



TRANSFORMATIONAL LEADERSHIP AND MANAGEMENT IN NURSING AND MIDWIFERY

UNDERSTANDING TRANSFORMATIVE LEADERSHIP AND MANAGEMENT

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Imagine.....

- ▶ A nursing profession in which our patients feel happy, satisfied and proud of our esteemed nurses during and after receiving nursing care.
- ▶ A nursing profession in which Nurses commit NO misconduct, negligence, or any malpractice
- ▶ A nursing profession in which each and every nurse attend his/her daily responsibilities happily and with esteem



- ▶ A nursing profession in which nurses are well informed of various evidence based practices related to their profession and daily practices.
- ▶ A nursing profession in which nurses feel valued by the community
- ▶ A nursing profession in which nurses adhere to the scope of nursing practice and ethical code of conduct in its full



- ▶ A nursing profession in which nurses feel recognized for the good they do in the same way the bad are recognized and punished.
- ▶ A nursing profession in which leaders feel proud, motivated, and esteemed to lead nurses throughout.



- ▶ A nursing profession in which nurses love one another and empathize with each other
- ▶ A nursing profession in which nurses are esteem with their carrier in nursing.
- ▶ A nursing profession in which nurses have their needs attended time.



Imagine.....

- ▶ Imagine nurses coming together to lead the way to a new healthcare system designed to thrive on wellness
- ▶ Imagine a system where all care professionals are treated with respect and whose contributions are equally valued.



- ▶ Imagine that the next generation will have high-quality care that doesn't empty their bank accounts.
- ▶ Imagine each person in our country receiving high-quality care and living in health, without needing a special zip code.
- ▶ Imagine a Tanzania healthcare system that operate by the new model that reflects the actual definition of Health according to WHO.

.....Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.....



All these can be possible if nurses, and healthcare workers in Tanzania live and practice as transformational leaders at their workplace



What is leadership?

Leadership is the ability of an individual or a group of people to influence and guide followers or members of an organization, society or team.



Intro

- ▶ Transactional leaders makes today better by rewarding good performance. It is about reciprocation between leaders and followers.
- ▶ Poor leaders make the situation worse by Predominantly using coercive power

BUT

- ▶ **Transformational leaders make tomorrow better, through** vision, authenticity, growth mindset, and creativity



- ▶ The terms leadership and management are used interchangeably, but they aren't the same concept. Leadership roles involve creating and articulating a vision and inspiring others to want to work toward that vision. But leaders might not be skilled at or involved with the day-to-day management of the work needed to turn that vision into a reality.



- ▶ Management is the oversight of the tactical steps required to complete the work and achieve the objectives. Good managers excel at articulating the steps required to complete tasks and holding people accountable for doing assigned work.



Differences btw leaders and managers

Leaders

Managers

Establish a long-term vision, goals and objectives	Achieve organization's vision, goals and objectives
Motivate and align employees to goals	Assign tasks to employees and hold them accountable
Ask long-term, big picture analytical questions, such as "what" and "why"	Ask process questions focused on achieving short-term objectives, such as "how" and "when"
Can have any title, though often part of the C-suite; their positions and responsibilities aren't always executive	Have specific job titles and fixed responsibilities

Leadership Styles





▶ **1. Democratic Leadership**

- ▶ A democratic leadership style is where a leader makes decisions based on the input received from team members.
- ▶ It is a collaborative and consultative leadership style where each team member has an opportunity to contribute to the direction of ongoing projects. However, the leader holds the final responsibility to make the decision.



▶ **2. Autocratic Leadership**

- ▶ Autocratic leadership is the direct opposite of democratic leadership. In this case, the leader makes all decisions on behalf of the team without taking any input or suggestions from them. The leader holds all authority and responsibility. They have absolute power and dictate all tasks to be undertaken. There is no consultation with employees before a decision is made. After the decision is made, everyone is expected to support the decision made by the leader. There is often some level of fear of the leader by the team.



▶ **3. Laissez-Faire Leadership**

- ▶ Laissez-faire leadership is accurately defined as a hands-off or passive approach to leadership. Instead, leaders provide their team members with the necessary tools, information, and resources to carry out their work tasks. The “let them be” style of leadership entails that a leader steps back and lets team members work without supervision and free to plan, organize, make decisions, tackle problems, and complete the assigned projects.
- ▶ According to research, laissez-faire leadership is the least satisfying and least effective.



