



Are Nursing Leaders of Today Transformational Leaders?

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What is transformational leadership?

Definition:

“It is a process whereby a person engages with others and creates a connection that raises the kind of motivation and morality in both leader and the follower” (Northouse 2013).

Who are transformational leaders?

1. Leaders are the ones enhance the motivation, morale, and job performance

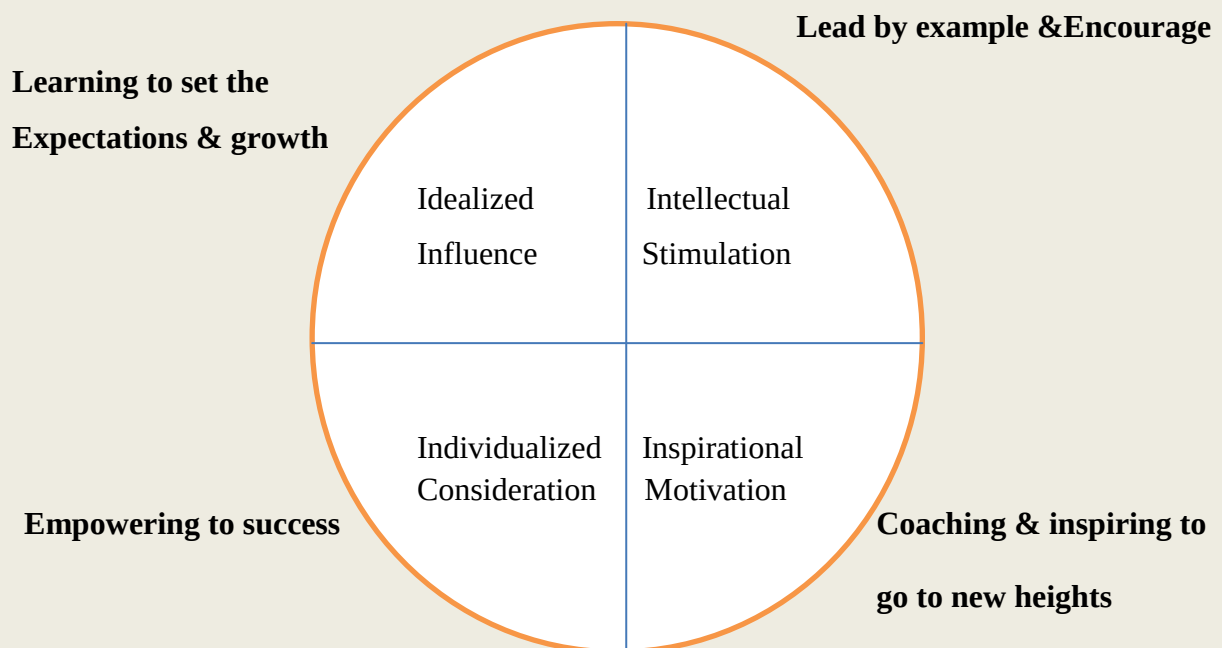
of followers through a variety of mechanism.

2. They are role models for followers, they in spite them and make them interested in the common goal.

3. They challenge the followers to take ownership for their work.

They understand the strengths and weakness of their followers, and based on this aligns the followers with tasks that enhance their performance.

Dimensions of Transformational Leadership model / elements.





1. Idealized influence:
Charisma/trust/role model. A person who can build confidence and trust in self and others:

1. Charismatic personality.
2. Larger than life perspective.
 1. Debate/argumentation skills.
 2. Emotional; response to establish confidence by excitement and adventure in leadership style.
 3. Displays conviction, trust and remains strong on difficult issues, presentation of the leader's most important values, commitment, ethical values and consequences for decision. Generates pride, loyalty and confidence and aligned purpose or vision.

2. Inspirational motivation: providing meaning to work and setting high standards:

1. Uses symbols or images to focus on organizational and members' efforts. Has a clear mission and vision and projects effectively to the consumers. This outward display of mission/vision/purpose allows subordinates / followers to bring forth the true meaning of service and leadership.
2. Gives room for inspirational motivation-challenges to subordinates.

3. In short gives meaning of the work efforts of the subordinates. Gives them a sense of purpose and achievement.

3. Individualized consideration:

1. Supports one to one relationship with subordinates /followers
2. Delegates responsibilities to individuals who are capable.
3. Recognizes the different needs of followers:
 - a. Determines what needs those followers are searching for.
 - b. Determines how to satisfy those needs within the organization.
 - c. Supports the complex personalities of future leaders and recognize their uniqueness.

