



Topic: Transformative Leadership in Nursing and Midwifery Profession



Sub-topic: Overcoming Challenges in Transformative Leadership and Management



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SPEAKER

Evaristus P. Makota

MSc NE, BSc NE, DipN

A holder of Master of Sciences in Nursing Education (MSc NE), Bachelor of Sciences in Nursing Education (BSc NE), Diploma in Nursing (DipN) registered by as Psychiatric Nurse. I had more than 17 years working experiences in Health System served in administration of health training institution and hospital departments, health care services, training and education affairs and I am expert in Project Planning and Management, Health Monitoring and Evaluation, Research and Training Development, Strategic Plan development and analysis Situational, root cause, force field, stakeholders and statistical); currently working as a Head of Research and Training Unit at Njombe Regional Referral Hospital



Focus Area
Overcoming
challenges faced
transformative
leadership

Evaristus P. Makota
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Presentation Outline



1. Overview of the Transformative Leadership
2. Identify common challenges faced by transformative leaders in nursing and midwifery.
3. Overcoming challenges in transformative leadership
 - **Planned Change.**
 - **Strategic Innovation Leadership**
 - **45. Conclusion and way forwards**
6. Welcome note for Q & A sessions



1.0. Overview of the transformative leadership



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1.0. Basic Concepts of Transformative Leadership



Transformative leadership is a leadership style that focuses on inspiring and motivating followers to achieve their highest potential and bring about **significant change**. This leadership style is particularly effective in environments that require **significant change**, **innovation**, and a **strong sense of purpose**.

Key characteristics and components of transformative leadership:

1. Vision: Transformative leaders have a clear and compelling **vision for the future**. They communicate this vision effectively to inspire and align their team or organization.

2. Inspiration: These leaders **inspire and motivate others** by setting high expectations and demonstrating passion and commitment to the vision.

3. Intellectual Stimulation: Transformative leaders **encourage innovation and creativity** by challenging the status quo and supporting new ideas and approaches.

4. Personalized Consideration: They provide **individualized support and mentorship**, recognizing the unique strengths and needs of each team member.

5. Ethical and Moral Standards: Transformative leaders act with integrity and uphold strong ethical standards, **serving as role models for their followers**.

6. Empowerment: They empower others to take **ownership of their work** and develop their leadership potential.

Change Orientation: Transformative leaders are **adept at leading change**, understanding the dynamics of change processes, and guiding their teams through transitions.



2.0. Challenges faced transformative leadership



What is Nursing Scope of Practice?

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Transformative leadership, while powerful and impactful, can also come with several challenges. Here are some of the common challenges faced by transformative leaders:

- 1. Resistance to Change:** Implementing transformative changes can lead to resistance from employees who are comfortable with the status quo. Overcoming this resistance requires patience, communication, and sometimes compromise.
- 2. Sustaining Innovation:** Encouraging continuous innovation can lead to periods of instability and uncertainty. Leaders need to manage the risks associated with innovation while still fostering a creative environment.
- 3. Maintaining Momentum:** Keeping the team consistently motivated and focused on the vision over the long term can be difficult, especially when facing setbacks or prolonged periods of change.
- 4. Balancing Vision with Practicality:** While a transformative leader may have a grand vision, translating that vision into practical, achievable steps can be challenging. It requires a careful balance between idealism and realism.



5. Managing Diverse Needs: Providing personalized consideration to each team member means understanding and addressing a wide range of needs, preferences, and motivations, which can be time-consuming and complex.

6. Navigating Organizational Politics: Transformative changes often disrupt existing power structures and processes, leading to political challenges within the organization. Leaders must navigate these dynamics carefully to avoid conflict and build consensus.

7. Emotional and Physical Demands: Leading transformative change can be emotionally and physically exhausting. Leaders must manage their own well-being to avoid burnout and remain effective.

8. Measuring Success: The impact of transformative leadership can be difficult to measure, particularly in the short term. Leaders need to establish clear metrics and regularly assess progress to ensure the organization is moving in the right direction.

9. Ensuring Ethical Standards: Maintaining high ethical and moral standards while driving significant change can be challenging, particularly when facing pressure to achieve results quickly.

