligation of individual to carry out his duties as per standards of performance.
- ❑ Politics and power are always the topics of limelight in an organization and run parallel to each other. They are considered as the two facets of the coin.
- ❑ Politics is often a topic of discussion in the organization world and people do it to gain undue attention or appreciation from the seniors.
- ❑ Empowerment emphasis on that people does matter in an organization. It is taking responsibility for one's own actions. It means fighting for freedom, autonomy, and self-expression. It helps in building self-esteem.
- ❑ Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible.
- ❑ As healthcare becomes increasingly customer oriented, nurses are responding by establishing close patient care advocated relationships. Sound decision-making is the foundation needed to advance professional practice.
- ❑ Conflict resolution or management is a process of working through opposing views in order to reach a common goal or mutual purpose.
- ❑ Great leaders know how to implement change and understand how to help people move through the discomfort that comes with change. They appreciate the benefits associated with doing business in a new way.

ASSESS YOURSELF

Reread the learning objectives below. Objective type questions are followed by long questions. Answering these questions accurately will help you to retain the most important concepts discussed in this chapter. Check your answer against the answer key at the end of this chapter.

1. **Sound decision-making requires all of the skills, *except*:**
   a. Critical thinking skills
   b. Interpersonal skills
   c. Judgmental skills
   d. Technical skills
2. **Leadership style characterized by moderate control, motivation, award, interactive communication group decision-making and constructive criticism is:**
   a. Autocratic
   b. Democratic
   c. Laissez-faire
   d. Authoritarian
3. **Preceptorship is very much necessary in an organization for clarification of role expectations, if so, who is preceptor:**
   a. An experienced person or colleague who provides knowledge and emotional support
   b. A role model for imitation by colleagues
   c. A leader who leads the group
   d. A consultant for decision-making in the group
4. **"Leaders are born, not made" this argument is supported by:**
   a. Situational theory
   b. Leadership contingency model
   c. Managerial grid
   d. Trait theory
5. **The technique where the leader encourages free association and recording of ideas without verbal interaction is known as:**
   a. Brain storming
   b. Reverse brain storming
   c. Forecasting
   d. Brain writing
6. **The conflict which occurs when new values are imposed on the group from outside refers to:**
   a. Interpersonal conflict
   b. Intergroup conflict
   c. Intragroup conflict
   d. Inter-role conflict
7. **The conflict which occurs when an individual belongs to more than one group is:**
   a. Intersender conflict
   b. Inter-role conflict
   c. Person role conflict
   d. Intrasender conflict
8. **A decision-making model/theory used when information is subjective, nonroutine, and unstructured is:**
   a. Respective theory
   b. Descriptive theory
   c. Optimizing theory
   d. Normative theory
9. **Decision-making made before the occurrence of something creative is known as:**
   a. Reactive decision-making
   b. Proactive decision-making
   c. Active decision-making
   d. Interactive decision-making
10. **The only difference in mentorship to that of preceptorship is:**
    a. Forming personal relationship
    b. Role model
    c. Critical thinking
    d. Communication skills
11. **Deliberate design implementation of structured innovation, new policy, goal or change in the operating philosophy, climate, and style is termed as:**
    a. Creativity
    b. Innovation
    c. Planned change
    d. Unplanned change
12. **Power obtained because of identification with the leader symbolizes:**
    a. Referent power
    b. Charismatic power
    c. Legitimate power
    d. Coercive power
13. **The process by which a manager share his work and authority with his subordinates is called as:**
    a. Decentralization
    b. Delegation
    c. Decision-making
    d. Responsibility

Answers

1. d 2. b 3. a 4. d 5. d 6. c 7. b 8. b 9. b 10. a 11. c 12. a 13. b

Short Answer Questions

1. Define delegation and list the steps of delegation process.
2. Define leadership and discuss qualities of effective leader.
3. Discuss steps in delegation of authority.
4. Discuss factors influencing political behavior in organization.
5. Differentiate between decision-making and problem solving.
6. Discuss various conflict management strategies.

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Long Answer Questions

1. Discuss various leadership styles.
2. Describe situational leadership theory.
3. Describe levels of empowerment at workplace.
4. Discuss methods of leadership development at middle level management.
5. Discuss about implementing planned change in an organization.

Learning Exercises

Exercise 1.1: Identify nursing leadership roles of various nurse managers working in your hospitals.
Exercise 1.2: Make a list of authorities delegated to you by your senior nurse in-charge and techniques you have used fulfill that authority.
Exercise 1.3: Discuss conflict management strategies you often use when you confront with conflict situation in your ward with your peers or patients.

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- Book will be of immense use to nursing students and practitioners to effectively manage the ward.
- Prepares the students to develop leadership competencies and perform their role as effective leaders in an organization.

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