



College of Nursing  
**UNIVERSITY OF THE PHILIPPINES MANILA**  
The Health Sciences Center



**N181**

# Overview of Nursing Management & Leadership

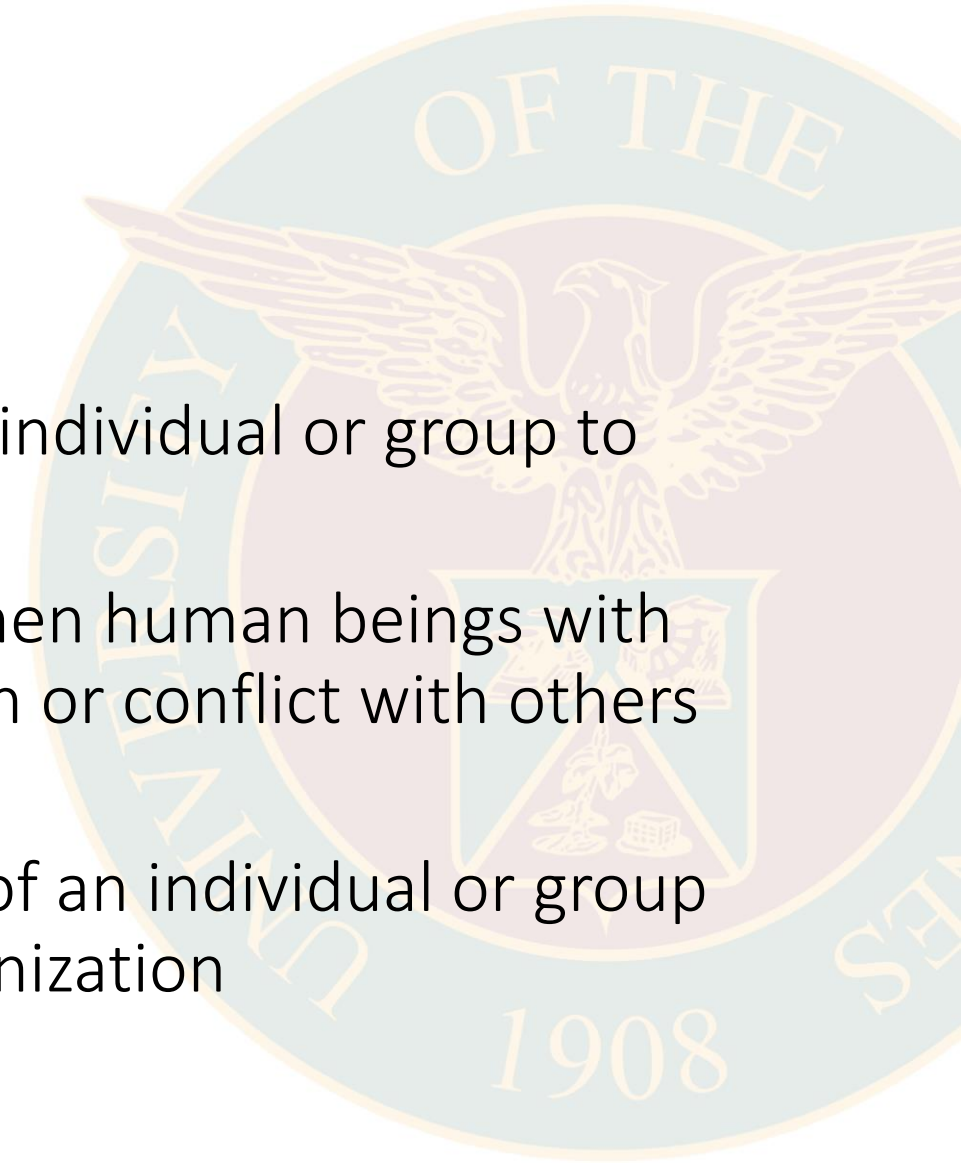
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# Leadership - Management

