LEADERSHIP ROLES IN NURSING

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INTRODUCTION :-

Power was once considered a taboo in nursing. In the earliest years, the exercise of power was considered, inappropriate, unladylike and unprofessional. Many decisions about nursing education and practice were often made by persons outside nursing. Nurses began to exercise their collective power with the rise of nursing leaders and development of organization that evolved into American Nurses Association and the National League for Nursing. Power gives one the potential to change the attitudes and behaviour of individual people and groups. Power has a positive and a negative face.

KEY WORDS- Nursing, leadership

DEFINITION:-

Power is derived from the Latin verb "potere" means "to be able"; thus power may be appropriately defined as that which enables one to accomplish goals.

Power can also define as the capacity to act or the strength and potency to accomplish something.

Power is the ability to influence others through the use of energy and strength

NEED FOR POWER:-

- To provide competent, humanistic and affordable care to people.

- To participate in health care policy development.

- To ensure that nursing is an attractive career choice for all want to provide care, influence and improve nursing health care and health policy.

- To gain leverage proportionate with their numbers.

LEVEL OF POWER :-

1. **The Power To Be (Being) –**

   The maintenance of a purely vegetative existence requires minimum force (exist)

2. **The Power Of Self-Affirmation –**

   Efforts to define self and establish significance requires greater force than that required for existence.

3. **The Power Of Self-Assertion –**

Compelling others to reckon with one's individuality and rights requires greater force than that needed for self affirmation.

4. **The Power Of Aggression –**

Moving into and taking possession of another's territory requires force beyond that needed to define personal identity and rights.

5. **The Power Of Violence –**

Application of harmful force against another person or property reflects a disturbed definition of self, other and property.

❖ **Sources of Power :-**

Having identified the primary bases of power, attention must now turn to the different Sources of power. There are about four main sources of power. These include:

➢ **OFFICE OR STRUCTURAL POSITION**: The office or structural position might provide a party access to various bases of power. Some positions might provide little information but substantial coercive resources, while others might give the occupant the capacity to manipulate symbols or mobilize internalized commitments to certain norms (Bacharach and Lawler, 1980).

➢ **PERSONAL CHARACTERISTICS**: The most marked personal characteristic that is a source of power is charisma. As Weber (1947) indicates, the charismatic leader has power by virtue of extraordinary and often mystical characteristics. However, relevant personal characteristics might also include verbal skill, ability to argue effectively for positions, or even physical attributes (for example, a physical disability of a veteran espousing a pro- or antiwar position).

➢ **EXPERTISE**: Expertise refers to the specialized information actors bring to the organization. It is typically based on activities outside the organization, for example, education. This is treated as a source of power, rather than a basis of power in French and Raven's terms, because it seems to be a means by which a party comes to control specialized information rather than the control itself (Bacharach and Lawler, 1980).

➢ **OPPORTUNITY**:- This particular source of power is embedded in the informal structure of the organization. The idea comes from Mechanic's (1962) analysis of the power of the lower levels in an organization (such as sectorial staff). The informal aspects of formal positions or informal positions that are not identified officially by the organization can provide an important source of power (Bacharach and Lawler, 1980).

❖ **POWER PRINCIPLES :-**

1. Power is a dynamic and elusion and must be continuously replenished.

2. Power can be obtained only through active means; that is, it must be expressed against resistance and wrested from opponents.

3. A power oriented manager use any means of control that will manipulate circumstances in her/his favour.

4. To win the game of organizational policies requires a person's total commitment of goals.

5. Restraint is needed to use power appropriate. A person should use only as much force as needed to achieve desired objectives

6. Power relations in an organization are situational. That is, a person's ability to apply force to another is contingent on specific circumstances that would not exist at another place or time.

7. Power has spatial dimensions. That is the amount of a person's power is relative to other power extant in the situation.

8. All agency employees desire clear definitions of power and control relationship among staff members but are reluctant to discuss power and control issues publicity specially in the presence of persons with high authority.

