Transformational Leadership Practices of Nurse Leaders in Professional Associations
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Overview
- Background
- Problem & Research Question
- Review of Literature
- Method
- Results
- Limitations
- Summary and Conclusions
- Questions

Research Grant Awards
- SOHN Nursing Practice and Research Committee
- Sigma Theta Tau International: Alpha Mu Chapter

The Institute of Medicine Future of Nursing Report (2010)
- The nursing profession is the largest segment of the nation's health care workforce with more than 3 million members
- Identifies a need for resilient and proficient nursing leadership
- Nursing associations provide leadership development through mentoring and best practice opportunities for members

Problem & Research Question
- Lack of research
- What are the transformational leadership practices of nurse leaders in professional nursing associations?

Transformational Leadership
- Is a leadership style that inspires and empowers followers to achieve extraordinary outcomes while transcending individual self interests, aligning objectives and goals of the followers, the leader, groups and the organization (Bass & Avolio, 1993)
Background of TL

- Transformational leadership (TL) practices were first described by James Burns (1978) in his theory of leadership.
- TL was extended in the work of Bass (1985), who defined how transformational leadership could be measured and how it influences follower enthusiasm and performance.

Review of Literature (ROL)

- Transformational Leadership (TL) has been studied extensively over the last several decades within (Kirasagar, Samuels, & Stokskopf, 2005; Larrabee, Janney, Ostrow, Witbrow, Hobbs, & Burant, 2003; Spinelli, 2006, Failla, & Stichler, 2008; Weberg, 2008; Corrigan, Diwan, Campion, & Rashid, 2003) and outside of health care environment (Bass B., M., & Riggio R., E. 2006, Bass, 2008).

Review of Literature

- Dunham-Taylor (2000) found that as the nurse executive’s transformational leadership score increased, the hospital organization was more participative.

Review of Literature

- Wylie and Gallagher (2009) explored self-reported transformational leadership behavior profiles; seniority and prior leadership training were positively related to TL.
- Failla and Stichler (2008) found a significant relationship between nurse manager transformational leadership style and job satisfaction.

Five Leadership Practices*

- **Inspiring a shared vision**: Envisioning the future by imagining exciting and enabling possibilities; enlisting others in common vision by appealing to shared aspirations.
- **Challenging the process**: Searching for opportunities by seeking new ways to change, grow, and improve, experimenting and taking risks, generating small wins and learning from mistakes.
- **Enabling others to act**: Fostering collaboration by promoting cooperative goals and building trust, strengthening others by sharing power and discretion along the way.
- **Modeling the way**: Finding voice and clarifying personal values by setting an example and aligning actions with the shared values of the team.
- **Encouraging the heart**: Recognizing individual contributions, showing appreciation for excellence, celebrating victories by creating a spirit of community.

ROL: TL and CNOs

- Porter-O’Grady (2009) compared 71 Magnet chief nursing officers (CNOs) and 90 non-Magnet CNOs.
- Results showed no significant differences between Magnet CNOs and non-Magnet CNOs using the Leadership Practices Inventory (LPI) self-report tool.
ROL: TL and Magnet CNOs

- Clavelle, Drenkard, Tullai-McGuiness and Fitzpatrick (2012) provided new evidence that the top two TL practices of Magnet CNOs: Enabling others to act and Modeling the way
- As CNOs gain experience and education, they exhibit more transformational leadership characteristics
- CNOs 60 years or older scored significantly higher than younger CNOs

ROL: Professional Nursing Associations (PNAs)

- White and Olsen (2004) reported the reasons given by member nurses for joining their organization were: to increase knowledge (22%), professional benefits (21%), networking (21%), and to earn continuing education units (CEUs) (17%), social interaction and mentoring opportunities accounted for 9.3% and 7.9% of the benefits, respectively
- Deleskey (2003) reported the variables that most strongly influenced joining a particular professional nursing association were: self-improvement, education, new ideas, programs, professionalism, validation of ideas, improvement of the profession, personal work improvement, and maintenance of professional standards

Method

- National descriptive study
- What are the transformational leadership practices of nurse leaders in professional nursing associations?
- The Leadership Practices Inventory Self (LPI–self) and a demographic questionnaire
- Approved by the Case Western Reserve University Institutional Review Board

