

# **Advancing Future Nursing Executive Practice: The Evidence Base for Servant Leadership in Nursing**



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# **Disclosure**

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## **Learning Objectives:**

- 1. The learner will be able to identify servant leadership practices to empower nurses based on best practices and new research evidence.**
- 2. The learner will be more aware of the potential power of a servant leadership model to advance nurse executive practice and clinical nurse empowerment for now and the future.**

# **Disclosure**

## **Conflict of Interest Statement:**

- **There is no potential conflict of interest to report by this author.**
- **There is no sponsorship or commercial support for this presentation.**

# Research

An Exploration of the Relationship Between **Servant Leadership** Characteristics of Nurse Leaders and the Perception of **Empowerment** Among Their Followers (Hall, 2015).

# Research

- Four Magnet® hospitals
- 51 nurse leaders and 237 direct-reports
- Liden's Servant Leadership Scale
  - Self and Other's rated Instrument
- Spreitzer's Psychological Empowerment Scale
  - Other's rater Instrument

# Research

## Servant Leadership:

- Term coined by seminal theorist, Robert Greenleaf in 1977.
- An understanding and practice of leadership that places the good of those led over the self-interest of the leader.
- Servant Leader – a person of character who puts other people first. He or she is a skilled communicator, a compassionate collaborator who has foresight, a systems thinker, and someone who leads with moral authority (Sipe and Frick, 2009).

# Research

## Psychological Empowerment:

- Term coined by seminal theorist, Gertrude Spreitzer in 1995.
- An essential component of workplace empowerment, representing an intrinsic motivation, necessary for people to feel in control of their own destiny (Spreitzer, 1995).
- Empowerment is not a personality disposition. It is a dynamic construct that reflects individual beliefs about person-environment relationships.

