

**Application of the Transformational Leadership Theory**

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In nursing, leadership involves influencing others to agree into undertaking the activities involved in taking collective actions towards the provision of improved care to patients.

Therefore, nurse leaders must ensure that they equip themselves with qualities that enable them to offer guidance and counsel to other nurses. There exist various leadership theories that provide guidance on various styles that can be used in clinical leadership to ensure the health care system provides efficient care and that issues that are underlying in the healthcare institutions are addressed appropriately. One of the major problems currently experienced in nursing is the low retention rate of novice nurses. This paper uses the transformational leadership theory to come up with an alternative solution for the problem in the low retention of novice nurses.

### **How will the leadership style underpin the challenge in retention of novice nurses?**

The transformational leadership theory is based on four components that are strong motivation, intellectual stimulation, ideal impact, and personal consideration. The theory proposes the creation of healthy relationships between the nurse leaders and the nurses which creates a sense of drive that helps in motivating the nurses. The theory usually focuses on change where leaders are regarded as change agents who motivate their followers in meeting requirements that have been set for them with effectiveness (Harrison, 2017). Therefore, the transformational leadership style provided by the theory usually helps in empowering employees which creates a sense of drive that enables them to perform various roles in the organization.

The leadership style proposed by the transformative theory can be very effective in dealing with various issues that lead to a challenge in the retention rate of novice nurses. Most newly graduated nurses end up do not transition to practice due to the lack of appropriate guidance that would help deal with challenges that they encounter. For instance, some of the

newly trained nurses lack the resilience required to deal with challenges that arise such as having to commit oneself to the profession. However, through transformative leadership, the nurse leaders can empower and motivate the novice nurses which will help them to deal with the challenges they face effectively rather than choosing to give up on the nursing career (Hui, 2017).. Having given an argument on how the transformative leadership style can be used to deal with the challenge of low retention rate in novice nurses, the next section will compare and contrast the transformative leadership theory with the participative leadership theory.

### **Transformative leadership theory and participative theory**

Another theory that would work in addressing the challenge identified with retention of novice nurses is the participative leadership theory. One similarity in the two theories is that the nurse leaders are in the frontline in engaging other nurses who are under practice. In the transformative leadership theory, the leader engages the nurses to foster change through motivation and provision of appropriate guidance. On the hand, in transformative leadership theory, the nurse leader usually engages other nurses in decision making on matters pertaining to their operations. Another similarity is on the motive of the two theories. Both theories aim at empowering the nurses which helps them to handle various tasks and roles with efficiency. By motivating and giving guidance to nurses, it helps in creating confidence for nurses and also empowers them to take change of various responsibilities they have. On the other hand, by engaging the nurses in decision making, it creates a sense of belonging which has an effect in creating value and empowering the nurses (Hui, 2017).

One difference that exists in the two theories is on the approach that is taken in the management of employees. The transformational leadership theory involves providing guidance, counsel, motivation to nurses while the participative theory involves engaging nurses in decision

making. Also, based on the transformative theory, leaders are more of dictators compared to the case of the participative theory where leaders are taken as facilitators. Therefore, the leadership styles proposed by the theories can be effective in addressing the challenge with the retention rate of novice nurses. However, the transformative leadership style would work best since the novice nurses require motivation more than feeling entitled to a healthcare organization. The next section comprises an examination on how the transformative would be applied to the proposed change while working as a project manager.

### **Application of the theory to proposed change as a project manager**

Based on the insight obtained from the transformative leadership theory, there is a need for nurse leaders to come up with ways to guide and motivate the newly graduated nurses. As a project manager, I would ensure that the proposed change incorporates various aspects of the transformative leadership style. At first, the proposed measures would focus on motivating the newly graduated nurses. This would provide a sense of drive for the novice nurses which would assist them in overcoming the challenges that they encounter.

Also, the strategy developed would also ensure that individual nurses are constantly guided through various activities that they have to undertake. Adequate support would also be provided where an individual encounters difficulties either adjusting to the system or in dealing with issues that arise. Therefore through the application of the transformative leadership theory to the proposed changes, this would help in coming up with measures best suited for dealing with the issue in the retention of novice nurses. The section will apply this theory in developing a solution to the challenge.

### **Application of the theory in developing a solution for the practice problem**

One measure that would be effective in dealing with the issue of low retention rate in novice nurses is setting up mentorship programs. These are initiatives or avenues through which the newly trained nurses can be guided and motivated. The mentorship programs will have an effect in empowering the nurses who go through the programs (Szalmasagi, 2018). This will make them stronger and place them at a good position for dealing with issues that may arise. Most of the newly trained nurses are not familiar with challenges that may be countered in the course of their career. However, interacting with other nurses who have made it will help them to learn from them. Also, the mentorship programs that are proposed, will provide guidance to the newly graduated nurses and enable them to transition into practice.

In conclusion, it is clear that incorporating the principles of transformative leadership theory can help in coming up with effective solutions that would work in promoting the retention of novice nurses. The theory stresses on the need for offering guidance and motivating the novice nurses. This would provide a sense of drive which would assist the individuals in overcoming the challenges that arise. This would ensure that once the newly trained nurses experience challenges, instead of giving up on their career in nursing career they persevere and find ways to deal with the challenges encountered. Therefore, based on this leadership style, the paper proposes the creation of mentorship programs that will provide avenues where newly trained nurses can be guided and motivated which will promote transition to practice.

## References

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