



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



N181

Overview of Nursing Management & Leadership

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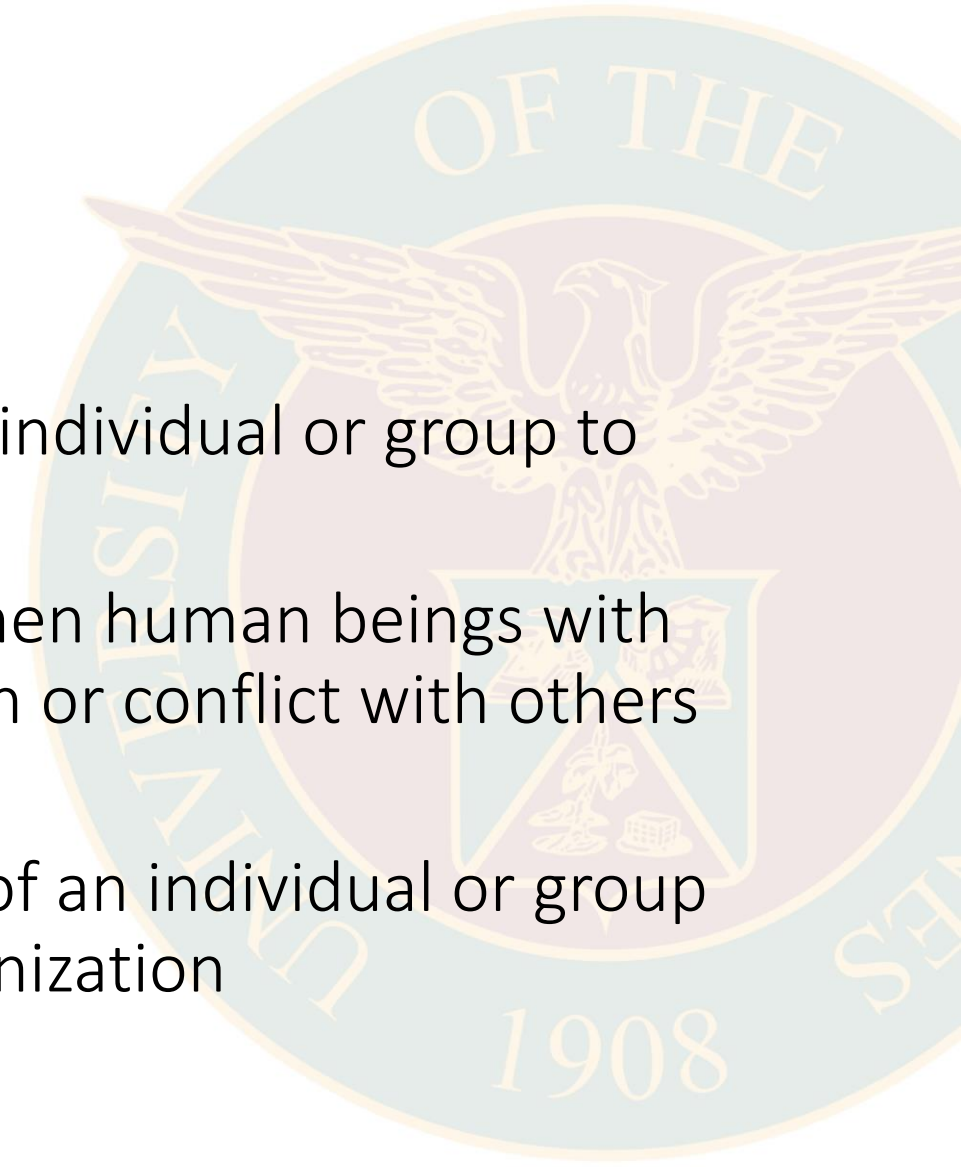
Leadership?



