



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



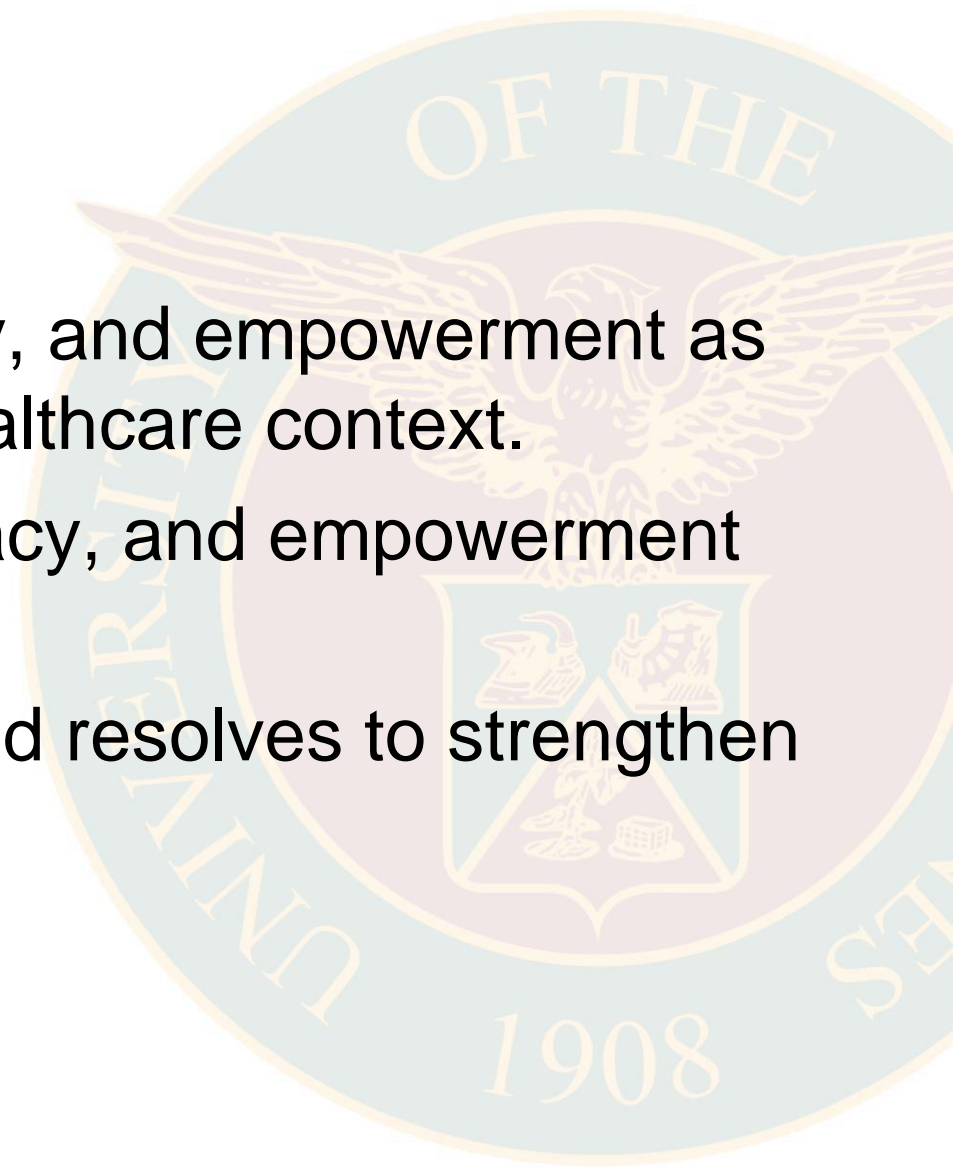
**N-181**

# Leadership Strategies

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# Learning Outcomes

- Discuss the concepts of power, advocacy, and empowerment as leadership strategies employed in the healthcare context.
- Demonstrate ability to use power, advocacy, and empowerment in dealing with various issues.
- Appreciate the positive value of power and resolves to strengthen the nurse's advocacy role.



