



Wolters Kluwer

When you have to be right

Chapter 12

Leadership and Followership Skills

Leadership and Followership Skills #1

- ❖ Changing scope of licensed practical/vocational nurses due to:
 - Rise in demand for licensed nursing service
 - Cost-cutting measures leading to staff shortage
 - Current nursing shortage

Leadership and Followership Skills #2

- ❖ Additional leadership positions being added to job descriptions in settings where resident's condition is relatively stable:
 - Team leaders
 - Charge nurses
 - Care managers
- ❖ Specialized position requires additional education and experience:
 - National certifications in particular areas of practice

Leader and Leadership Defined #1

Leader

- ❖ A person who, through leadership skills, is able to get others to follow his or her plan to achieve goals
- ❖ Is responsible for guiding a group to achieve its goals

Leadership

- ❖ Process that helps a group of people achieve those goals

Leader and Leadership Defined #2

❖ **Example —Team Leader Goals**

- Provide a safe environment
- Provide excellent nursing care
- Work as a team
- Minimize nursing and medical errors
- Establish pleasant working relationships

Leader and Leadership Defined #3

❖ **Example —Team Leader Goals (cont.)**

- Share knowledge and experience
- Communicate accurately and effectively
- Motivate team members
- Promote an interest in new nursing skills
- Develop a creative problem-solving environment

Leadership Styles #1

Authoritarian Leader (Autocratic)

- ❖ Primarily concerned that tasks are accomplished
- ❖ Issues directives and orders
- ❖ Determines rules for workers
- ❖ Independently makes decisions that affect the entire team

Leadership Styles #2

Permissive Leader (Laissez-Faire)

- ❖ Provides little or no direction or control
- ❖ Makes assumptions about staff
- ❖ Needs to be liked by everyone
- ❖ Avoids blame for team actions by giving responsibility to individual team members

Leadership Styles #3

Democratic Leader

- ❖ Encourages staff participation
- ❖ Consults and collaborates with staff
- ❖ Respects team members
- ❖ Accepts responsibility for actions of team members
- ❖ Considers self as part of the team

Leadership Styles #4

Situational Leadership

- ❖ One leadership style will not work in every situation.
- ❖ Theorists believe effective leadership occurs when the leader's style matches the situation.
- ❖ Situation includes the leader, the followers, and the events occurring.
- ❖ Use prevailing style to avoid chaos and confusion.

Types of Behavior #1

Passive Behavior

❖ Passive People

- Avoid conflict and do nothing in situations in which an action is required
- Never confront a situation or express feelings, needs, or wants
- Become angry and hostile

Types of Behavior #2

Aggressive Behavior

❖ Aggressive People

- Ignore the rights and feelings of others
- Focus on their own needs and feelings
- Often act and speak before thinking
- Demand that they get what they want

Types of Behavior #3

Assertive Behavior

❖ Assertive People

- Openly and honestly express needs and feelings without attacking or hurting others
- Use “I” statements
- Allow discussion and compromise

Qualities of Effective Leaders #1

❖ **Effective Leaders Are:**

- Emotionally mature
- Open minded
- Fair
- Consistent
- Assertive
- Responsible
- Courageous

Qualities of Effective Leaders #2

❖ **Effective Leaders Are (cont.):**

- Able to teach
- Excellent problem solvers
- Clinically skilled
- Critical thinkers
- Sensitive and objective
- Flexible with leadership styles
- Able to use a sense of humor
- Able to learn from mistakes

Leading and Team Building

- ❖ A leader creates an encouraging environment by being a positive role model.
- ❖ A leader motivates team members to achieve goals.
- ❖ Building an effective team requires:
 - Coaching
 - Recognizing strengths and weakness of individual team members

Handling Change #1

- ❖ In health care settings, changes involve:
 - Policies and procedures
 - Staffing patterns and schedules
 - Work conditions
 - Salary and benefit packages
 - New equipment
 - Job responsibilities

Handling Change #2

- ❖ In health care settings, changes involve (cont.):
 - Patient care protocols
 - Government regulations
 - Accrediting agency regulations
- ❖ Three options for handling change:
 - Resist change due to fear and misunderstanding
 - Avoid change by resigning or asking for transfer
 - Accept change
- ❖ Leader's attitude toward change can be contagious.

Handling Conflict

- ❖ Leader should identify the problem and consider possible solutions.
- ❖ Discuss the problem and proposed action with supervisor.
- ❖ Choose a course of action and follow it through.
- ❖ Keep disciplinary sessions private and professional.

Followership Qualities

- ❖ Effective leader must have effective followers and an organization that supports leadership goals.
- ❖ Followers contribute to the success or failure of a leader.
- ❖ **An Effective Follower:**
 - Is competent
 - Has experience
 - Has a positive attitude toward the role of the leader
 - Will help the leader achieve goals
 - Avoids sabotaging the leader's effectiveness

Developing Leadership Skills

- ❖ Become more aware of your behaviors
- ❖ Seek input from peers or supervisors
- ❖ Read about leadership skills
- ❖ Complete online continuing education programs
- ❖ Attend workshops and seminars
- ❖ Search the Web for information on “nursing leadership”

Question #1

- ❖ Is the following statement true or false?
- ❖ In order for an LP/VN to take on a leadership role in a health care setting, he or she must obtain a National Clinical Certification.

Answer to Question #1

❖ False

❖ Rationale: The LP/VN must have appropriate clinical expertise, obtain further education to prepare for the position, and have the personal characteristics necessary to be an effective leader.

Question #2

- ❖ A leader who provides little or no direction or control for the team is known as:
 - A. An autocratic leader
 - B. A democratic leader
 - C. An authoritarian leader
 - D. A permissive leader

Answer to Question #2

❖ D. A permissive leader

❖ Rationale: A permissive or laissez-faire leader

Question #3

- ❖ Is the following statement true or false?
- ❖ An authoritarian style of leadership is most appropriate for the day-to-day operation of a nursing unit.

Answer to Question #3

❖ False

❖ Rationale: A democratic style is the most appropriate, allowing for incorporation of opinions, and expertise of the staff when making decisions.

Question #4

- ❖ A nurse who does not encourage his/her patients to participate in their own care is demonstrating:
 - A. Passive behavior
 - B. Aggressive behavior
 - C. Assertive behavior

Answer to Question #4

- ❖ A. Passive behavior
- ❖ Rationale: Passive people do not act in situations in which an action is required, such as encouraging patient participation in their own care.