4. Being a mentor by responding individual needs: Intellectual stimulation, and encouragement, creativity, questioning common assumption and beliefs:

- Allows and stimulates the creativity hidden within followers/subordinates to showcase their exact capabilities.
- When faced with challenges help to support the needed organizational changes regardless of the radical perception.
- Makes the followers/subordinates to remain on the path to corrective action and



foster new changes to extinguish the previous unsuccessful processes within the organization.

Transactional theory:

1. It is concerned with maintaining the normal flow of operations (maintaining day to day work with high effectiveness).

1. Set disciplinary power and an array of incentives to motivate employees to perform at their best.

2. Transaction – refer to essential motivation of subordinates by exchanging rewards for performance (Bass B.M. 1985).

Ingredient needed for transactional leadership:

Self-reflection:

The personality test for transformational leadership qualities:

<http://similarminds.com/maslow.html>

Example of the test item (a few items are given here)

Sr.No.	Content	Very in accurate	Moderately inaccurate	Neutral	Moderately accurate	Very accurate.
1	I have more general knowledge/skills than specific knowledge/skills					
2	I am more interested in intellectual pursuits than anything else					
3	I am satisfied with my connection to other.					
4	I am closer to tried everything than mastered one thing					
5	I like to be impressive to others					
6	I relate to wizards					
7	I (or my guardians) don't have enough money for food.					
8	I can afford everything I really					

Begin self-reflection on your values that will allow you to make and disseminate the change within your organization.

1. Reflect on your goals and how they are aligned with mission and vision of your institution/your profession.

2. Set the stage for change you wish to establish so your followers are motivated to embrace the change.

Outcome of this self-reflection:

Will help you to establish a clear focus on your goals, preferences and capabilities, then craft a vision, understand potential pitfalls and biases and transparently ask others to help you through such challenges by seeking their expertise.



	need.
9	Fame is attractive
10	I am prestigious/ I am attracted to prestige
11	I am content with the quality of my friendships
12	I would rather be a generalist than specialist.

Steps to becoming a transformational leader:

1. Set the agenda:
 - a. Make changes to your mission and vision statements
 - b. Make them tangible and realistic.
2. Connect with your goal:

Make your goals connected to the real world.
3. Self-reflect:

A create a new mission for your organization.

Impact of transformational leadership:

1. Increased commitment among organizational constitutes
2. Increased employee satisfaction.
3. Higher degree of trust among leadership and followership.
4. Greater organizational productivity
(Marion and Gonzales).

Disadvantages:

1. Founder's Syndrome:

Influential powers and privileges that the founder exercises or that other attribute to the founders. In founders' syndrome, an

unhealthy organizational situation arises where founders are heavy-handed and indifferent about the imbalances of their control over the organization (Bass, 1998).

2. The followers eventually look to the leaders for all the answers.

3. The superman/hero-worship syndrome.

"Progress is impossible without change and those who cannot change their minds cannot change anything" (George Bernard Shaw).

4. Morality issues with transactional leaders:

- a. Abuse of power
- b. Narcissistic tendencies
- c. Followers become dependent characters and form unfortunate bonds.
- d. Lack of internal checks and balances.
- e. Followers feel used and abused by leaders.

5. Leader who have started as purely moral selfless and socially responsible may eventually become opposite.

6. The transformational leaders have to be aware that what may be



transformational to one group may not be to another.

7. Issues related to power are liable to occur in the leadership.

My experience with nurses as transformational leaders:

Transformational leaders can shape, inspire larger supporters/followers. They contribute to productivity in greater way. However it is with equal opposition. They give meaning to the life of their supports.

Generally in my experience many nurse leaders tend to be transactional leaders who believe in rewards and punishment. They micro manage the team, leading to stifling of creativity and growth. They are averse to change, and want to play safe by keeping things status quo. They are concerned with processes, not ideas and change.

Mahatma Gandhi was an incredible charismatic leader who inspired the nation. He had a great elements of idealized influence, inspirational motivation and intellectual stimulation in right quantities. He transformed the whole world to follow the path of non-violence. He was a great writer and had the right media and political support. Nurses tend to lack such strong support.

Some of our newer nursing leaders have to charisma to transform the followers in to loyal, hard working followers. They provide the meaning, vision, mission and identity to the followers. They challenge the status quo and convert the traditional environment to successful changing environment with high productivity. In my 25years of experience in nursing, I have seen such leaders in nursing in each state. However in the long run, some tend to fall short of their goals and become power greedy and follow unethical strategies to remain in power. In short these quality changes start their downfall due to equal and strong opposition.

Summary:

Transformational leadership can shape, inspire large supporters. It can contribute to productivity in a greater way. However it has equal opposition. **We need clean, selfless and ethical leaders in nursing who will consistently work for the cause of nursing forever.**



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