

What do we know about effective nursing leadership?

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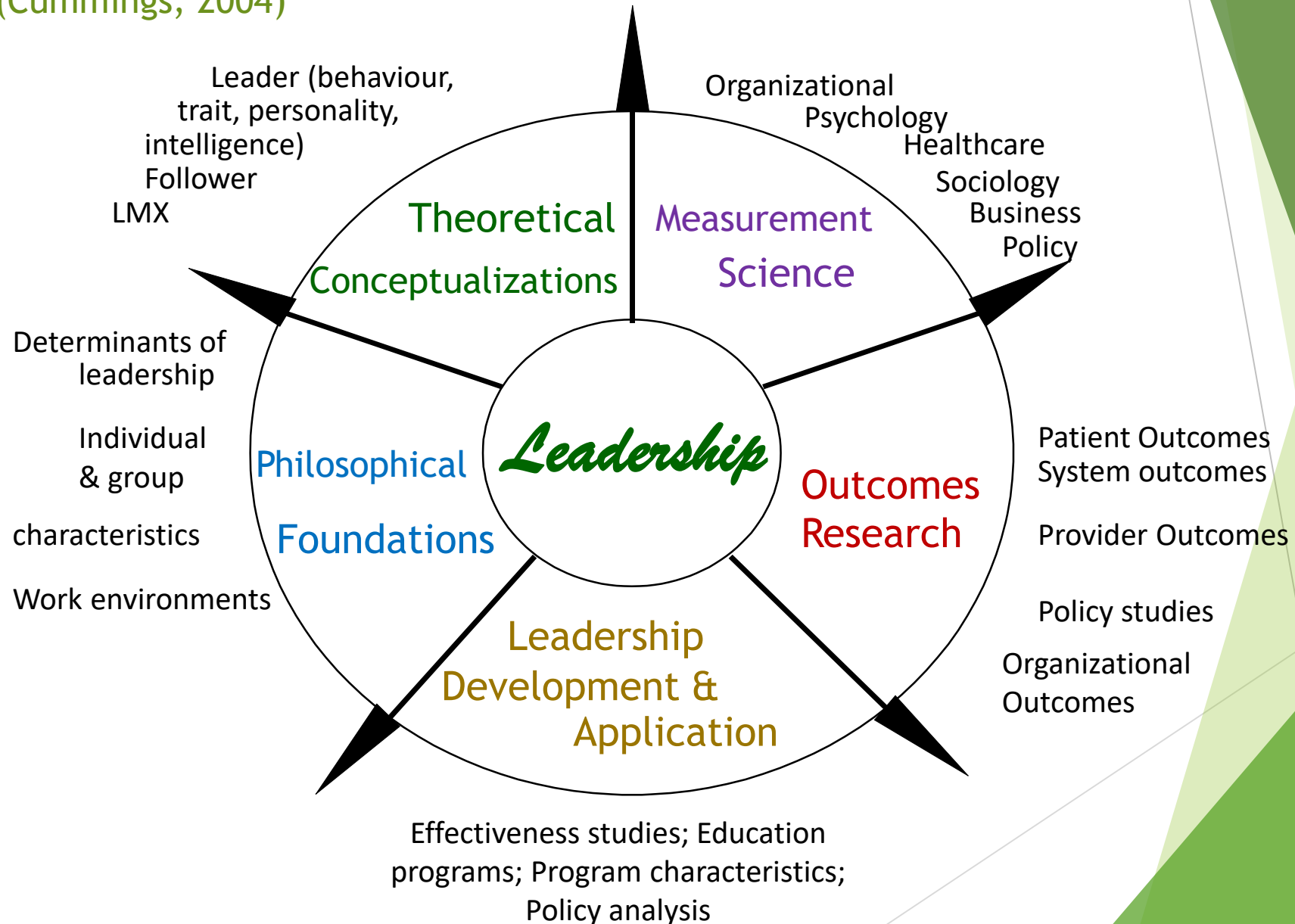
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Why is nursing leadership so important?