# Leadership Strategies

## A. POWER

**Definition**—(in political science and sociology, *Britannica.com*)

- the capacity to influence, lead, dominate, or otherwise have an impact on the life and actions of others in society.
- the concept of power ***encompasses*** but is not limited to, the notion of authority. ***Unlike authority, which implies legitimacy, power can be exercised illegitimately.***
- ability to influence other people and influence decisions
- ability to cause or prevent change
- it can shift; it is dynamic

# Sources of Individual Power

**Position Power** – derived from a person's position, office, or rank in a formal organization system

- **Legitimate:** derived from an official position in the organization.
  - the ability to create feelings of obligation or responsibility
- **Reward:** the ability to grant favors or reward to influence them to change their behavior
- **Coercive/punishment:** comes from the ability to punish others or take disciplinary actions against others to influence them to change their behavior. E.g. threat of transfer, layoff, demotion
- **Information:** based on information that someone can provide to the group

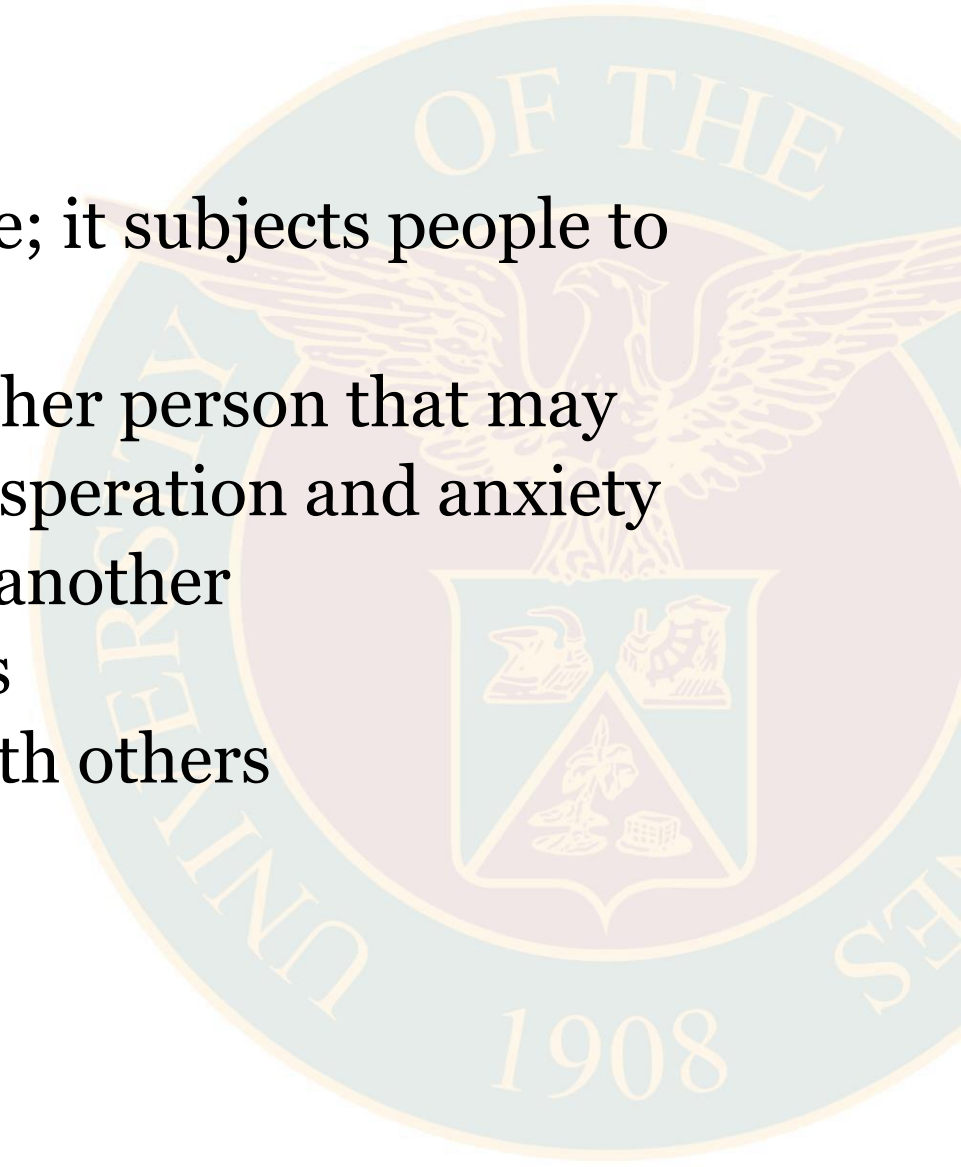
# Sources of Individual Power

**Personal Power** – derived from followers; from a person's unique qualities and characteristics

- **Rational:** people who are effective at influencing others through the strength of their local arguments
- **Expert:** derived from the knowledge and skills a person possess
- **Referent:** a power that a person has because others identify with what that leader symbolizes or associated
- **Charisma:** results from a dynamic and powerful persona. The ability to combine charm, interpersonal connection, and persuasiveness to motivate others.

# Kinds of Power

- **Exploitative Power:** most destructive type; it subjects people to whatever use the power holder chooses
- **Manipulative Power:** influence over another person that may have been invited because of the person's desperation and anxiety
