

A MODEL FOR TRANSFORMATIONAL LEADERSHIP BY NURSING UNIT MANAGERS



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ABSTRACT

There are different internal and external environmental factors/forces impacting on the functioning, management and transformation within a nursing unit. The question arises what transformational leadership is, how it can be reflected in a model and how transformational leadership could be practised in a nursing unit? The aim of this research is the development and description of a model for transformational leadership by nursing unit managers. A model is developed based on a literature study on transformational leadership, contextualised for the nursing unit manager. A qualitative and theory generating research strategy was utilised. The model was exposed to experts for evaluation, after which it was implemented in four nursing units of a nursing service within a private hospital in Gauteng. A case study was utilised to evaluate the value of the model in practice. The model was successfully implemented and is fully described in the article. It is recommended that this model be implemented by nursing unit managers and that the model be validated by means of hypotheses testing.

OPSOMMING

Daar is verskeie interne en eksterne omgewingsfaktore/kragte wat 'n impak op die bestuur, funksionering en omvorming binne die konteks van 'n verplegingseenheid het. Die vraag ontstaan eger wat is omvormingsleierskap, hoe kan dit in 'n model gereflekteer word en hoe kan dit deur die eenheidsbestuurder geïmplementeer word? Die doel met hierdie navorsing is die ontwikkeling en beskrywing van 'n model vir omvormings/transformasionele leierskap deur eenheidsbestuurders in 'n verplegingseenheid. 'n Model is opgestel aan die hand van 'n literatuurstudie oor omvormingsleierskap, gekontekstualiseer vir eenheidsbestuur. 'n Kwalitatiewe en teorie-genererende navorsingstrategie is nagevolg. Die model is aan kundiges vir evaluering voorgelê en daarna in vier verplegingseenhede van 'n verpleegdiens in 'n privaathospitaal geïmplementeer. 'n Gevallestudie is gebruik om die bruikbaarheid van die model in die praktyk te evalueer. Die model is suksesvol geïmplementeer en word volledig in die artikel beskryf, met gepaardgaande riglyne vir implementering. Daar word aanbeveel dat hierdie model deur eenheidsbestuurders geïmplementeer word en dat hipotese-toetsing uitgevoer word.

INTRODUCTION

Transformation in a nursing unit is necessary to facilitate excellence within the context of managed health care in private hospitals and to comply with all the legislative changes in South Africa today. The paradigm shift towards primary health care service delivery in South Africa today is forcing the health care providers - in both the public and private sectors - to redesign their services to make provision for comprehensive health service delivery and the integration of services in line with the national policy. Besides the political, policy and legislative changes in health care service delivery, the scarcity of resources is also an external force impacting on transformation. Health service delivery is moving towards outcome/evidence-based practices, thus forcing the health care provider to change existing systems, processes and practices.

Health services are challenged with dynamic political, legislative and organisational changes and therefore require transformational leadership to facilitate adequate change and appropriate transformation in this regard. Although there are many general principles on change management, the nursing unit manager is faced with very specific transformation requirements, therefore a model on transformational leadership

by nursing unit managers is necessary. The nursing unit manager needs to be equipped with the ability (knowledge, skills and values) to practice transformational leadership (behaviours and strategies), in accordance with the organisational transformation of the health service. With no model on transformational leadership in nursing available, there is a significant need to develop such a model. The following research questions are applicable:

- What is transformational leadership?
- How should transformational leadership be reflected in a model?
- How can transformational leadership in a nursing unit be practised?

In this article, a brief literature study on transformational leadership is presented, followed by a description of the generated model, based on the brief overview of the model, the purpose of the model, assumptions on which it is based, the context of the model, relationship statements including the major and associated concepts, process description of the model, as well as guidelines for implementation. The visual presentation concludes the model.

DEFINITIONS OF CONCEPTS

Transformational leadership

Transformational leadership is leadership based on a person's need for meaning in its entirety. The transformational leader exhibits certain leadership characteristics and implements specific behaviours - self-awareness, trust, communication, vision and empowerment - (with supporting strategies) in the practice of transformational leadership in the quest for individual and nursing unit transformation.