❖ TYPES OF POWER :-

Everyone leads differently, but all leadership involves authority. Most leaders exhibit the same types of leadership power. According to French and Raven (1959), the following are the types of power.

1. LEGITIMATE POWER -

Legitimate power is traditional power – it is the type of power a manager, executive, or another leading official in a company has due to the status of their position.

2. INFORMATION POWER -

One gains information power when they know something other people want to know. This information could be anything from gossip to intricate knowledge about a person or company.

3. EXPERT POWER -

People who have more knowledge or experience than other members of their team exhibit expert power. For example, an executive with 20 years of experience in their field has expert power over a recent college graduate who is just starting their career.

4. REWARD POWER -

A leader who has the ability to reward an employee or team member (with money, praise, etc.) has reward power.

5. COERCIVE POWER -

Coercive power is the opposite of reward power; a leader who can punish an employee or team member has coercive power. Because the threat of punishment can persuade an employee to act a certain way, this type of leadership power is called "coercive power."

6. REFERENT POWER -

Referent power is all about "who you know." A leader with lots of referent power may have many connections or a large social network they can use to their advantage. Someone with referent power may also be close to an executive with legitimate power.

7. CHARISMATIC POWER -

Similarly, charismatic leaders have the ability to influence others. While they may or may not have an established network of contacts, they usually have a natural ability to persuade or inspire others.

8. MORAL POWER -

A leader who has moral power over his or her employees and exhibits ethical leadership has been placed on a pedestal, so to speak, due to their beliefs and actions. A leader's good qualities can lead to them having moral power over an employee, because the employee may be inspired to replicate the leader's actions

❖ WAY TO ACHIVE POWER :-

There are multiple ways to accumulate, or gain, power. Some may be more appropriate at higher positions in an organization. Skills to achieve and maintain power take time and patience to learn, develop, and refine. Methods to acquire power include the following:

➢ Broad human networks: the more networks and the more extensive they are, the more power potential.

➢ Broad information networks: the more diverse types of information controlled, the more power.

➢ Multiple formal and informal leadership roles: high engagement and visibility bring increased power.

➢ Ability to assess situations accurately (especially unstructured ones) and to solve problems.

➢ Authority over others and resources via legitimate work organizational roles.

➢ Vision for the future and creativity.

➢ Ability to grant services to others, which builds debts.

➢ Expertise that is sought by others.

❖ WAY TO EXPERTIZE POWER :-

There are many ways to enhance your power, for example. Professionals, to maintain their competence and develop their careers, use these tactics:

➢ Participate in interdisciplinary conferences to broaden knowledge, develop skills, and build networks

➢ Keep knowledge and skills current to maintain and extend power. Continuing education offerings, books, and journals are effective means.

➢ Earn higher degrees; education brings expertise and enhances credibility.

➢ Participate actively in professional associations such as the ANA, state nurses associations, and specialty groups to broaden networks, hone expertise, and develop legitimate and referent power.

➢ Participate in nursing research to develop knowledge and increase expertise.

➢ Problem-solve with colleagues in nursing and other disciplines to develop expertise and networks and to polish skills.

➢ Participate in nursing and interdisciplinary committees to develop and enhance expert, referent, and legitimate power.

➢ Publish to develop expert power

➢ Learn from mentors; be a mentor to develop expertise and connections or referent power.

❖ **EXERCISING POWER AND INFLUENCE IN THE WORK PLACE AND ORGANIZATION :-**

    Professional organizations can empower nurses in a number of ways:

- Collegiality, the opportunity to work with peer on issues of importance to the profession.

- Commitment to improving the health and wellbeing of the people served by the profession.

- Representation at the state or province and national level when issues of importance to nursing arise.

- Enhancement of nurses' competence through publications and continuing education.

- Recognition of achievement through certification programs, awards, and the media.

❖ **KEY FACTOR FOR CONTRIBUTE TO ONE'S POWER IMAGE :-**

- **Self Image -** Thinking of one's self as powerful and effective.

