



# Professionalism: Professional Identity, Leaders, Managers, and Followers

**Instructional Module 1**

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Professionalism

# **PROFESSIONAL IDENTITY**



# Professionalism to Professional Identity

- Professional Identity in Nursing
  - A sense of oneself influenced by
    - Characteristics, norms, and values of nursing
      - Resulting in an individual
        - Thinking
        - Acting
        - Feeling
          - Like a nurse

# Building a Professional Identity - Actions



Hear expectations  
clearly



Value debriefing  
and feedback from  
role models



# Building a Professional Identity - Actions



Engage in  
reflections



Actively adopt a  
professional  
identity



# Building a Professional Identity



Understand individual responsibilities for learning and be accountable for them



Build relationships with colleagues



# Building a Professional Identity - Actions



Develop personal  
self-care habits



Embrace any  
opportunity for a  
new experience





Professionalism

**LEADERSHIP:  
DEFINITIONS  
THEORIES**



# Definitions

- Many definitions of leaders (leadership)
  - Ability of an individual to influence the behavior of others
  - Enable the movement of people toward a common goal
  - **Leadership may be formal or informal**



# Goals

- Help people develop a sense of direction/purpose
- Build group's commitment to its goal
- Face daily challenges



# Goals of Nurses who are Leaders

- Inspire others to work toward one or more goals
  - Provide high-quality patient care
  - Maintain safe working environments
  - Develop new policies and procedures
  - Increase the power of the profession



# Behavioral Theories

- Authoritarian
- Democratic
- Laissez-Faire



# Authoritarian

- Also known as *autocratic*, *directive*, or *controlling*
- Results in efficiency and productivity when the group needs a lot of direction
- Characteristics
  - Gives direction
  - Makes the final decisions – positive or negative
  - May inhibit motivation and creativity



# Democratic

- Also known as *participative*
- May *be* less efficient but productivity is high
- Characteristics
  - Shares decision-making and responsibility with the group
  - Provides guidance rather than control
  - Encourages creativity



# Laissez-Faire

- Also known as *permissive* or *nondirectional*
- Little direction offered
  - Difficult for workers to know what to do
- Characteristics
  - Little or no feedback
  - Fails to make decisions



# Other Theories

- Trait
- Task versus Relationship
- Emotional Intelligence
- Situational
- Transformational
- Transactional



# Trait Theory

- “Born leaders”
- Characteristics
  - High level of intelligence and skill
  - Self-motivation and initiative
  - Ability to communicate well
  - Self-confidence and assertiveness
  - Creativity (willing to take risks)
  - Ability to accept criticism (tolerate the consequences of taking risks)

# Relationship versus Task

- High relationship – low task
- High task – low relationship
- Low relationship – high task
- **High relationship – high task**
  - **Best results**





# Emotional Intelligence

- Leaders understand their own emotions and their followers
- Characteristics
  - Empathy
    - Able to make emotional connections with others
  - Self-awareness
    - Understand their own emotions
  - Self-management
    - Control personal emotions
  - Relationship management
    - Can use own emotional awareness to build trust and cooperation within the team
  - Social awareness
    - Can accurately interpret unspoken emotions of others



# Situational

- The leader changes his or her style
- The follower is not required to adapt to the leader's style



# Transformational/Transactional

- Transformational

- The goal is to empower the group to accomplish their very best
- Leaders have a vision and communicate the vision to inspire the group

- Transactional

- Traditional employer-employee relationship
- Leaders are task-oriented and enforce policies and procedures



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**MANAGEMENT:  
DEFINITION, THEORIES, QUALITIES, AND  
ACTIVITIES**



# Manager

- Action - accomplish institutional goals and objectives
  - Usually formally designated
  - Employee of an organization
  - Responsible for directing the work or others
- Duties
    - Coordination and integration of resources
    - Functions
      - Planning
      - Organizing
      - Coordinating
      - Directing
      - Controlling



# Scientific Management

- Focus – Task aspects of managing people
- Pay people for accomplishing tasks
  - Encourages workers to get the most work done in the least amount of time
  - Healthcare
    - Number of patients bathed
    - Number of patients monitored



# Human Relations-Based

- Focus - Human relations oriented
- Keep staff morale high
- Promote mutual understanding among employees
- Provide a positive atmosphere



# Servant Leadership

- Serves others
- Encourages a culture of trust
- Supports diverse opinions
- Strives to develop other leaders
- Seeks to improve the way employees are treated at work
- Removes barriers
- Puts employees first



# Qualities of a Manager

## **Leadership**

- Comprehend people, power, and leadership
- Competent in emotional intelligence, staff and client advocacy, communication, and collaboration

## **Clinical Expertise**

- Maintains a strong knowledge base
- Provides the basis for evaluating the effectiveness of the staff members



# Qualities of a Manager

## **Business Sense**

- Lines of authority
- Budgets
- Staffing



# Activities of a Manager

## **Interpersonal**

- Networking
- Conflict negotiation and resolution
- Advocacy
- Employee development
- Rewards and disciplines
- Coaching

## **Decisional**

- Employee evaluation
- Resource allocation
- Hiring and terminating
- Planning
- Job analysis and redesign
- Unit-based decisions



# Activities of a Manager

## Informational Responsibilities

- Spokesman
  - Staff → administration
  - Administration → staff
- Resource allocation
- Public relations



# Crucial Point

- Not all leaders should be managers,  
but ALL managers should be leaders



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# **ESSENTIAL ASPECTS FOR LEADERS AND MANAGERS**

# Intelligence Application

- Critical thinking
- Problem solving
- Acknowledgement and respect for individual differences
- Active listening
- Skillful communication



# Development – Staff and Self

- Reinforcing goals and outcomes
- Continued personal and professional development
- Motivating team members
- Building internal relationships
- Developing staff strengths
- Establishing trust and cooperation among individuals and groups
- Remember

TRUST TAKES  
YEARS TO  
BUILD,  
SECONDS TO  
BREAK, AND  
FOREVER  
TO REPAIR.

[theivanoftebook.tumblr.com](http://theivanoftebook.tumblr.com)



# People Skills

- Resolving conflicts successfully
- Promoting higher levels of performance
- Providing a sense of direction
- Showing respect for individuals
- Acknowledging good work and success



# People Skills

## Conflict Resolution

- Identify the problem or issue
- Generate possible solutions
- Evaluate suggested solutions
- Choose the best solution
- Implement the solution chosen
- Evaluate
  - Is the problem solved?

If problem-solving does not resolve the conflict, the next move may be informal negotiation

- Steps of informal negotiation
  - Clarify the situation in own mind
  - Set the stage
  - Conduct the negotiation
  - Continue with offers and counteroffers
  - Agree on resolution of the conflict



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**FOLLOWERSHIP:  
DEFINITION, QUALITIES/BEHAVIORS**



# Definition of Followership

- The willingness to work with the group to accomplish the group goals and mission
- Team-oriented
- Cohesive



# Qualities/Behaviors

- Positive suggestions for improvement
- Informs the leader about problems and suggest solutions
- Always listens
- Maintains honesty
- When disagreeing with the leader, holds the conversation in private
- Self-starter
- Does their best
- Supports new ideas and suggestions



# Qualities/Behaviors

- Does not gossip
- Part of the team - upholds positive actions
- Supports the organization
- Continues learning
- Be self-aware of own strengths and weaknesses
- Self-care is essential
  - Adequate sleep, healthy diet, exercise
  - Maintain beneficial work-life balance