Leadership

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



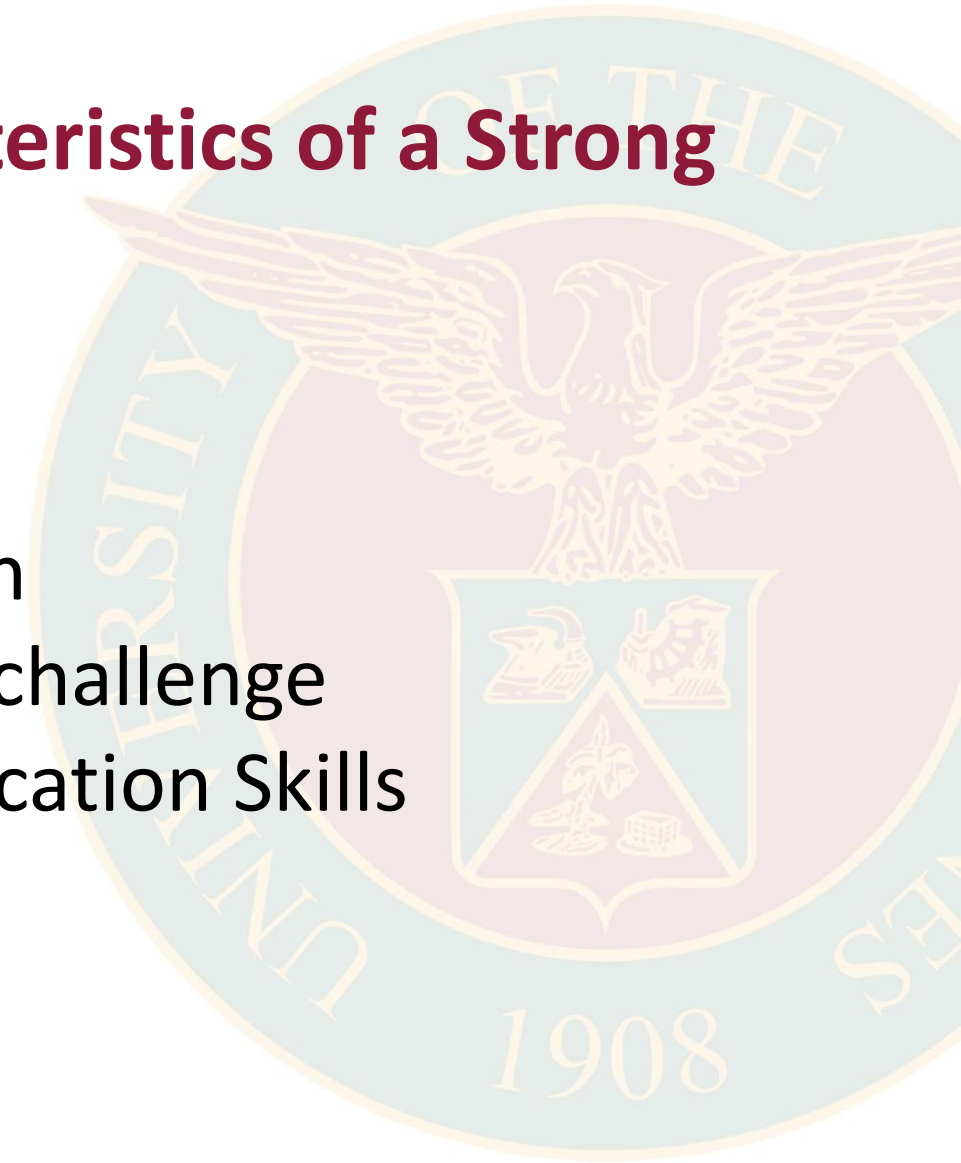
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What is a Leader?

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

Key Characteristics of a Strong Leader:

