

## **DIRECTING AND LEADING: ESSENTIAL ROLES FOR ACHIEVING SUCCESS IN THE FIELD OF NURSING**

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### **ABSTRACT**

*Leadership constitutes the ability to motivate and guide others toward a shared goal, serving as an essential managerial skill. Successful leaders are not inherently born but rather cultivated through determination, motivation, and a continual process of self-study, education, training, and hands-on experience. Developing effective leadership qualities involves a relentless commitment to learning and improving. To inspire employees to collaborate at higher levels, one must acquire and apply these skills through ongoing learning and dedicated effort, rather than relying solely on innate abilities. The term "lead" originates from the concept of guiding or directing. It involves various aspects such as guiding, motivating, overseeing, and managing subordinates to attain predetermined objectives. When employees lack proper guidance and supervision, they tend to become stagnant, disengaged, and less effective. Directing encompasses delegating tasks, adhering to regulations, managing personnel, coordinating services, fostering*



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*communication, nurturing staff development, and making informed decisions. In the realm of nursing, leadership and directing play a pivotal role in shaping the quality of patient care, fostering a positive work environment, and driving organizational success. Nurse leaders, in their multifaceted roles, serve as the guiding force that influences the dynamics within healthcare settings. Their leadership qualities and directing abilities significantly impact the efficiency of operations, staff morale, and ultimately, the well-being of patients.*

**Keywords: Directing, Leading, Nursing, Patient Care, Patient Satisfaction**

## INTRODUCTION

Leadership is the capacity to inspire others to work together toward a single objective. It is a crucial managerial talent. Effective leaders are created, not born. You can become a successful leader if you have the motivation and determination to do so. A never-ending process of self-study, education, training, and experience is how good leaders are created. There are some things you need to know and do in order to motivate your employees to work in teams at higher levels. These are learned via constant study and labor rather than being born naturally. Effective leaders are always learning new things and honing their craft. The term "to go" is the root of the word "lead." There are various definitions for the verb "to lead," including "to guide," "to run in a specific direction,". The administrative task of directing involves directing, inspiring, leading, and overseeing subordinates to achieve predetermined goals. Employees become sedentary, boring, and ineffective when they are not given the right guidance and oversight. Delegating tasks to be completed, following rules and guidelines, managing staff, coordinating services, communicating, developing staff, and making choices are all included in the act of directing.

## ESSENTIAL ELEMENTS OF LEADERSHIP

**Intellect:** Leadership often demands a higher level of intelligence compared to the collective group. Nonetheless, an individual possessing exceptional intelligence might not find leadership roles sufficiently challenging or fulfilling, opting instead to engage in abstract thinking and research.

**Proactiveness:** Leaders are expected to demonstrate initiative by recognizing and initiating actions that others may not have considered.

**Innovative:** Creativity serves as a valuable asset in leadership. Possessing originality and the capacity to generate fresh problem-solving approaches and novel productivity ideas proves advantageous for a leader.

**Emotional Stability and Integrity:** A leader's emotional maturity is a crucial characteristic, alongside traits like perseverance, reliability, and impartiality. Leaders who exhibit emotional maturity follow through on their commitments and maintain consistency in their actions, reflecting integrity.

**Effective Communication:** Proficient communication skills hold significance. A leader should comprehend others effectively and articulate thoughts clearly in both verbal and written forms.

**Influence and Persuasion:** Leaders leverage communication to secure agreement among followers. They offer suggestions, provide relevant information, pose insightful questions, seek compromises, and encourage action to persuade others.

## DIFFERENT APPROACHES TO LEADERSHIP

Leadership styles in nursing encompass various approaches and behaviours that nurse leaders adopt to manage their teams, influence others, and achieve organizational goals within the healthcare setting. Several prominent leadership styles are often observed in nursing, each with its distinct characteristics and impact on staff, patient care, and organizational culture. Here are some key leadership styles commonly found in nursing:

**Transformational Leadership:** This style focuses on inspiring and motivating teams by encouraging innovation, fostering a shared vision, and promoting personal growth among staff members. Transformational leaders in nursing empower their teams, encourage critical thinking, and create a positive work environment that enhances both patient care and professional development.

**Transactional Leadership:** This style emphasizes structure, clear guidelines, and exchanges between leaders and followers. Transactional leaders in nursing set clear expectations, offer rewards for meeting goals, and address issues through corrective actions. They often use contingent rewards and management by exception to maintain standards and manage performance.