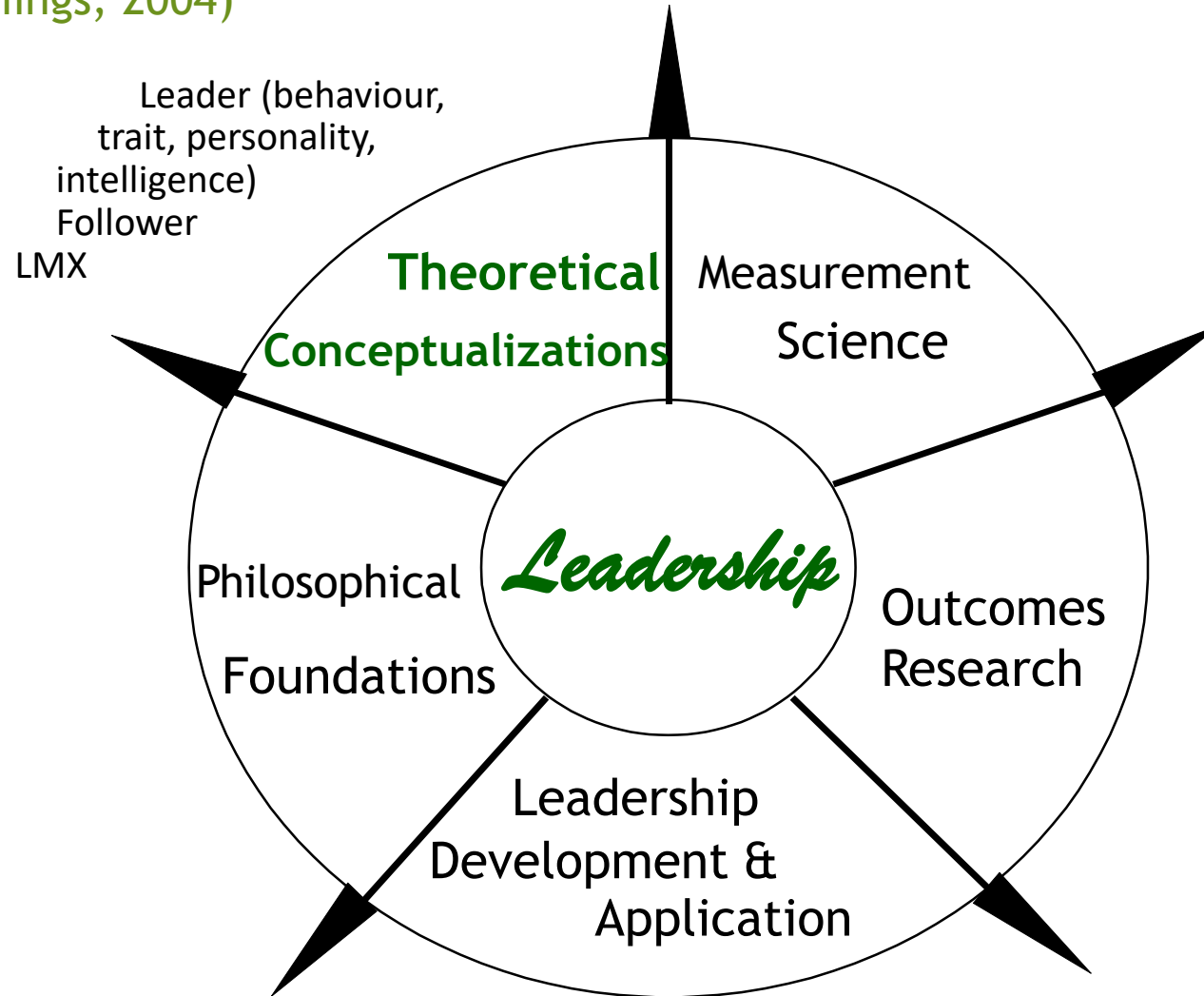
Charting the field of Leadership Science

(Cummings, 2004)



Charting the field of Leadership Science

(Cummings, 2004)