Leader

The leader is the registered/professional nurse and/or midwife in-charge of a nursing unit who is a clinical practitioner, nursing unit manager, transformational leader and unit-based researcher. He/she is an individual who functions in an integrated biosychosocial manner and implements the specific behaviours of transformational leadership in the quest for individual and nursing unit transformation.

Followers

The followers are the registered nurses and/or midwives, enrolled nurses and/or midwives and the auxiliary nurses as members of the nursing team in a nursing unit within a nursing service who support the leader and is influenced by the leader in the practice of transformational leadership. Followers are potential leaders and participate in the individual and group efforts to reach organisational goals. Followers comply with the minimum educational requirements of the South African Nursing Council and practice under the guidance and direct and/or indirect supervision of the leader to facilitate individual and nursing unit transformation.

RESEARCH DESIGN AND METHODS

A qualitative, contextual, exploratory and descriptive research strategy with theory/model-generating methods, was utilised. The conceptual framework for the model was derived from literature based on transformational leadership, contextualised within nursing unit management and leadership. The model was developed and described according to the combined principles of Chinn and Jacobs (1987), Walker and Avant (1995) and Wandelt (Wandelt & Stewart, 1975). The model was exposed to initial evaluation by model and clinical unit leadership experts and subsequently implemented in four nursing units within a nursing service of a private hospital in Gauteng. A descriptive case study, based on the principles described by Merriam (1988) and Yin (1989) was conducted to evaluate, in accordance with the evaluation criteria of Chinn and Kramer (1991), the success of the model in practice.

To establish and maintain the trustworthiness for the study, the guidelines described by Lincoln and Guba (1984) were utilised. The principles of trustworthiness during a case study, as described by Merriam (1988: 166-170) and Yin (1989: 65-103), were also adhered to.

LITERATURE STUDY

Transformational leadership is a process of implementing certain behaviours, with supportive strategies. The behaviours relate to self-awareness, trust, communication, vision and empowerment (Marriner-Tomey, 1993:4). A behaviour is the way in which something or someone acts to achieve a specific goal (Marriner-Tomey, 1993:65). In transformational

leadership, the leader has to utilise or implement the behaviours, supported by certain strategies, to achieve the required goal on transformation. The nursing unit manager as a leader strives towards successful transformational leadership by implementing the behaviours of transformational leadership and the followers in the nursing unit support the leader in their quest for excellence in the nursing unit during the process of individual, group and nursing unit transformation.

Self-awareness

Self-awareness is being conscious of one's feelings, motives - having a clear consciousness of one's own identity, acts, thoughts and abilities. It is knowing yourself as a thinking, reflective, feeling/emotional being in interaction with an ever changing world, enabling the individual to examine her/himself in a given situation. Self-awareness includes knowledge of one's strengths and weaknesses and the ability to discern gaps between these strengths and weaknesses (Pollard, 1994: 727; Tappen, 1989:66; Charlton, 1992: 87). The nursing unit manager as a leader should strive towards self-awareness by utilising selected strategies. Self-awareness in the nursing unit occurs when the leader and the follower are aware of and have knowledge of their internal environment (body, mind and spirit), as well as their external environment (physical, psychological and spiritual) impacting on transformation in the unit. The leader increases his/her own self-awareness with the purpose of having a clear understanding of the self and encourages the followers to increase their level of self-awareness during the process of transformation in the unit.

Trust

The nursing unit manager engages in the building of trust between the role-players during the process of transformation. Trust is the feeling of safeness/security during the interaction with people - in this case the leader and the followers. It is a two-way process that has to be earned by both the leader and the follower (Covey, 1989:188; Charlton, 1992: 77-78). Trust forms the basis of any successful human interaction and leads towards a feeling of satisfaction amongst the leader and follower, resulting in positive interpersonal relationships and the achievement of the goals. Trust is created by being honest, consistent, reliable, keeping your word/promises and commitments, demonstrating integrity, practising excellence, apologising for mistakes - trust is a two-way process of confidence, dependence, faith, hope, credibility, reliance and a feeling of safeness/security between the leader and the followers (Marriner-Tomey, 1993:346; Morrison, 1993:288; Covey, 1989:190-199, Wolf, 1986:27). After the nursing unit manager has increased her/his self-awareness, the leader engages in the building of a trust relationship in the nursing unit as one of the behaviours of transformational leadership.