## What is Leadership?

- the process of influencing the behavior of an individual or group to achieve goals (Hersey et al ., 2008)
- Burns (1978) noted that leadership occurs when human beings with motives and purposes mobilize in competition or conflict with others to arouse, engage, and satisfy motives
- Pratt (2017) defines leadership as the ability of an individual or group to influence followers or members of an organization



# Leadership

## Key Concepts:

- Influence
- Communication
- Group Process
- Goal Attainment
- Motivation



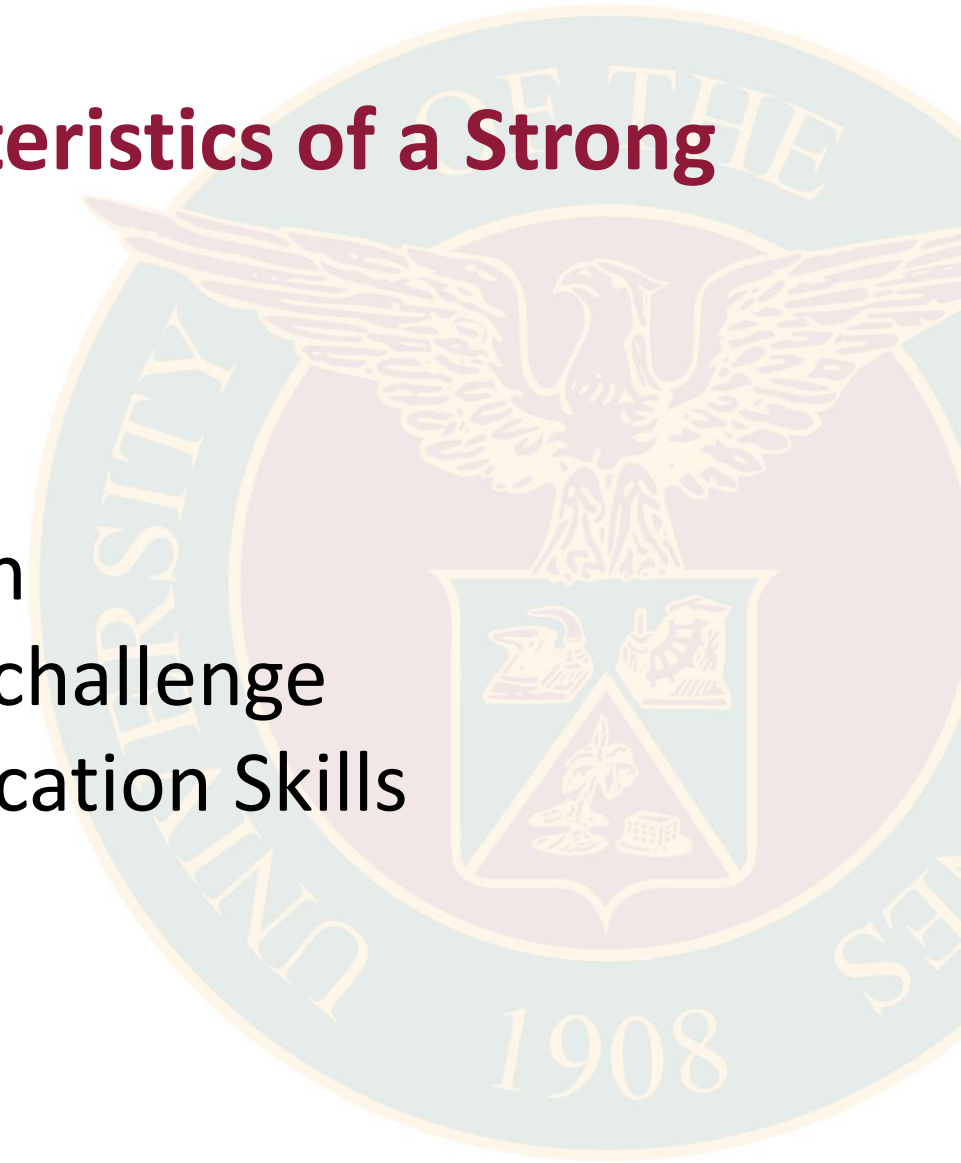
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# What is a Leader?