▶ 4. Transformational Leadership

- ▶ Transformational leadership is all about transforming the business or groups by inspiring team members to keep increasing their bar and achieve what they never thought they were capable of. Transformational leaders expect the best out of their team and push them consistently until their work, lives, and businesses go through a transformation or considerable improvement.



- ▶ Transformational leadership is about cultivating change in organizations and people.
- ▶ The transformation is done by motivating team members to go beyond their comfort zone and achieve much more than their perceived capabilities.
- ▶ To be effective, transformational leaders should possess high levels of integrity, emotional intelligence, a shared vision of the future, empathy, and good communication skills.



5. Transactional leadership

- The traditional style of leadership is transactional. In this style of leadership, those in charge tell the people they manage what to do and how to do it, and employees comply.
- Transactional leadership relies on a system of rewards and punishments: If employees do a task the way their boss instructs, they're rewarded.
- If they do it differently, they're punished. The goal of transactional leadership is to maintain the status quo with a high level of supervision. That style of leadership may produce results in some environments but certainly not in all.



▶ **6. Bureaucratic Leadership**

- ▶ Bureaucratic leadership is a “go by the book” type of leadership. Processes and regulations are followed according to policy with no room for flexibility. Rules are set on how work should be done, and bureaucratic leaders ensure that team members follow these procedures meticulously. Input from employees is considered by the leader; however, it is rejected if it does not conform to organizational policy. New ideas flow in a trickle, and a lot of red tape is present. Another characteristic is a hierarchical authority structure implying that power flows from top to bottom and is assigned to formal titles.



Difference between Transactional and Transformational Leaders

Transactional leadership	Transformational Leadership
Leadership is responsive	Leadership is proactive
Works within the organizational culture	Work to change the organizational culture by implementing new ideas
Transactional leaders make employees achieve organizational objectives through rewards and punishment	Transformational leaders motivate and empower employees to achieve company's objectives by appealing to higher ideals and moral values
Motivates followers by appealing to their own self-interest	Motivates followers by encouraging them to transcend their own interests for those of the group or unit



▶ 7. Servant Leadership

- ▶ Servant leadership involves a leader being a servant to the team first before being a leader. A servant leader strives to serve the needs of their team above their own. It is also a form of leading by example. Servant leaders try to find ways to develop, elevate and inspire people following their lead to achieve the best results.
- ▶ Servant leadership requires leaders with high integrity and munificence. It creates a positive organizational culture and high morale among team members. It also creates an ethical environment characterized by strong values and ideals.



▶ Other Leadership Styles

1. Coach-style Leadership

- ▶ Coach-style leadership involves identifying and nurturing individual strengths and formulating strategies for the team to blend and work well together, cohesively and successfully.



▶ **2. Charismatic Leadership**

- ▶ Charismatic leadership employs charisma to motivate and inspire followers. Leaders use eloquent communication skills to unite a team towards a shared vision. However, due to the charismatic leaders' overwhelming disposition, they can see themselves as bigger than the team and lose track of the important tasks.

▶ **3. Strategic Leadership**

- ▶ Strategic leadership leads the company's main operations and coordinates its growth opportunities. The leader can support multiple employee layers at the same time.



▶ **Which Leadership Style is the Best?**

- ▶ No one leadership style fits all organizations or situations. In addition, there is no one right way to lead, and there may be a need to switch between different leadership styles. It is therefore important to know all leadership styles and their pros and cons.



- ▶ The right leadership approach is often determined by the following factors:
 - ▶ The type of organization, i.e., mature or growth-oriented
 - ▶ The type of work involved, i.e., routine or creative
 - ▶ The level of experience and skill of the team
 - ▶ The personality of the leader
- ▶ A consideration of the above factors will likely determine the appropriate leadership style to adopt or an appropriate combination of certain leadership styles.



Transactional leadership VS transformational leadership



- ▶ Transactional leadership focuses on the basic management process of controlling, organizing, and short-term planning.
- ▶ **Transactional leadership involves motivating and directing followers primarily through appealing to their own self-interest.** The power of transactional leaders comes from their formal authority and responsibility in the organization.