- **Grooming And Dress –** Ensuring that clothing, hair and general apperarence are neat, clean and appropriate to the situation

- **Good Manners –** Treating people with courtesy and respect.

- **Body Language –** Maintaining good posture, using gestures that avoid too much drama, maintaining good eye contact and being confident in your movement.

- **Speech –** Using a firm, confident voice, good grammar and diction: an appropriate vocabulary; and strong communication skills.

- **Career Commitment –** Having a career commitment does not preclude leaving employment temporarily for family, education or other demands.

- **Continuing Professional Education –** Valuing education is one of the hallmarks of a profession. The continuing development of one's professionl skills and knowledge is empowering experience, preparing the nurse to make decisions with the support of an expanding body of knowledge

- **Belief In Power As A Positive Force**

- **Belief In Value Of Nursing To Society**

❖ **TOOLS FOR IMPROVING POWER IMAGE :-**

- **COMMUNICATION SKILLS –** The most basic tool is effective verbal communication skill which defines a power image.

- **MENTORING –** Mentors are competent, expertise, experienced professionals who develop a relationship with a novice for the purpose of providing advice, support, information and feedback to encourage the development of another individual.

- **NETWORKING –** It is an important power strategy and political skill, A network is a system of contacts that is developed and maintained as sources of information advice and moral support.

- **GOAL SETTING –** Goal setting is another power strategy. Every nurse knows about setting goal, Nurse may be expected to write annual goal performance reviews at work.

- **HIGH VISIBILITY** – The Strategy of high visibility within an organization also requires volunteering to serve as a member or the chairperson of committees and task force.

❖ **ADDITIONAL POWER STRATEGIES :-**

1. **EMPOWERMENT :-** Empowerment is a sense of having both the ability and the opportunity to act effectively.

   Nursing organizations seek to empower nurses; nurses endeavor to empower patients to seek and adopt healthy lifestyles. Likewise, nursing managers and administrators take actions to empower nurses to achieve effective, rewarding, competent practice. Empowered nurses have three required characteristics that enable them to participate in policy development. The first

   - A raised consciousness of the social, political, and economic realities of their situation or environment and society.

   - The quality empowered nurses have is a positive sense of self and self-efficacy regarding their ability to effect, or facilitate, change.

   - Development of skills that allow active participation in change processes is the third important characteristic.

2. **ABUSE OF POWER :-** Abuse of power is the control of people by some kind of force. It is the use of power for one's own benefit (individual or group) and can be present in families, organizations, and all levels of domestic and international government. It is always unethical. Poor, developing nations around the world are obvious examples. Dictators abuse their people often to the point of genocide. Industrialized nations engage in unfair trade and often exploit workers.

3. **POWERLESSNESS :-** It is a horrible state. Personal powerlessness is a personal nightmare. It brings about feelings od frustration that generally lead to anger, it saps the energy levels and leaves the person to a constant state of exhaustion from fighting to alter the balance of power, it defeats the spirit and soul of person.

When A Person Becomes Powerlessness:-

   - Being threatened by competence.

   - Accepting a job without sufficient training.

   - Depending on others to meet own needs.

   - Transferring feelings of inferiority

   - Wanting to keeps things predictable

   - Being trapped by roles and stereotype.

POLITICS

❖ **DEFINITION :-**

POLITICS :- It is a process through which one tries successfully or unsuccessfully to reach a goal.

POLITICAL NURSING :- Political nursing is defined as the use of knowledge about power processes and strategies to influence the nature and direction of health care and professional nursing.

- **Anderson, Anderson and Glanze, 1998**

❖ **POLITICAL ACTION SPHERES :-**

The process of influencing others, or politics, in order to achieve ends can be seen in relation to four arenas, spheres, or domains. These spheres are

1. **THE WORKPLACE :-**

Nurses work in organizations with varied characteristics—

Private or public; profit, nonprofit, or charitable; large, small, or medium; and in large or small cities, towns, small towns, or rural areas. In the workplace, there are many issues with which nurses are involved. Power and politics may be necessary to resolve issues. Some issues that may be found in some, or all, workplaces include the following:

- Mandatory overtime work requirements.