Communication

Communication is to make known, transfer, transmit, pass information, have social dealing and to have a meaning relationship during the process of transformation and relates to speaking, listening and writing (Covey, 1989: 237-240). The nursing unit manager as a leader during the process of transformation, provides meaning through effective communication. The strategies for speaking, listening and writing need to be implemented in the most effective manner to facilitate goal achievement during the process of transformation in the nursing unit.

Vision

A vision is mental picture of a possible state of affairs in which people imagine how things could be different from what they are at the moment. It is a target of the future where we pull the organisation towards a vision, profoundly different from pushing towards a goal (Charlton, 1992:50). In transformational leadership the vision needs to be developed and formulated in an interactive and participative manner to ensure ownership by the followers - they must follow the vision because they want to. The leader must also be able to transfer the vision to the followers by continuously referring/focusing on it during the process of transformation. The vision of the nursing unit must therefore be clear, realistic, credible and present workable solutions to significant problems, be consistently communicated through open and honest support (Marriner-Tomey, 1993:348).

Empowerment

Successful transformation in the nursing unit cannot be achieved without purposeful and goal-directed empowerment of the followers. Empowerment will focus on different levels, being individual, group and organisational (nursing unit) empowerment. It is a process where the leader shares power with the followers by not only enabling them to perform, but also by delegating the authority to the lowest possible level. Empowerment entails an organisational cultural change process of defining new, revising or reaffirming existing values/practices and a paradigm shift involving a change from existing beliefs/practices to dynamic renewal (Tebbit, 1993:18-19). Empowerment also refers to the capac-

ity to create an environment in which the followers are encouraged to work towards achieving not only the organisational goals, but also towards achieving their highest potential (Cottingham, 1989:72). Empowerment in the nursing unit therefore occurs when the nursing unit manager as a leader, invests the followers legally and formally with power through the implementation of certain enabling steps. The leader, in interaction with the followers, defines new values/practices, or revises/reaffirms existing values and practices, shares power and authorises the followers to think and make innovative and creative decisions to encourage the paradigm shift required, resulting in a feeling of commitment to change/transform.

BRIEF OVERVIEW OF THE MODEL

The leader practises transformational leadership, whilst the followers support the leader and practise under the guidance and direct and/or indirect supervision of the leader. Transformational leadership is practised in the nursing unit as part of the nursing service, health service and community. The interaction between the internal and external environments (of the leader and the followers) and the framework of the nursing unit motivates/mobilises the practise of transformational leadership which consists of the transformational leadership behaviours. The goal is successful transformational leadership to facilitate purposeful individual and nursing unit transformation (see figure 1).

FIGURE 1: A model for transformational leadership by nursing unit managers:

