Using Images to Elicit Leadership & Management in Nursing Praxis: A Photovoice Research

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INTRODUCTION:

Today’s leaders, both formal and informal and managers must be intensely mindful of the internal and external pressures that healthcare is facing. They must also possess leadership skills, and attitude to be able to facilitate change and improve patient outcomes. An accomplished manager will need to be armed to deal with financial, quality and human resource management built on the establishment of sound knowledge of the healthcare system and organizational structure and culture.

OBJECTIVES:

The primary objective of the study is to typify leadership from the descriptions of selected photos eulogic of management. This study will also explore, document, and reflect on the experiences of the participants on their exercise of leadership and to excerpt from their own insights of what leadership means.

METHODS:

The study uses photovoice method in the process of collecting, exploring, and analyzing data reflecting the experiences of the participants on their exercise of nursing leadership and management. Several pictures were randomly selected by the researchers which may reflect the type of leadership a person may have. The researchers started with casual discussion with every participant to elicit information about their professional and personal leadership background including their experiences as leaders and managers on their field of nursing practice. Later, the pictures were presented to the participants for close examination and were requested to choose one that will directly represent the type of leadership and management suited from the participant’s own praxis. The participants were invited to illuminate why the specific picture was chosen. The whole process of data collection was documented using voice recorders complemented with field notes to allow the researchers record the verbal and nonverbal cues.

PURPOSE & CONVENIENCE sampling was employed in the study. All participants suited the requirement of being an (1) administrator, manager, or a leader from a nursing school, tertiary training hospital, and national professional organization, (2) at least 2 years of leadership experience in the Philippines, and (3) currently employed in the aforementioned country. Sixteen (16) participants were involved in the research. The data were comprehensively and cautiously handled. Funneling and coding was conducted, and analysis and interpretation was done with regular consultation with the team to continuously validate and identify emerging concepts until saturation was achieved.

RESULTS:

Based on the qualitative analysis, the themes that emerged are: “Leaders as Shapers”: leaders have so far played a relatively active role in developing subordinates and view themselves as primary enactors and communicators. Leaders in practicing shared and responsibilities with the subordinates in realizing the visions of the organization. On the other hand, subordinates are allowed to go on their unique ways provided that the result will be congruent with the organizational goals.

To illustrate this, participants use different images to capture their thoughts and ideas:

“People have different aspirations like branches. Like branches of a tree, you go in different directions but you are rooted to only one. And that is the goal, the organizational goal. So when you, when you develop people you have to consider the fact that this each and every one is unique. Each and every one has its own goal. Each and every one has its own aspiration. But as a leader we have to anchor them and these aspirations would also focus on.”

Another participant shared another image (Image 2) illustrating collaboration and motivation of group efforts:

“I can direct them, guide them, but most all of us need to be with them. I always value a working relationship that into reaching a certain goal, we need to work together. I have to capacitor people down the line so that everyone achieves the target of the university.”

Another participant also explained on his chosen photo (Image 3) that to be a shaper, a leader must imbibe and understand the concern of his subordinates:

“It’s a visionary person who thinks whatever, with all people supporting him. Yeah I would go down to the level of the lowest rank in the hierarchy. I would mix and drink with them, so that I may know what’s their problems.”

Image 3

“Leaders as Shifters”: leaders take charge and initiate changes. Leaders take responsibility for all, and guided by positive values, lead subordinates into becoming future leaders. Leaders act as promoters of new paradigms in leadership. Leaders are able to inspire others to realize more of their potential, channelize the aggregate social vitality and sort out into a power that achieves.

This was illustrated by photograph (Image 4) that explains most the attributes of being a shifter.

Image 4

“As a leader you have to look and tried to find ways to reach your goal despite in these obstacles and out/your opportunities to overcome these obstacles to reach your goals or sunshine. Because I believe that wherever you are and whatever organization you are there is always obstacles but it is depends on you on how you able to overcome all this obstacles and continue to focus on your goals.”

Image 5

“Leaders as Shakers”: leaders embrace innovations and positive disruption. The scale of the challenges that leaders face and the accelerating speed of innovation demands a new approach to leadership, a new way of fostering counter-intuitive ideas, forcing improbable insights and opening minds to uncomfortable solutions.

One participant described as shown on the photo below (Image 5) informing other people that striving harder and improving oneself are key attributes to be successor:

“I choose this picture because it recognizes that you should be a strong leader and then beat and grow to strive hard to be a successor.”

CONCLUSION:

The study meticulously uncovered leadership typologies through photovoice approach in nursing research. Results of the study may potentially offer reflection, inspiration and aspiration among present and future leaders. It may also provide ideas on the changing landscape of nursing leadership in the Philippines. Future researches may expand the number of key informants and utilize the mixed method approach to provide both theoretical and conceptual descriptions of leadership.