- ▶ The main goal of the follower is to obey the instructions of the leader. The style can also be mentioned as a 'telling style'.
- ▶ The leader believes in motivating through a system of **rewards and punishment**.



- ▶ If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow.
- ▶ Here, the exchange between leader and follower takes place to achieve routine performance goals.



Transformational leadership as a need in the current nursing Era



- ▶ While transformational leadership can apply in any number of professional fields, it's especially useful in healthcare and nursing.
- ▶ No matter where they work, nurses work in teams — with other nurses, doctors, technicians, nurse assistants, and more — all with the goal of providing their patients with the highest quality of care.
- ▶ Facilitating clear communication and effective collaboration is a key goal for leaders in these settings.

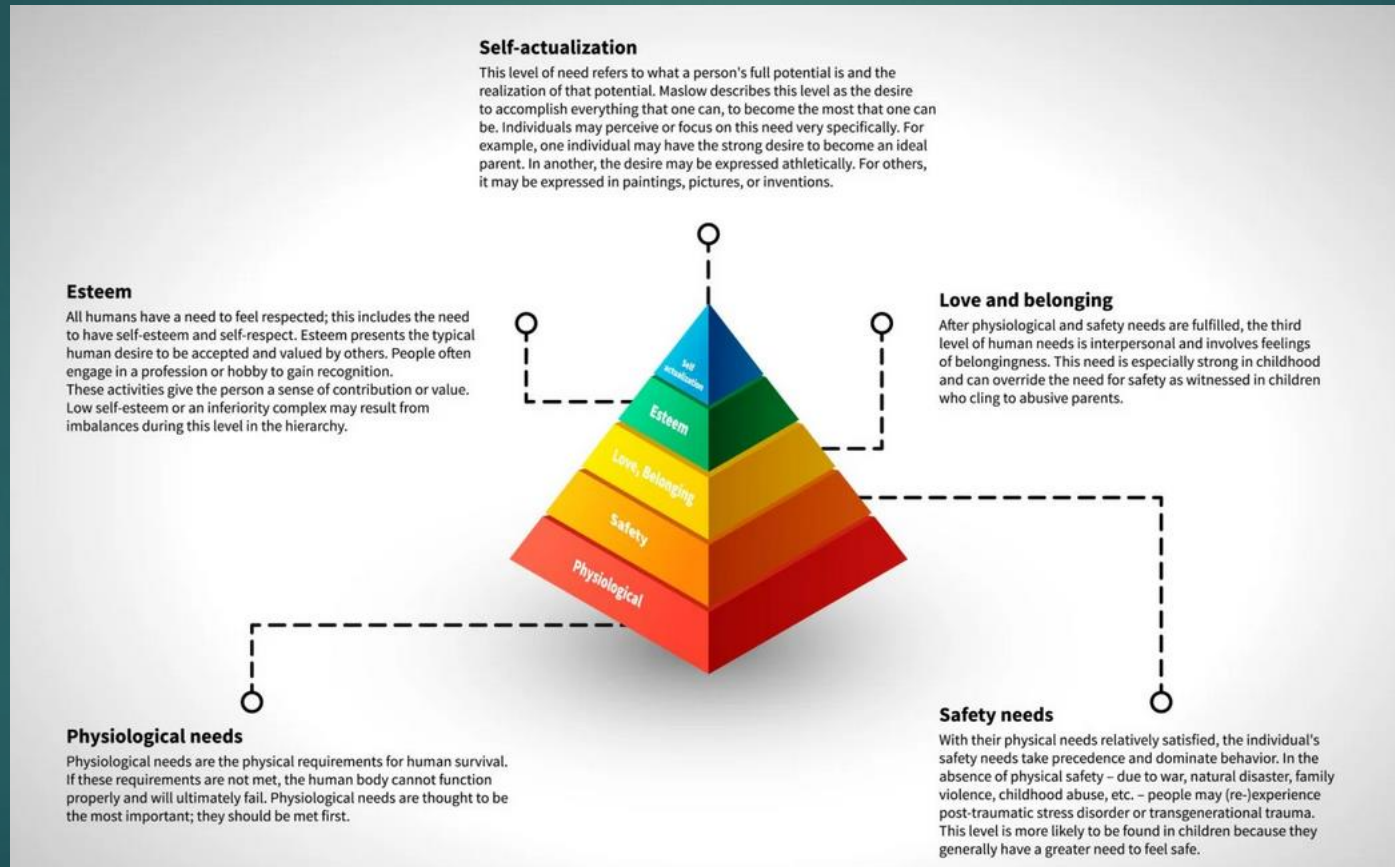


- ▶ Transformational leadership in nursing aims to ensure everyone on the team understands the importance of his or her work and feels valued.
- ▶ This contributes to an environment where all employees are engaged and empowered.
- ▶ Nursing leaders make sure their subordinates can think critically about their roles, challenge conventions when appropriate, and maintain positive workplace momentum.

Recall the maslow theory



Recall the Maslow theory



NOTE:



- Each of the unmet need is a motivation.
- A good profession must be able to address the needs of the professionals in all the levels.
- When the profession cannot meet some of the needs, may necessitate members to feel unsatisfied and opt for second professions in order to fulfil/subsidize their un met need.



- ▶ One of the signs that the leader has not been able to address the needs of the people, is chaos, misunderstanding, lack of unity, complains, dissatisfaction, underperformance, lack of confidence in identification etc.



- ▶ When the profession can just address some of the needs and not others, people will work for those few needs and when the needs are met, they find other options to meet higher needs.



Analysing the situation in nursing and other healthcare professions

Nurses constitute about 61% of workforce and are responsible for more than 60% of the MoH.

BUT:

- I. What percent of the ministry budget goes to nurses compared to other cadres?
- II. How many are there in the top management of the ministry of health, relative to other professions?
