

Elaine McGuire  
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# Nurse Managers as Transformational and Transactional Leaders

## Executive Summary

- 1. In an era when nurse managers are both critical to and responsible for innovation and performance, leadership style is critical to achieve both outcomes.
- 2. Transformational leaders move beyond the management of transaction to motivate performance beyond expectations through the ability to influence attitudes.
- 3. In a comparison of nurse managers and staff nurse assessments of leadership style, nurse managers rated themselves as more transformational than their staff personnel.
- 4. Staff nurses who perceived their managers as more transformational also demonstrated a higher organizational commitment.
- 5. While transformational leaders are more effective, nurse manager performance standards are often rooted in transactional characteristics.
- 6. 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, Aradine, and Belds, (1987) 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

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## **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

**Management and Leadership for Nurse Managers** Russell C. Swansburg, 1996 This edition of the highly acclaimed Management and Leadership for Nurse Managers offers theoretical and practical perspectives on the major management functions as they are practiced in today's organizations The author introduces current and future nurse managers to the challenges of planning organizing leading and controlling The most recent research on management theory is incorporated throughout the book in the context of its practical application New coverage includes total quality management pay for performance the rising temporary workforce and downsizing

**Financial Management for Nurse Managers and Executives** Steven A. Finkler, Christine Tassone Kovner, Cheryl Bland Jones, 2007-01-01 Covering the financial topics all nurse managers need to know and use this book explains how financial management fits into the healthcare organization You'll study accounting principles cost analysis planning and control management of the organization's financial resources and the use of management tools In addition to current issues this edition also addresses future directions in financial management Chapter goals and an introduction begin each chapter Each chapter ends with Implications For The Nurse Manager and Key Concepts to reinforce understanding Key Concepts include definitions of terms discussed in each chapter A comprehensive glossary with all key terms is available on companion Evolve website Two chapter ending appendixes offer additional samples to reinforce chapter content Four NEW chapters are included Quality Costs and Financing Revenue Budgeting Variance Analysis Examples Extensions and Caveats and Benchmarking Productivity and Cost Benefit and Cost Effectiveness Analysis The new Medicare prescription bill is covered with its meaning for healthcare providers managers and executives Coverage now includes the transition from the role of bedside or staff nurse to nurse manager and nurse executive Updated information includes current nursing workforce issues and recurring nursing shortages Updates focus on health financing and the use of computers in budgeting and finance New practice problems are included

**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

NCLEX-RN Questions and Answers Made Incredibly Easy Lippincott Williams & Wilkins, 2003 The second edition of

NCLEX RN Questions Answers Made Incredibly Easy is a completely updated NCLEX review book Over 3 500 questions and answers with rationales are included The book is divided into six parts Part 1 provides studying and test taking strategies for the test itself Parts 2 6 cover adult care psychiatric care maternal neonatal care pediatric care and professional issues The professional issues section is new to this edition and includes chapters on management leadership and legal and ethical issues Six comprehensive sample tests with 75 questions each are also included The book continues the light hearted approach of the Incredibly Easy Series and familiar cartoon characters from the series provide support for the reader and point out vital information

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

**NCLEX-RN Questions and Answers Made Incredibly Easy!** Lippincott Williams & Wilkins,2012-03 Practice questions are the best way to prepare for success on the exam and only one book makes practicing for NCLEX RN Incredibly Easy NCLEX Q A Review Made Incredibly Easy provides 6 500 total questions in the text and online more than ever before Completely updated to reflect the latest test plan and featuring the high quality questions that help students pass the NCLEX exam the fifth edition features all question types appearing on the test including audio and graphic option questions Page after page of study questions with clear rationales make for effective efficient study sessions and the Incredibly Easy approach promotes knowledge retention while decreasing study anxiety You ll actually enjoy learning stay motivated and improve your performance on the licensing exam Take the stress out of studying with More practice questions than ever before 3 000 practice questions included in the text Over 3 000 NCLEX style practice questions on the companion website including audio questions and graphic option questions All the question types featured on the exam NEW Audio questions available exclusively on thePoint NEW Graphic option questions Multiple response multiple choice questions Fill in the blank calculation questions Chart exhibit questions Drag and drop questions Hotspot questions Special strategy sections Get to know the exam structure as detailed in the current test plan Review strategies for success Insightful test taking tips

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