

Academic Essay

Introduction:

In this essay, Leadership will be defined and analyzed. Also, a detailed leader profile from my work place will be developed and described using transformational theory as it appears the most theory describes the performance, effectiveness and styles used by the leader to achieve the objectives and goals in my work place. Moreover, the nature of the leader's role and achievement utilizing the theory will be analyzed. In addition, transformational theory will be defined and analyzed based on different explanations.

Leadership:

Leadership is one of the most essential criteria of the nurse manager. It is the process of interaction between the leader and the other staff influencing them toward the work place goals achievement (Yukl, 1998). Also, Leadership is the ability to provide direction toward preferred future inspires and aligns the followers toward goals achievement (Kelly-Heidenthal, 2004). Moreover, Leadership is viewed as a dynamic interactive process that involves various dimensions including planning, organizing, directing and controlling. Furthermore, the activities of an organized group can be influence by a process in which the efforts to achieve the goals and tasks are managed by that process which is leadership (Roussel. L, Russell. C & Swansburg. C, 2006). Also, leadership defined as inducing individual or a group to take an action in accordance of the purpose of the leader. Moreover, Roussel. L, Russell. C & Swansburg. R (2006) rightly pointed out that leadership can be explained as a group of individuals who have been inspired by a person to work all together toward achieving common goals and missions using appropriate means. As well as functioning and useful organization can be transformed from a crowd, this is a vital component of the leadership. Leadership can be formal or informal. As Sullivan & Decker (2004) pointed out, it can be formal when nurse manager demonstrates the power and the authority within a framework of legal approval by the organization. Leadership can be informal when utilized by a staff that does not have effective leadership skills, ideas and roles to promote the performance of the work outcomes.

Leader's Profile:

Mrs. Zahra is a nursing officer who has been working since 1996 as in charge of the department in Armed Forces Hospital, Sultanate of Oman. She is known to everybody in the department and all around the hospital as a friendly person, intelligent, hard worker, motivator, good communicator with the staff and a person with strong personality that inspires other to follow her. Also, Mrs. Zahra has problem solving skills and very wide experience and knowledge in her speciality as well as in leadership and management. Furthermore, she is a member of the Quality Assurance and Staff Development Committees. As in charge of the operating theatres department, planning and coordination of the operating rooms scheduling system is managed by her. Moreover, she adjusts the staffing assignments of nursing and ancillary personnel to provide adequate rooms coverage. In addition, motivation, direction, controlling and evaluation of the staff performance is one of the leader's responsibilities.

Transformational Leadership:

Transformational theory is the most appropriate theory describes my leader's role, nature and achievements. Transformational leadership focuses on how the followers can be motivated, guided, directed and achieving the goals of the work by the leaders (Sullivan. E & Decker. P, 2005). Furthermore, Sullivan & Decker (2005) pointed out that generating employees' commitment to the vision than themselves is the goal of the transformational leadership. According to Kelly-Heidenthal (2004), "Transformational leadership is based on the idea of empowering others to engage in pursuing a collective purpose by working together to achieve a vision of a preferred future". The work of Roussel.L, Russell. C & Swansburg. R (2006) reveals that there are four components for effective and dynamic transformational leadership which are: Management of trust, attention, self and meaning. In management of trust and reliability, Decisions based on fairness, honesty and equity which have been made by the transformational leaders will be respected, followed and executed by the nurses. Transformational leaders' judgment is usually consistent and makes sound. Having vision, goals or sense of outcomes will lead to achieve the management of attention. Any health care organization will defined how it is serving the society and where it is been headed in order to achieve it by the vision statement. Vision

