

## Leadership in health and social care

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**Part A:1948**

**Part B: 1463**

## Part A: Essay

### Introduction

Leadership can be described as the process of directing, inspiring, and steering a group toward achieving common objectives in a charged and dynamic setting (Silva 2014). This essay concentrates on a psychiatric ward in Hong Kong where the registered nurses (RNs) handle multiple patient needs, thus calling for dynamism in leadership to ensure optimal care provision. I will be discussing a nurse leader who works within this setting. The nurse leader often fulfills dual roles: supervising staff and practicing role modeling to enhance safety. It is important to note that management and leadership are two different concepts: management is process-oriented, whereas leadership is vision-oriented. Yet, a psychiatric nurse leader needs to combine both (Tobin 2014). This essay examines Situational Leadership and Transformational Leadership used in psychiatric facilities. It explores how these styles have been used and implemented, as well as the ethical issues relating to them, before assessing their effectiveness and drawbacks. The organizational and cultural factors that impact leadership in this context will also be considered.

### Situational Leadership

Situational leadership posits that leadership styles vary depending on the employee's competence and motivation to work (Ghazzawi, Shoughari, and Osta, 2017). The model identifies four primary styles: directing, coaching, supporting, and delegating (Al-Khamaiseh *et al.*, 2020). These styles are in tune with the team members' developmental stages, from low competence/high commitment to high competence/high commitment. This flexibility guarantees that leaders satisfy individual and task demands, contributing to the professional development of the members and organizational productivity. The heterogeneity of staff, their varying years of experience, and the setting

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working with experienced nurses, the nurse leader utilizes her delegating power distribution, allowing the team to make independent decisions. She only intervenes when needed. Research shows successful delegation enhances healthcare services (Yoon, Kim, and Shin, 2016).

Coaching is applied in situations where a worker has the capability but requires assistance in order to improve their performance. In the psychiatric ward, there was a time when the nurse leader observed a colleague's medication administration process and provided constructive feedback, helping them improve accuracy and patient safety skills. On the other hand, Supporting is used when the nurse has the skills but is indecisive, and the leader can provide the morale boost necessary to boost their

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### **Transformational Leadership**

Transformational Leadership involves providing direction, encouraging the team to perform better, considering the individual needs and values of the team members, and providing them with a model of what is desired (Korejan and Shahbazi, 2016). This style promotes creativity and empowers the employees to make a difference in the accomplishment of the organizational objectives. Leaders set the pace, help foster creativity, and bring out the best in everyone on the team by making them feel important. In the psychiatric ward, promoting the implementation of Transformational Leadership enhances the quality of patient care (Murdianto *et al.*, 2024). Often, the nurse leader in

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The intellectual stimulation component of this leadership style challenges the nurses to engage in problem-solving and develop new ways of addressing the challenging needs of the patients (Ystaas *et al.*, 2023). For instance, the nurse leader always inspires her staff to seek and implement best practices in psychopharmacology or therapy, facilitating perpetual learning. In so doing, the leader makes her staff feel that they have a stake in the processes of quality improvement within their workplace and in

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retaining competent personnel. Despite its benefits, Transformational Leadership also has its challenges. The high expectations placed on employees put a lot of pressure on the team members and may lead to exhaustion, especially in a highly stressful setting such as a psychiatric ward. In addition, research shows that this leadership styles has negative implications on leaders. It significantly increases the turnover intentions of leaders due to accumulated fatigue (Lin, Scott and Matta, 2018).

### **Ethical Dilemmas**

Ayan (2023) states that ethical considerations are part and parcel of leadership in nursing management. Self-development and patient safety are some issues that may likely arise when applying situational leadership. For example, the nurse leader believes that it is her responsibility to assign tasks to junior nurses to help build their skills and self-esteem. However, this decision becomes ethically questionable when such delegation is done in hazardous circumstances. For instance, the nurse leader once

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Likewise, Transformational Leadership faces significant ethical issues. Leaders wishing to realize impressive employee performance can pressure their subordinates,

adversely impacting the organization through staff fatigue. For instance, in the psychiatric ward, the nurse leader intends to introduce a new program of transforming patient care practices in a few weeks. This means that nurses will have to work many more hours or do many new tasks. The additional hours and tasks will be necessary for