10. Building and Maintaining Trust: Trust is crucial for transformative leadership, but it can be fragile. Leaders must consistently demonstrate integrity, transparency, and competence to build and maintain trust with their followers



3.0. Overcoming challenges faced transformative leadership

Overcome challenges faced transformative leadership by



Planned Change:

Planned change refers to a deliberate and structured approach to implementing new strategies, processes, or behaviours within an organization. Unlike spontaneous or reactive change, planned change is methodical and typically follows a specific model or framework

Models of Planned Change

Several models provide structured approaches to planned change. Some of the most well-known include:

1. Lewin's Change Management Model:

- **Unfreeze:** Prepare the organization for change by breaking down existing structures and mindsets.
- **Change:** Implement the change, introducing new processes, systems, or behaviors.
- **Refreeze:** Solidify the new state by establishing stability and reinforcing the changes.

2. Kotter's 8-Step Change Model:

- Create a sense of urgency.
- Form a powerful coalition.
- Create a vision for change.
- Communicate the vision.
- Remove obstacles.
- Create short-term wins.

3. ADKAR Model:

- Awareness of the need for change.
- Desire to participate and support the change.
- Knowledge of how to change.
- Ability to implement required skills and behaviors.
- Reinforcement to sustain the change.



Challenges in Planned Change

- **Resistance from Employees:** Fear of the unknown or discomfort with new ways of working.
- **Communication Breakdowns:** Misunderstandings or lack of information can derail change efforts.
- **Inadequate Resources:** Insufficient time, money, or personnel to implement the change.
- **Poor Planning:** Lack of clear goals, timelines, or responsibilities.
- **Failure to Sustain Change:** Inability to integrate new practices into the organizational culture.

