

Elaine McGuire
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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.

THE 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, Arnold, and Beale (1997) suggests the notion that leadership style and abilities cascade from one level to another in an organization. Acute care hospitals nurse staffs 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

Roman Wölfel



Nurse Managers Answer:

The Nurse Manager's Answer Book Ruth I. Hansten, 1994 This handbook features a collection of concise guidelines essential points and simple straightforward answers to difficult management questions Some issues discussed include making the transition from staff to manager gender issues managing your boss how to create a team and make it work managing interruptions and dealing with difficult people Presented with humor and brevity this text is an essential addition to every nurse manager's library

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Essentials of Nursing Leadership & Management Sally A Weiss, Ruth M Tappen, Karen Grimley, 2019-03-29 Transition from student to professional with confidence Stepping out of the classroom and into professional nursing practice can be stressful This handy guide will build your confidence and prepare you to meet the challenges you'll face as a new staff nurse in today's dynamic health care environment You'll explore your future responsibilities as a leader and a manager and the workplace issues and trends that you'll encounter in practice

Nurse Manager Engagement Barbara Mackoff, 2011 Nurse Manager Engagement Strategies for Excellence and Commitment is based on the groundbreaking and highly regarded national Nurse Engagement Study project funded by The Robert Wood Johnson Foundation The book builds upon the key ideas in the study by including examples from Dr Mackoff's conversations and key teaching points from her work with several hundred nurse managers in the three years following this innovative study Nurse Manager Engagement offers a groundbreaking approach one that distinguishes it from other nurse management books by a focus on building a model of the solution rather than a description of the problem It focuses on the crucial role of the nurse manager in engaging staff nurses and building a pipeline for future nurse leadership

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