Theoretical conceptualizations

Emotional Intelligence

Resonant styles

Visionary

Coaching

Affiliative

Democratic

Dissonant styles

Pacesetting

Commanding

Toxic

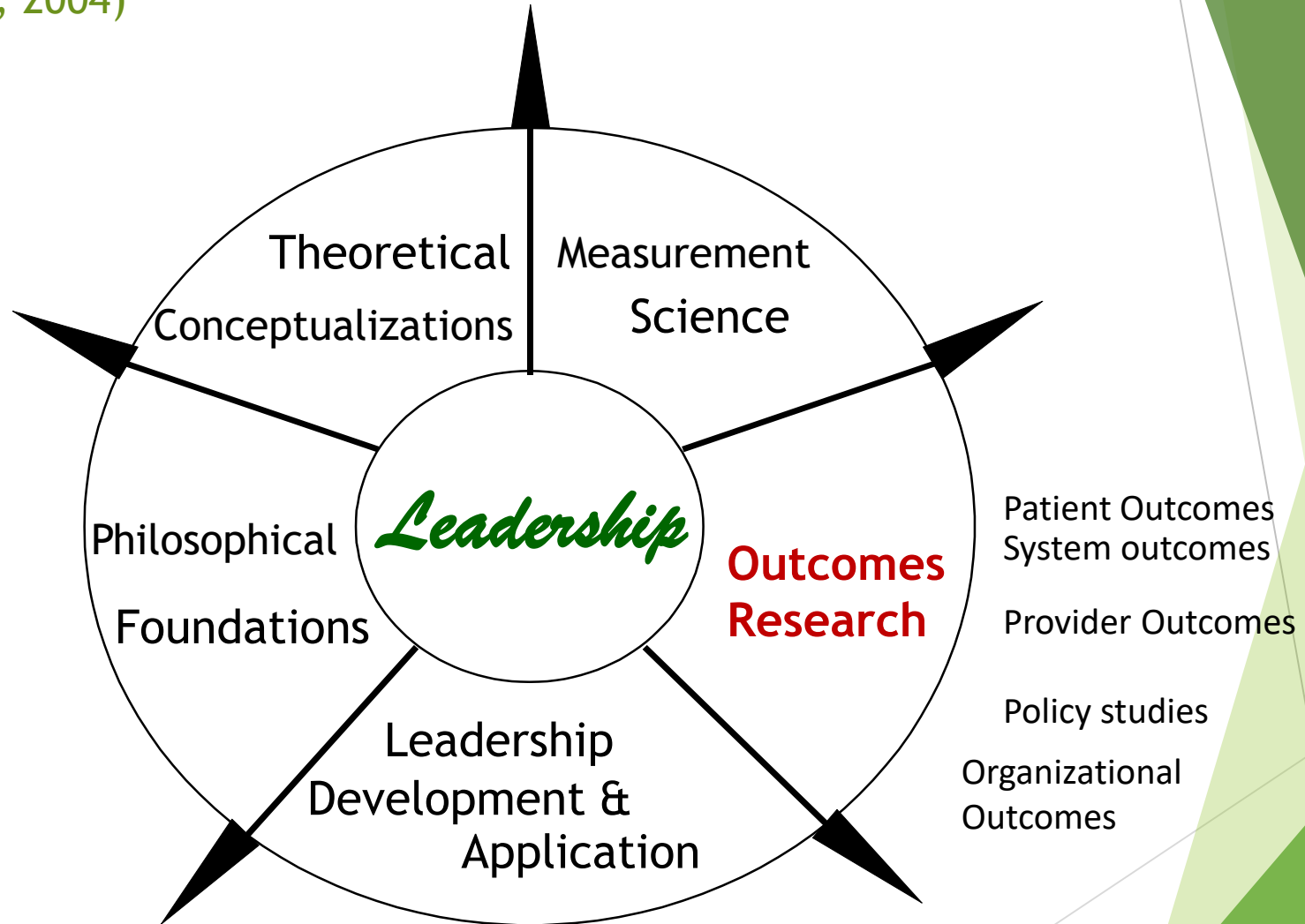