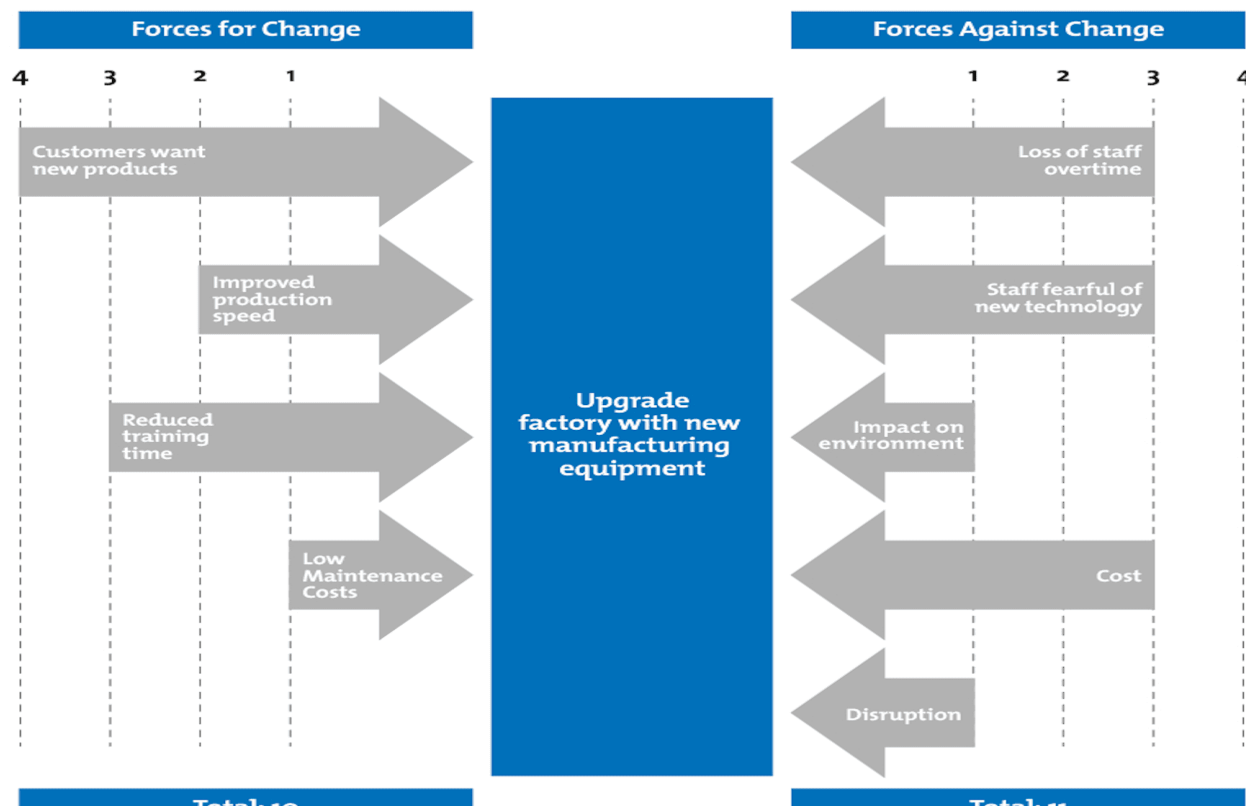
Overcoming Challenges

- **Effective Communication:** Ensure clear, transparent, and frequent communication.
- **Stakeholder Engagement:** Involve key stakeholders early and throughout the process.
- **Training and Support:** Provide the necessary resources and training to help employees adapt.
- **Monitoring and Flexibility:** Regularly review progress and be prepared to adjust the plan as needed.
- **Leadership Commitment:** Strong commitment and visible support from leadership to drive the change.



Resistance to Change: Forcefield Analysis

Forcefield analysis is a decision-making tool developed by Kurt Lewin that helps identify and analyze the forces that can either drive or hinder change within an organization. It is particularly useful for understanding the dynamics of change and planning interventions to facilitate successful change implementation

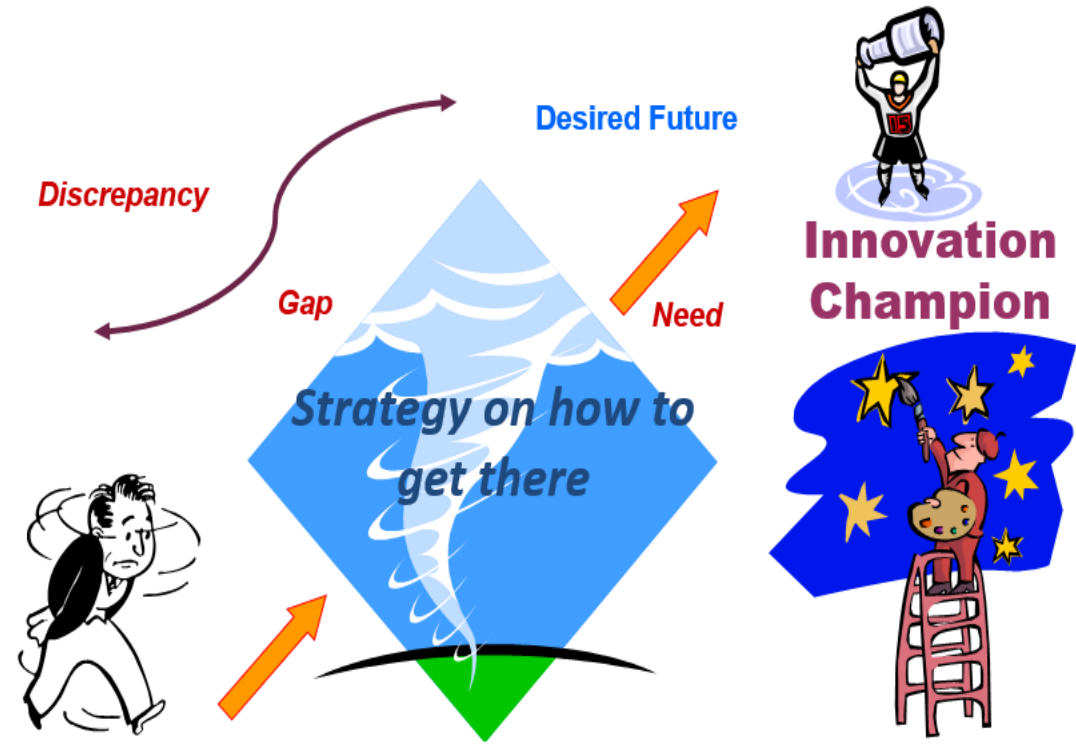


SCSS

Driving Forces (Score)	Restraining Forces (Score)
Improved Customer Service (5)	Fear of Change (4)
Competitive Advantage (4)	Cost of Implementation (5)
Employee Support (3)	Disruption to Operations (3)