“A person who influences and guides direction, opinion, and course of action.” (Marquis & Huston, 2015)

## Key Characteristics of a Strong Leader:

- Integrity
- Vision
- Inspiration
- Ability to challenge
- Communication Skills



# Management

- “Is the coordination and integration of resources through planning, organizing, coordinating, directing, and controlling to accomplish specific institutional goals and objectives.” (Huber, 2014, p.5)
- (Hersey et al., 2013) defines management as the “process of working with and through individuals and groups and other resources (such as equipment, capital, and technology) to accomplish organizational goals.”

# What is a Manager?



A manager is one who directs people with their work and tasks to achieve organization goals.

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# Leadership vs Management video

- <https://youtu.be/mhkLc0HEtR0>



# LEADING

Vision & strategy  
Creating value  
Influence & inspiration  
Have followers  
Leading people  
People focused  
Charismatic style  
Risk & change seekers  
Appeal to the heart  
Proactive  
Sets direction  
Raising expectations  
Ask questions

# MANAGING

Policies & procedures  
Counting value  
Power & control  
Have subordinates  
Managing work  
Work focused  
Authoritarian style  
Risk averse & stability  
Appeal to the head  
Reactive  
Plans detail  
Maintain status quo  
Give directions

Accomplish a goal  
Explain vision  
Organization figureheads  
Motivate others  
Mobilize resources

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# Differences Between a Manager and a Leader

- gains authority from a position in an organization
- articulates a clear vision for the organization
- focus on managing and maintaining equilibrium
- nursing requires management
- develop leadership qualities of staff
- administers

- gains authority from the ability to influence others to get work done
- a strategist
- focus more on change
- nursing likewise requires leaders
- inspires staff, communicates the importance of their contribution hence inspires them to continue to improve/ be effective
- innovates

# Common traits shared by strong managers:



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- Being able to execute a vision
- Ability to direct day-to-day work efforts
- Process Management
- People Focused

# Implications to Nursing Practice

- Nurses need to exercise the managerial and leadership skills to facilitate the delivery of quality nursing services.
- Leadership and Management affect the climate and work environment that influence individual productivity crucial to organizational goal achievement, including better patient outcomes and organizational performance.
- Leadership and Management play a significant role in the growth and progress of the Nursing Profession and its sensitivity to the transforming health care needs of the human race.

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# Leadership Process & Theories