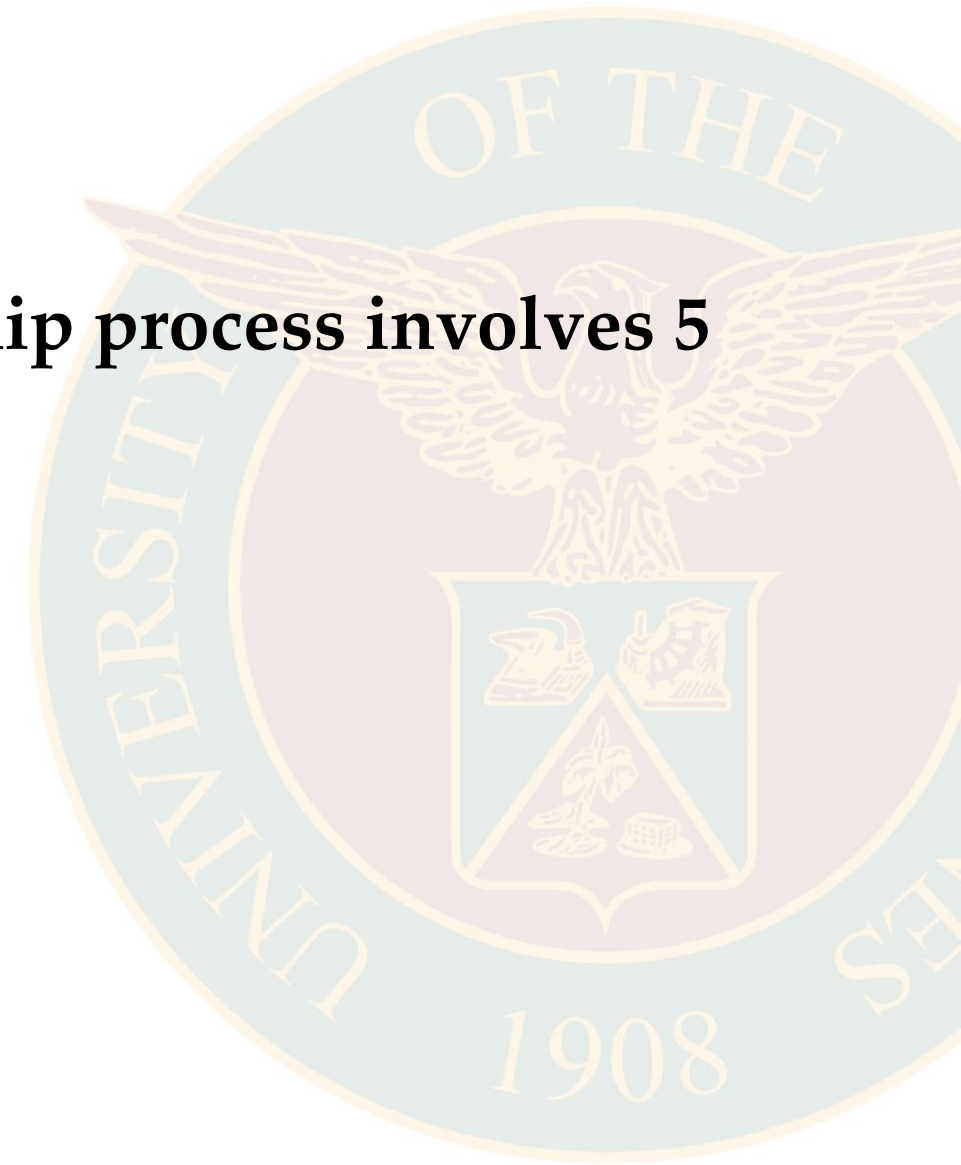
- Integrity
- Vision
- Inspiration
- Ability to challenge
- Communication Skills



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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Management