- III. What is the nurses representation in the research institutes, Parliament, and other government bodies?



IV. Why are there ambiguities in the scheme of services, renaming of the profession, gender distribution and the perception of other professionals to nursing and midwifery?

V. Generally, does our profession address the needs of the professionals?

VI. What are the associated dangers to nurses, to hospital, to MoH and to the community?

VII. What are the negative outcomes of the negative decisions against the nursing profession? Eg. Undoing the position of RNOs, DNOs by TAMISEMI.



VIII. Why is it that the negative event of nurses are given more public attentions than positive events? What is the implication to the nurses and patients needs? how is it compared to other health professionals?

IX. How are nursing leaders /offices identified? Why are they still given unprofessional titles(eg. Matron/patron)?what is the implication?

X. Is professional education given its appropriate position and recognition in the profession? what is the implication of that?

XI. Why are there still professional misconducts despite serious measures by TNMC?

XII. Are there any research done to address the needs of professional nurses?



- I. Why do some nurses misbehave professionally?
- II. What tarnishes the image of the nursing profession, and what can we do as transformational leaders?
- III. How are nurses treated by other professionals inside and outside the healthcare systems? what is the implication?
- IV. Are we always right when we blame leaders and coordinators?
- V. Why are some leaders and coordinators insensitive to people? and what are the implication to the quality and output of nursing profession?



To address these issues,
We need to exercise transformational
leadership, from individual nurses, local
centres ,to regionals, to ministry, and to the
whole government system.



However, lets brainstorm and analyse together

- ▶ When we talk about leadership, people focus merely on those people who have been given office to lead others. Yes, those are inclusive.

BUT

- ▶ Leadership begin at an individual level, before we look it at the bigger picture.



▶ **For example:**

1) When we face a challenge of misconduct among nurses, and we want to face this challenge to achieve our desired goal of a nursing profession free from misconduct, do we think we can achieve this without each individual nurse to assume a transformative leadership role at the workplace? certainly NOT.