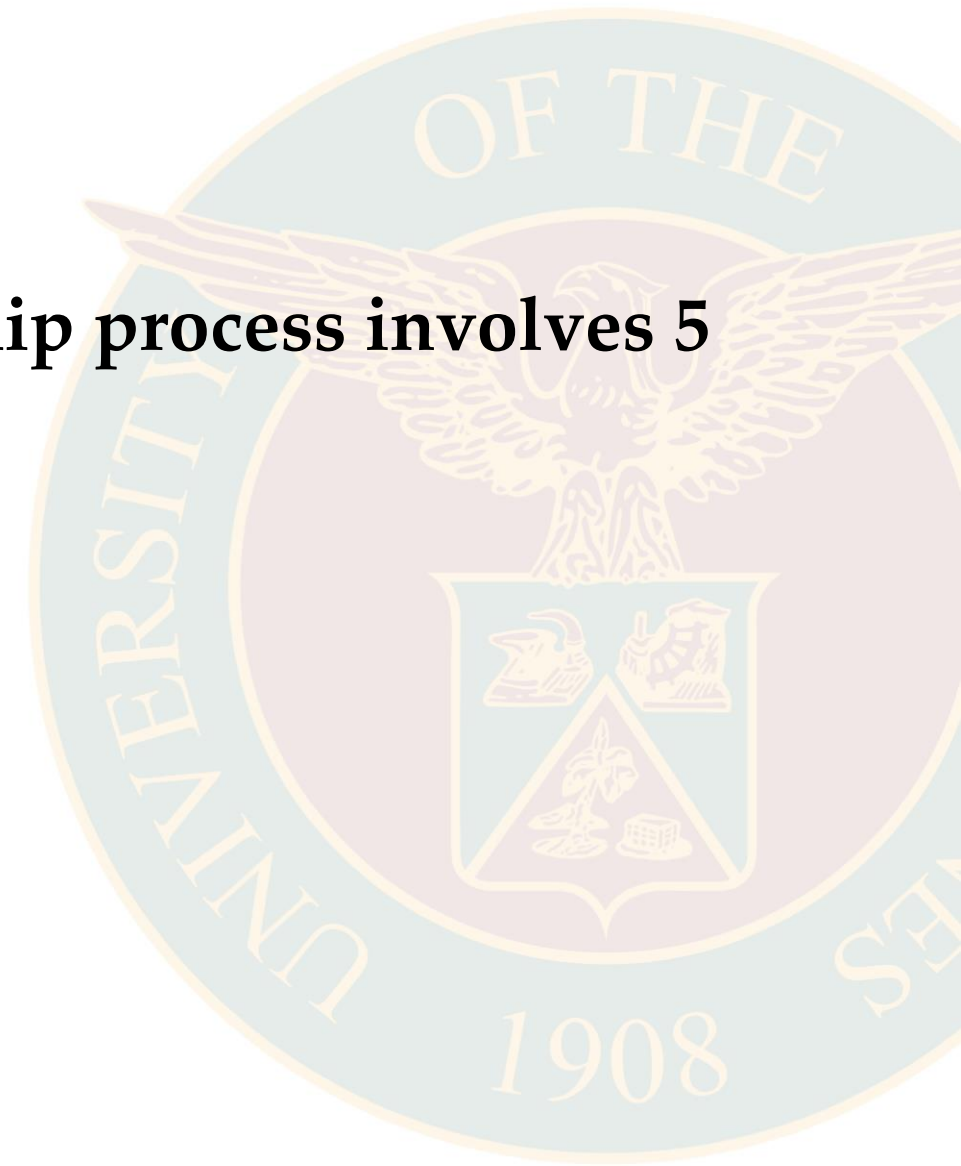
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# Leadership Process

**Hersey et al., 2013 noted that the leadership process involves 5 interwoven aspects:**

- 1. The Leader**
- 2. The Follower**
- 3. The Situation**
- 4. Communication**
- 5. Goals**