means the credible, attractive and realistic future stated for the organization. Knowing the staff skills and how to utilize them effectively is defining the meaning of self. Leaders are developing their leadership skills through continuing their education in the leadership and management skills so that all the burnout and stress facing them in such situations will be reduced and controlled. In management of meaning, Leaders must inspire commitment to the staff by communicating their vision and creating a standardized culture among the staff by using a group discussion, meetings, agreements and consensus building in which individual innovation and creativity are well supported. The goals and objectives which consistent with the vision are must be related with the rewards and appraisals for the staff. Moreover, Roussel. L & Russell.C (2009) have made clear that in transformational leadership, the work for the goals achievement that benefits the organization and the personnel themselves is done by empowering the personnel to have a vision about the organization and to trust the leaders. Transformational leadership can be practiced more in hospitals and emergency rooms as they are unstable and rapidly changed. Therefore, leaders in this atmosphere will acknowledge uncertainty, be flexible, motivator, and consider the employees' values and needs (Roussel. L & Russell. C, 2009). In transformational leadership, leaders are empowering and motivating the staff by involving them in decision making and power which inspires them to be a part of the vision and making them feeling that they are part of the team contributing to the success of the organization. Also, leaders inspire the staff by rewarding them for the quality and excellence carried out. As a result, leaders will have staff with high performance, commitment and job satisfaction (Roussel. L & Russell. C, 2009). Kelly-Heidenthal (2004) has pointed out that the empowerment and inspiration the staff lead to high performance and commitment to the organization through a good relationship the leaders and the staff. In general, there are certain common characteristics that the transformational leaders should have which are: the ability to instill a sense of capability in staff, the ability to offer vision, the ability to inspire trust, the ability to perform all the tasks on time, a willingness to take risks, the ability to manage and taking an action appropriately during times of crises and to have effective communication skills.

In the context of transformational leadership frame work, Mrs. Zahra treats all staff in a friendly way equally with perfect communication skills acceptable to all of them; this will leads to build a trust relationship between her and the staff. Also, leader is involving all the staff in work vision and treats each staff as a part of it. As a result, self confidence of the staff is gained and restored. Leader is concerning

about the values and needs of her staff as she is routinely held individual meetings with each staff in her office asking each one of them about their feelings, needs and problems and trying hardly to maintain and achieving them. Furthermore, she is sharing a lot of responsibilities and power with the staff in which each staff will feel responsible to work harder and more effectively. This will causes all staff to be more motivated and working hardly to accomplish the goals and tasks of the organization. Leader held general meetings with all staff frequently sharing with them decision making, work strategies and any other new ideas from the staff. As a consequence, all staff will be inspired being a part of the team working hardly and effectively for the vision of the organization. Also, leader inspires the staff by being a model of hard worker, responsible and motivator person in which she will motivates and stimulates staff performance and commitment to achieve the goals of the organization. As Mrs. Zahra is a trustable and reliable leader, all staff is following her decisions in a sense that she is doing the best for the achievement of the organization's tasks. She directs guides and controls all operating theatres scheduling system. Delegates and allocates staff to fulfill various functions as a motivation process which increases the trust relationship between her and the staff. This will lead to increase staff commitment, performance in work goals' achievement and job satisfaction. Leader develops staff knowledge and experience in collaboration with staff development department by attaching them in ongoing job training programs teaches in Armed Forces Hospital or by sending them for short courses in Oman or nearby countries. Thus, staff will be more knowledgeable, educated, and more capable to carry out the work and tasks effectively on time. As an example of leader's motivation of the staff, she has assigned a monthly reward for one of the staff who will works hard and effectively with high performance. This will leads to create a competition among the staff to work harder with high performance and commitment to achieve the goals and tasks of the organization. Moreover, this process explains the meaning of inspiration skills and how to motivate the staff positively in the organization. After all, the organization performance and productivity in general will be increased and delivered with high quality standards.

Conclusion:

In conclusion, leadership is one of the most essential criteria in the nurse managers. It is a process of interaction between the leader and the staff influencing them positively toward achieving the goals and tasks of the organization. Transformational leadership is very effective and used in hospitals more common. It is based on ideas of empowering, inspiring and motivating the staff toward working together to achieve the organization's goals and vision. Transformational leaders who act as a role model can influence the staff and making them accountable for their own practice, work achievement and staff development (McNaron. M, 2009, P. 589-560). Moreover, high levels of competency can be gained by using the transformational leadership skills and the quality of patient care outcomes will be improved as a result.

Staff development, commitment and job satisfaction can be obtained by using transformational leadership skills which are: motivation, inspiration, empowerment, building a trust relationship between the leader and the staff, sharing power and decision making and rewarding for quality and excellence of job achievement.

My leader's profile has been developed in details. As well as her nature, goals and achievements using transformational leadership theory has been recognized with a lot of similarities between them. She applied the transformational leadership skills very effectively and utilized them toward staff improvement and the organization productivity in general. I enjoyed working in operating theatres department with Mrs. Zahra's leadership and I hope that I will continue working with her for many coming years. Also, I wish the best for my leader and to carry her leadership style for all.

References:

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