- A nursing clinical ladder program that rewards excellence with promotions and pay incentives.

- Work scheduling length of shift, evening and night rotation, vacation priority.

- A smoking ban in the entire facility; designation of smoking areas.

- Visiting hours in special care units.

- Identification and security procedures.

- Authority to delay discharge from or admission to special care units based on professional nurse assessment.

- Authority to refer patients to a home healthcare agency.

- Decisions regarding substitution of unlicensed personnel for RNs to provide care.

2. **PROFESSIONAL ORGANIZATIONS :-**

Professional organizations have been essential to the "professionalization" of nursing. The modern nursing movement began in 1873 in response to the changing role of women. Pioneers of this movement worked for a new profession for women and for better health for the public (Reverby, 1987a). These women used political power to open nurse training schools, organize professional associations, and participate in social issues such as women's suffrage, public health, and integration (Rogge, 1987). These leaders sharpened their political expertise in nursing organizations they created beginning in 1893. Professional organizations have made significant contributions in developing nursing practice. They have set standards of practice, advocated

for change in the scope of practice and passage of nurse practice acts, and advocated for nurses in collective action in the workplace.

3. COMMUNITY :-

Community is most often defined as a geographic area with boundaries, but during the 1960s the idea of community empowerment grew to define a group with a common good that required coordinated action. Power, politics, and policy became attached; community, in this context, is defined as a population, a neighborhood, a state, a nation, and the world. It can be a nursing organization or an online group. An individual is usually a member of more than one community. The other three political action spheres exist in the sphere of community. For example, an individual can be a member of the education, religious, and nursing communities.

4. LOCALS, STATE AND FEDERAL GOVERNMENT :-

Government affects most aspects of our lives. We must document births, marriages, and deaths; the buying and selling of real estate; and mandatory childhood immunizations. Government establishes the age at which people may drink alcohol, drive a car, cast a vote, and join the military. Laws determine the health services and social security available to people in old age. Our collective society is organized in ways that make us interdependent; the health and welfare of each of us are dependent on the health and welfare of all. Government is needed to ensure that what we need to get done is accomplished. Government plays an essential role in nursing and in health care. State government defines what nursing is, and it defines what nurses do. It influences how our health-care system is organized. Government influences reimbursement systems, such as Medicare and Medicaid. Government influences and supports the current managed care arrangement, which provides for reimbursement for health and nursing care. To a large extent, government determines who has access to care and to what type of care. Federal, state, and local governments make decisions about major health issues in our society. Recent decisions include:

- The kinds of foods and snacks available to children at schools

- Prohibition of smoking in some public places

- The initiation and continuation of Head Start

- Provision of meals for the poorest children

- The health services available at schools and whether schools may provide sexual and reproductive information;

- Whether public funds can be used to distribute clean needles to intravenous drug users to reduce the spread of HIV and AIDS

- Whether women can receive full information about reproductive rights and who can provide that information

- Whether violence is treated only as a crime or also as a public health issue and whether to regulate the use of hand guns

- Allocation of funds for housing development and maintenance

❖ **STAGES OF POLITICAL DEVELOPMENT :-**

1. **Apathy :-** No relationship in professional organizations or interest in legislative policies as they relates to nursing and health care system.

2. **Buy-In :-** Recognition of the importance of activism within professional organizations and legislative policies as they relates to nursing issues.

3. **Self-Interest :-** Involvement in professional organizations to further one's career.

4. **Political Sophistication :-** High level of professional organizations activism.

5. **Leading The Way:-** Serving in elected or appointed positions in professional organization at the state and national level and providing true leadership on broad healthcare interests within legislative policies.

❖ **POLITICAL ANALYSIS :-**

Effective use of power and politics to facilitate strategy development for the policy process requires systematic analysis of the issues.