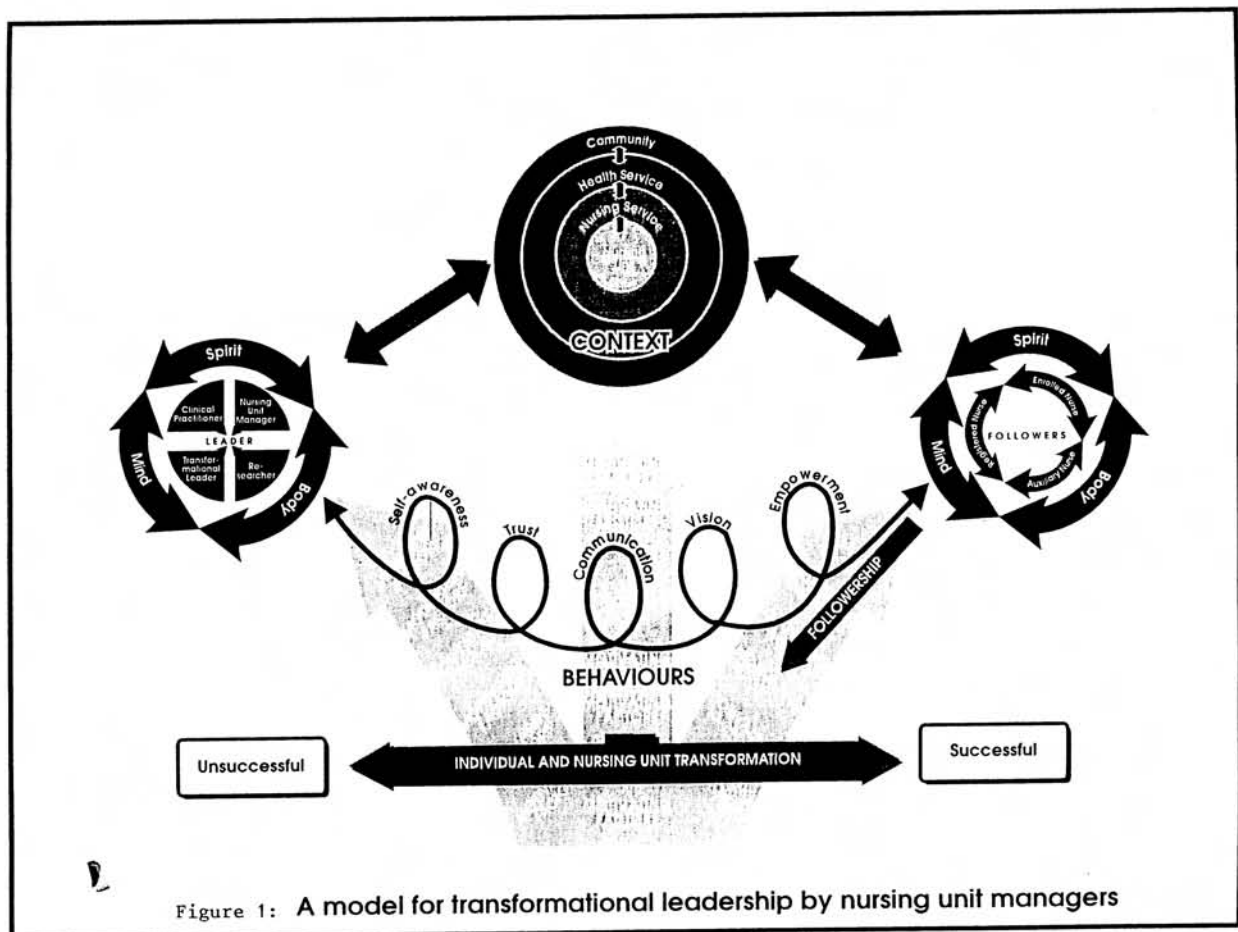


Figure 1: A model for transformational leadership by nursing unit managers

Process of transformational leadership

The leader is the registered, professional nurse/midwife in charge of a nursing unit and he/she functions within different dimensions such as clinical practitioner, nursing unit manager, transformational leader and researcher. As a clinical practitioner the leader is a professional nurse/midwife registered in terms of the Nursing Act. The professional nurse/midwife practises within the scope of practice in terms of the regulated ethical-professional norms and values of the nursing profession.

The leader in the nursing unit practises as clinical practitioner by implementing the steps of the nursing process viz. assessing, planning, implementing and evaluating, with record keeping as an integral part of practice. The clinical practitioner practises as a member of the multi-professional team and is personally accountable for his/her own acts and omissions and therefore co-accountable for quality health care to the individual, group and the community. The leader is in charge of the nursing unit and manages the day-to-day running of the nursing unit by implementing the management process (planning, organising, directing/leading and control, with personnel management as an integral part of nursing unit management).

As a nursing unit researcher the leader diligently and systematically initiates, implements, participates in and encourages quantitative and/or qualitative unit-based research to investigate, validate and/or refine existing practices in the nursing unit and to generate new knowledge. The followers in the nursing unit include the registered nurse/midwife, enrolled nurse/midwife and auxiliary nurses who support the leader in transformational leadership and practice under the guidance and direct and/or indirect supervision of the leader. Although the followers function under the guidance and direct and/or indirect supervision of the leader, each follower is personally accountable for his/her own acts and omissions.

