



THE IMPORTANCE OF LEADERSHIP DEVELOPMENT IN NURSING

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INTRODUCTION

The organization and content of the development of leadership in nursing was, unfortunately, not given enough attention and importance with us in Serbia. If the leadership is a process of interaction between leaders and followers in order to achieve the goals through action, the authors feel that it is important to show through research which competences they have, which are necessary, and how and where is the leadership in nursing developing in our country. The management itself is so important to the success and development of nursing, to the customer satisfaction, employee satisfaction, and to the development of the profession. Leadership is founded on human relationships. Why is it important to take account of the development of leaders? One who is not shaped as a leading figure, whether those traits be inherited or developed in a favorable environment, will not be a successful leader. However, if you do not learn, do not work on yourself, if you are not willing to follow the scientific knowledge and analyze the practical experience of colleagues from their institutions, in your country and the world, you will also not be a successful leader. The authors will, in the poster presentation, display their research conducted in one institution of primary health care and one of tertiary health care. The questionnaire was filled by nurses-matron.

METHODOLOGY

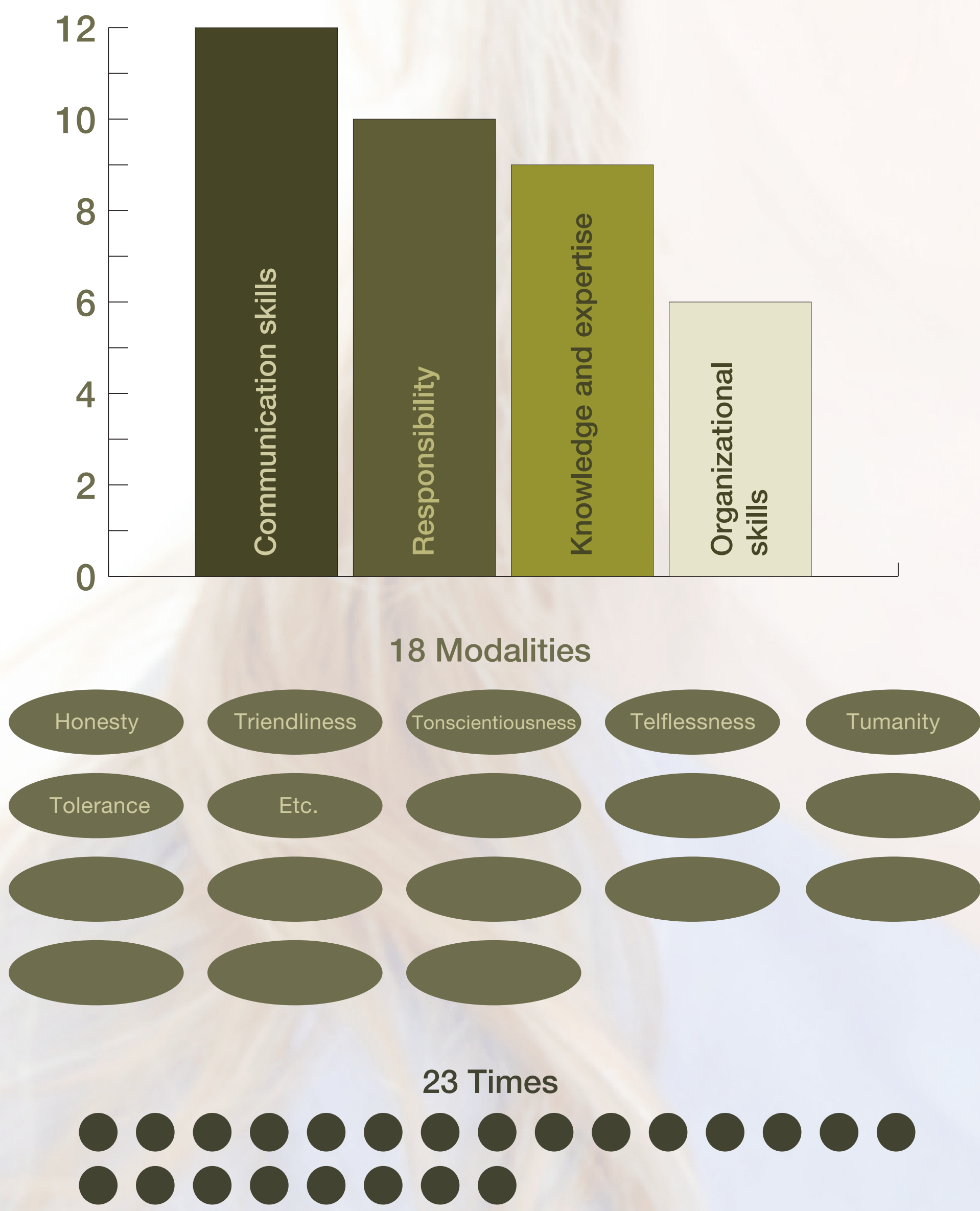
Data were collected in two health services, one primary and one tertiary health care, through questionnaires which were filled in by chief and responsible nurses. In total, questionnaires were filled in by 20 major-charge nurses. The questionnaire contained 15 questions of which 8 offered a choice, and 7 asked for free responses.