Components of political analysis –

➢ Identify and analysis the problem

➢ **Outline and Analyze Proposed Solution**

➢ **Understand the Background, Including Its History and Attempts to Solve the Problem**

➢ **Locate the Political Situation and Its Structure**

➢ Evaluate the stakeholders

➢ Conduct a Values Assessment
Ascertain Financial and Personnel Needs to Attain Goals

➢ Analyze power bases

➢ Conduct a values assessment

❖ **POLITICAL STRATEGIES :-**

1. Persistence

2. Look at big picture

3. Frame issue adequately.

4. Develop and use networks.

5. Assess timing.

6. Collaborate

7. Prepare to take risks

8. Understand the opposition.

❖ POLITICAL TACTICS IN WORKPLACE :-

The effective functioning of an organization depends on relationships between individuals and groups. Often, problematic conflicts arise that are threatening to groups. Resolution of these conflicts requires significant managerial skill. Effective use of politics can facilitate conflict resolution and achieve goals –

Not all the following skills and tactics may be acceptable, useful, or necessary in a particular situation, but they are useful and have a high probability of success

- ✓ Build your own team

- ✓ Establish alliances with superiors and peers

- ✓ Do not naïve about how decisions are made.

- ✓ Learn to negotiate and collaborate

- ✓ Choose your second-in-command carefully

- ✓ Use all possible channels of communication

- ✓ Do not be naïve about how decisions are made.

- ✓ Know what takes priority.

- ✓ Maintain a flexible position and maneuverability

- ✓ Project an image of confidence, status, power, and material success

BERNARD'S PRINCIPLES OF ORGANIZATIONAL COMMUNICATION SYSTEMS FOR MAINTAINING FORMAL AUTHORITY :-
Adapted from Bernard. The Functions of the Executive Cambridge Mass: Harvard University Press, (1968), pp. 173-81.
Thus, if adequate communication process is applied, conflicts and frictions that will develop into power tussle and organizational politics will be diminished.

Principles:
- ✓ Channels of communication should be definitely known;
- ✓ Objective authority requires a definite formal channel of communication to every member of an organization;
- ✓ The line of communication must be as direct or short as possible;
- ✓ The complete line of communication must be used;
- ✓ The competence of the persons serving as communication centers, that is, officers, supervisory heads, etc. must be adequate; and
- ✓ Every communication should be authenticated it is within its authority and it actually is an authorized communication from his office.

❖ <u>SUMMARY</u> **:-**

Power and politics in organizations attempts to present a political analysis of intra organizational relations in which the key dimensions of such an approach are theoretically examined.

An understanding of organizational politics requires an analysis of power, coalitions, and bargaining. The power relationship is the context for political action and encompasses the most basic issues underlying organizational politics. As the primary mechanism through which individuals and subgroups acquire, maintain and use power, coalitions crystallize and bring to the foreground the conflicting interests of organizational subgroups. Through bargaining, distinct coalitions attempt to achieve their political objectives and protect themselves from encroachments by opposing coalitions.

Organizational politics is normal and every individual who works in organizations should play politics. However, positive organizational politics should be played while negative politics should be avoided.

❖ <u>CONCLUSION</u> :-

Power, politics, and policy should be familiar concepts for all nurses and are especially important for nursing leaders. Power, politics, and policy influence nursing practice, education, and research, which in turn influence health care. Power and politics are intricately entwined concepts and are sometimes difficult to differentiate. Both are used to achieve ends or goals, and both do so through manipulation of others. Power and politics also interact. People who are powerful are able to exert more political pressure; political success brings power that allows people to accomplish goals through policy development and implementation.

Although most nurses are employed by health-care organizations, too few nurses have taken the time to analyze the operation of their employing healthcare organizations and the effect it has on their practice. Understanding organizations and the power relationships within them will increase the effectiveness of your leadership.

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International Journal of Academic Research in Business and Social Sciences July 2014, Vol. 4, No. 7 I

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