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### Organizational and Cultural Factors

Leadership in psychiatric wards is not neutral and highly depends on various organizational and cultural factors determining how leaders perform organizational leadership at the micro and macro levels. At the micro level, the internal functioning of the groups and, specifically, the interactions within the team contribute significantly to the leadership process (Kan, 2024). Therefore, a nurse leader in the psychiatric ward

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fosters teamwork and shared responsibility (Haines *et al.*, 2018). Furthermore, its proximity also helps the leader to be seen as approachable and active, thereby strengthening how they are seen as a resource for the group.

At the macro level, leadership is restrained by the overall organizational policies and culture within Hong Kong's healthcare system. The healthcare system in Hong Kong functions based on a hierarchical structure Schoeb (2016). This structure may affect the

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management of wards since leaders have to weigh the organizational goals and objectives against the ward's needs. In such circumstances, a leader may need to

negotiate with the upper management and ensure that the target employees are given fair resources.

Another notable aspect of leadership practices is the influence of cultural factors. In Hong Kong, where collectivist values are prevalent (Yang, 2021), nurse leaders often promote group cohesion and consensus in decision-making to align with cultural norms. While this approach fosters inclusivity and non-discrimination, it can create challenges when addressing nonconforming views or implementing necessary changes, especially

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## Conclusion

In conclusion, understanding Situational and Transformational Leadership styles can help psychiatric ward leaders achieve organizational goals and adequately manage diverse situations. Situational Leadership can be applied based on the level of competence and commitment of the team members and is most suitable for organizations where change is fast and consistent. Transformational Leadership, in contrast, focuses on developing new ideas and strengthening team identity through the

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long-term outcomes only when staff needs are addressed and protected. The take-home message is that effective leadership in psychiatric wards requires balancing adaptability, cultural sensitivity, and ethical integrity. By integrating Situational and Transformational styles, leaders empower teams and ensure exceptional patient care.

## Recommendations

- **Situational Leadership:**

- Leaders should undergo situational training to improve their ability to assess team members' competence and commitment.

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- **Transformational Leadership:**

- Implement health and fitness programs to support staff well-being and prevent burnout (Gubler, Larkin, and Pierce, 2016).

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Transformational Leadership is the most appropriate leadership style in psychiatric care because of the principle of innovation and staff involvement. Nevertheless, its adoption must be coupled with strategies to mitigate the pressure it typically creates for staff. In this way, motivation is complemented by support, which is essential for the health of each employee and the quality of patient care delivered to achieve effective and long-term results.

## Part B: Leadership Development Plan

### Introduction

Leadership is an ongoing and evolutionary endeavor, that spans a lifetime (Kjellström, Stålné and Törnblom, 2020). This Leadership Development Plan (LDP) strives to provide a clear and strategic approach to developing leadership skills that aligns with my career objectives of being a psychiatric nurse in Hong Kong. Recognizing how the team dynamics, patient safety issues, and organizational factors play out, this plan is designed to build on existing strengths while addressing key areas for improvement. The rationale for this plan lies in the fact that leadership in psychiatric care

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[REDACTED], compelling,

and resilient psychiatric nursing leader.

### SWOT Analysis

As a psychiatric nurse who seeks to advance in leadership roles within the dynamic healthcare system of Hong Kong, a SWOT assessment revealed my strengths, weaknesses, opportunities, and threats. This assessment is critical for matching my capabilities to my competitive environment (Kumar & Praveena 2023). This will help recognize the areas that need to be developed in order to match the professional requirements.

#### Strengths

Communication skills are crucial in psychiatric care, and I consider myself reasonably skilled in this aspect (Ditton-Phare *et al.*, 2015). These skills enable me to effectively communicate with the patients and staff to enhance better relations and cooperation [REDACTED]

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aggression; this makes me have very good emotional IQ and crisis management skills. When it comes to the interpersonal level, this skill allows me to embody stability and



professionalism in the workplace. The other notable skill is the capacity to engage in teamwork with different personnel from various disciplines. Psychiatric care involves collaborating closely with specialists, including social workers, psychiatrists,

enhance the quality of patient care. I also possess a solid understanding of ethical considerations, which allows me to make effective decisions in protecting patients and valued staff members, further enhancing confidence in my management abilities.