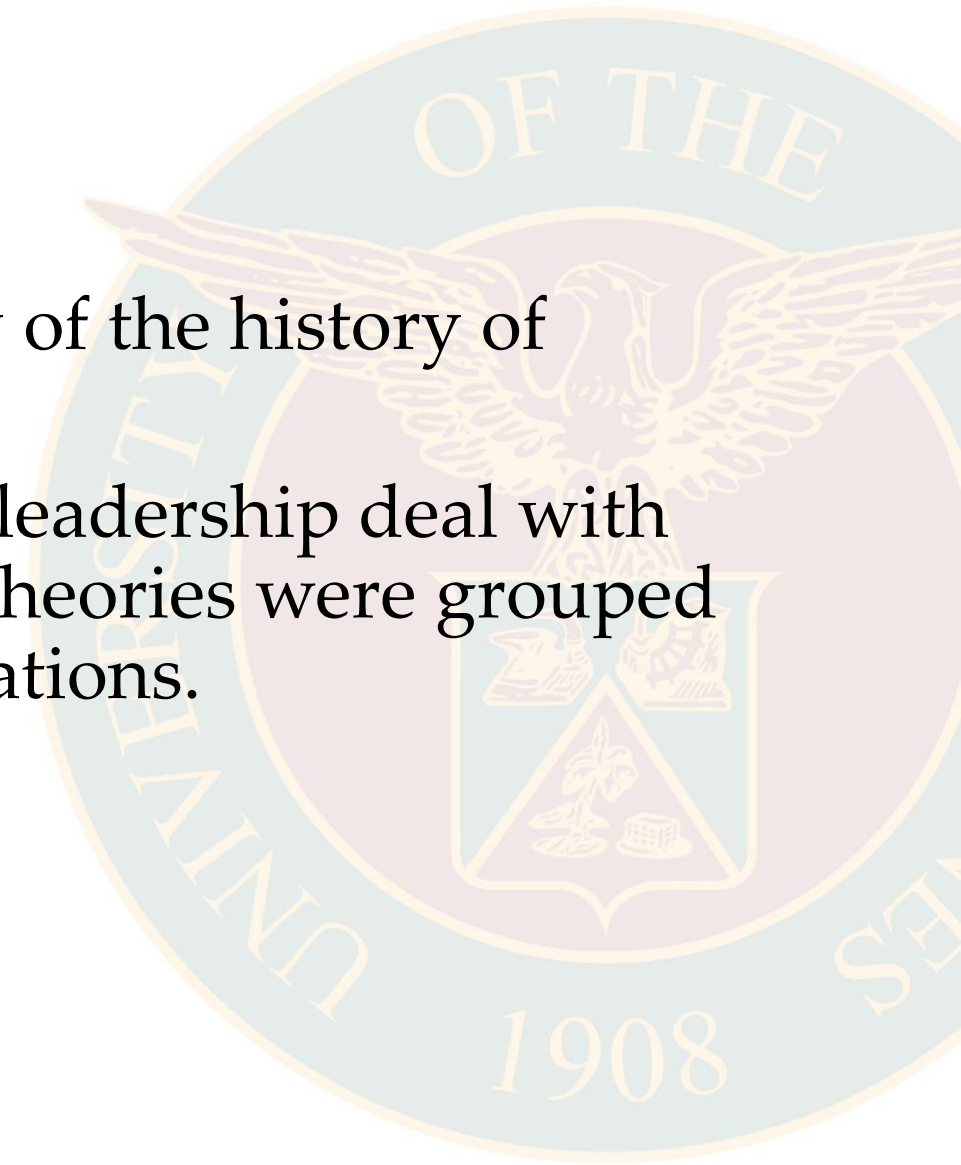




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# Leadership Theories

- Hersey, et al. (2013) did a thorough study of the history of leadership and organizational theories.
- Based on the awareness that leaders and leadership deal with human relations and output, leadership theories were grouped into concepts of traits, attitudes, and situations.





# Leadership Theories

## Trait Theories

- The trait theories main premise is that leaders can be differentiated from non-leaders by their characteristics or traits



<https://www.frankrouault.com/wp-content/uploads/2017/05/Presence-2.jpg>

# Trait Theories

**Bennis (1994)** - noted 6 ingredients/ characteristics for leadership

- Vision
- Passion
- Integrity
- Trust
- Curiosity
- Daring

Studies have shown that leaders who possess skills to overcome adversity come out stronger and more committed. Thus, **“one of the most reliable indicators and predictors of true leadership is an individual’s ability to find meaning in negative events and to learn from even the most trying circumstances”** (Bennis & Thomas, 2002, p.39)