Leadership

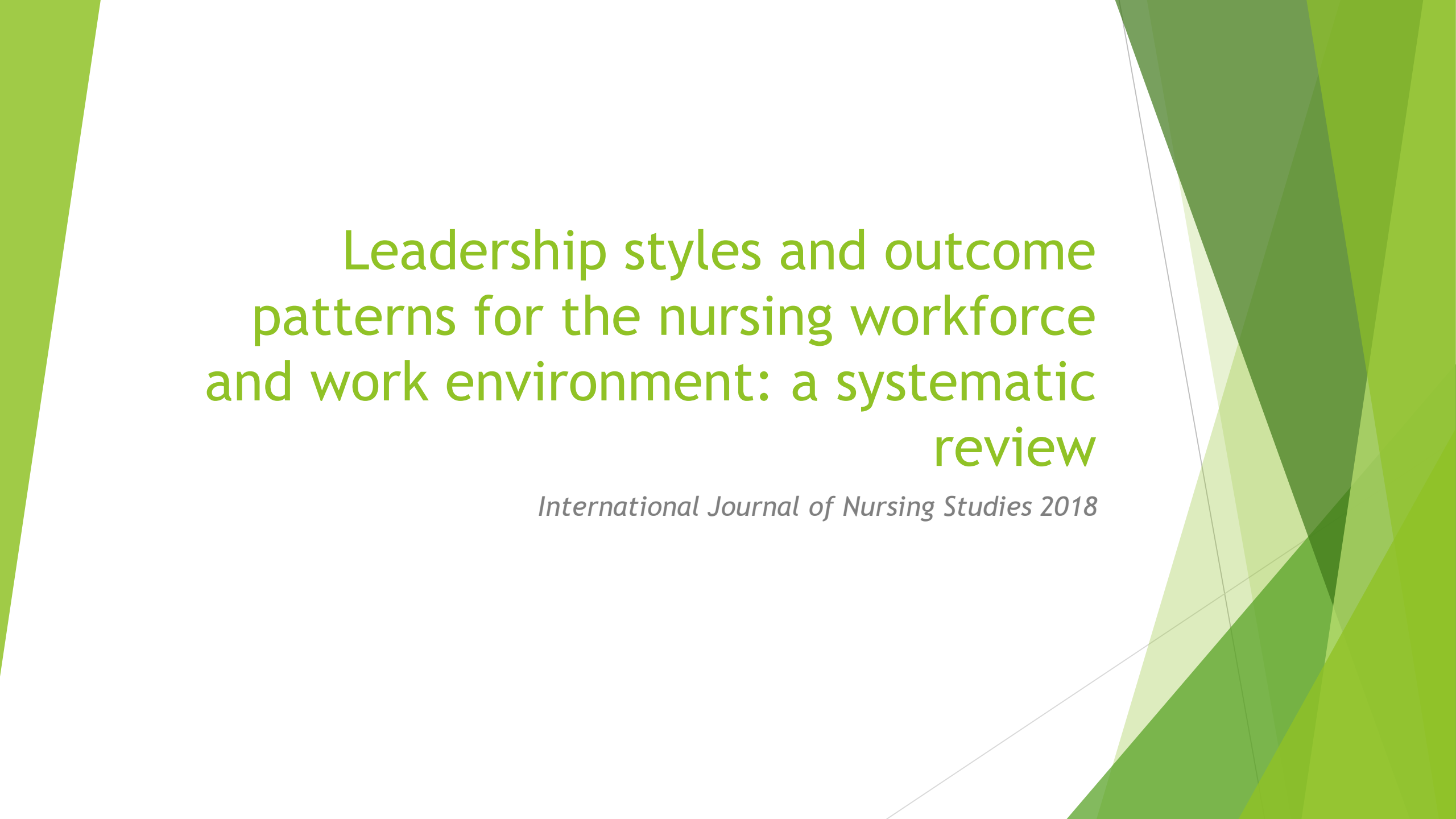
...is being able to
...see the present for what it *really* is,
...see the future for what it *could* be,
and then, ...take *action* to close the gap.