The leader strives towards successful transformational leadership by implementing the behaviours of transformational leadership, viz. self-awareness, trust, communication, vision and empowerment. The followers support the leader in the quest for excellence in individual and nursing unit transformation.

Increasing his/her own self-awareness and encouraging the followers to increase their self-awareness, is the first behaviour that the leader implements as it provides the leader with confidence and self-knowledge to engage in the other behaviours for transformational leadership. Self-awareness also provides the follower with self-knowledge and confidence to support the leader in transformational leadership.

After the leader has increased his/her own and encouraged the followers to increase their self-awareness, he/she engages in the building of trust. Thereafter, the leader implements the behaviour of communication which consists of reading, writing, speaking and listening.

Through communication the leader communicates the vision to provide meaning for the followers in the nursing unit. It is a meaning shared between the leader and the followers that needs to be communicated by means other than verbal expression only. The leader looks for innovative ways to convey a message through symbols and graphic depiction to create an emotional richness to the message.

Thereafter the leader, in interaction with the followers, develop the vision for the nursing unit by creating, explaining and implementing the vision. Support and commitment to the vision is encouraged. The purpose of communication and interaction with the followers is to empower them. In empowerment the leader, in interaction with the followers, defines new or revises/reaffirms existing values to encourage the needed paradigm shift that results in a feeling of commitment to the goals.

The underlying dynamics and motivating factors that impact on the practice of transformational leadership are the interaction between the internal environments of the leader/followers/nursing unit and the external environments of the leader/followers/nursing unit.

PURPOSE OF THE MODEL

The goal is the successful practice of transformational leadership by the leader within a specific context to facilitate individual and nursing unit transformation. It also is the successful co-operation/participation of the followers as individuals and as a nursing team to support the leader in this action.

Transformation

Transformation is to change/alter in composition and/or functioning of the individual (leader and follower) and the nursing unit.

Facilitate

To facilitate is to bring about or to encourage individual and nursing unit transformation. It is a dynamic action to promote individual and nursing unit transformation by means of creating a positive environment for transformation, identifying and mobilising the aspects needed to enhance the change/transformation.

ASSUMPTIONS ON WHICH THE MODEL IS BASED

The following theoretical assumptions are derived from Nursing for the Whole Person Theory:

- The leaders/followers are spiritual beings (body, mind and spirit) functioning in an integrated bio-psycho-social manner to attain their quest for successful individual and unit transformation, as an integral part of excellence in nursing unit management.
- The leader and the followers interact with their external environment (social, physical and spiritual) holistically.
- The leader strives towards successful individual and nursing unit transformation as an integral part of her/his quest to wholeness.
- Successful transformation, as an integral part of excellence in nursing unit management, is an area of specialisation in nursing unit management. The leader and followers approach one another as whole persons (body, mind and spirit) who function in an integrated bio-psycho-social manner in their quest for successful transformation. Their patterns of interaction between the internal and external environments, determine the success of transformation.
- The environment, which includes both the internal and external worlds of the leader and followers, family/group (nursing unit managers) and community (nursing service) influences their patterns of interaction and therefore the success of individual and unit transformation.

The following additional personal assumptions are applicable:

- Leadership is a God-given gift and talent that should be developed and the researcher also believes that the leader can learn and acquire the specific behaviours of transformational leadership.
- The leader practises transformational leadership by implementing specific interdependent and interrelated behaviours.
- The followers support the leader in transformational leadership and practise under the guidance and direct and/or indirect supervision of the leader.
- The practice of transformational leadership is a dynamic process and depends on the interaction between the leader, followers, nursing unit, nursing service, health service and community (context), goal, motivating forces and behaviours of transformational leadership.
- Through transformational leadership the leader facilitates individual and nursing unit transformation but there is no cause-and-effect relationship between successful transformational leadership and the transformation of the individual and the nursing unit.
- The behaviours of transformational leadership in this model are described within the context of the nursing unit and are therefore contextually influenced.
- The nursing unit is a subsystem within the nursing service, influenced by the strategic plan of the health service in terms of transformation.