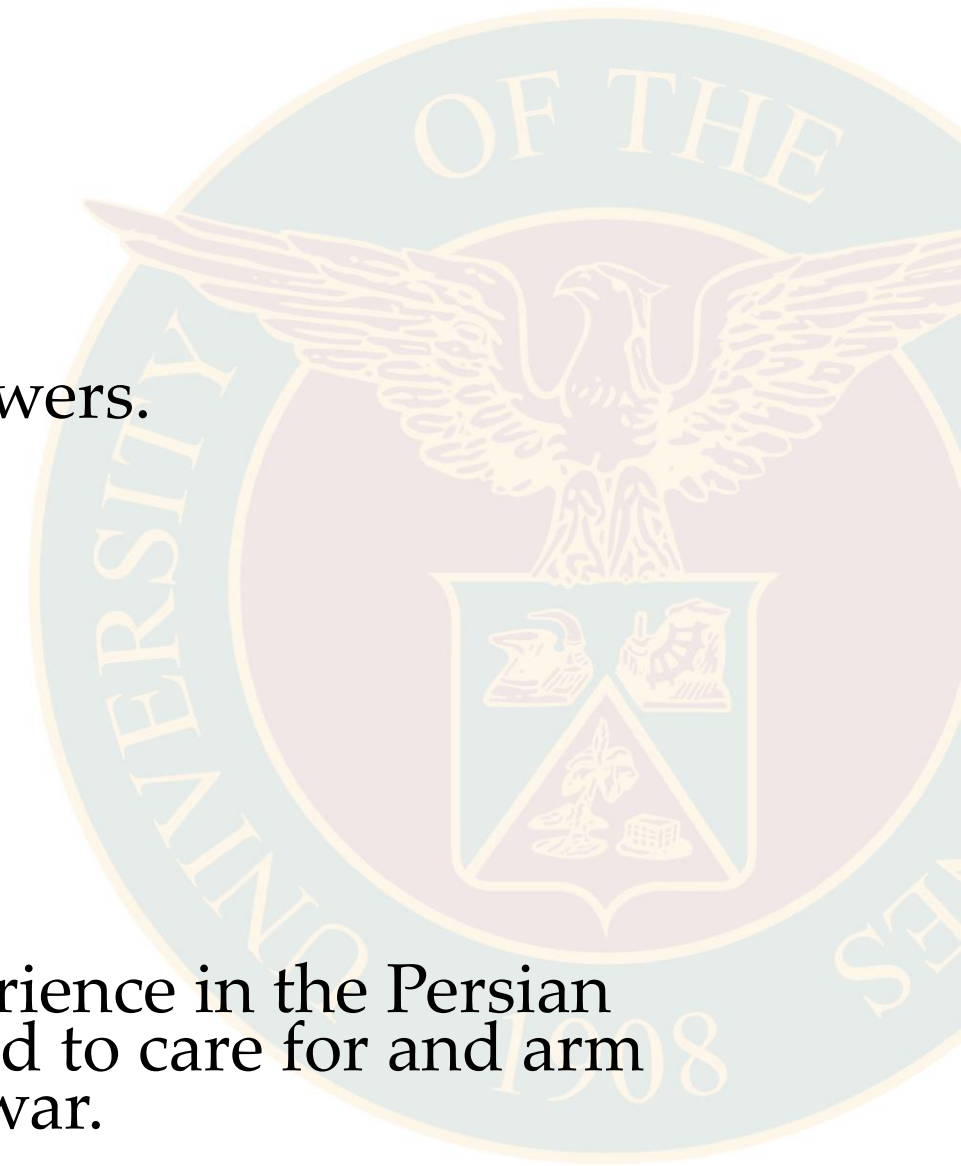
# Trait Theories

## **Peter Drucker (1996)**

- Leaders are defined as those who have followers.
- Popularity is not leadership; results are.
- Leaders are visible and set examples.
- Leadership is not rank but responsibility

## **Lt. Gen. William Pagonis (1992)**

- Expertise and Empathy
- Came up with these traits based on his experience in the Persian Gulf War where he led 40,000 people and had to care for and arm 550,00 people towards the latter part of the war.



# Kouzes and Posner 1987 – Top 10 Leadership Traits

- Honest
- Forward-looking
- Inspirational
- Competent
- Fair-minded
- Supportive
- Broad-minded
- Intelligent
- Straightforward
- Dependable