- **Competitive Power:** energy used against another
- **Nutrient Power:** Influence used for others
- **Integrative Power:** Cooperative power with others



# Leadership Power Principles

- **Investing in Infrastructure:** invest the time and effort needed to build a strong, capable, infrastructure
  - **Model Success:** study the leadership methods of known great leaders
  - **Be Eager to Learn:** utilize leadership skills training courses, material, or books
  - **Appreciate Yourself:** record your thoughts, feelings, desires, and experiences
  - **Harmonize Your Mind:** meet with like-minded people who want to improve their leadership skills, talents, and behaviors
  - **Be Willing to Serve:** act like a leader by serving the needs of others, teaching, or taking responsibility

# Leadership Power Principles

- **Seeing Hope in Visionary Ways:** your vision should strive to be positive and vivid to others and worthy of pursuit by them
- **Driving Strategies:** your perceived vision needs a vehicle or mechanism to materialize and turn into reality
  - Driving Strategy 1: Steer towards your goals
  - Driving Strategy 2: Fill up with the right resources
  - Driving Strategy 3: Utilize the use of a roadmap to navigate
  - Driving Strategy 4: Measure the effectiveness of progression and execution
- **Speaking the Language:** motivate people through continual, sincere, and realistic show of appreciation



# Leadership Power Principles

- **The 3 C's**
  - **Congruency**
    - Line up actions with words
    - Link values to behaviors
    - Sync attitudes with conversations
  - **Consistency**
    - Apply the same standards to all
    - Decide based on all available facts
    - Act similarly in different situations
  - **Cooperation**
    - Ask for opinions and thoughts
    - Listen and show understanding
    - Incorporate ideas into statements



## B. Advocacy

- To put a case on behalf of the person
- To speak on behalf of or recommend a policy
- Taking action on behalf of a person, or supporting an individual or group to gain what they need from the system

