

# Good example of leadership and the change process literature review

[Technology](#), [Development](#)



Nurses face unique stresses and circumstances at the workplaces which lead to high nurses' turnover. As at 2008, the nursing turnover stood at 55% to 60%, a feature attributed to poor nursing leadership that did not offer support to the nurses, outrageous working demands and poor relations amongst the nurses. To cater for these deficiencies, human capital strategies and leadership training need to be promoted so as to create a positive working environment that reflects the demands of the nursing practicum. The leadership training strategies should encourage the development of a positive working environment by equipping them with knowledge and skills on how to care for their teams and conflict-resolution techniques on work and family issues.

Leadership and management approaches in the nursing practice, significantly influence the capacity and quality of services by the nursing professionals. The Reality Shock: Why nurses leave, written by Marlene Kramer in 1974, initiated a series of publications by other writers that focused on mentoring as the way by which nurses would be content with their clinical career. The creation of mentoring programs was introduced to new nursing graduates in order to reduce stress and turnover. It also aims to reduce conflict of values from patient-oriented care to one of task completion and economy (Zerwekh & Garneau, 2011).

Hamilton 1981 defines mentorship as the influence of an experienced and accomplished professional extended to the young and aspiring nurses through one-on-one relationships, guidance, teaching and sponsorship. A mentor team program should be one that extends beyond buddy team or short-term friendships. For the program to be effective, one is paired with a

trusted and skilled nurse. Additionally, the mentor teams have access to a group of well-informed co-workers thus, giving the organization a committed and friendly environment. The mentor teams encourage voluntary participation due to their commitment to promote a positive work environment. The teams are trained so as to handle issues presented by the members of the clinical facility (Kramer, 1974).

### **Effective implementation on mentor teams**

For the program to be successful, project consultants should be hired to provide a neutral and informed touch to the program. A communication plan and criteria for selection of mentors, leadership training and team procedures such as meeting and individuals, should be established. Once an external trainer is recruited into the team, daily training to the mentors guided by the principles of adult training is done (Kelly, 2008)). The objective and assumptions of the mentorship programs should be highlighted as well as providing the mentors with an opportunity to role-play the mentorship tasks, conflict resolution before being allowed to provide mentorship to other nurses (Kelly, 2008). This serves to give practice and mentorship experience. The future of the mentorship program should be discussed relating to continuous capacity building and periodic meeting dates for the mentors. The methods of evaluating the effectiveness of the mentorship program are also discussed. The most effective evaluation technique would be issuing questionnaires to staff members and mentors for appropriate recommendations.

As a future nurse, enthusiastic acquisition of knowledge on the functions, policies and procedures of the nursing profession gives confidence when

joining the formal working environment. Learning how to resolve conflicts for peers and communicating comfortably with superiors enhances leadership qualities in a student. Continuous access to available mentorship program online provides exposure on information and tools needed for effective mentors and leaders. The role of a leader in facilitating evidence into practice is in a change process that emphasizes a sense of urgency to change (Sullivan, Decker & Decker, 2005). This entails identifying market and competition realities and opportunities. A powerful team capable of leading change is then established so as to create and communicating a compelling strategies and vision. Communication of the vision is done by crafting messages to the staff member and modeling the change. An effective leadership change process is characterized by superior performance and positive behavior change.

## References

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