# Great Man Theory

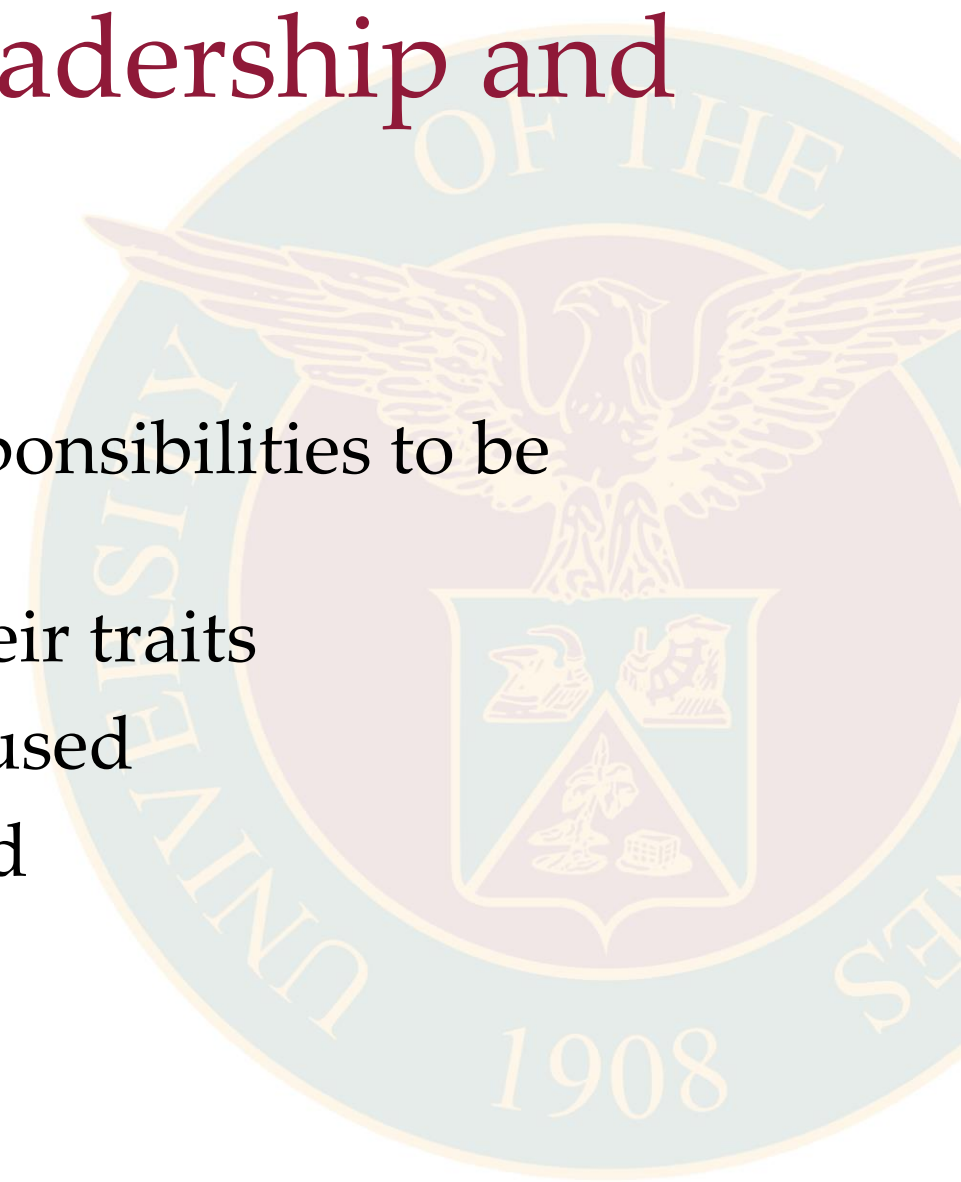


<https://www.historytoday.com/sites/default/files/articles/GreatMenHistory.jpg>

- The Great Man Theory is based on the Aristotelian principle that some people are born to lead, and others are born to be led.
- The theory was made popular by Thomas Carlyle (1894), a historian, who said, “The history of the world is but the biography of great men.”

# Implications to Nursing Leadership and Management

- Everyone has the potential to be a leader
- Awareness of traits to match tasks or responsibilities to be assigned to a person
- Assist individuals to become aware of their traits
- Intrinsic traits should be developed and used
- Other traits can be learned and developed



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