▶ ***Therefore, transformational leadership starts with you and I, before others.***

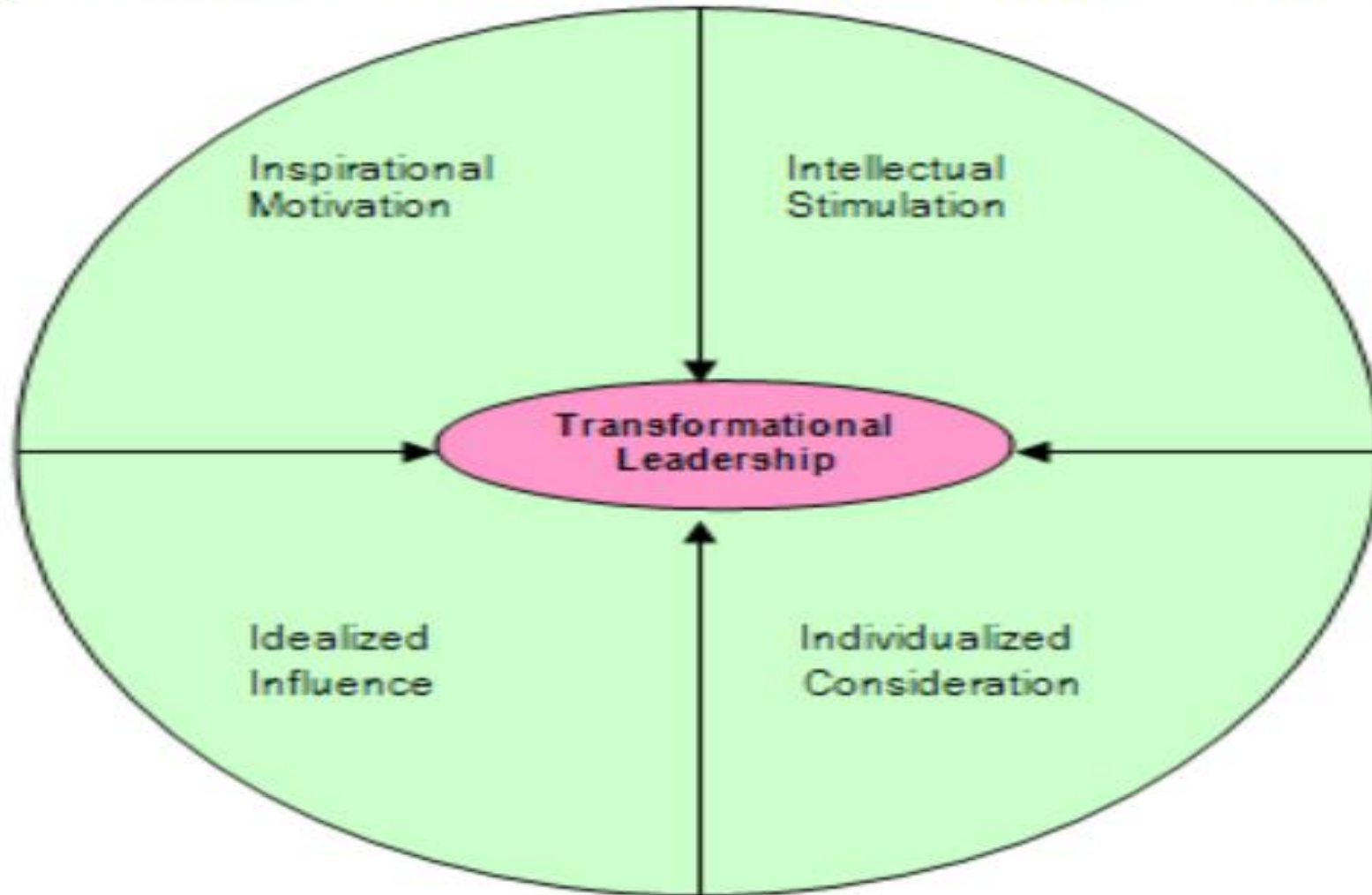


- ▶ 2) when a nurse working at the bedside fails to adhere to professional ethical conducts in their daily practice, resulting in several unprofessional and lethal outcomes to our client, do we think we can resolve this challenge is the same nurses on the scene do not decisively assume transformational leadership role?



Transformational
leadership **MUST** exhibit
four main factors

Figure 1: Model of Transformational Leadership



Intro



- ▶ **Inspirational Motivation:** The foundation of transformational leadership is the promotion of consistent vision, mission, and a set of values to the members.
- ▶ Their vision is so compelling that they know what they want from every interaction. Transformational leaders guide followers by providing them with a sense of meaning and challenge.
- ▶ They work enthusiastically and optimistically to foster the spirit of teamwork and commitment.



