



**CHAPTER 10:
LEADERSHIP AND MANAGEMENT
AS A PROFESSIONAL CONCEPT**

LEADERSHIP VERSUS MANAGEMENT

- Leadership Versus Management
 - Leader defined: establishes a vision and goals for an organization and executes them
 - Manager defined: plans, organizes, and manages an organization's personnel and resources
 - Managers are the hands-on individuals who get the work done through others
 - Leaders look at the bigger picture and guide organizations in different directions



LEADERSHIP VERSUS MANAGEMENT (CONT'D)

○ Formal Leader

- The boss, the one who directs the staff
- Has little interaction with patients
- Anticipates changes in the healthcare system or organization and leads organization to a vision



LEADERSHIP VERSUS MANAGEMENT (CONT'D)

- Informal Leader, pg.142
 - Has no formal title but respected for wisdom and willingness to share
 - Can be *any* member of the team, for example?
 - Day-to-day role models
 - Go-to person for expert assistance
 - Respected by formal leaders
 - Possesses power among group members earned through competent work



LEADERSHIP VERSUS MANAGEMENT (CONT'D)

○ Management

- Organizing details so leader can achieve vision and goals
- Good leadership is critical for effective management
- Responsibility for getting the work done through others
- Leaders should not spend much time managing
- Details are for the manager; larger vision is for the leader



LEADERSHIP VERSUS MANAGEMENT (CONT'D)

○ Management

- Effective managers get the job done
 - Have a broad understanding of organization and how it works
 - Delegate work to others
 - Possess excellent interpersonal skills
 - Have the ability to manage staff, use person power, and physical resources well
 - Act as agents of change in organizations



HISTORICAL OVERVIEW OF NURSING LEADERSHIP AND MANAGEMENT ROLES

- History of Nursing Leadership and Management
 - Florence Nightingale
 - Lillian Ward and Mary Brewster were nurse leaders and managers
 - Established first visiting nurse service
 - Also managed the hands-on day-to-day work
 - Dr. Jean Watson
 - Established credence for nurses who adopted the nursing paradigm



WHERE IS THE LICENSED PRACTICAL NURSE IN THE HISTORICAL PICTURE?

○ Role of LPN in Leadership and Management

- LPNs manage clinical care for clients
- Many leadership and management roles have been taken on by LPNs
- Many LPNs have taken over positions once held by RNs
- LPNs have taken a leadership role in long-term care facilities for a long time
- LPNs need to understand different leadership styles



LEADERSHIP STYLES

- Need to identify own leadership style
- Autocratic Leaders, pg.147
 - Give praise and criticism, punishment and reward
 - Task oriented
 - Engage in power struggles
 - No one wins in a power struggle
 - Both, the individuals & the organization lose when they engage in this type of autocratic activity
 - Make decisions independently, without input from group
 - Best in emergency situations, for example?



LEADERSHIP STYLES (CONT'D)

- Democratic Leaders, pg.148
 - Most people are initially drawn to the democratic leader:
 - They like the individualized attention this leader provides: focus on individuals' characteristics, abilities, and needs
 - Involve group in major decision making
 - Larger time commitment is needed
 - Emergency situations can be chaotic
 - Work within framework of human caring
 - Willing to share information, not keep secrets



LEADERSHIP STYLES (CONT'D)

- Laissez-faire Leaders, pg.148-149
 - The “let alone” leader, can be frustrating for employees
 - Create feelings of resentment and chaos
 - Do not provide guidance, caring, or instruction
 - Lead without offering supervision, direction, or coordination
 - Do not give praise, feedback, or criticism
 - Do not share information
 - Feeling of resentment toward the leader often exist
 - Allow employees to work individually: no group work



LEADERSHIP STYLES (CONT'D)

- Multicratic or Participative Leaders
 - Work well in groups and in an emergency
 - Combine best attributes of autocratic and democratic leaders
 - Allow employees to share ideas but the leaders make final decisions
 - Provide empowering environment
 - Spread control and power throughout the group



LEADERSHIP STYLES (CONT'D)

- Transformational Leaders
 - Develop clear vision and share it with the group
 - Allow themselves to be questioned by the group
 - Understand the importance of interpersonal relationships
 - Encourage the empowerment of others
 - Work in the framework of the science of human caring



WHAT TYPE OF LEADER ARE YOU?

- Identify which style you can use to be the best LPN
- Identify advantages and disadvantages of each style
- Identify the types of leaders with whom you work best
- Leadership and Followership Style Test will assist you in determining your style



QUESTIONS?

REVIEW: LEADERSHIP NCLEX QUESTIONS
1-5