Procedure

- Recruitment of nurse leaders via internet (n=448) email invitation via Survey Monkey
- Sample: English speaking RNs who were President, VP, PP, or BOD of a PNA
- Informed consent
- Email reminders
- Minimum of 50 surveys returned (n=134)
- SPSS software utilized

Instrument LPI

- Leaderships Practices Inventory (LPI) Self
- 30 behavioral–based statements (1–10 Likert scale)
- Cronbach’s alpha 0.70–0.84 (high internal consistency)
- My survey:0.70–0.88
- Test/retest reliability of 0.93—0.95
- Demographic survey

Data Analysis

- LPI subscales: means and standard deviations
- To identify relationships between means of the LPI–S and amount of leadership training acquired, Pearson’s correlations were calculated
- To determine differences between office held and LPI–S, analysis of variance tests were conducted
- Comparison of Means of Previous Studies using LPI in Nursing
Results: Demographics
- n=134 (30% return rate)
- Female: 84.4%
- Age: mean of 54.6 years old (30–78)
- Race: 95.5% White
- States: 38 of 50 represented
- Education: Masters 54.5% (DNP 15.7%)
- Certification: 73.1%
- Work status: Full–time (80.6%)

Results
- The top two transformational leadership practices of nurse leaders in a professional nursing association were Enabling others to act and Encouraging the heart

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- There were no significant differences in five LPI subscales based on the office held

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Results: Demographics
- Office held: BOD 29.9% (Pres. 26.1%)
- YRS in leadership: 6–10 yrs. (24.6%)
- # of members: 1001–5000 (35.1%)
- YRS in a PNA: >25 yrs. (25.4%), 6–10yrs. (24.6%)
- AMT of leadership training: moderate amount (32.8%), a little/a lot (21.6%), none at all (9.7%)
- Over 50 different nursing specialties

Results
- Respondent’s with more leadership training reported higher transformational leadership practices

- modeling the way (r = .296, p < .001), inspiring a shared vision (r = .320, p < .001), challenging the process (r = .240, p < .05), enabling others to act (r = .193, p < .05), encouraging the heart (r = .212, p < .05)

Comparison: Two Other Studies Describing TL in Nurse Leaders
- Porter–O’Grady (2009) compared Magnet CNOs and non–Magnet CNOs: no statistically significant differences
- Clavelle et al.’s (2012): the top two TL practices of CNOs in Magnet organizations were enabling others to act and modeling the way

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Study Limitations

- The study is limited by being the first to study TL in nursing leaders of PNAs.
- The closest nursing comparison group was the leadership practices of Magnet and non-Magnet CNOs.
- The LPI was administered as a self-assessment and was not combined with an observational 360-degree data collection process (members in the PNA).

Recommendations

- A larger sample, repeat the study.
- Identify other leadership attributes with other types of instruments in leadership.
- Expand on the finding that the more leadership training one had the more TL practices were reported.
- Leadership development r/t improved outcomes.
- Lack of research investigating TL and nurse leaders of PNAs on nursing and outcomes.
- Are nurse leaders in PNAs really as transformational.

Study Limitations

- Sample size and response rate.
- There was a difficulty obtaining emails of nursing leaders.
- Potential limitations of the transformational model, it is possible that the claim made by advocates regarding the extent of transformational leadership in nursing is exaggerated (Hutchinson & Jackson, 2013).

Recommendations for Future Research

- Further investigation with research into leadership development and improved outcomes is warranted.
- Future opportunity exists with the variable of the current office held and researching each office independently looking at outcomes.
- It would be interesting to further research the finding of low scoring means of challenge the process (why so low).
- Understanding why leaders rate this quality so low and changing this perception is important to complying with the recommendations of the IOM Report on the Future of Nursing.

Conclusions

- Professional nursing associations have the opportunity to provide a culture that promotes and values leadership.
- Transformational leadership is a model that provides an approach to foster organizational and personal change.
- TL practices can be learned by those seeking to strengthen their abilities and maybe as easily adaptable to other settings such as professional nursing associations.

Conclusions

- Professional nursing association’s nurse leaders must identify priorities for accomplishing the IOM’s report on the Future of Nursing recommendations and take responsibility for executing those recommendations.
- PNAs and nurse leaders should make available leadership development and mentoring programs throughout their associations.
References