Overcome challenges faced transformative leadership by

Strategic Innovative Leadership (SIL):

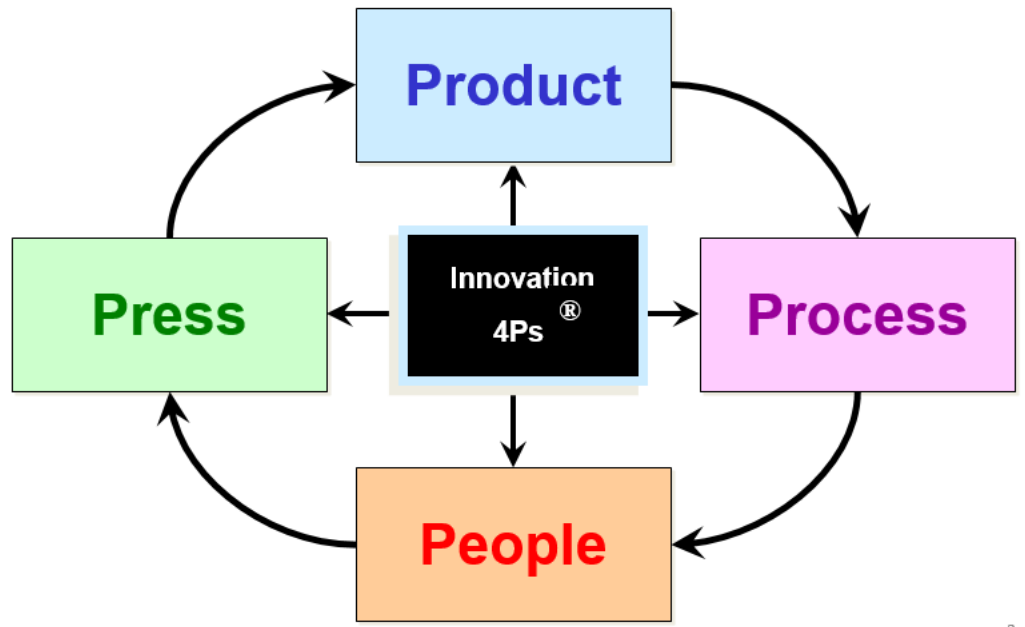


- Current State**
- Lack of useful ideas
 - Lack of skills or support for creative and strategic breakthroughs
 - Perhaps, other challenges and problems

2

1

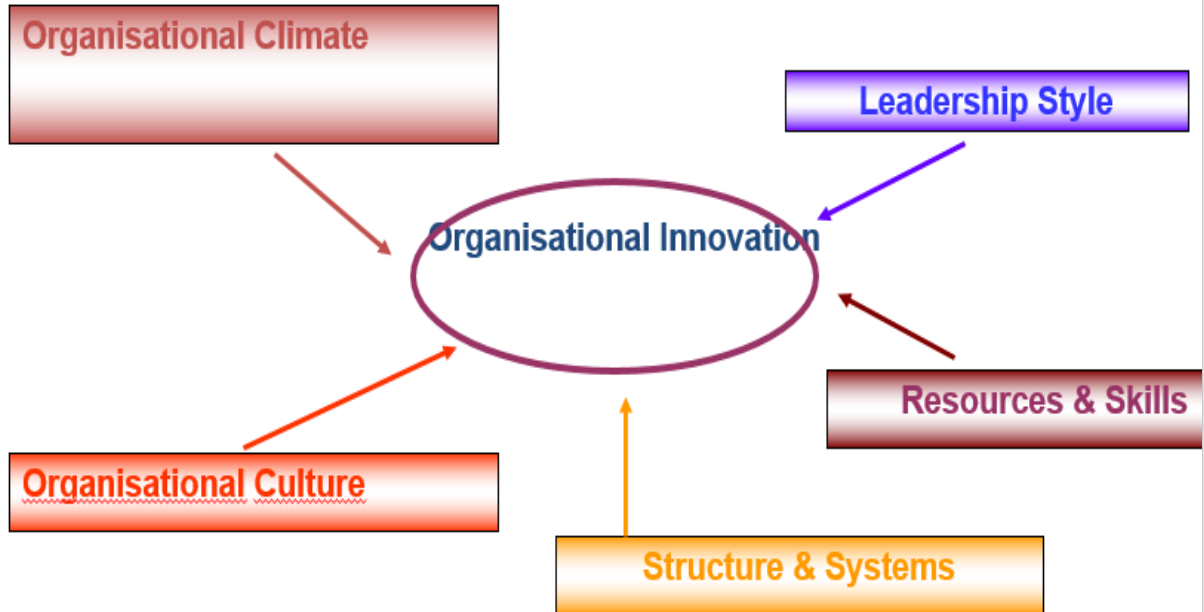
To be Innovation Champion: Business Creativity & Innovation Framework (BCIF)



