

Leadership and Management in Nursing

Part 1

Management

What is the Definition of Management?

Management: can be defined as an act that involves the control, supervision and leading of other persons. It also involves overseeing projects, resources and business enterprises, and in medicine, it refers to the treatment and control of a disease.

Management: in all business and organizational activities is the act of coordinating the efforts of people to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources. Since organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a prerequisite to attempting to manage others

What do managers do? How do I manage?

These are standard questions that most of us in the management profession have been asked more than once. And questions we asked once in our careers too. Here, then, is a basic look at management:

1. Art and Science

Management is both art and science. It is the art of making people more effective than they would have been without the manager. The science is in how you do that. There are four basic pillars; plan, organize, direct, and monitor

2. Make Them More Effective

four workers can make 6 units in an eight--hour-shift without a manager. If I hire you to manage them and they still make 6 units a day, what is the benefit to my business of having hired you? On the other hand, if they now make 8 units per day, you, the manager, have value.

The same analogs applies to service, or retail, or teaching, or any other kind of work. Can your group handle more customer calls with you than without? Sell higher value merchandise? Impart knowledge more effectively? etc. That is the value of management making a group of individual more effective.

Basic Management Skills:

1. Basic Management Skill #1: plan

Management starts with planning .good management starts with good planning. And proper prior planning prevents...well you know the rest of that one.

Figure out what your goal is (or listen when your boss tells you). Then figure out the best way to get there. What resources do you have? What can you get? Compare strengths and weaknesses of individuals and other resources. Will putting four workers on a task that takes 14 hours cost less than renting a machine that can do the same task with one worker in 6 hours? If you change the first shift from an 8 AM start to a 10 AM start. can they handle the early evening rush so you don't have to hire an extra person for the second shift?

Look at all the probable scenarios, Plan for them. Figure out the worst possible scenario and plan for that too. "Evaluate your different plans and develop what, in your best judgement, will work the best and what you will do if it doesn't.

2. Basic Management Skill #2: Organize

Now that you have a plan, you have to make it happen. Is everything ready ahead of your group so the right stuff will get to your group at the right time? Is your group prepared to do its part of the plan is the downstream organization ready for what your group will deliver mind when it will arrive?

Are the workers trained? Are they motivated? Do they have the equipment they need? Are there spare parts available for the equipment? Has purchasing ordered the material? Is it the right start? Will it get here on the appropriate schedule?

Do the legwork to make sure everything needed to execute the plan is ready to go or will be when it is needed. Check back to make sure that everyone understands their role and the importance of their role to the overall success

3. Basic Management Skill #3: Direct

Now flip the "ON" switch. Tell people what they need to do. I like to think of this part like conducting an orchestra. Everyone in the orchestra has the music in front of them. They know which section is playing which piece and when. They know when to come in, what to play, and when to stop again. The conductor cues each section to make the music happen. That's your job here. You've given all your musicians (workers) the sheet music (the plan). You have the right number of musicians (workers) in each section (department), and you've arranged the sections on stage so the music will sound best (you have organized the work). Now you need only to tap the podium lightly with your baton to get their attention and give the downbeat.

4. Basic Management Skill #4: Monitor

Now that you have everything moving, you have to keep an eye on things. Make sure everything is going according to the plan. When it isn't going according to plan, you need to step in and adjust the plan, just as the orchestra conductor will adjust the tempo.

Problems will come up. Someone will get sick. A part won't be delivered on time. A key customer will go bankrupt. That is why you developed a contingency plan in the first place. You, as the manager, have to be always aware of what's going on so you can make the adjustments required.

This is an iterative process. When something is out of sync, you need to Plan a fix, organize the resources to make it work, Direct the people who will make it happen, and continue to monitor the effect of the change.

Is Management Worth its!!

Managing people is not easy, however, it can be done successfully. And it can be a very rewarding experience. Remember that management, like any other skill, is something that you can improve at with study and practice,

How to be a Better Manager?!