CONTEXT OF THE MODEL

The context of this model is the nursing unit within the nursing service, health service and community, with internal and external environments interacting to impact on the outcome of transformational leadership in the nursing unit. The central focus of this model is transformational leadership in the nursing unit as the context. The nursing unit leader is a clinical nursing practitioner, nursing unit manager, transformational leader and nursing unit-based researcher. Transformational leadership is practised by the nursing unit managers within the nursing service, as part of the nursing community and as part of the multi-disciplinary and intersectoral team within the health service at large. The followers are the nursing practitioners within the nursing unit, as part of the nursing service and health care service at large. This framework (the nursing unit, nursing service, health service and community) functions as a system, with a set of objectives and strategies to achieve success. The nursing unit is the smallest operational and specialised sector of the nursing service. There are many internal and external environmental factors impacting on the outcome of transformational leadership. The context is dynamic and consists of various dimensions: clinical practice, nursing unit management, transformational leadership and unit-based research.

RELATIONSHIP STATEMENTS OF THE MODEL

The following relationship statements are applicable:

- There is a dynamic and interrelational interaction between the leader and the followers as the leader practises transformational leadership and the followers support the leader in this action.
- The leader and the followers interact with their external environments.
- The interaction between the internal and external environment of the leader and the followers motivates the leader to practise transformational leadership and the follower to support the leader in this action.

- The motivating factors (interaction between the internal and external environments of the individuals and the nursing unit) impact on the outcome of transformational leadership.
- Transformational leadership is practised in a variety of dimensions: clinical practice, nursing unit management, transformational leadership and research.
- Transformational leadership is based on the implementation of the behaviours of transformational leadership: self-awareness, trust, communication, vision and empowerment.
- The behaviours as the process of transformational leadership are mostly commenced by self-awareness and followed by trust, communication, vision and empowerment.

UNDERLYING DYNAMICS

There are many external and internal forces impacting on transformational leadership. The most important external force impacting on transformation are legislation, national health policy, the national policy of the hospital/health care group, economic constraints, political and transcultural realities. The internal environmental factors within the health service, the nursing service, the nursing unit, the leader and the followers, also impact on transformational leadership. The dynamic interaction between the external and internal environmental variables (forces) acts as a motivator to practise transformational leadership. The interaction between the external and internal environment of the leader and the followers impacts on transformational leadership and conversely. The interaction between the internal and external environment of the nursing unit impacts on transformational leadership by the nursing unit manager. This dynamic interaction motivates/mobilises the leader towards transformational leadership in the nursing unit.

PROCESS DESCRIPTION OF THE MODEL

Transformational leadership is practised by implementing the behaviours of transformational leadership to facilitate individual and nursing unit transformation.

Behaviours

Behaviour is the action that the leader implements/practises for successful transformational leadership to facilitate individual and nursing unit transformation. These behaviours include self-awareness, trust, communication, vision and empowerment.

(a) *Self-awareness*

Self-awareness is when the leader and the followers are aware of and have knowledge of their internal environment (body, mind and spirit) and their external environment (physical, psychological and spiritual) by means of listening to oneself, listening to and learning from others.

(b) *Trust*

Trust is a two-way process of confidence, dependence, faith, hope, reliance and a feeling of safeness/security between the leader and the followers and also between the different followers in the nursing team.

(c) *Communication*

The nursing unit manager communicates the vision and provide meaning through communication (listening, speaking, reading, writing) and expression through symbols and com-

municates the same message in different ways to the individuals in the nursing unit.

(d) Vision

The vision by the leader is a mental picture/target/goal for the possible situation/state of affairs. The vision is realistic/credible and a working solution to significant problems and is clearly and consistently communicated by means of open/honest support for the vision through increased trust between the members of the nursing team in the nursing unit.

(e) Empowerment

Empowerment occurs when the leader invests the followers legally and formally with power through the implementation of the specific steps for empowerment. The leader, in interaction with the followers, defines new or revises/reaffirms existing values/practices to encourage the needed paradigm shift that results in feelings of commitment towards goal achievement regarding transformation.