Questions that offered answers also offered ratings for the response, from 1 to 5

Fully accepted response 5
Generally not as the answer offered 1
Grades 2-4 were for "something in between"

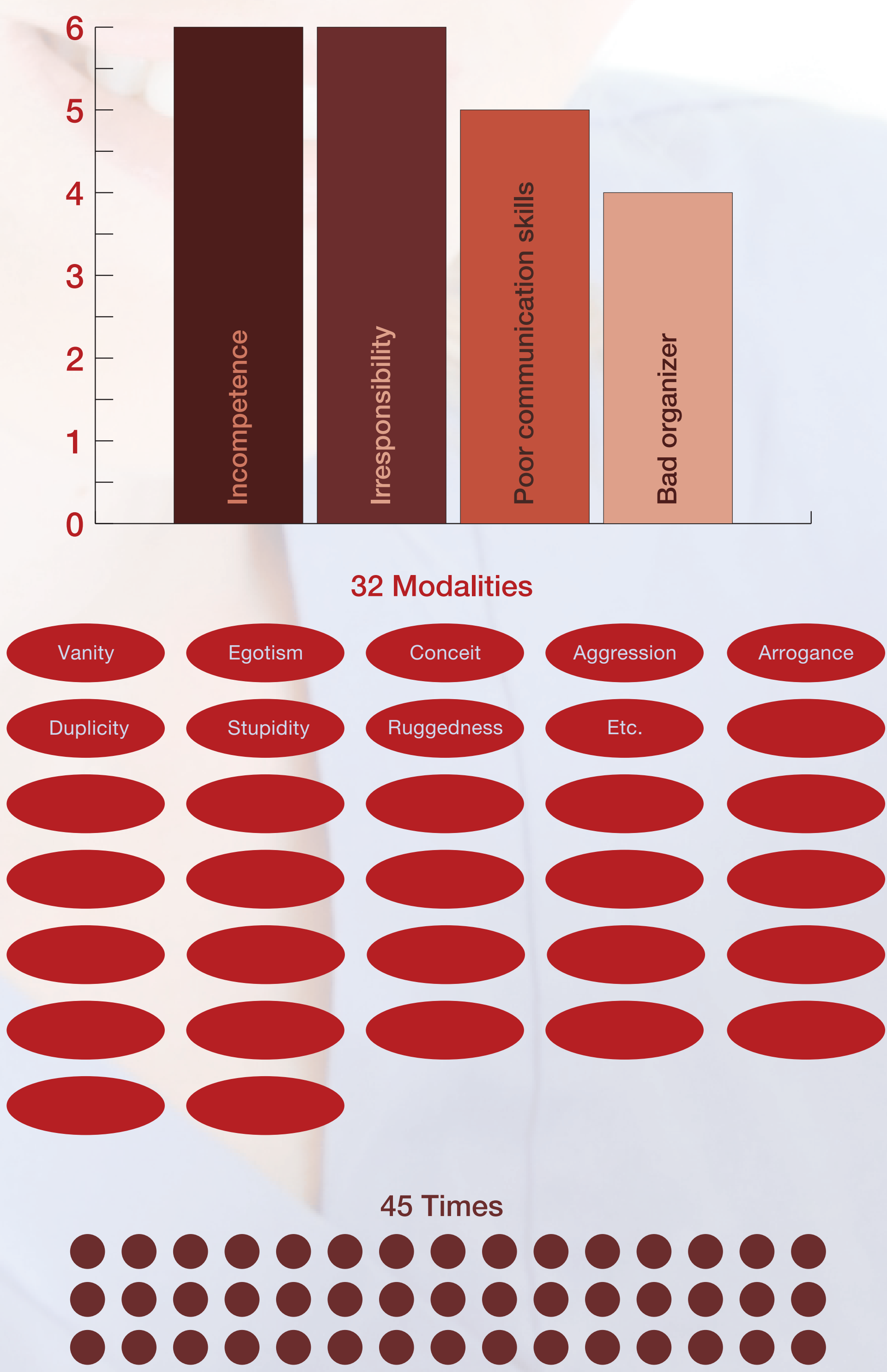
The "weight" of the offered answers to a question was obtained as the sum of the number of responses for a given grade times the grade. For example: 2 responses for grade 4 will give in the sum $2 \times 4 = 8$; plus 3 responses with a grade of 5 will give $3 \times 5 = 15$, etc., until the final "weight".