- ▶ **Intellectual Stimulation:** Such leaders encourage their followers to be innovative and creative. They encourage new ideas from their followers and never criticize them publicly for the mistakes committed by them.
- ▶ The leaders focus on the “what” in problems and do not focus on the blaming part of it. They have no hesitation in discarding an old practice set by them if it is found ineffective.



- ▶ **Idealized Influence:** They believe in the philosophy that a leader can influence followers only when he practices what he preaches. The leaders act as role models that followers seek to emulate.
- ▶ Such leaders always win the trust and respect of their followers through their action. They typically place their followers needs over their own, sacrifice their personal gains for them, and demonstrate high standards of ethical conduct. The use of power by such leaders is aimed at influencing them to strive for the common goals of the organization.



- ▶ **Individualized Consideration:** Leaders act as mentors to their followers and reward them for creativity and innovation. The followers are treated differently according to their talents and knowledge. They are empowered to make decisions and are always provided with the needed support to implement their decisions.



- ▶ The current environment characterized by uncertainty, global turbulence, and organizational instability calls for transformational leadership to prevail at all levels of the organization.
- ▶ **The followers of such leaders demonstrate high levels of job satisfaction and organizational commitment**, and engage in organizational citizenship behaviors. With such a devoted workforce, it will definitely be useful to consider making efforts towards developing ways of transforming organization through leadership.



Benefits of Transformational Leadership in Nursing

▶ Improved Patient Care

- ▶ High-quality patient care requires two things: experienced healthcare professionals and effective communication. Over time, transformational leadership can improve the way healthcare teams communicate. Better communication in healthcare settings means fewer misunderstandings, consistency across shifts, and overall improved patient care.



▶ Higher Employee Satisfaction

- ▶ When healthcare and nursing leaders empower their teams to take charge and make decisions, employees are often motivated and inspired. They'll feel responsible for team and organizational successes, not just their paychecks. When employees are trusted and management reiterates their value through their leadership style, overall job satisfaction climbs.



▶ Reducing Turnover

- ▶ Happier employees who value their jobs are less likely to leave them. Nurses who have been at their place of employment longer and work well with the rest of the team are more effective caregivers. Reducing turnover allows leaders to build a team that is committed to the organization's success and experienced with its unique protocols and mission.



▶ Lowering Costs

- ▶ Healthcare executives often prioritize providing quality care at the lowest possible cost. Transformational leadership can have a direct impact on the bottom line. Improved care reduces the likelihood of lawsuits and costly errors. Low employee turnover means less money wasted on training new employees or correcting their mistakes.



WHAT HAS BEEN DONE SO FAR?

1. Improved number of nurses and midwives with higher learning education.

-Universities and the ministry of health

2. Improved strategies by regulatory authority in addressing and taking action to malpractices and neglect.

-TNMC

3. Improving licensure requirements that recognizes higher education

-TNMC

4. Putting in place various guidelines for quality improvement in nursing practice

1. Directorate of nursing services

2. -TNMC

5. Periodic employment of nurses and midwives

-MOH



6. Nurses demonstrating innovative ideas that contribute to transformation.

-Nurses innovate, e.g.. Mr.Fungameza and CPAP machine

-Nurses writing books

7. TANNA challenging some external forces affecting professional status

Eg. The issue of dissolving RNOs and DNOs by TAMISEMI

8. MOFATE



What are the gaps that remain unaddressed?

- ▶ **1. Undervaluing education in nursing.**
- ▶ -this is number 1 obstacle
- ▶ 2. Failure to follow the guidelines, directives and policies by local hospitals and settings.
- ▶ 3. Failure of the ministerial bodies to monitor implementation of the guidelines they put in place.
- ▶ 4. Failure of unity in addressing common issues



5. Failure of Tanna to address some critical issues affecting the professional status.
6. Failure of nurses to update their knowledge and skills.
7. Biased leadership structures and modality of obtaining leaders.
8. Poor financing of the nursing profession.



