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- **RETIRED MEMBER OF THE NURSE CORPS, AFP**
- **21 YEARS NURSING EXPERIENCE**
- **SPECIALIZES IN NEUROSURGERY NURSING**
- **ASST. DEPT HEAD OF AMBULATORY CARE DEPARTMENT**
- **EXPECTATIONS OF THE COURSE: IMPROVED LEADERSHIP AND MANAGEMENT SKILLS**



LEADERSHIP THEORIES

- **GREAT MAN THEORY**
- **TRAIT / BEHAVIORAL THEORIES**
- **LEADERSHIP STYLES**
- **CONTINGENCY / SITUATIONAL THEORY**
- **SITUATIONAL APPROACH**
- **INTERACTIONAL THEORIES**



GREAT MAN THEORY

- **19TH CENTURY IDEA POPULARIZED BY THOMAS CARLYLE BASED MAINLY ON HISTORICAL ACHIEVEMENTS OF GREAT MEN AMIDST CHAOTIC ENVIRONMENT**
- **ASSUMPTIONS: LEADERS ARE BORN AND ARISES IN TIMES OF NEED**
- **APPLICABILITY TO NURSING: NURSING ADMINISTRATORS ARE EXPECTED TO DEMONSTRATE INSTRUMENTAL AND SUPPORTIVE LEADERSHIP**



TRAIT/BEHAVIORAL THEORY

- **POPULARIZED BY STOGDILL IN 1948 BASED ON SUCCESSFUL LEADERSHIP WITHOUT HISTORICAL IMPACT**
- **ASSUMPTIONS: LEADERS NATURALLY POSSESS PERSONAL AND SOCIAL TRAITS THAT DISTINGUISHES FROM FOLLOWERS.**
- **APPLICABILITY TO NURSING: NURSE ADMINISTRATOR CAN PREPARE FOR LEADERSHIP ROLES THRU SELF-DEVT AND ACQUISITION OF PERSONAL TRAITS – ACADEMIC AND PROF TRAINING, PROF EXPERIENCE AND KNOWLEDGE SHARING.**



LEADERSHIP STYLES

- **POPULARIZED BY LEWIN (1950), LIPPIT AND WHITE (1960), SPECIFIES BEHAVIORS ASSOCIATED WITH CERTAIN LEADERSHIP STYLE.**
- **ASSUMPTIONS: LEADERS ARE MADE AND IT IS BEHAVIORAL/PERSONALITY BASED.**
- **LEADERSHIP STYLES: AUTOCRATIC - LEADER CENTERED; DEMOCRATIC – PARTICIPATIVE; LAISSEZ FAIRE – DELEGATIVE**
- **APPLICABILITY TO NURSING: NURSE ADMINISTRATORS ARE EXPECTED TO ENFORCE RULES, REGULATIONS AND STANDARDS, TO PROMOTE OPEN COMMUNICATION AND TEAMWORK AS WELL AS TO EMPOWER STAFF FOR FUTURE SUCCESSION.**