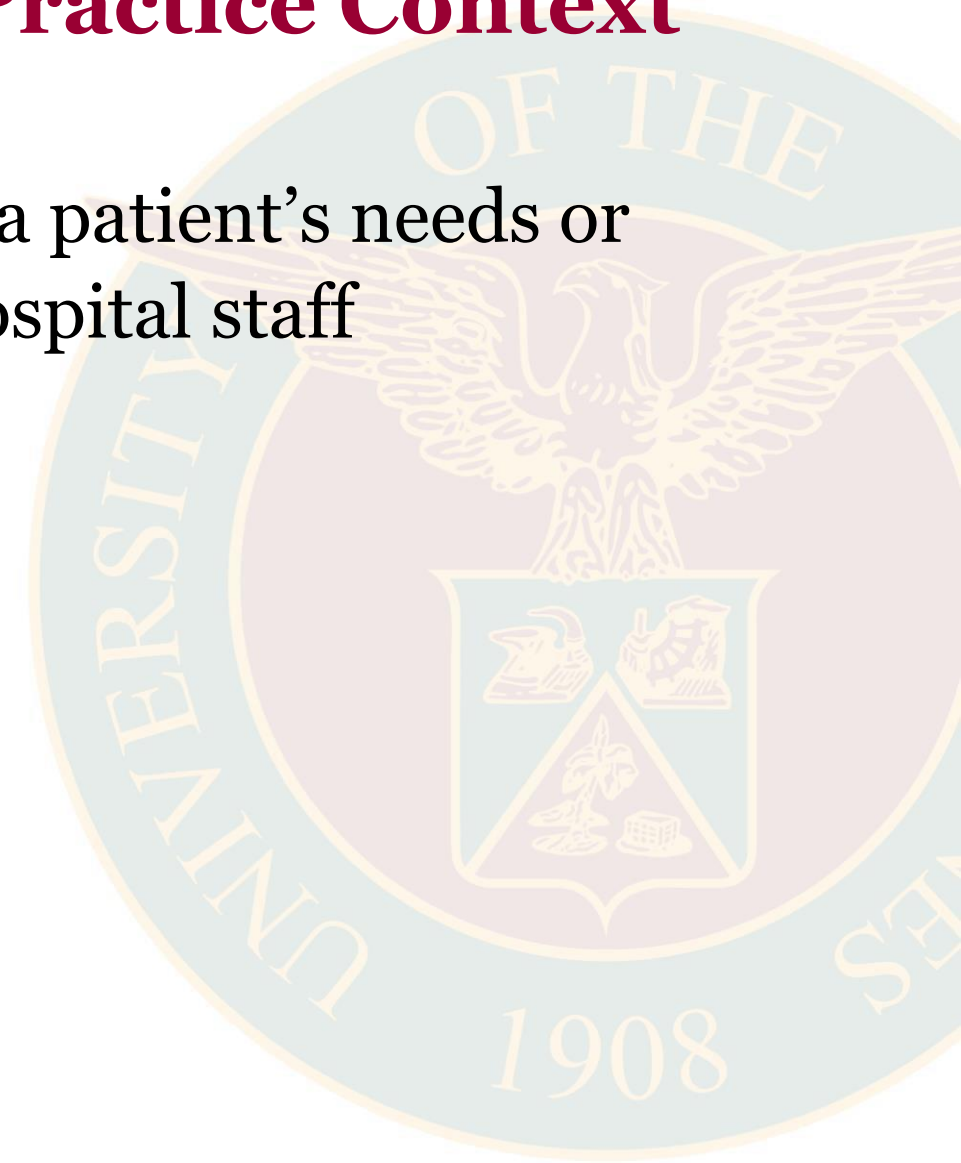
### Mosby's Definition

- A process whereby a nurse provides a patient with the information to make certain decisions
- A method by which patients, their families, attorneys, health professionals, and citizen groups can work together to develop programs that ensure the availability of high quality health care for a community
- Pleading a cause on behalf of another such as a nurse pleading for better care of a patient