3

3

Observe: Determinants of Organizational Creativity and Innovation (AIC)



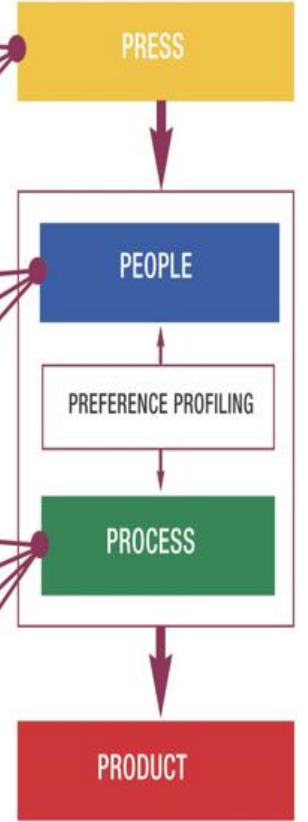
KEY DRIVERS

- ENVIRONMENT, COMPETITION, NEED AND DIVERSITY
- LEADERSHIP AND SUPPORT FROM TOP MANAGEMENT
- CULTURE, VALUES AND IDENTITY
- ORGANISATIONAL STRUCTURE AND INFRASTRUCTURE
- REWARDS AND RECOGNITION

10 STEPS

- Strategic Corporate Direction
- Business/Operation Planning
- Cultural Alignment
- Innovation Education
- Organisational Support & Process
- HR Strategies
- Ideas Management System
- Innovation Metrics
- Rewards & Recognition
- Finance & Commercialisation

INNOVATION 4Ps®



4.0. Conclusion and way forward

4.1. Planned change and strategic innovative leadership are the working tool for addressing challenges faced transformative leadership; by implementing these strategies, transformative leaders can navigate the challenges they face and drive successful, sustainable change within their organizations.

4.2. Way forward:

➤ Revitalization of transformative leadership:

- Use planned change model effectively in all changes takes places in your working place
- Adapt and exercise effectively strategic innovative leadership from the departmental/section level

5.0. Welcome note for Q & A Session



- **To what extent do you working station implement effectively planned change approach.....?????**
 - What are the bottlenecks?
 - What should be done to address the observed bottlenecks?
- **To what extent do you working station exercise effectively strategic innovation leadership.....?????**
 - What are the bottlenecks?
 - What should be done to address the observed bottleneck?



Hali ikoje hapo kwenye Taasisi unayo fanyia kazi 😄😄😄😄😄😄. Na motisha anapewa nani?



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**USIMDHARAU
MTUMISHI
WAKO
ANAWEZA
KUKUSHAURI**



UpDates

**MAANA YA NENO...
'KIONGOZI'**

Referencing List



Burns, J. M. (1978). "Leadership." This seminal work by James MacGregor Burns introduced the concept of transformational leadership, distinguishing it from transactional leadership. Burns' ideas laid the groundwork for much of the subsequent research in this area.

Bass, B. M. (1985). "Leadership and Performance Beyond Expectations." Bernard M. Bass expanded on Burns' work and developed a more detailed theory of transformational leadership. He identified key components such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

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Kouzes, J. M., & Posner, B. Z. (2017). "The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations." While not exclusively about transformational leadership, this book provides valuable insights into the practices that transformational leaders can adopt to inspire and motivate their followers



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Thank You!