Leadership/Management Skills for the APN

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Agenda

- Definitions
- Opportunities
- Management styles
- Situations/atmosphere
- Practice/practical examples

Definitions

- Leadership is influence

- Management is
  - “getting work done through others”

Leadership

- Leadership requires 3 competencies
  - Diagnosis/understanding
  - Adaptation
  - Communication

Whitehead et al. (2010)

Leadership

- Leadership theories
  - No one theory has been proven to be applicable to all leaders
  - Theories:
    - Traits theories
    - Behavioral theories
    - Task vs. relationship
    - Motivating theories
    - Emotional intelligence
    - Situational theories
    - Transformational leadership
    - Moral leadership

Whitehead et al.

Leadership

- Leadership qualities
  - Integrity
  - Courage
  - Initiative
  - Energy
  - Optimism
  - Perserverance
  - Balance
  - Ability to handle stress
  - Self-awareness

Whitehead et al.
Leadership

- Leadership behaviors
  - Priority setting
  - Critical thinking
  - Problem solving
  - Respecting the individual

Whitehead et al.

Leadership

- Leadership behaviors
  - Skillful communication
    - Listening
    - Encouraging information exchange
    - Feedback
  - Communicating a vision for the future
  - Development
    - Self and others

Whitehead et al.

Management

- Management theories
  - Scientific management
  - Human relations-based management

Whitehead et al.
Management

- Management theories
  - Scientific management
    - Analysis of tasks and flow provide information as to ways to do work more efficiently

Whitehead et al.

Management

- Management theories
  - Human relations-based management
    - Theory X
      - Work is something to be avoided
      - People want to do as little as possible
      - Use contro-supervision-punishment
    - Theory Y
      - Work itself can be motivating
      - People really want to do their job well
      - Use guidance-development-reward

Whitehead et al.

Management

- Management theories
  - Servant leadership
    - People have value as people, not just as workers
    - Employee first

Whitehead et al.
Management

- Management qualities
  - Leadership qualities
  - Clinical expertise
  - Business sense

Whitehead et al.

Management

- Management behaviors
  - Informational
    - Representing employees
    - Representing organization
    - Monitoring public relations

Whitehead et al.

Management

- Management behaviors
  - Interpersonal
    - Networking
    - Conflict negotiation and resolution
    - Employee development/coaching
    - Rewards/punishment

Whitehead et al.
Management

- Management behaviors
  - Decisional
  - Employee evaluation
  - Resource allocation
  - Hiring/firing
  - Planning
  - Job analysis and re-design

Whitehead et al.

Leadership and management opportunities

- Practice settings
  - Clinic/office
  - Hospital
  - Extended care facilities
- Other settings
  - City/town
  - Local/regional/national groups

Leadership/management styles

- What is your preferred leadership/management style?
  - Quiz
Leadership/management styles

- 3 basic styles
  - Autocratic
  - Democratic
  - Laissez-faire

- Other styles
  - Coaching
  - Affiliative

Whitehead et al.

Leadership/management styles

- Autocratic
  - AKA: directive, commanding, controlling, authoritarian, dictatorial
  - Makes group decisions
  - Advantages: often efficient
  - Limitations: may dampen creativity & motivation

Effective leadership skills, 2010
Whitehead et al.

Leadership/management styles

- Autocratic
  - When is this appropriate?
  - Inappropriate?
Leadership/management styles

- Democratic
  - AKA: participative
  - Leader guides rather than controls
  - Advantages: increased motivation/creativity
  - Limitations: less efficient

*Effective leadership skills, 2010*
Whitehead et al.

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Leadership/management styles

- Democratic
  - When is this appropriate?
  - Inappropriate?

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Leadership/management styles

- Laissez-faire
  - AKA: permissive, non-directive
  - Leader does not plan or make decisions
  - Advantages: each group member is left to own devices
  - Limitations: no guidance, direction

*Effective Leadership Skills, 2010*
Whitehead et al.
Leadership/management styles

- Laissez-faire
  - When is this appropriate?
  - Inappropriate?

Leadership/management styles

- Coaching
  - AKA: developing, hand-holding
  - Leader provides support to help group members achieve group goals
  - Advantages: individualized, focused
  - Limitations: time consuming, assumes group members have same goal

Leadership & management situations

- So, who do we manage?
  - At work:
    - Patients & their families
    - Collaborating/consulting physicians
    - Collaborating/consulting NPs/PAs
    - Nurses/nursing leadership
    - CNAs/Medical Assistants

Leadership & management situations

- What other opportunities are there for leadership?
  - Medical community
    - GSA and local affiliates
    - AMDA
  - APN community
    - GAPNA, AANP, ACNP
    - Local GAPNA chapter

Leadership & management situations

- What other opportunities are there for leadership?
  - Specialty groups
    - Local and national nursing groups
  - Your community

Practice/practical examples