# Types of Advocacy in the Nursing Practice Context

**1. Patient Advocacy-** a nurse expressing a patient's needs or preferences on behalf of the patient to hospital staff

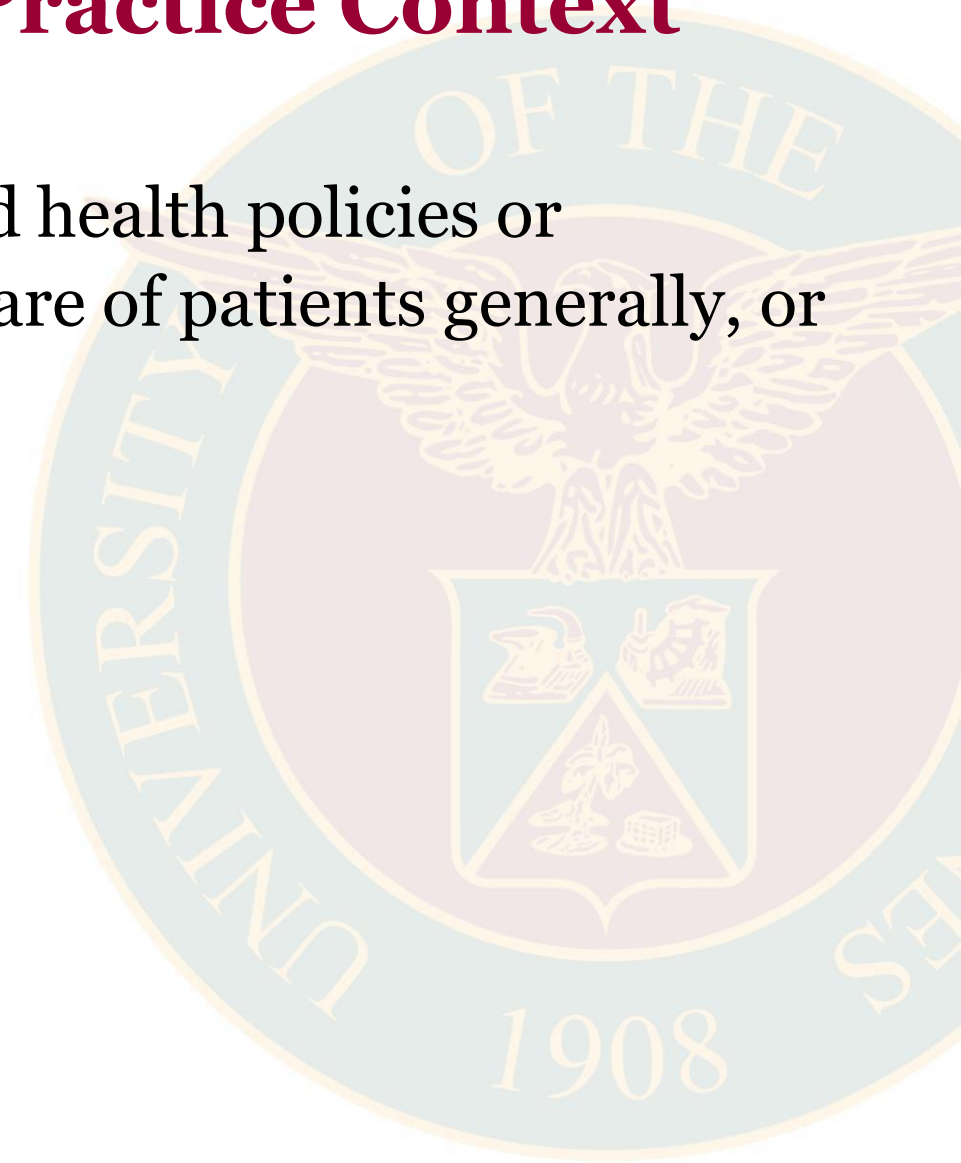
- Analgesic Administration
- Patient Safety
- Consent
- Immunization



# Types of Advocacy in the Nursing Practice Context

**2. Policy Advocacy-** to support or recommend health policies or arrangements in the light of how they affect the care of patients generally, or the provision of health services to a community

- Tenure
- Salary Pay
- Nurse's Rights
- Universal Health Coverage
- SDGs
- Sin Tax Law



# C. Empowerment

## Definition

Empowerment can be defined as decentralization of power.

Blanchard (2007) described empowerment as the process of unleashing the power in people – their knowledge, experience, and motivation

--occurs when leaders communicate their vision;

--employees are given the opportunity to make the most of their talents; and learning, creativity

--exploration are encouraged

--Brings about self confidence in the team

--empowerment is not an easy one-step process but rather *a complex process* which consist of responsibility for the individual desiring empowerment as well as the organization and its leadership.

