

Millennial Nurse Manager Perspectives on Their Leadership Roles

in the Hospital Setting: A Phenomenological Inquiry

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PURPOSE

The purpose of this research was to explore millennial nurse managers' perspectives on their experiences in nurse leader roles in the hospital setting. Their perceptions of role satisfaction, role expectations, organizational support and development, their leadership role impact, and barriers to success and intent to stay were studied.

DEMOGRAPHICS



METHODS

The researcher used a qualitative interpretative phenomenological research design to explore how millennials perceived their experiences in their nurse manager role. A national sample of 25 millennial nurse managers with a minimum of one year of experience in the nurse manager role in the hospital setting participated in phone interviews. Eleven semi-structured questions developed by the researcher guided the discussions with the participants.

RESULTS

Coming Into the Role

- Leadership Potential
- Groomed for the Role
- Role Acceptance

Learning as I Go

- Missing Pieces
- Developmental Variances
- Feeling Lucky

Having the Support of My Director

- Being Heard
- More than a Feeling
- Having a Lifeline

Making an Impact

- Staff Satisfaction
- Validation: By the Numbers
- Feedback: Relationship Metrics
- Success and Role Satisfiers

Helping Staff Succeed

- Developing Others
- Staff Relationships
- Staff Influence

Managing Change

- Additions to the Role
- Shifting Priorities: Amount & Degree of Change
- Feeling Disconnected

Trying to Stay Balanced

- 24/7 Responsibility
- Feeling Torn
- Full Plate: Span of Control
- Work-life balance

SIGNIFIGANCE

As leaders seek guidance in the ongoing effort to create healthy work environments, generational fluency assists stakeholders to translate the differing views of a multigenerational workforce.

The capacity for millennial nurses to successfully navigate the multifaceted nurse manager role is essential to meeting the leadership needs of the profession.

Meeting the complex leadership needs of contemporary practice will require understanding the expectation and support variables that are important to these young leaders and creating the milieus that support these views.

DISCUSSION/CONCLUSION

This study found millennial nurse managers gauge role success and satisfaction in relation to their perceived levels of support and development and their ability to master role expectations. The findings from this research suggest there are many opportunities to standardize the onboarding of millennial nurse managers into the role.

The findings described in the theme *Learning as I Go* highlight the need to re-evaluate the organizational responsibility to the leadership development of these young nurse leaders if the goal is to ensure their retention and success. Nurse executives may find the results from this study helpful as they seek insight into innovative role design modifications.

For these millennial participants, *Helping Staff Succeed* is viewed as a role satisfier; yet, the current nurse manager role structure significantly challenges their ability to reach the full complement of their full-time equivalents. The study theme *Managing Change* emphasizes the unrelenting pace of the role and further highlights the need for organizational leaders to address nurse manager role support in terms of realistic human and time management resources.