Other challenges

- ▶ Challenges in the model of care delivery that has not been addressed enough
- ▶ Challenges in policies and procedures
- ▶ Challenge in representation of nurses in higher level of country decision making bodies (ministry, parliament, and executive)



- ▶ Challenges in healthcare financing(and more specifically in nursing)
- ▶ Challenges in training institutions (quality control and EBP in nursing)
- ▶ Challenges in gap between training institution and clinical practice
- ▶ Challenges in licensure examination issues



- ▶ Challenges in health professionals (Nurses, midwives, doctors, pharmacists) attitude toward nursing and midwifery
- ▶ Challenges in accessing updated resources
- ▶ Challenges in a mismatch between law, regulations and seculars
- ▶ Challenges in mentoring junior students and professionals



- ▶ Challenge in upholding the scope of nursing practice
- ▶ Challenge in changing the image of people who are serving Health professionals(complaining against nurses vs acknowledging when they need other professionals services)
- ▶ Challenges in reimbursing quality nursing services
- ▶ Challenges in negative attitude among nurses(low – high, high to low level nurses, low-low, high-high)



Remember, transformational leaders are not that common. There has to be strategies to get one



How do you
evaluate yourself?



REMEMBER, TRANSFORMATIONAL
LEADERS ARE NOT.....



Transformation leaders are NOT

- ▶ Those who fail to inspire nurses go for higher education
- ▶ Those who do not appropriately utilize the nurses higher level of education for the benefit of the patient and the profession.
- ▶ Those who do not participate in efforts to improve welfare of the nurses and the profession.
- ▶ Those who treat subordinate disrespectfully



Transformation leaders are NOT....

- ▶ Those who use their influence to convince higher authorities against the nursing Elites
- ▶ Those who are too passive to address challenges that affect the nursing and midwifery profession at the local and regional level
- ▶ Those who do not use their position to foster quality of nursing and midwifery services at their workplaces



- Those who do not perform workplace research and/or advocate the evidence based practices at their local levels.
- Those who do not participate in generating new knowledge that improve services.
- Those who do not empathize with patients, and with their fellow professionals at workplace.



- ▶ Those who do not encourage innovation ,and support nurses with innovation ideas
- ▶ Those who perceive the smart nurses as a threat, and therefor do not want to be surrounded by them. Instead ,he/she uses his /her influence to fight against them.



What should the Ministry of health do to improve collaborative decision ?

- ▶ 1. At the central level, ensure that administrative positions of the ministry of health are not predominated by one profession. The current practice of the ministry where most of the departments are headed by a single profession conveys a negative impression/message to workers in lower levels, and may be contributing to impaired interprofessional collaboration.



- ▶ 2. Even in a department headed by a person from one profession, the organogram of the department/unit should ensure that interprofessional representation in coordination of activities is well reflected.



3. Employ Nurses with equal level of education to doctors that can work with minimal knowledge gap among them. The current practice of preferring to employ lower cadre nurses/midwives to work with doctors with higher level of education does not foster collaboration.



4. The Ministry should empower, and demand the regulatory authorities to enforce standards



WHAT SHOULD LEARNING INSTITUTION DO?

1. Review their curriculums to strengthen the leadership content, with intensive practical
2. The learning institution must collaborate with health facilities to provide on job trainings



WHAT SHOULD REGULATORY AUTHORITIES (TNMC) DO?

1. TNMC has to strengthen the prevention part.
 2. Failure to position educated nurses in their appropriate positions should be considered a violation of ethical practices in nursing.
 3. Enforce the adherence to the guidelines, eg. Scope of practice.
- inspection should include the extent to which the guidelines are adhered.



3. Leaders who fail to lead as transformative leaders be dethroned
4. Regular training and supervision.



4. Provide interprofessional committees to discuss cross cutting issues regarding interprofessional collaborations
5. Provide certified seminars and trainings about interprofessional collaborations, which adds to CPD points. These certificates should be the requirement for holding leadership positions in health facilities.



WHAT SHOULD HOSPITAL FACILITIES DO?

- ▶ Put in place clear strategies to get leaders
- ▶ Avoid bias and nepotism
- ▶ Regular training
- ▶ Reward good leaders
- ▶ Encourance EBPs



WHAT SHOULD INDIVIDUAL DOCTORS
AND NURSES/MIDWIVES DO?

AVOID THE DONTS
MENTIONED ABOVE