# C. Empowerment

## Dimensions of Empowerment

### Spreitzer's Dimensions of Empowerment

- Meaning – the fit between a given activity and one's belief, attitudes, and behaviors; the value of a work goal or purpose, judged in relation to an individual's own ideals or standards
- Competence – belief in one's ability to perform a task
- Impact – belief that one can influence organizational outcomes
- Self Determination – sense of control over how one performs one's job

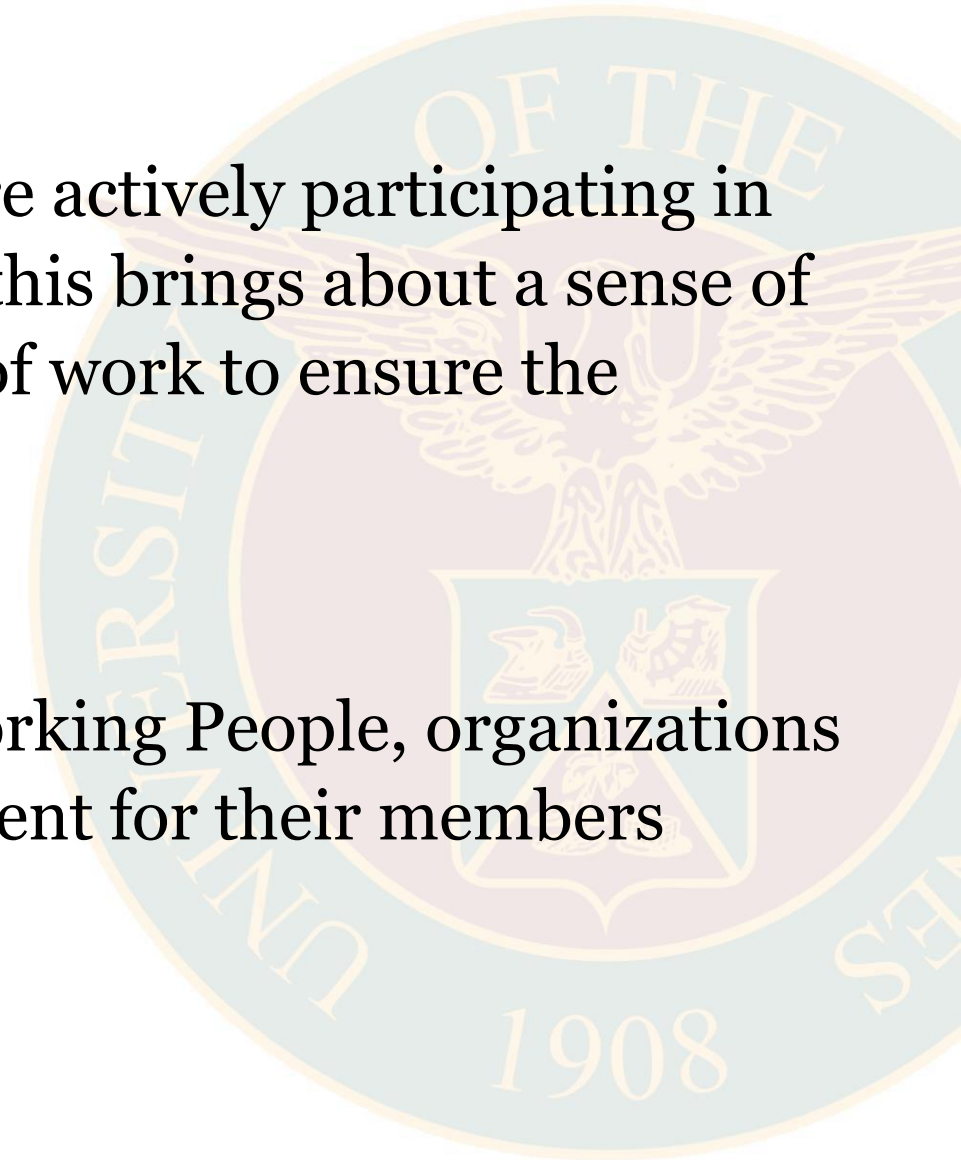
# Benefits of Empowerment

## Increase in Quality of Work

- When everyone in the team feels like they are actively participating in the overall progression of the organization, this brings about a sense of responsibility to deliver the highest quality of work to ensure the success of the team