Cummings, 2012

Charting the field of Leadership Science

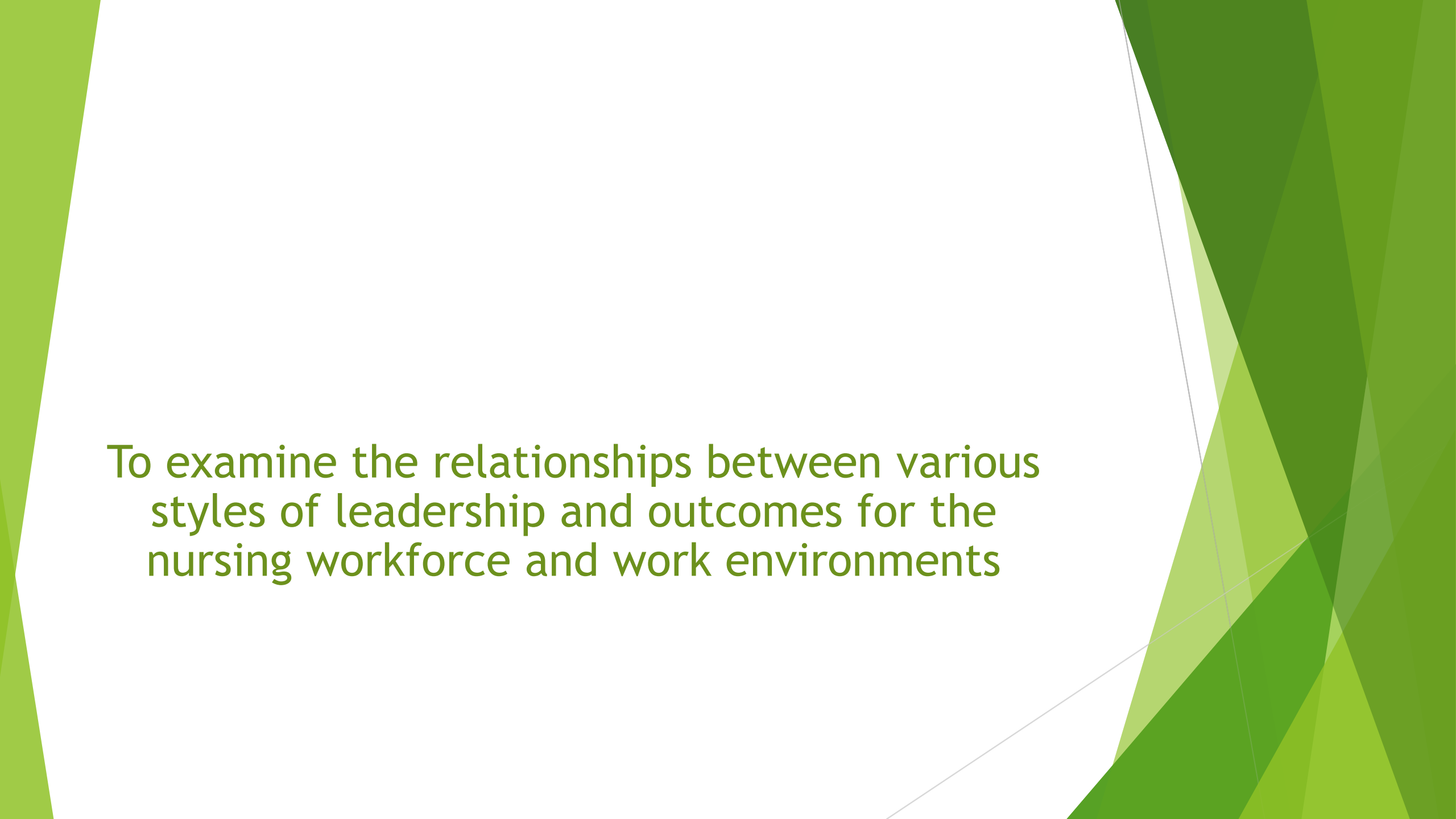
(Cummings, 2004)



The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. The shapes are primarily triangles and polygons, creating a dynamic, layered effect. The central text is set against a white background that is partially framed by these green shapes.