Need for Good Managers Increasing

The need for good managers is not going away. It is intensifying. With flatter organizations and self-directed teams becoming common: with personal computers and networks making information available to more people more quickly: the raw number of managers needed is decreasing. However, the need for good managers. people who can manage themselves and others in a high stress environment, is increasing.

Here are some things that make you a better manager:

As a person

- You have confidence in yourself and your abilities. You are happy with who you are, but you are still learning and getting better
- You are something of an extrovert. You don't have to be the life of the party. but you can't be a wallflower. Management is a people skill-it's not the job for someone who doesn't enjoy people.
- You are honest and straight forward. Your success depends heavily on the trust of others.
- You are an includer not an excluder. You bring others into what you do. You don't exclude other because they lack certain attributes.
- You have a presence. Managers must lead. Effective leaders have a quality about them that makes people notice when they enter a room.

On the job:

- You are consistent. but not rigid: dependable, but can change your mind. You make decisions, but easily accept input from others.
- You are a little bit crazy. You think out-of-the box. You try new things and if they fail. you admit the mistake, but don't apologize for having tried.
- You are not afraid to "do the math". You make plans and schedules and work toward them.
- You are nimble and can change plans quickly, but you are not flighty.
- You see information as a tool to be used, not as power to be hoarded.

Take a look at yourself against this list. Find the places where you can improve and then get going. And, if you need help, remember that's what this site is all about - Helping new managers get started and experienced managers get better.

1. Top-level managers

The top consists of the board of directors (including non-executive directors and executive directors), president, vice-president, CEOs and other members of the C-level executives. They are responsible for controlling and overseeing the entire organization. They set a tone at the top and develop strategic plans, company policies, and make decisions on the direction of the business. In addition, top-level managers play a significant role in the mobilization of outside resources and are accountable to the shareholders and general public.

The board of directors is typically primarily composed of non-executives which owe a fiduciary duty to shareholders and are not closely involved in the day-to-day activities of the organization, although this varies depending on the type (e.g., public versus private), size and culture of the organization. These directors are theoretically liable for breaches of that duty and typically insured under directors and officers liability insurance. Fortune 500 directors are estimated to spend 4.4 hours per week on board duties, and median compensation was \$212,512 in 2010. The board sets corporate strategy, makes major decisions such as major acquisitions, and hires, evaluates, and fires the top-level manager (Chief Executive Officer or CEO) and the CEO typically hires other positions. However, board involvement in the hiring of other positions such as the Chief Financial Officer (CFO) has increased. In 2013, a survey of over 160 CEOs and directors of public and private companies found that the top weaknesses of CEO restoring skills" and "board engagement, and 10% of companies never evaluated the CHO The board may also have certain employees (eg, report to them directly hire independent contractors.

Helpful skills of top management vary by the type of organization but typically include a broad understanding competition, world economies, and politics. In addition, the CEO is responsible for executing and determining (within the board's framework) the broad policies of the organization. Executive management accomplishes the day-to-day details, including: instructions for preparation of department budgets, procedures, schedules, appointment of middle level executives such as department managers; coordination of departments; media and governmental relations; and shareholder communication

2. Middle-level managers

Consist of general managers. branch managers and department managers. They are accountable to the top management for their department's function. They devote more time to organizational and directional functions. Their roles can be emphasized as executing organizational plans in conformance with the company's policies and the objectives of the top management, they define and discuss information and policies from top management to lower management, and most importantly they inspire and provide guidance to lower level managers towards better performance. **Their functions include:**

- Design and implement effective group and inter-group work and information systems .
- Define and monitor group-level performance indicators.
- Diagnose and resolve problems within and among work groups.
- Design and implement reward systems that support cooperative behavior.

3. First level managers

Consist of supervisors, section leads, foremen, etc. They focus on controlling and directing. They usually have the responsibility of assigning employees tasks, guiding and supervising employees on day-to-day activities, ensuring quality and quantity production, making recommendations, suggestions, and up channeling employee problems, etc. First-level managers are role models for employees that provide:

- Basic supervision
- Motivation
- Career planning
- Performance feedback