## Employee Satisfaction

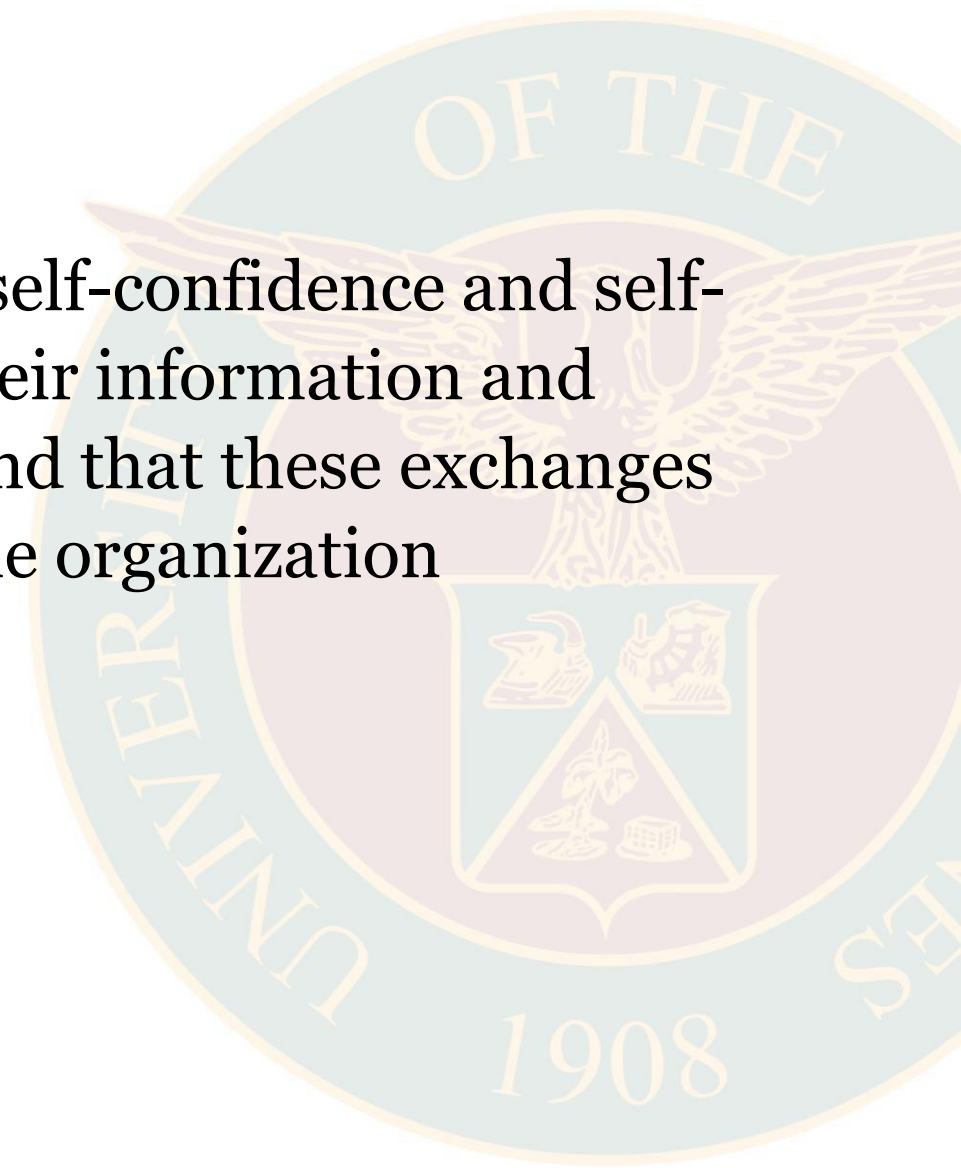
- According to the National Association of Working People, organizations that foster a flexible and engaging environment for their members results in a higher level of job satisfaction



# Benefits of Empowerment

## Collaboration

- When team members have healthy levels of self-confidence and self-esteem they feel comfortable with sharing their information and knowledge with their peers as they understand that these exchanges work towards achieving the overall goal of the organization





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*Thank you!*