Which features should a head nurse-leader have?



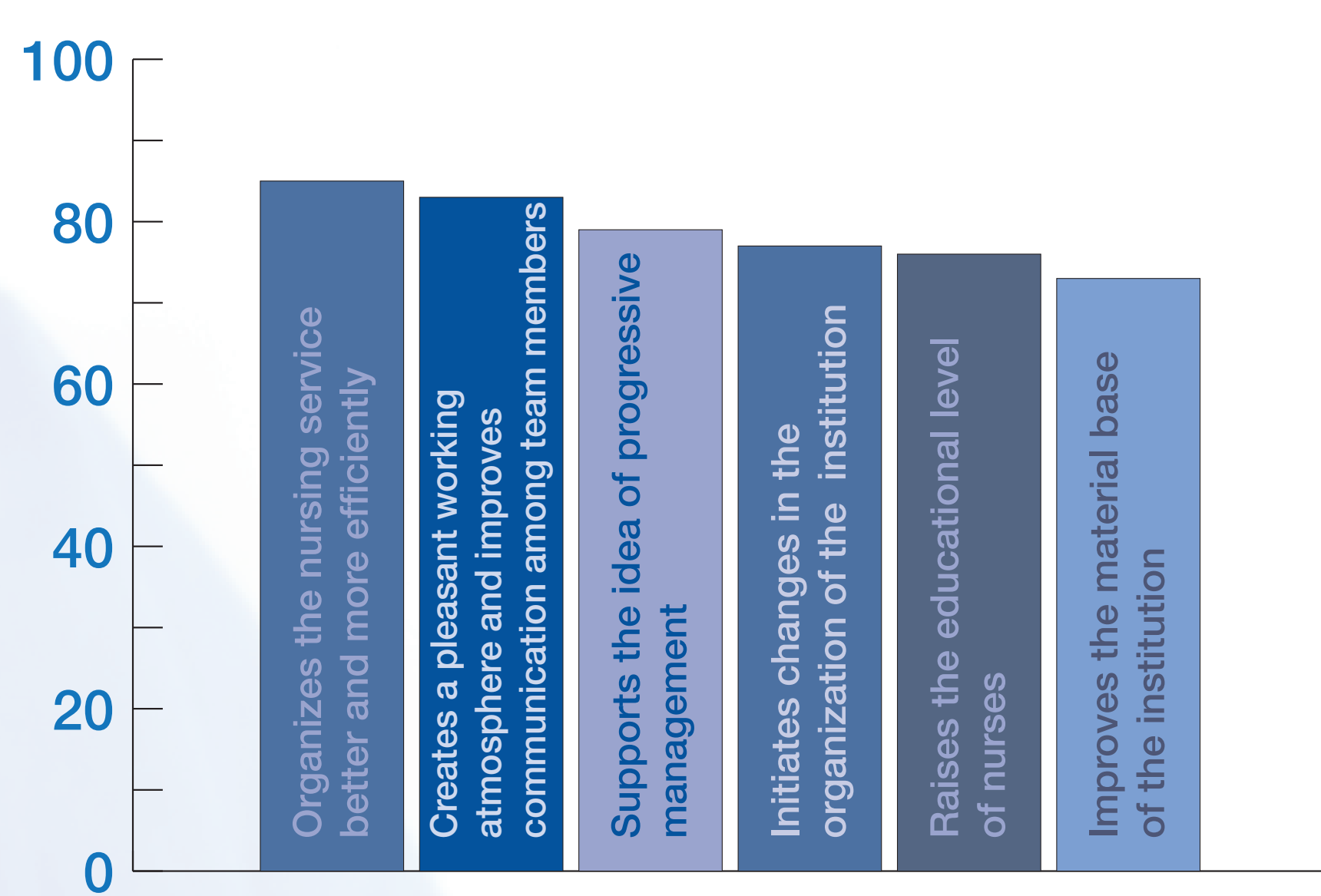
In the dilemma as to whether the nurse-leader is born or made, the most desirable characteristics of nurse-leaders are those social skills that are taught: communication, knowledge, responsibility and organizational skills. Less needed are good character traits (something a person is "born with").

