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# Nurse Managers as Transformational and Transactional Leaders

## Executive Summary

- In an era when nurse managers are both critical to and responsible for innovation and performance, leadership style is critical to achieve both outcomes.
- Transformational leaders move beyond the management of transaction to motivate performance beyond expectations through the ability to influence attitudes.
- In a comparison of nurse managers and staff nurse assessments of leadership style, nurse managers rated themselves as more transformational than their staff personnel.
- Staff nurses who perceived their managers as more transformational also demonstrated a higher organizational commitment.
- While transformational leaders are more effective, nurse manager performance standards are often rooted in transactional characteristics.
- Nurse managers can be taught transformational leadership skills including establishing clear expectations, creating shared vision, and ultimately inspiring stronger organizational commitment.

**T**HE LEADERSHIP skills and abilities of nurse managers have long been recognized as making a critical contribution to the smooth operation of important units and the success of acute care hospitals. Their leadership role is increasingly gaining attention in relation to their contributions to staff attitudes and relationships. The best nurse manager is positioned to drive positivity to the work itself and to the nursing staff engaged in patient care. Thus, the way the manager implements the leadership role can have a significant impact on the work environment and organizational commitment. The nurse manager who positively influences the work environment and fosters the staff's organizational commitment attains greater achievement at the unit level and enhances the organization's competitive advantage. Exactly how this occurs and the nature of the leadership behaviors exhibited by the nurse manager is not well-defined. This research clarifies the link between the nurse manager's use of transformational and transactional leader behaviors and the development of organizational commitment by registered nurse staff.

Many of the complex demands faced by today's health care leaders at the top of the organization are

also present at the unit manager level. As organizations grow, the distance between the chief nursing officer and the RN staff widens. Nursing staff must increasingly rely on the nurse manager's clinical expertise and leadership abilities, making the leadership role of the unit manager pivotal to unit performance. The "balancing dilemma effect" discussed by Bass, Steidlmeier, Avolio, and Belds, (1997) suggests the notion that leadership style and abilities cascade from one level to another in an organization. Acute care hospital nurse staff experience organizational and unit-level benefits from the cascading effects of leadership at the top. However, the unit-level nurse manager's close proximity to the work of patient care and day-to-day leadership interventions in this transaction. Thus dual leadership influences nurse questions about organizational commitment and the role and placement of the leader. How does organizational commitment

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# Nurse Managers Answer

**M Walker**



**Nurse Managers Answer:**

## Decoding **Nurse Managers Answer**: Revealing the Captivating Potential of Verbal Expression

In a period characterized by interconnectedness and an insatiable thirst for knowledge, the captivating potential of verbal expression has emerged as a formidable force. Its capability to evoke sentiments, stimulate introspection, and incite profound transformations is genuinely awe-inspiring. Within the pages of "**Nurse Managers Answer**," a mesmerizing literary creation penned with a celebrated wordsmith, readers attempt an enlightening odyssey, unraveling the intricate significance of language and its enduring impact on our lives. In this appraisal, we shall explore the book's central themes, evaluate its distinctive writing style, and gauge its pervasive influence on the hearts and minds of its readership.

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