(f) Strategies

The strategy or the "how" comprises the needed actions/principles which should be implemented to enhance the behaviours of transformational leadership.

STRATEGIES FOR IMPLEMENTATION OF THE MODEL

Guidelines are written in the format of strategies to be implemented to attain each of the described behaviours of transformational leadership.

(a) Self-awareness

For the leaders to increase their self-awareness the following strategies are utilised:

- acknowledge your own strengths and limitations;
- accept the limitations or change the behaviours that support these limitations;
- be aware and conscious of your own identity, acts, thoughts, feelings and motives;
- gain knowledge on your body and physical potential;
- acknowledge your mental abilities and potential;
- acknowledge your spiritual needs;
- acknowledge your interaction with the followers and the external environment (nursing unit);
- listen to yourself by allowing yourself to experience genuine emotions;
- identify and accept personal needs by exploring your own thoughts and feelings;
- listen and learn from others by active listening and openness to the feedback from other people;
- exercise self-disclosure by revealing and sharing perspectives with others;
- increase your experience by engaging into new activities;
- develop a commitment to continual and professional learning and development;
- accept yourself and also accept other people unconditionally;
- evaluate yourself and other people less harshly.

The leader should encourage these strategies in the followers to increase self-awareness by the followers.

(b) Trust

The following strategies should facilitate the building of trust in the nursing unit:

- keep your word and keep your promises/commitments;
- encourage followers by recognising positive traits and accomplishments;
- practise excellence and create an environment that facilitates excellence by setting high personal and professional standards;
- display reliability, dependability and trustworthiness;
- increase accessibility by being available to support and give guidance when needed;
- demonstrate personal integrity by honouring commitments;
- display honesty by telling the truth;
- apply the principles of open communication;
- demonstrate respect by treating followers as professional adults;
- acknowledge and communicate the followers' strengths;
- demonstrate understanding of the followers' needs and aspirations;
- encourage creativity by encouraging new projects and allowing for calculated risk-taking;
- attend to the little things such as congratulating the followers on special achievements or occasions;
- clarify expectations to prevent future misunderstanding and conflict;
- apologise for mistakes;
- display personal and professional accountability;
- demonstrate loyalty and commitment to the followers and the nursing unit;
- consistently apply the principles of confidentiality;
- create an environment of mutual respect for one another;
- create an environment of caring.

(c) Communication

Verbal communication

Utilise and apply the principles of verbal communication:

- Avoid stumbling blocks in verbal communication such as:
 - unclear/ambiguous messages
 - quick thought process by thinking on behalf of others
 - language problems
 - external environmental disturbances (noise, interruptions).
- Analyse and improve on the quality of your voice:
 - talk loud enough without shouting
 - talk with enthusiasm and conviction
 - pronounce words clearly and correctly.
- Minimise mannerisms.
- Control the tempo of your speech.
- Maintain eye contact with the person you are speaking to.
- Utilise pauses and silences effectively.
- Prepare adequately before a presentation.

Listening

- Utilise and apply the principles of listening:
- Avoid selective listening by concentrating on what the follower is saying.
- Limit external disturbances.
- Listen in a non-judgemental manner.
- Establish a good rapport.
- Empathise when appropriate.
- Clarify messages by questioning, verification of facts and summarising.
- Display patience and allow the follower enough time to speak.
- Be attentive and show interest in the person who is speaking.
- Be a critical-analytical listener by analysing and reflecting on discussed content.

Written communication

Apply the principles of good written communication:

- State the relevant facts in a clear, accurate and non-emotional manner.
- Use quotations in an appropriate and trustworthy manner.
- Use scientific language and terminology in an appropriate manner in accordance with the expected knowledge of the target group.
- Avoid abbreviations and unnecessary words.
- Pay attention to the technical detail of the document.
- Present the content in a logical and systematic manner by utilising appropriate headings and sub-headings.
- Proof read all documentation carefully to present information free of any mistakes.
- Use the correct format and style in accordance with the policy or expected presentation.

(d) Vision

The vision needs to be developed, formulated and explained.