Leadership styles and outcome patterns for the nursing workforce and work environment: a systematic review

International Journal of Nursing Studies 2018

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. The shapes are primarily triangles and polygons, creating a dynamic, layered effect. The central area is white, providing a clear space for the text.

To examine the relationships between various styles of leadership and outcomes for the nursing workforce and work environments

Styles of Leadership

Relational

- ▶ Transformational
- ▶ Socio-relational
- ▶ Emotionally intelligent
- ▶ Resonant
- ▶ Relational
- ▶ Consideration

Task-focused / absent

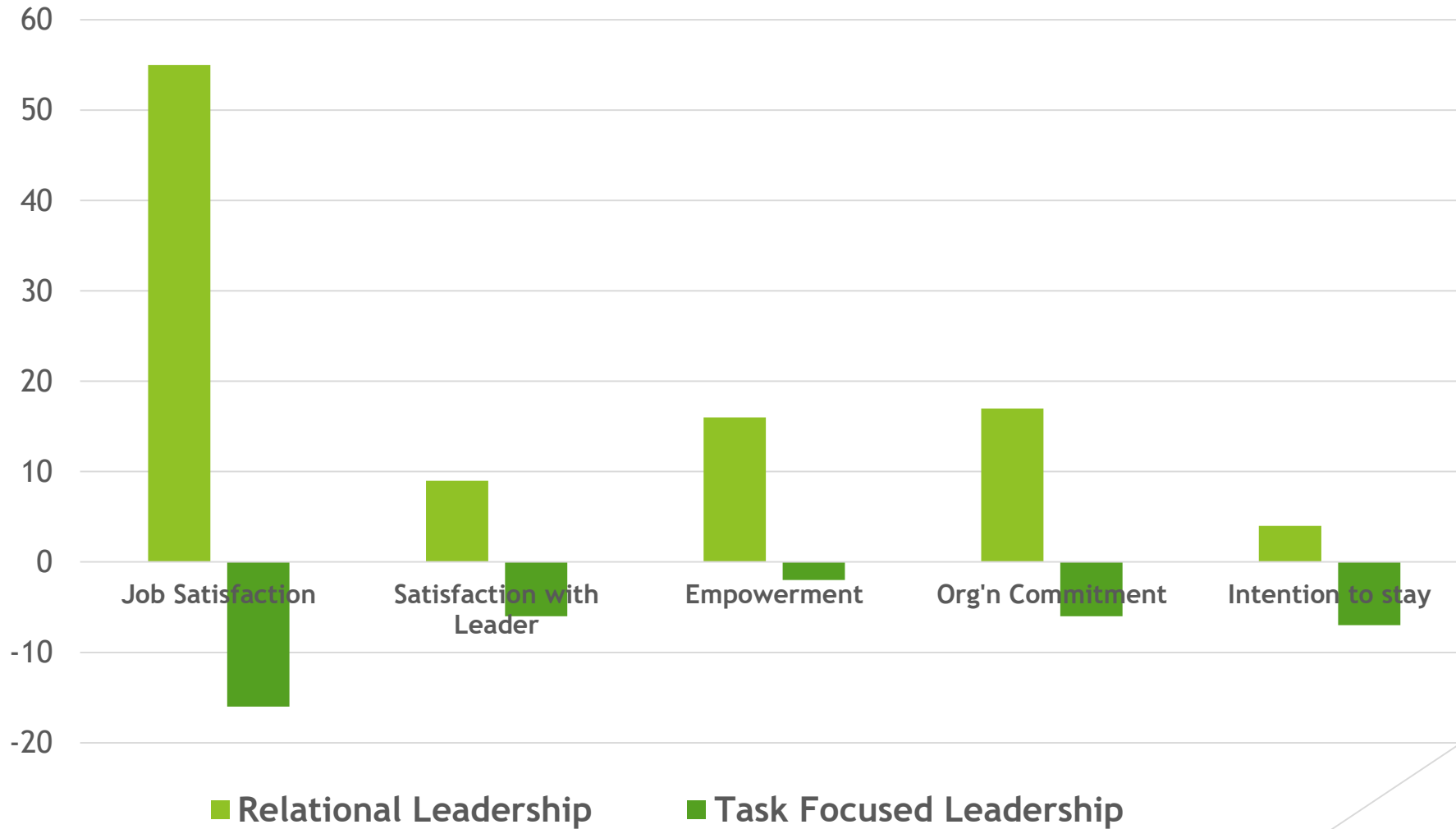
- ▶ Transactional
- ▶ Instrumental
- ▶ Initiating structure
- ▶ Management by exception
- ▶ Passive avoidant management
- ▶ Laissez faire

