Emergent leadership: A novel perspective of frontline clinical leadership

Eduardo C. Chavez, MSN, RN
The University of Texas at Austin
School of Nursing
Eduardo C. Chavez, MSN, RN
- The University of Texas at Austin, School of Nursing
- Dell Children’s Medical Center, Seton Healthcare Family

Learner Objectives
1. Define and differentiate “staff nurse clinical leadership” from other forms of frontline leadership
2. Present “emergent leadership” as a novel perspective of staff nurse clinical leadership

No conflict of interest has been declared by the authors
Background

Expectation of leadership at the bedside

- Institute of Medicine *The Future of Nursing*
  - *Will Front-Line Nurses Hear the Call?*

- The American Academy of Colleges of Nursing
  - *Essential II: Basic Organizational & Systems Leadership for Quality Care and Patient Safety*
Background

Clinical Staff Nurse

- Hands-on patient care
- Work in a team – multidisciplinary
- Influence safety & quality

Literature

- “nursing leadership,” “frontline leadership,” “clinical nursing leadership,” “clinical leader,” “Clinical Nurse Leader”
- Lack of literature about leadership as a staff nurse in the U.S.
1. Define and differentiate “staff nurse clinical leadership” from other forms of frontline leadership
Staff Nurse Clinical Leadership

“the process by which staff nurses exert influence over other individuals in the health care team, and although no formal authority has been vested in them facilitate individual and collective efforts to accomplish shared clinical objectives.”

(Chavez & Yoder, in press)
## Key differences

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<thead>
<tr>
<th>Traditional leadership</th>
<th>SNCL</th>
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<tr>
<td><strong>Formally appointed</strong></td>
<td><strong>Informally obtained</strong></td>
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<tr>
<td>• Managers</td>
<td>• Clinical Staff Nurse</td>
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<td>• Nurse Administrators</td>
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<tr>
<td>• Clinical Nurse Leader</td>
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<tr>
<td>• Advanced Practice Nurses</td>
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<td><strong>Legitimacy</strong> – appointment</td>
<td><strong>Legitimacy</strong> – team acceptance &amp; support</td>
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1. Present “emergent leadership” as a novel perspective of staff nurse clinical leadership
Emergent Leadership

- 1940’s-1950’s: Leaderless group discussions

- Hollander, 1961: emergent leaders

- Emergent leaders in groups or teams
  - Group goal attainment (De Souza & Klein, 1995)
  - Task completion (Taggar et al., 1999)
  - Informal leader’s self-efficacy → group-efficacy (Pescosolido, 2001)
Emergent Leadership Lens

Emergent Leadership

- Team or group
- Member emerge as leader
  - no formal appointment
  - influence others
- Improve team processes and team performance

SNCL

- Interdisciplinary healthcare team
- Clinical staff nurse
  - not formal leaders
  - influence other nurses, staff, patients, & families
- Improve: unit goals, communication, coordination
- Team performance: achieving individual and team clinical objectives
Emergent Leadership

Two view points

- **team task role**
  - Task-focused roles & strategies $\rightarrow$ team performance

- **Socio-emotional role**
  - Foster understanding of each others differences, expression of emotion, and trust $\rightarrow$ team performance
Conclusion

- Staff nurse clinical leadership is a distinct form of leadership
- Lack of literature
  - Characteristics? Behaviors?
  - Patient safety and quality of care?
- Emergent leadership may provide a useful lens for understanding staff nurse clinical leadership within interdisciplinary healthcare teams
References


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