The Impact of Covid-19 on Nurse Manager Leadership Characteristics

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Learner Objectives

At the conclusion of the presentation, the learner will:

1. List leadership characteristics investigated in the research survey
2. Relate the research findings to leadership changes 18 months after declaration of the pandemic
3. Apply finding of the study to nursing leadership

The presenter discloses no sponsorship /commercial support for the presentation

Leadership Characteristics

Passive-Avoidant

Least desirable- displays many avoidance characteristics

Transactional

Focus is on getting the task completed

Transformational

Multidimensional and embody the process of goal achievement

Avolio, B. J. & Bass, B. M. (2004). *Multifactor leadership questionnaire*. Mind Garden, Inc.

Leadership Characteristics

Passive-Avoidant

Laissez-faire characteristics

Management-by-Exception Passive

Leadership Characteristics

Transactional

Contingent Rewards

Management-by-Exception Active

Leadership Characteristics

Transformational

Idealized Influence - Attribute Behavioral

Inspirational Motivation

Intellectual Stimulation

Individualized Consideration

Leadership **Outcomes**

Extra Effort

- Refers to the performance of employees and willingness to contribute extra effort based on leadership

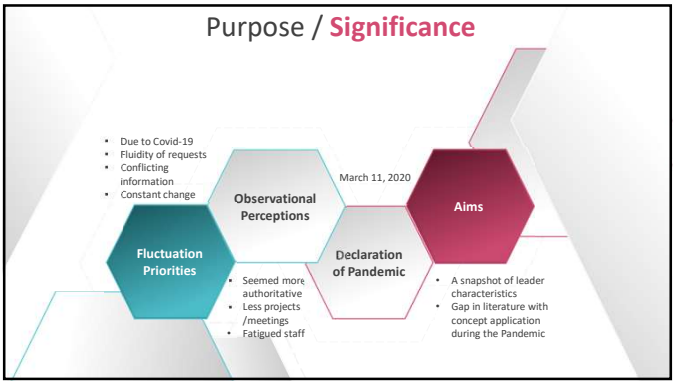
Effectiveness

- Perceptions of staff on the effectiveness of leadership

Satisfaction with Leadership

- As rated by employee- how satisfied are they with the leadership

Purpose / **Significance**



Research Questions

- Did nurse leaders exhibit less positive leadership characteristics through the pandemic?
- Will the three outcomes of leadership differ between staff RNs and different levels of leadership based on ratings of leadership characteristics?
- Are there any correlations between the RNs' role at work and perceptions of leadership characteristics in their nurse leaders?

Research Method

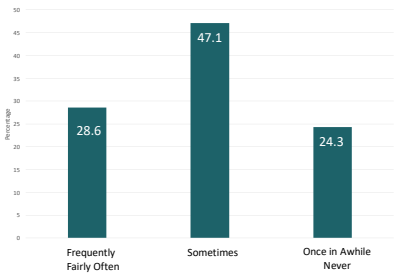
Biographical Data

Return Rate
- 1,400 mailed
- Gift Certificate for completion
- 78 participants- after removal of duplicates and incomplete surveys- 70 surveys remained.

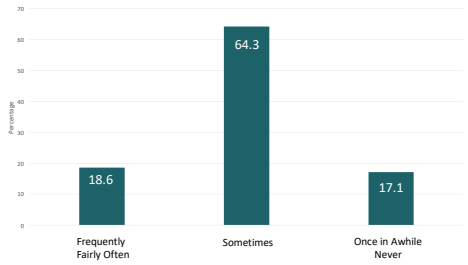
- Average age 41
- 84.3% Female
- Average years as RN was 13
- Half of respondents were staff nurses

	Mean N=70*	Range Minimum	Maximum
Age (years)	41.34 (SD = 10.01)	22	67
Years as an RN	13.61 (SD = 9.81)	1	40
	Male N=11		Female N=59
Sex	15.7%		84.3%
Areas of Work			
	N	%	
Acute Care (Hospitals)	42	60.8%	
Clinics	7	9.5%	
Outpatient Care	5	6.8%	
Home Health or Remote Worker	5	6.8%	
School Nurse	4	5.4%	
Other	7	10.8%	
Role at Work			
Staff	35	50.0%	
Second-line (manager)	19	27.1%	
Third-line (director)	6	8.6%	
Executive	5	7.1%	
Advance Practice	1	1.4%	
School Nurse	2	2.9%	
Other	2	2.9%	