### **Weaknesses**

However, I am aware of the following weaknesses that limit my leadership capacity. One of my main weaknesses is my lack of practice in delegation. Since psychiatric care entails prompt decision-making and proper distribution of tasks, I am

strengths lies in handling day-to-day operations. However, I struggle with setting long-term goals and defining realistic objectives. In the context of system-level problems, strategic planning is invaluable for staff fatigue resources and the introduction of new effective patient care paradigms. This is because research has consistently shown that it is critical for sustainable management in healthcare (Huebner and Flessa, 2022). If I do not develop these skills further, I might experience a decline in my ability to manage various aspects of the evolving healthcare environment.

### **Opportunities**

I have identified several opportunities for my leadership development within the healthcare sector in Hong Kong. For instance, identifying and having mentors will help

situation and helps me work on the issues I face with leadership skills. Another opportunity I intend to capitalize on is the exposure to innovative practices and key developments in the field of psychiatric treatment. Through membership in professional

organizations and conferences, I can learn new trends and ensure that my ward embraces research-based practices. This benefits my personal development and underscores my readiness to promote the process of improvement in the organization. Furthermore, I agree with the dominant cultural perspective in Hong Kong, which is known as collectivism. By supporting other people within my team and promoting teamwork, I can ensure that a positive and productive atmosphere is established within my relationships.

### Threats

There are several external threats that could hinder my leadership development. Some of the issues include high workloads and a shortage of staff in the psychiatric unit. These aspects sometimes make me focus on urgent operational requirements rather

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but not least, there are other organizational limitations, including issues with strict bureaucracy, such as the rigidity of hierarchical structures and other factors like limited resources. Dealing with systemic issues when championing my team and patients can be tiresome and time-consuming. Moreover, cultural expectations regarding obedience and respect to authority create barriers to direct communication and creativity, which can prevent me from questioning the status quo or suggesting changes.

Reflective insights from the module highlight the critical role of self-awareness, emotional intelligence, and adaptability in effective leadership. Understanding the

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maintain health and perform effectively and safely, especially in a stressful field such as mental health care. Regarding the performance feedback systems, 360-degree reviews and mentorship could be important performance-appraisal instruments (Kandpal,

Baroda, and Sharma, 2018). When synthesizing these insights, the journey toward leadership development becomes more intentional. It prepares one for the intricacies of the future and also supports the growth of a collaborative and innovative team environment.

### SMART Leadership Development Plan

Objective	Specific Actions	Measurable Outcome	Achievable	Relevant	Time-Bound
Improve team collaboration	Attend team leadership workshops.	80% positive team feedback by review.	Weekly sessions with mentor.	Relevant to managing teams.	6 months
Enhance strategic planning	Enroll in a healthcare leadership course.	Submit a quality improvement project.	Complete online modules.	Aligns with professional goals.	9 months

The above table depicts the SMART Leadership Development Plan table as a recommended approach to leadership development. For each objective, specific tasks are aimed at fixing issues found in a SWOT analysis, including teamwork, strategic management, and delegation. These goals are concrete and have specific directions; for

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also focuses on practicality, where the actions and timelines in the plan are realistic in relation to my capacity and role. Thus, the plan remains practical and applicable by concentrating on goals more connected to the expectations of psychiatric practices. The specificity of each goal makes them time-bound, which adds to the sense of urgency and development of sustainable leadership.

## Conclusion

In conclusion, leadership development is a complex and ongoing process that involves personal growth, planning, and implementation. This Leadership Development Plan pays attention to specific areas that require delegation, strategic thinking, and

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Overall, the take-home message is clear: effective leadership is a continuous learning process involving dealing with change and embracing it. By adhering to these guiding principles, leaders can effectively manage healthcare challenges and promote team and patient well-being in challenging environments.

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