

Leadership Matters

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QWEST SYMPOSIUM Dec. 1/10



Overview

- Reflections on leadership
- Ways of defining leadership
- Common themes in current Leadership approaches
- Evidence in support of nursing leadership
- Themes of interest in QWEST data
- Summary



***What leadership qualities
come to mind in these
images?***









What is leadership?

Some ideas to consider...

Warren Bennis states that....

"Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, taking effective action to realize your own leadership potential and having a bias towards action, risk, curiosity and courage."

Margaret Wheatley believes....

"Leadership is always dependent on the context, but the context is established by the relationships we value. We cannot hope to influence any situation without respect for the complex network of people who contribute to our organizations."

Drath et al.

"...it is the presence of direction, alignment, and commitment (DAC) that marks the occurrence of leadership"

Ways of defining leadership....

- Focus of group processes
- Personality perspective (traits, characteristics)
- Acts or behaviours – things leaders do
- Power relationship between leaders and followers
- Transformational process
- Skills perspective (knowledge and skills)

Areas of agreement

"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal."

(Northouse, 2007, p.3.)

CNA position Statement on Leadership (2009)

- Nursing leadership is about critical thinking, action, and advocacy – and it happens in all roles and domains of nursing practice
- Canada's health system requires ... nursing leaders ...who are ..
 - ***Credible***
 - ***Courageous***
 - ***Visible and***
 - ***Inspiring to others***

Where can you find leadership?

Leadership is seen within:

- Individuals (traits, personalities, competencies, intelligence)
- Groups (emerging leadership)
- The relationship between leaders and followers (leader-member exchange)



Current Leadership Approaches

- Transformational leadership
- Resonant leadership
- Servant leadership
- Leader-member exchange
- Authentic leadership

Common themes.....

- Now a more holistic view of leadership – relationships central
- Positive forms of leadership gaining support
- Attention to how leadership impacts outcomes – what are the mechanisms?
- Follow a key part of leadership process
- Increase interest in how leadership develops
- Leadership distributed and shared in organizations