Search Results

A total of 50,941 titles and abstracts --- 129 included studies
121 outcomes were grouped into six categories -

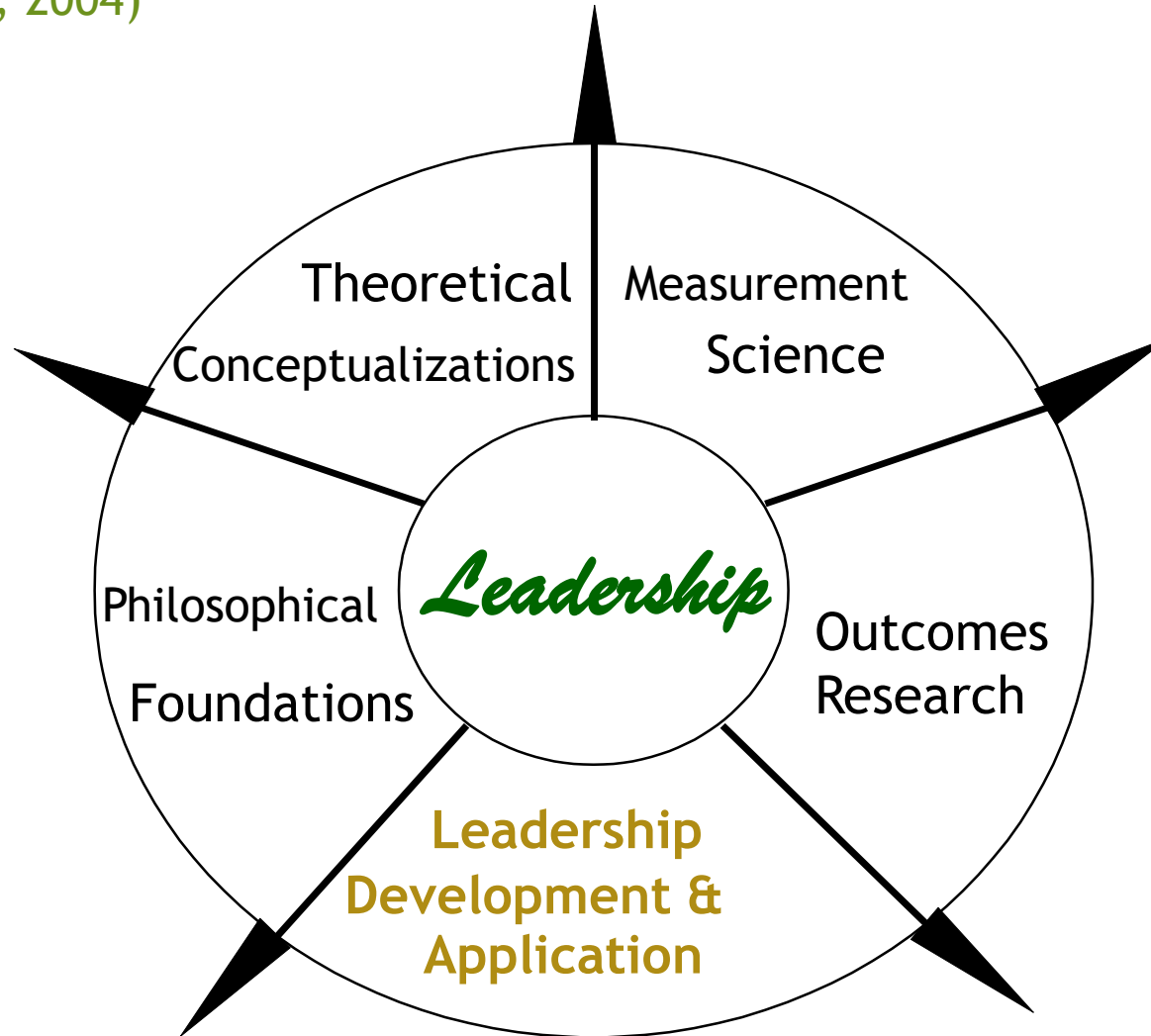
- Staff satisfaction with job**
- Staff relationships with work**
- Staff health and wellbeing**
- Relations among staff**
- Organizational environment factors**
- Productivity and effectiveness**