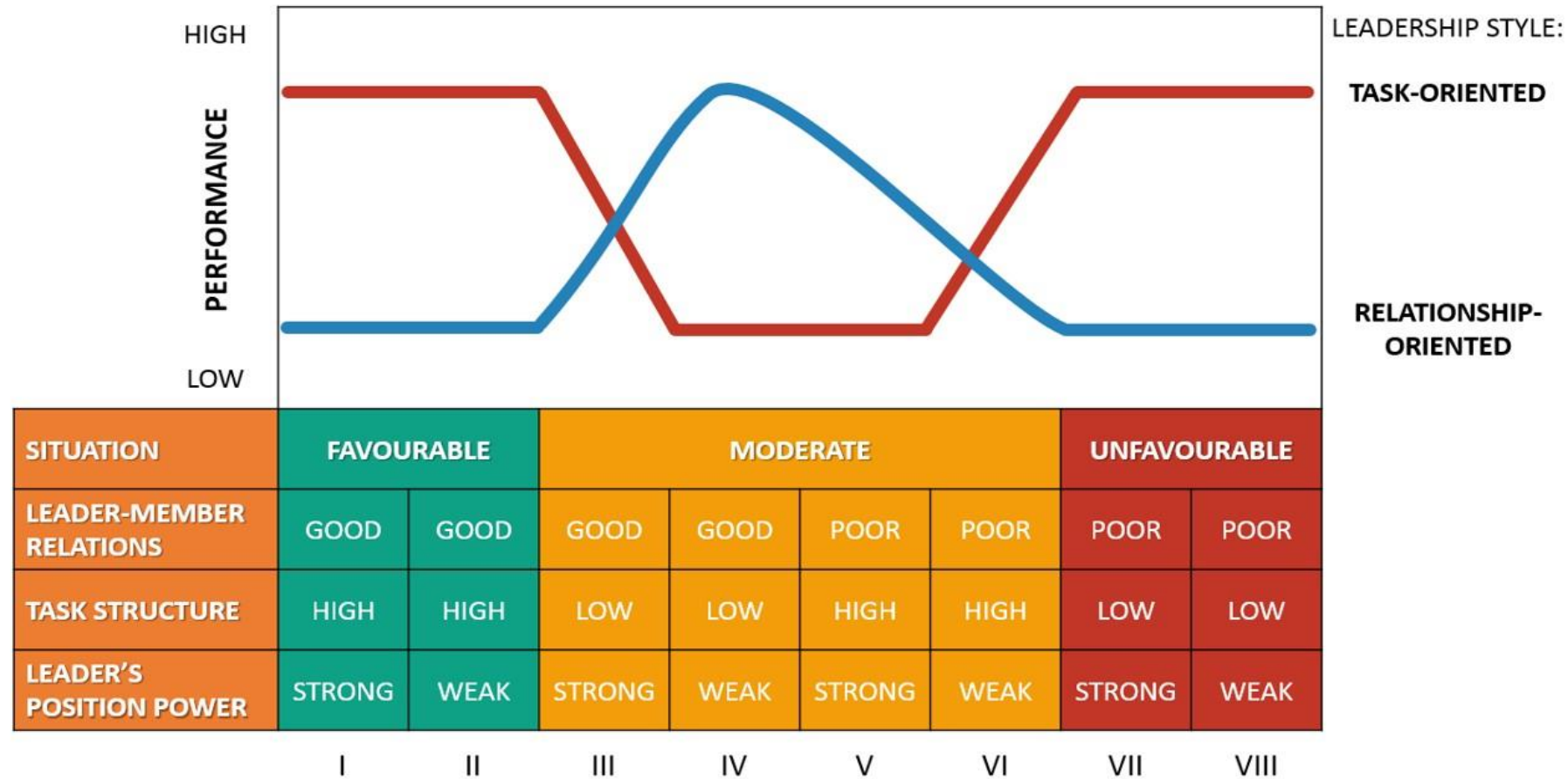


CONTINGENCY/SITUATIONAL THEORY

- **REVOLVES AROUND THE CENTRAL IDEA THAT AN ORGANIZATIONAL BEHAVIOR IS CONTINGENT ON ITS WORK ENVIRONMENT**
- **ASSUMPTION: LEADERSHIP STYLE SHOULD VARY DEPENDING ON A GIVEN SITUATION**
- **APPLICABILITY TO NURSING: NURSE LEADER SHOULD RECOGNIZE THE COMPLEXITY OF WORK SITUATIONS AND THAT THERE IS NO SINGLE APPROACH TO ALL SITUATIONS**



FIEDLER'S CONTINGENCY MODEL



HERSEY - BLANCHARD SITUATIONAL MODEL



INTERACTIONAL THEORIES

- **POSITS THAT LEADERSHIP BEHAVIOR IS DETERMINED BY THE RELATIONSHIP OF LEADER'S PERSONALITY AND SPECIFIC SITUATION**
- **ASSUMPTIONS: PEOPLE ARE COMPLEX AND HIGHLY VARIABLE WITH MULTIPLE, CHANGING MOTIVES FOR DOING THINGS; PERFORMANCE AND PRODUCTIVITY ARE DEPENDENT ON TASK, EXPERIENCE, ABILITY AND MOTIVATION**
- **APPLICABILITY TO NURSING: NURSE LEADER SHOULD BE ABLE TO DIAGNOSE THE SITUATION AND UTILIZE APPROPRIATE STRATEGY**



TRANSACTIONAL LEADERSHIP

- **FORMAL AUTHORITY AND POSITION OF RESPONSIBILITY**
- **MANAGES INDIVIDUAL PERFORMANCE AND FACILITATES GROUP PERFORMANCE**
- **CONFORMS TO STRUCTURE IN THE ORGANIZATION, FOCUS ON RESULT AND MEASURES SUCCESS ACCORDING TO ORGANIZATIONS' SYSTEM OF REWARDS AND PUNISHMENTS**
- **TRADITIONAL MANAGER CONCERNED WITH DAY TO DAY OPERATION**
- **REACTIVE IN NATURE**



TRANSFORMATIONAL LEADERSHIP

- **MAY NOT HAVE FORMAL AUTHORITY AND POSITION IN THE ORGANIZATION**
- **MANAGER THAT HAS COMMITMENT, HAS VISION AND CONTINUES TO EMPOWER OTHERS**
- **CREATES AWARENESS OF WHAT IS IMPORTANT AND GOOD FOR THE MANY, AND TAKES AWAY SELF-INTEREST.**
- **FOCUSES ON INSPIRING OTHERS TO FOLLOW, USES CHARISMA AND ENTHUSIASM AS MOTIVATION , AND PROACTIVE IN NATURE**



FULL-RANGE LEADERSHIP THEORY

FACTOR 1	Inspirational Motivation	Transformational - vision
FACTOR 2	Idealized Influence (attributed)	Transformational – charisma, emotional ties
FACTOR 3	Idealized Influence (behavior)	Transformational – sense of mission and values
FACTOR 4	Intellectual Stimulation	Transformational – problem solving
FACTOR 5	Individualized Consideration	Transformational – individual as unique
FACTOR 6	Contingent Reward	Transactional – task oriented
FACTOR 7	Active Management by exception	Transactional – corrective measures for deviation from rules and standards
FACTOR 8	Passive Management by exception	Transactional – intervenes only after an error
FACTOR 9	Non-Leadership	Laissez-Faire – contrast to active leadership style



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TRANSACTIONAL%20LEADERSHIP%20THEORY%20IS%20BASED,TASKS%20CORRECTLY%20AND%20ON%20TIME

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THAT ENDS LEADERSHIP THEORIES (1ST PART)

