Emergent leadership: A novel perspective of frontline clinical leadership

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- 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

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.

Objective 1

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

Traditional leadership

Formally appointed

- Managers
- Nurse Administrators
- Clinical Nurse Leader
- Advanced Practice Nurses

Legitimacy – appointment

SNCL

Informally obtained

- Clinical Staff Nurse

Legitimacy – team acceptance & support

Objective 2

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 → team performance

- **Socio-emotional role**

  - Foster understanding of each others differences, expression of emotion, and trust → 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

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