Nurses relationships to their work



Charting the field of Leadership Science

(Cummings, 2004)



Effectiveness studies; Education programs; Program characteristics; Policy analysis

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The essentials of nursing leadership: a systematic review of factors and educational interventions influencing nursing leadership

International Journal of Nursing Studies 2021

To identify:

- factors associated with nursing leadership, and
- effectiveness of interventions to enhance leadership in nurses

Search results

- ▶ 28,146 unique records screened
- ▶ **93** studies reported in 100 articles
- ▶ Studies were commonly conducted in the USA and within acute care settings

Factors contributing to nursing leadership

- ▶ 105 factors (in 44 correlational studies) relate to:
 - ▶ experience and education
 - ▶ individuals' traits and characteristics
 - ▶ relationship with work
 - ▶ role in the practice setting
 - ▶ organizational context

Experience and Education

- ▶ **Positive and significant links to leadership**
 - ▶ Years of nursing experience (n=17 studies)
 - ▶ Leadership experience in nursing (n=9)
 - ▶ Higher education (n=7)
- ▶ **Negative and significant links to leadership**
 - ▶ Length of time in position (n=2)
- ▶ **Non-significant**
 - ▶ Higher education (n=10)
 - ▶ Years on current unit or within one organization (n=6)
 - ▶ Length of time in position (n=3)

Traits & Characteristics

- ▶ **Positive and significant links to leadership**
 - ▶ Age (n=9)
 - ▶ Emotional intelligence (n=4)
 - ▶ Reported female gender (n=3)
 - ▶ Reported male gender (n=2)
- ▶ **Negative and significant links to leadership**
 - ▶ Emotional intelligence (n=3)
- ▶ **Non-significant**
 - ▶ Age (n=13)
 - ▶ Emotional intelligence (n=1)

Relationship with Work

- ▶ **Positive and significant links to leadership**
 - ▶ Job satisfaction (n=4)
 - ▶ Work engagement (n=2)
 - ▶ Job enjoyment and satisfaction with profession/colleagues (n=2)

Role in Work Setting

- ▶ **Positive and significant links to leadership**
 - ▶ Having a titled leadership position (n=2)
 - ▶ Being an advanced practice nurse vs a specialist nurse (n=1)
- ▶ **Negative and significant links to leadership**
 - ▶ Seniority of staff nurses (n=1)

Organizational Context

- ▶ **Positive and significant links to leadership**
 - ▶ Not-for-profit ownership or public control (n=3)
- ▶ **Negative and significant links to leadership**
 - ▶ For-profit ownership (n=2)
- ▶ **Non-significant**
 - ▶ Number of employees (n=1)

Educational Interventions

▶ 49 intervention studies

- ▶ Wide variation in programming, length and delivery of leadership development programs
- ▶ Transformational leadership often targeted
- ▶ Mentoring was a component in leadership development (12 studies)
- ▶ 23 interventions lasted >3 months

- ▶ 20 studies reported significantly positive increases in leadership post-intervention.

Leadership Challenges

What is the most important leadership skill?

- Vision and possibilities for a better future
- Great leaders give everyone something to believe in, not something to do. ([Simon Sinek](#))
- Empathy (present in the moment) ([Forbes.com](#))
- Authentic relationships

Developing leadership in nurses

- You don't hire for skills, you hire for attitude ([Simon Sinek](#))

Contextual effects and leadership

- Is this a reciprocal relationship?

Questions?