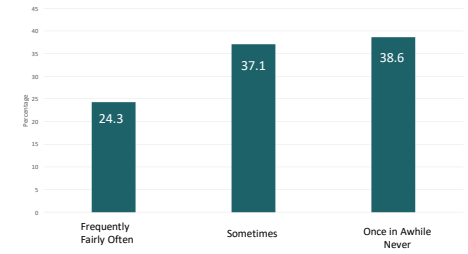
Transformational Characteristics



Transactional Characteristics



Passive-Avoidant Characteristics



Results Leadership Characteristics

Leadership Type	Characteristic	Average
Transformational	Attributes (IA)	2.47
	Behavior (IB)	2.46
	Motivation (IM)	2.70
	Stimulation (IS)	2.27
	Consideration (IC)	2.21
	AVERAGE OF STYLE	**2.38**
Transactional	Reward (CR)	2.48
	MGMT by Exception Active (MBEA)	1.96
	AVERAGE OF STYLE	**2.22**
Passive Avoidant	MGMT by Exception Passive (MBEP)	1.51
	Laissez-Faire (LF)	1.27
	AVERAGE OF STYLE	**1.39**

Results Comparison

Are results different?

Selected Studies

Between Group Significance

	Current Study N=70		US Normative Sample* N=27,285		Garcia-Sierra & Fernandez-Castro, 2018 N=150		Sabbah et al., 2020 N=250	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Transformational Leadership	2.38	.97	2.85	-	2.40	.92	2.79	.75
IA	2.47	1.17	2.94	.76	2.55	.89	2.89	.78
IB	2.24	.84	2.77	.72	2.46	.95	2.67	.75
IM	2.70	1.03	2.92	.76	2.52	.98	2.98	.71
IS	2.27	1.08	2.78	.71	2.27	.99	2.80	.79
IC	2.21	1.18	2.85	.78	2.23	.80	2.60	.92
Transactional Leadership	2.22	.76	2.27	-	2.36	.88	2.85	.73
CR	2.48	1.09	2.87	.70	2.34	.96	2.80	.42
MBEA	1.96	.86	1.67	.88	2.33	.80	2.90	.43
Passive-Avoidant Leadership	2.01	1.08	.84	-	1.44	.91	1.52	.32
LF	2.51	1.47	.65	.67	1.10	.99	1.45	.21
MBEP	1.51	1.00	1.03	.75	1.77	.83	1.59	.38
Leadership Outcomes								
Extra Effort	2.23	1.34	2.74	.86	2.00	1.1	2.73	.90
Effectiveness	2.53	1.16	3.07	.72	2.63	.97	2.87	.89
Satisfaction	2.56	1.26	3.08	.83	2.5	1.2	2.85	.94

Between Group Differences

Extra Effort

- No significant between group differences

Effectiveness

- Managers ↓ Directors
- Directors ↓ Executives

Satisfaction

- Managers ↓ Directors
- Directors ↓ Executives

Between Group Differences

Staff

- TF = 2.09
- TA = 2.14
- PA = 2.34

Second-Line Leaders (Managers/Coordinators)

- TF = 2.80
- TA = 2.41
- PA = 1.68

Third-Line Leaders (Directors)

- TF = 1.70
- TA = 1.72
- PA = 2.25

Executive Leaders

- TF = 2.98
- TA = 2.47
- PA = 1.5

Results - Correlations

Transformational Characteristics
+ Correlated with Role

Passive Avoidant Characteristics
- Correlated with Role

Efficiency
+ Transformational/Transactional
- Passive Avoidant

Effectiveness
+ Transformational/Transactional
- Passive Avoidant

Satisfaction
+ Transformational/Transactional
- Passive Avoidant

Evidence to Action

Organizational focus on maintaining transformational characteristics during times of stress or crisis, for example:
- increased nurse leader training
- increased leader presence
- increased feedback to staff
- intensive leader efforts to offer praise and recognition
- expanded communication channels and efforts

Increasing transparency regarding decision-making during a crisis, for example:
- increasing leadership huddles
- increasing staff huddles
- including staff in decision-making at all levels

Organizational awareness and monitoring of nurse leaders to promote positive leadership characteristics, for example:
- staff input in leader evaluations
- development of quick leader evaluations to promote frequent feedback from staff

THANK YOU!

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References provided upon request