# Liden's Dimension's of Servant Leadership

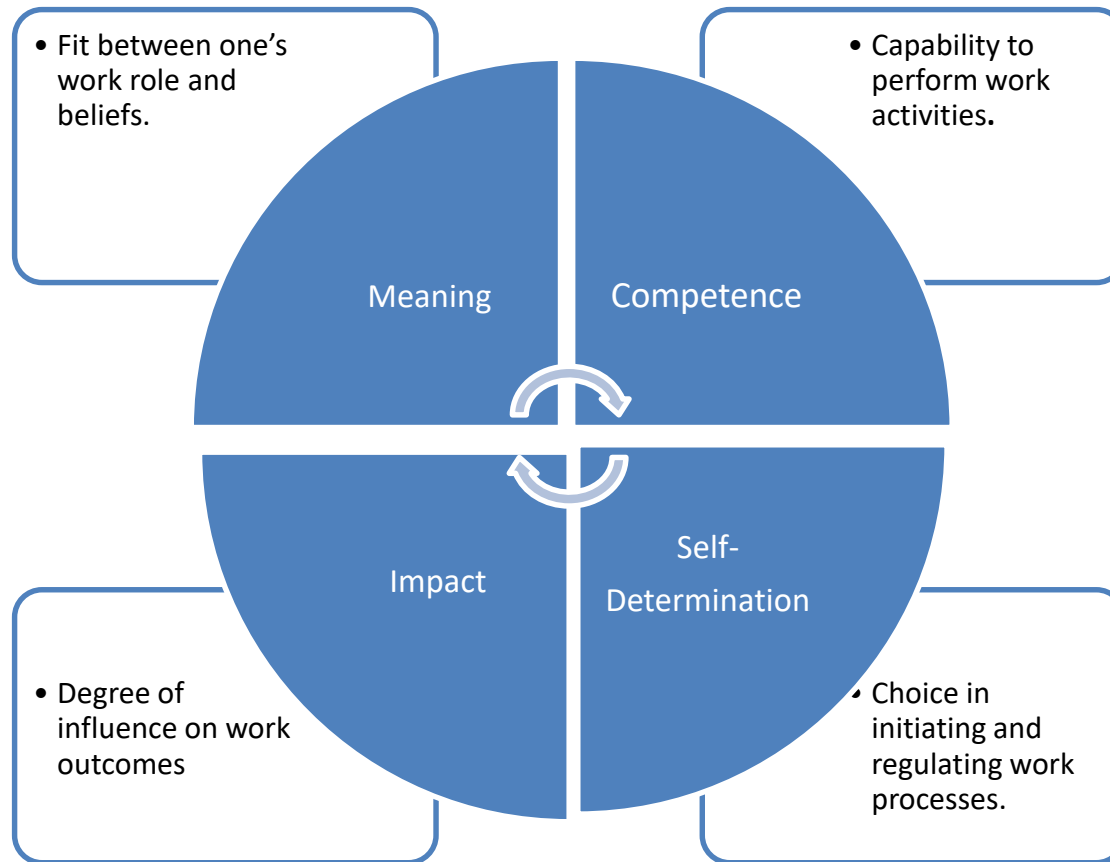




# Liden's Dimension's of Servant Leadership

1. **Emotional healing** – The art of showing sensitivity to others' personal concerns.
2. **Creating value for the community** – A conscious genuine concern for the helping the community.
3. **Conceptual skills** – Possessing the knowledge of the organization and tasks so as to be able to be in a position to effectively support and assist others.
4. **Empowering** – Encouraging and facilitating others in identifying and solving problems and how to complete work tasks.
5. **Helping subordinates grow and succeed** – Demonstrating genuine concern for others' career growth and development by supporting and mentoring.
6. **Putting subordinates first** – Using actions and words to make it clear to others that satisfying their work needs is a priority.
7. **Behaving ethically** – Interacting openly, fairly, and honestly with others.

# Spreitzer's Dimensions of Empowerment



# Study Results

Nurse leaders were perceived by direct reports as exhibiting high levels of servant significant characteristics of servant leadership.

Direct reports had high levels of empowerment which supported current literature.

There were no significant differences between nurse leaders' self evaluation and direct reports evaluations regarding their nurse leaders servant leadership.

# Significance

Self and other's rating that are in-agreement are preferable:

- Accurate self-assessments are associated with more positive outcomes.
- Associated with leaders who are able to accurately diagnose strengths and weaknesses and set appropriate self-improvement goals.
- Associated with emotional intelligence.
- Indicates a degree of mutual understanding between leader and direct report(s).

# Servant Leadership and Nursing

Author/Year	Summary
Huber, D.L., 2014	A model that enhances personal growth of nurses, improves the quality of care, values teamwork and promotes personal involvement and caring behavior.
Neill, M.W., & Saunders, N.S., 2008	A model that encourages personal growth of nurses and promotes the quality of health services through interdisciplinary teamwork, shared vision, shared decision-making and ethical behavior.
O'Brien, M. O., 2011	A vocational perception encompassing a strongly positive attitude towards one's calling.

# Servant Leadership & Empowerment in Nursing

Author/Year	Summary
O'Brien, 2011	The attributes of trust and empowerment are appropriately derived from nursing servant leadership characteristics of giving of oneself and being there to serve.
Huber 2014; Neill & Saunders, 2008	Servant leadership promotes empowerment, personal growth, teamwork, quality services, and exemplifies caring and ethical behavior.
Howatson-Jones, 2004	Servant leadership is a style of leadership based on mutual trust and empowerment of followers.
Lee & Koh, 2001	Servant leadership is an altruistic model for leadership that creates empowering work environments.



# Power of a Servant Leadership Model

- Benefits leaders of both health care organizations and professional nursing organizations by influencing new nursing practices and policies.
- Provides valuable insight into a potentially important focus and indicator of leadership development progress and can be used to create and evaluate a leadership development program's effectiveness.
- Can positively impact leader development by providing practical training on leader effectiveness and self-awareness.

# Overall Impact on Nursing

## **Value Creation: Increases**

- Job engagement
- Organizational performance
- Organizational citizenship behavior
- Employee satisfaction
- Commitment
- Intention to stay
- Profitability



# Conclusion

- Nurses who feel more empowered have higher job satisfaction, more commitment to their organization, and are less likely to voluntarily quit.
- Nurses that are provided with strong leadership, and if supported to take risks and innovate to improve the quality and efficiency of care delivered, then the profession is likely to thrive during these challenging times, now and in the future.

**“The leader seeks to understand followers, promotes their self-efficacy, equips them for goal achievement, and regards leader-follower relations as mutually influential, all of which contributes to the organizational performance and stated outcome in the context of personal, interpersonal, community, societal, and global connections.**

**(Ludden, Beuthin, Drury, Barnes, Freemyer, & Johnson, 2008, p. 2).**

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