**Servant Leadership:** In this approach, nurse leaders prioritize serving the needs of their team members and patients before their own. Servant leaders foster a supportive environment, actively listen to their staff, and prioritize the well-being of both patients and employees. They aim to empower and develop their team members by being attentive to their needs.

**Democratic/Participative Leadership:** Nurse leaders adopting this style involve their team members in decision-making processes. They seek input, opinions, and ideas from their staff, fostering a collaborative environment. In nursing, this style can lead to increased staff engagement, job satisfaction, and a sense of ownership among team members.

**Laissez-Faire Leadership:** This style involves a hands-off approach where leaders provide minimal guidance or direction to their team. In nursing, this style might allow experienced and

highly skilled staff more autonomy but can also result in confusion or lack of direction if not managed effectively.

**Authoritarian/Autocratic Leadership:** This style involves centralized control, where the leader makes decisions without consulting the team. While this style might be necessary in emergencies or critical situations, it can lead to reduced staff morale, limited creativity, and decreased job satisfaction among nursing staff if used extensively.

Each leadership style has its strengths and weaknesses, and effective nurse leaders often employ a combination of styles depending on the situation, the needs of their team, and the organizational context. Adapting leadership styles to different scenarios allows nurse leaders to effectively manage their teams, foster a positive work environment, and enhance patient care outcomes.

## ELEMENTS OF DIRECTING

**Motivation:** Motivation is the process of inspiring someone to execute a particular action that will lead to the achievement of objectives or the meeting of specific physical or emotional requirements. Motivation is the process of inspiring someone to execute a particular action that will lead to the achievement of objectives or the meeting of specific physical or emotional requirements.

**Communication:** It is important for Nurse Managers to possess knowledge about approaches that aid in the efficient administration of educational and service units. One of the most crucial aspects of nursing administration is communication. It serves as the cornerstone around which the management accomplishes organizational goals. The process of communication involves transformation. Effective and purposeful communication is essential to getting the intended outcome.

**Public relations:** A crucial and integral part of public policy or service is public relations. The citizens, for whom the policies or services are intended, will gain from the skilled public relations activity. A nation's, an organization's, or an individual's image can be developed and enhanced through excellent public relations. Effective public relations can clear up any "misunderstanding" and foster understanding between the public and the organization during a crisis or during unfavorable press coverage.

**Delegation:** One of the main components of nurse management's directing function is delegation. This is a useful competency for nurse supervisors to use in order to get the job done

through their staff. Delegation is a component of management, and accepting the hierarchical duties of delegation calls for professional development and training.

**Conflict resolution:** An articulated battle between at least two interdependent parties who believe that their aims are irreconcilable, there aren't enough resources, or there are other people interfering with them is what's known as conflict. And resolution of conflict is one of the foremost responsibilities of a nurse leader.

## HEALTH CARE AND LEADERSHIP

In the healthcare domain, nurse leaders undertake a demanding and intricate role that has gained substantial attention from both national and international organizations due to its significant value. The responsibilities inherent to nurse leadership involve navigating through rapidly evolving situations, requiring continual adaptation to effectively address organizational objectives while upholding the core values and perspectives embedded within the nursing profession. The role of a nurse leader is multifaceted. It involves overseeing teams, managing resources, ensuring quality patient care, and advocating for both patients and the nursing staff. These responsibilities occur within an environment characterized by constant changes in technology, protocols, patient needs, and healthcare policies. As such, nurse leaders must possess the flexibility and agility to adapt swiftly and make informed decisions that align with the organizational goals while staying true to the ethical and professional principles of nursing. National and international organizations within the healthcare sector recognize the pivotal role played by nurse leaders in driving positive outcomes and promoting effective healthcare delivery. Consequently, there is a growing interest in developing frameworks that can enhance the capabilities and readiness of nurse leaders in multidisciplinary settings. One of the most effective approaches to nurture and enhance the skills of nurse leaders is through the application of appropriate competency frameworks. These frameworks provide a structured roadmap that outlines the essential skills, knowledge, behaviors, and attitudes required for effective nurse leadership. Competency frameworks in healthcare often cover a wide range of areas, including but not limited to clinical expertise, communication, leadership, ethics, management, and critical thinking. By utilizing these competency frameworks, nurse leaders can identify their strengths, areas for improvement, and developmental needs. They can engage in targeted learning and development programs to enhance their competencies, thus ensuring they possess the requisite skills and readiness to excel in their roles within the complex and ever-evolving healthcare landscape. Ultimately, the application of competency frameworks serves as a strategic tool to empower nurse leaders, enabling them to navigate the challenges inherent in

healthcare leadership roles effectively. This, in turn, contributes to better patient care, promotes a positive work environment, and aligns organizational objectives with the values and vision of the nursing profession.