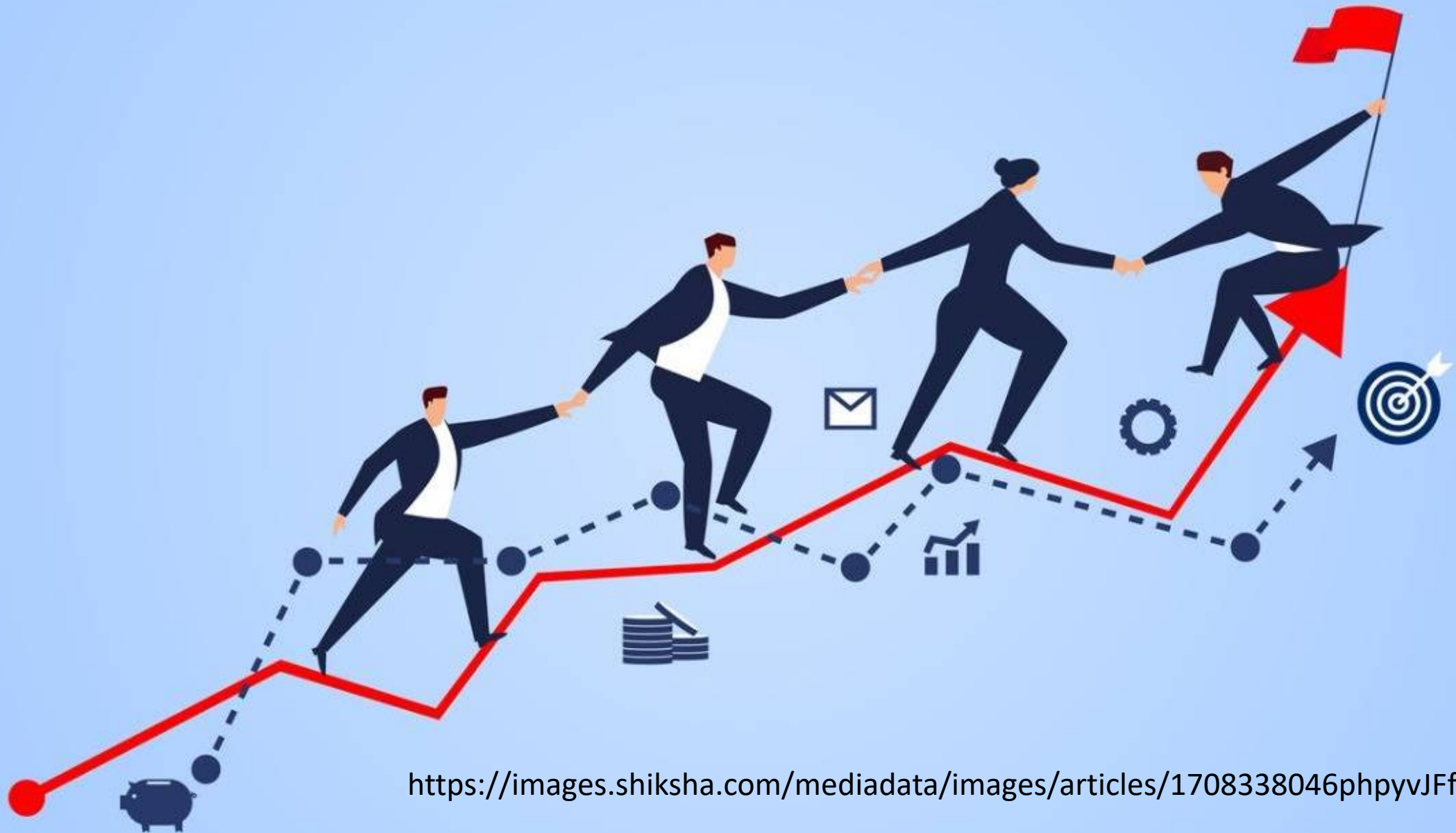
- “Is the coordination and integration of resources through planning, organizing, coordinating, directing, and controlling to accomplish specific institutional goals and objectives.” (Huber, 2014, p.5)
- (Hersey et al., 2013) defines management as the “process of working with and through individuals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

Accomplish a goal
Explain vision
Organization figureheads
Motivate others
Mobilize resources

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

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Differences Between a Manager and a Leader

Aspect	Manager	Leader
Authority	Position in an organization	Ability to influence
Vision/Goal Setting	Articulates the vision of the organization, sets goals independently or adopts goals set by organization	Strategist, collaborates with team shared goals
Management Style	Authoritarian; relies on control	Democratic; involves team in decision-making
Communication	One-way; gives orders and directives	Two-way; encourages feedback and collaboration

Differences Between a Manager and a Leader

Aspect	Manager	Leader
Focus	Task-oriented, maintains equilibrium, emphasizes completion	People-oriented, focuses on growth and development, change and innovation
Motivation	Uses rewards or punishments, incentives	Inspires through vision and encouragement
Empowerment	Relies on authority to get things done; develops leadership qualities of staff	Empowers team members to take the initiative; inspires staff to be effective and continue to improve
Relationship with Team	Distant; maintains hierarchical structure	Close; fosters trust and open communication

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 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 people and communities.

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