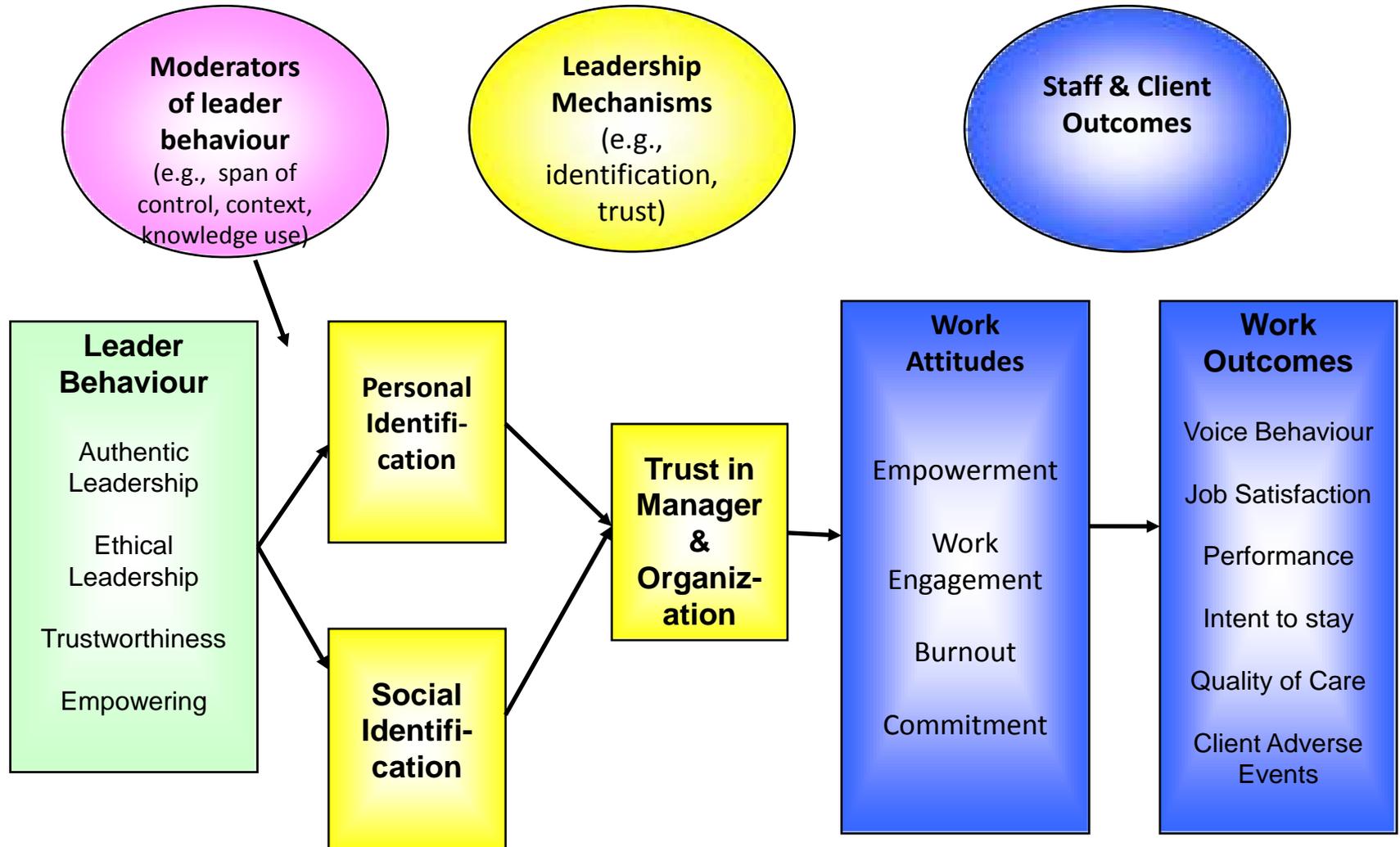
Definition of Authentic Leadership

- "A pattern of transparent and ethical leader behavior that encourages openness in sharing information needed to make decisions while accepting followers' inputs." (Avolio et al., 2009, p. 424)

walk the talk.



Figure 1: Research Program Framework: The Influence of Authentic Leadership on Staff and Client Outcomes



Why is leadership important for Nursing?

- **Impact on nurses' health, well being & professional effectiveness**
- **Foster healthy work environments**
- **Influences patient outcomes**
- **Patient safety initiatives**
- **Recruitment and retention of nurses**

What's the evidence in support of effective nursing leadership?

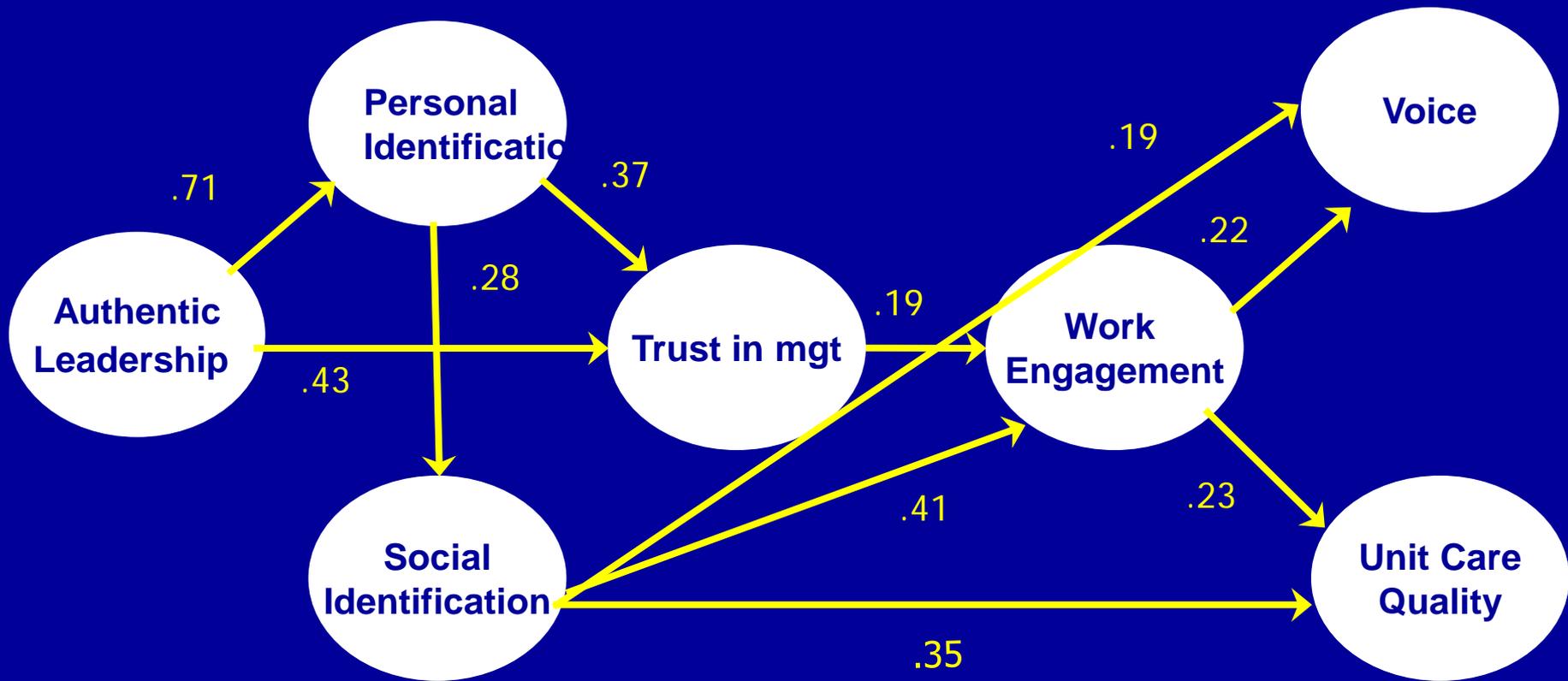
Relationship between Nursing Leadership and Nurse Outcomes