Development and formulation of the vision

The following principles are applied:

- Utilise an interactive/participative process between the leader and the followers to develop and formulate a shared vision.
- State a clear/concise, meaningful and logical transformational vision.
- Encapsulate the aspirations, expectations and intentions of the participants.
- Facilitate motivation amongst the followers to rise above self-interest and to work together as a team.
- Demonstrate trust and sensitivity.

Explain/implement the vision

- The vision should be in writing and displayed to the followers.
- Express the vision in a meaningful and understandable manner.
- Emphasise the vision continuously during interaction with the followers during the process of transformation in the nursing unit.

(e) Empowerment

The following strategies are relevant:

- Display self-empowerment by demonstrating the appropriate abilities (knowledge, skills and values).
- Apply the principles of participative management during the process of transformation in the nursing unit.
- Enhance a feeling of self-efficiency by limiting aspects and conditions which foster powerlessness.
- Create a transformational environment in the nursing unit where the followers can utilise their unique abilities and creativity.
- Redesign the values/systems/processes/practices in the nursing unit to facilitate the required transformation.
- Focus on both group and individual learning needs of the followers during the process of transformation.
- Demonstrate commitment to transformational empowerment ("walk the talk").
- Monitor the progress and evaluate the results of empowerment.
- Facilitate shared ownership/accountability by implementing the principles of shared governance as an integral dimension of participative management in the nursing unit.

- Focus on all the levels of empowerment: individual empowerment of the follower, group empowerment of the nursing team and organisational (nursing unit) empowerment.

IMPLEMENTATION AND EVALUATION OF THE MODEL

The model was successfully implemented in four nursing units in a private hospital in Gauteng. The nursing unit managers were empowered with regard to transformational leadership, based on an education programme derived from the model, focusing on the behaviours and strategies. During the implementation of the model, feedback was received from the participants at the end of the educational programme, narrative sketches from the nursing unit managers as well as the followers, cross case-study analysis (with different transformational objectives in each nursing unit) and a formal evaluation of the model by a panel of experts. The feedback regarding the educational programme was very positive. The narrative sketches revealed a positive attitude towards the model and process of transformational leadership, confirming positive transformational results in the units. The case study analysis revealed positive goal achievement in the units in terms of clinical and communication objectives. The panel of experts positively evaluated the model related to the criteria of clarity, simplicity, generality, accessibility and importance.

CONCLUSIONS AND RECOMMENDATIONS

A model on transformational leadership by the nursing unit manager was developed and successfully implemented. The case study revealed positive transformation and achievement of goals after utilising the principles of transformational leadership as described in the model. The following recommendations are made for nursing unit management, nursing education and nursing research.

(a) Nursing unit management

The following recommendations are made regarding nursing unit management:

- The model should be presented as part of an in-service education programme in the nursing units. The education programme described for this study should be utilised for this purpose.
- The model for transformational leadership should be implemented in all nursing units to facilitate individual and nursing unit transformation.
- It is recommended that this model be implemented to facilitate the required transformation within the context of the new Constitution of the country, national policies, guidelines and laws.

(b) Nursing education

The following recommendations are made regarding nursing education:

- This model should be promoted by means of publication in journals, presentations at symposia and conferences and refresher courses to already qualified nursing unit and nursing service managers.
- The model should also be promoted to nursing educators to empower them to teach this model.
- The model for transformational leadership should form part of the curriculum of the comprehensive four-year course for the basic nursing students. It should also be included in all post-basic nursing courses for example courses for nursing educators and nursing managers.

(c) Nursing research

The following recommendations were made regarding further research:

- This qualitative, descriptive case study only included four nursing units in a private hospital. This model should be evaluated, validated and refined further through extensive qualitative/quantitative, descriptive, case studies to provide more supporting evidence. More nursing units in a variety of settings should be included.
- The instruments developed or utilised during this study (questionnaires, and nursing audit instrument) should be subjected to the determination of statistical validity and reliability.
- An instrument, with specific empirical indicators, should also be developed to identify and measure quality nursing unit management.
- During the exploration and description of the model, theoretical statements were generated from the conceptual framework by means of deductive reasoning. Each of these theoretical statements are regarded as an hypothesis and should be tested.

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