### **HEALTH CARE AND DIRECTING**

In the healthcare context, the principles of directing, which involve elements such as staffing, conflict resolution, delegation of tasks, and public relations, play a pivotal role in the effective management of hospital wards or healthcare institutions. Nurse leaders, in their roles overseeing hospital wards or healthcare facilities, rely significantly on these directing skills to maintain optimal organizational functioning and quality patient care. Staffing is a critical aspect that nurse leaders manage within their units. They are responsible for ensuring that there is an adequate number of qualified healthcare professionals available to deliver care to patients. This involves not only recruiting and hiring staff but also scheduling, training, and maintaining a healthy work environment to retain competent personnel. The skill of directing assists nurse leaders in effectively organizing and managing the staffing needs to ensure smooth operations and optimal patient care delivery. Conflict resolution is another crucial area where directing skills are invaluable. In a healthcare setting, conflicts among staff members or between different departments can arise due to various reasons, including differences in opinions, work styles, or resource allocation. Nurse leaders need to employ their directing skills to address these conflicts efficiently. This might involve mediation, effective communication, fostering a collaborative environment, and implementing conflict resolution strategies to maintain harmony within the team and promote a cohesive work environment. Delegation of tasks is an essential aspect of nurse leadership. Effective delegation ensures that responsibilities are distributed appropriately among the team members based on their competencies while maintaining accountability. Nurse leaders must possess directing skills to delegate tasks efficiently, considering the workload, individual strengths, and patient needs. This skill ensures that tasks are completed effectively while enabling staff members to develop their skills and contribute meaningfully to patient care. Moreover, the principles of directing guide nurse leaders in establishing policies and protocols within the organization. These policies govern various aspects such as patient care standards, safety procedures, staff conduct, and ethical guidelines. By applying directing principles, nurse leaders can create and implement policies that align with the organization's goals, regulatory requirements, and best practices, thereby promoting consistency, efficiency, and quality in healthcare delivery. Directing skills are fundamental for nurse leaders in healthcare settings as they navigate staffing requirements, resolve conflicts, delegate tasks, and establish policies.



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These skills enable nurse leaders to effectively manage their units, create a conducive work environment, and ultimately contribute to the delivery of high-quality patient care.

## **CONCLUSION**

The article argues for the critical importance of providing nurse leaders with comprehensive training in directing and leadership skills before they take on roles within healthcare organizations. It emphasizes the necessity for organizations to prioritize equipping healthcare professionals with the knowledge and expertise required to excel as nurse leaders. This preparation involves imparting a deep understanding of directing and leadership principles. In the healthcare sector, nurse leaders are entrusted with multifaceted responsibilities, ranging from overseeing wards to holding positions as nursing superintendents or principals. These roles demand a diverse skill set that encompasses not only clinical expertise but also strong leadership and management abilities. To effectively carry out the complex operations associated with these high-profile job descriptions, nurse leaders must possess a firm grasp of directing and leadership. Directing involves guiding and supervising individuals or teams toward achieving specific goals or objectives. It encompasses aspects such as decision-making, communication, delegation, and ensuring the efficient utilization of resources. Leadership, on the other hand, involves inspiring and influencing others to work collaboratively towards a shared vision. It involves traits like effective communication, strategic thinking, motivation, and fostering a positive work environment. By instilling directing and leadership skills in aspiring nurse leaders, organizations can better prepare them to navigate the intricacies of their roles. This preparation allows nurse leaders to effectively manage teams, make informed decisions, allocate resources efficiently, motivate staff, and adapt to the dynamic challenges within the healthcare sector. In essence, the article advocates for a proactive approach in grooming healthcare professionals into capable nurse leaders by providing them with the necessary tools and knowledge in directing and leadership. This proactive investment not only benefits the individuals themselves but also contributes significantly to the overall effectiveness and success of healthcare organizations.



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