- Systematic review (Cummings *et al*, 2009):
- 24 studies - leadership styles focused on people and relationships (transformational, resonant, supportive, and consideration) were associated with higher nurse job satisfaction
- whereas in 10 studies leadership styles focused mainly on tasks were associated with lower nurse job satisfaction
- Leadership focused on task completion alone is not sufficient to achieve optimum outcomes

Relationship between Nursing Leadership and Patient Outcomes

- Systematic review (Wong & Cummings, 2007):
- Findings suggested transformational nursing leadership can positively influence patient outcomes:
 - ❖ increased patient satisfaction
 - ❖ reduced patient adverse events and complications
- Relationship between leadership and patient outcomes possibly occurs positive through: work environments, nurse attitudes and/or performance

Figure 1 – Effect of AL on Voice and Unit Care Quality



Note: solid lines represent significant paths $p < .001$

$\chi^2 = 17.24, df = 11, p = .10$

QWEST qualitative data: some themes of interest

- ***Characteristics of a Good Leader***
 - ❖ ***Visible***
 - ❖ ***Respectful***
 - ❖ ***Present***
 - ❖ ***Approachable***
 - ❖ ***Accessible***
 - ❖ ***Empowering***
 - ❖ ***Connected to patient care and staff***

trust

Themes and issues

- *Trust:*

- *Leader trusts staff*
- *Leader can be trusted to "walk the talk"*
- *Respect for autonomy of staff*
- *Intervening in fair manner if necessary*
- *'Open door' policy*
- *Mutual respect for boundaries*
- *Listening to staff voices*
- *Facilitating staff participation in decision-making*

Chinese Proverb

When there is trust, no proof is necessary. When there is none, no proof is possible.

Importance of Trust: literature overview (Six, 2005)

- Creates sense of security which will help survival in contexts with high complexity and uncertainty
- Can help with risk taking in these contexts
- Enhances ability to change and support change
- Assist in learning, creativity and innovation
- Facilitates social relations which improves efficiency
- Fosters and maintains cooperation, information sharing, openness and conflict resolution
- Reduces need for detailed rules and monitoring

Building Trust



Clinical credibility of leader - what does this look like?

- Visibility and presence
- Does high visibility lead to undue dependence on leader?
- Knowing the unit, the staff and the work
- Staff knowledge of manager role
- Invisible work of managers

Summary

- Good leadership has positive effects on staff, patients and organizational outcomes
- Good leadership includes relational aspects of trust, respect, presence, openness, etc.
- Expectations for effective leadership are mutually defined by staff and managers
- Leaders and staff play key roles in establishing healthy work environments

Questions or Comments?

