

# PERIOPERATIVE NURSING LEADERSHIP



1

---

---

---

---

---

---

---

---

## NURSING AND LEADERSHIP

Nursing is a dynamic and challenging profession requiring engaging and inspiring role models and leaders

The concept of leadership is a complex and multi-dimensional phenomenon; research conducted for over a century concludes that although it is one of the most-observed concepts, no universally accepted definition or theory of leadership exists

2

---

---

---

---

---

---

---

---

## NURSING AND LEADERSHIP

- We have all possibly worked under good and bad leaders
- Often, we learn more from the bad leaders (seeing 'what we do not want to do' if we are ever in charge) rather than the good ones as they make things look easy and invisible

3

---

---

---

---

---

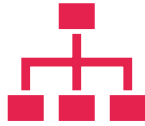
---

---

---

**MANAGERS**

- Management is a position
- Leadership is a quality



4

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**

- What does a great nursing leader look like?  
MY thoughts:
- Someone you instinctively respect and want to follow
- Someone who leads you to a destination that you want to go in (but only because they have led you there)

5

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**

- Do they need to be a senior person?
- A leader verses a boss
- Can you learn this or is it a 'birth trait'?
- Nature verses nurture!!

6

---

---

---

---

---

---

---

---

**A BRIEF OVERVIEW OF SOME LEADERSHIP THEORIES**

It is good to have a broad idea of what a few leadership theories look like

**The great man theory**

- Is one of the oldest theories and suggests that great leaders are born as part of their inherited genetic structure

7

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**

**The big bang theory: from great events, great people come**

- From calamitous situations great leader emerge (like Winston Churchill)

8

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**

**Trait theory**

Refers to the man/woman not the game and rests on the assumption that the individual is more important that the situation

9

---

---

---

---

---

---

---

---



**NURSING LEADERSHIP**

**Style theory**

- Style theory relates to leadership and management and their relationship to productivity and group behaviour

10

---

---

---

---

---

---

---

---



**NURSING LEADERSHIP**

**Situational or contingency theory**

- After the failure of some style leaders, contingency theory believes that leadership effectiveness is dependent on the relationship between the leader's task at hand, the leaders interpersonal skills and the favourableness of the task to be performed

11

---

---

---

---

---

---

---

---



**NURSING LEADERSHIP**

**Transformational leadership**

- Whilst attempting to understand the distinction between leadership and management, and to understand why some leaders inspire others despite the situation they are in being less than ideal, transformational leadership was developed.
- It is about creating a vision and being able to inspire others to follow that vision

12

---

---

---

---

---

---

---

---



NURSING LEADERSHIP

**Transactional theory**

- The role of the transactional leader is to have a focus on the purpose of the organisation and to assist people to recognise what needs to be done in order to reach a shared goal

13

---

---

---

---

---

---

---

---



NURSING LEADERSHIP

**Authentic theory**

- Authentic or breakthrough leadership is an approach where leaders are thought to be true to their own beliefs and rest on their integrity

14

---

---

---

---

---

---

---

---



NURSING LEADERSHIP

**Servant leadership**

- The servant leader focuses on leadership stewardship and encourages leaders to 'serve' whilst staying in tune with the organisational goals and values

15

---

---

---

---

---

---

---

---



NURSING LEADERSHIP

**Congruent leadership style**

- Congruent leadership was born from a research project to try and understand clinical leadership in healthcare and suggests that there is a match between the leaders values, beliefs and their actions (Stanley 2011).

16

---

---

---

---

---

---

---

---



NURSING LEADERSHIP

**Complexity Leadership**

- Complexity leadership is a framework to enable staff and organizations to be prepared for adaptability. It views leaders not as managerial implementers of top-down directives but as collaborators who will work together to enhance the overall adaptability and fitness of the system (Uhl-Bien, Meyer & Smith 2020).

17

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**



- Leadership style focuses more on the traits and behaviors of a leader
- Please enter in some traits that you see in your leaders that you think **you would like to emulate** or are valuable;
- Empathetic
- Insightful
- Realistic
- Firm
- Malleable

18

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**

- Please enter in some traits that you see in your leaders that you **do not think** you would like to emulate or are valuable;
- Bossy
- Inflexible
- Set in their ways
- Unable to accept change

19

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**

Do you think nurses should be called Nurse Unit Leaders rather than Nurse Unit Managers?

20

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**

- Great leaders are the type of people that inspire you and thus you instinctively want to follow them



21

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**



**Leaders**

- There is an old saying, it is lonely at the top!
- Many of my colleagues are in charge of running operating suites and I really think this would be a difficult job at the top
- Respectfully, staff can be tough!

22

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**

**Needing leaders in Covid-19 times**

Anzac day speech and spirit is about 'mate-ship', comradery, and caring for others. I loved the quote in the dawn service delivered by our ex-Prime Minister Scott Morrison in 2020 where he quoted an ANZAC veteran, Corporal Mat Williams, who said 'if you want to go FAST go alone, if you want to go FAR go together: the ANZAC spirit is not about me, but we'. These are fine words to guide us all through difficult times healthcare.

23

---

---

---

---

---

---

---

---

**NURSING LEADERSHIP**



24

---

---

---

---

---

---

---

---



Not exclusive to nursing

Doctors Technicians Ancillary

### Medical Management Nursing Care

25

---

---

---

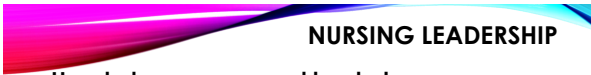
---

---

---

---

---



### NURSING LEADERSHIP

#### How to become a good leader!

- My advice is to look and learn
- Observe leaders that you see in your life or workplace and think about what traits they have and what inspires you about them
- Also, sadly look at the leaders that you see and do not want to follow, and ask yourself, why.



26

---

---

---

---

---

---

---

---



### NURSING LEADERSHIP

What do you see in these leaders that you think, when I am a leader, I don't want to do THAT!

Model your behaviours on the GREAT leaders, not the poorer ones

27

---

---

---

---

---

---

---

---



# Ask a critical friend

28

---

---

---

---

---

---

---



# Thoughts???

## Discussion

29

---

---

---

---

---

---

---