Which features should the head nurse-leader, not have?



As an impediment to successful functioning of a nurse-leader is stated the lack of social skills that are listed as the properties a chief nurse should have. However, it is seen as very important for the nurse-leader NOT TO BE A BAD PERSON as it is emphasized in the responses for the negative character traits.

How can the head nurse-leader influence the efficiency of your institution?



Most answers are that the nurse-leader can influence the efficiency of the institution, by means of her capacities for which she has authorization from the institution to organize and create a good working environment.

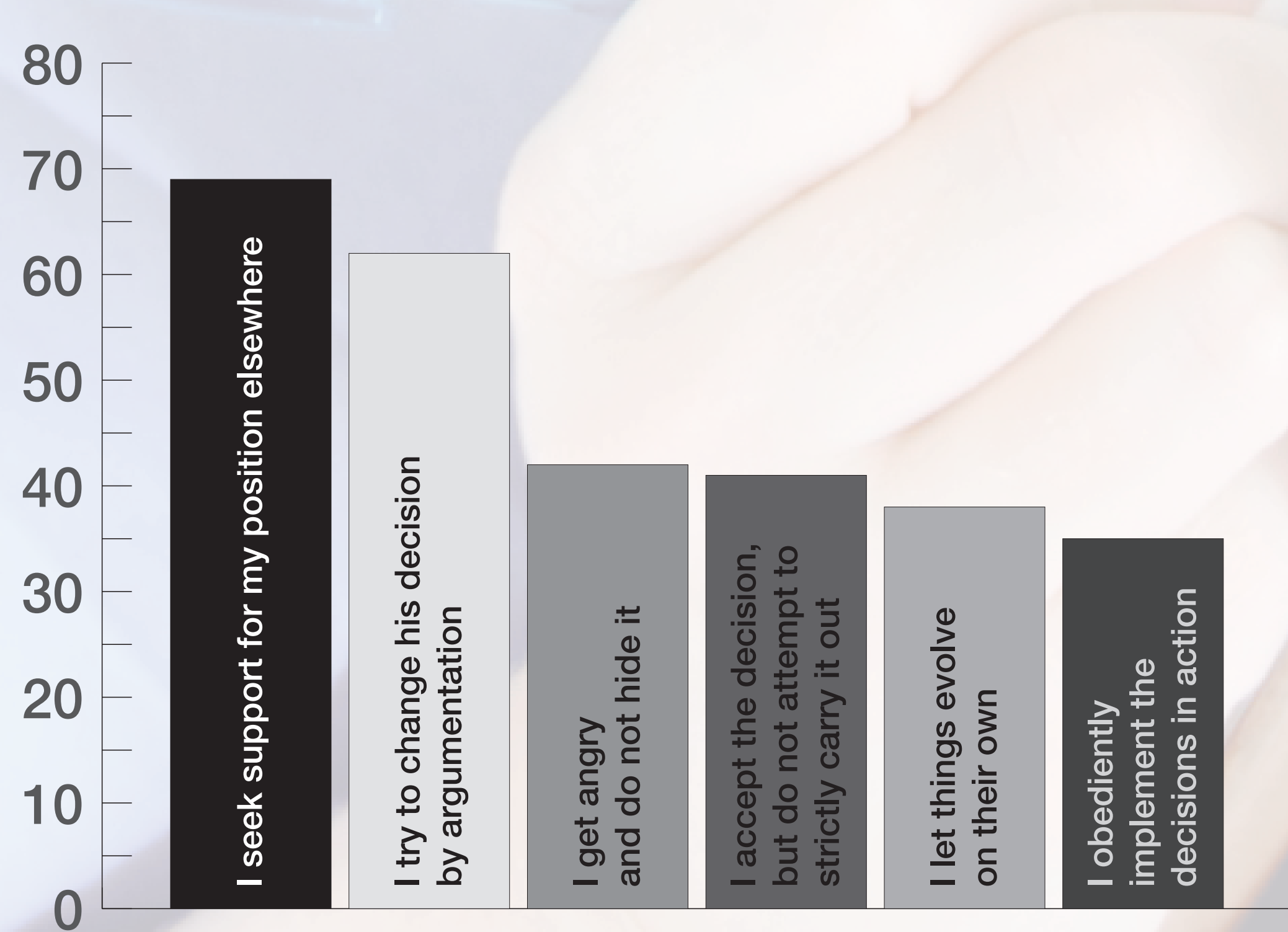
Head nurse-leaders can be successful, by means of their ability to inspire other members of the hospital or health care organizations to work together to achieve common goals, such as enhanced quality of patient care or efficient operation. Nurse-leaders may not have any special role as managers or authority given by the institution as stated in the formal job description. However, a nurse-leader gains recognition as a leader through a positive impact on the efficiency of the department or institution, based on her abilities and within her authority.

Head nurse-leader, how does she improve teamwork?



Most answers are that the nurse-leader can improve the performance of the team if she has good communication and has empathy for the employees. Each professional will understand the importance of good team-building activities, as an element of successful leadership. The leader is as strong as the team she is leading.

What position do you, as the head nurse-leader, assume when your manager makes a decision with which you disagree?



Most answers are that the nurse-leaders seek support elsewhere and try to fight for their opinions. A nurse-leader can not easily cope with decisions with which she disagrees, and that are made by leaders above her in hierarchy. Good capability of negotiation, diplomacy, and respect can help.

CONCLUSION

Authentic leaders know who they are, they know what they believe and what they value, and act openly and honestly true to their values and beliefs. If you are looking for the best possible leader, it is not enough for him to be a charismatic and visionary personality, he must also be ethical and must create trust by the followers. This study shows that nurses do not always have the main influence on the outcomes of actions of followers due to organization, and due to limitations, which can neutralize the effect of the head nurse's actions, or can be a substitute for leadership. This study shows that in Serbia the head nurses are more prone to be managers rather than leaders. For that to change, for nurses to be leaders and managers, a lot of effort and learning is needed. Because it takes both.

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