

EFFECTIVE MANAGEMENT IN NURSING

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Effective Management in Nursing

Planning helps any manager to determine the goals and objectives of the forthcoming work. This activity makes it possible to allocate working time, resources, and material costs most efficiently. The organization of working hours of other nurses depends on how the working day of the chief nurse is organized. A leader's task is to control the work of employees, identify techniques and methods that will be most optimal, as well as prevent potential conflicts and risks.

Value of Control in the Management System

Any work done requires checking and comparing the actual results with the planned work, and this process is called control. A nurse leader should always be ready to test the quality of the work of subordinates. The result of the activities of nursing staff will not be efficient if there is no monitoring and evaluation by the manager. Therefore, one of the most important tasks of any medical institution is the timely recording, evaluation, and correction of errors before they affect the achievement of the organization's goals negatively (Cherry and Jacob, 2016, p. 47). All managers should monitor and evaluate the work of employees and not forget that it is an integral part of their functional duties.

Methods and techniques of monitoring and evaluation can be improved and supplemented depending on the profile of the work performed and the creative potential of the manager. As Weiss and Tappen (2014, p. 186) note, to obtain more reliable data on the quality of nursing care, it is useful to conduct a questionnaire among patients. Thus, surveys are drawn up arbitrarily, according to the profile of the department or cabinet. Leaders should analyze the results of surveys, evaluate them, conclude, and

make all the necessary observations. After that, proposals are taken into account, and appropriate adjustments are made to the action plan.

Peculiarities of Leadership in Nursing

Leadership is an essential part of the managerial activity, and if it is about nursing, it is especially important to organize the work of the team for all the official duties to be performed in a timely and qualitative manner. A medical manager needs to be able to lead the subordinates to carry out managerial functions successfully.

Leader's actions prevail in all the directions of professional activity of the chief of any rank. According to Singh (2014, p. 159), "nursing facilities must function as efficient organizations", and to achieve it, they need rather tight control. The working process takes place in certain social groups, and in each such group, there is a person to whom other people listen and look at and who influences others.

Since control is inherent in group activities, and nurses are grouped, leadership and management are interdependent. Any working group needs a leader as a symbol of unity, a mentor or support in a complex interaction with the administration and other groups. However, the influence of leader on the psychological climate and working mood of the working group can be beneficial or not (Ellis and Bach, 2015, p. 37). In the latter case, the activities of a leader are likely undesirable. Thus, leadership is an essential component of manager's activity, related to the provision of targeted influence on the behavior of individuals or the whole working group. The instruments of this influence are communicative skills and personal qualities of the manager, which meet the external and internal needs of the group.

Self-Control and Its Importance in the Manager's Work

It is rather useful to monitor the implementation of the program on a daily basis, and every two weeks, for example, check if the goal that needs to be reached is becoming closer or not. It is necessary to understand what success has already been achieved because only in this case it is possible to learn to develop these successes for self-improvement. According to Philippou (2015, p. 88), a career plan is an essential part of work, and the desire to achieve goals is rather logical. Failure is the result of the chain of actions. It is significantly important to know how to react to it adequately as the acceptance of failure can partly be a victory

The art of communication requires an adequate self-assessment of behavior. Few medical employees can boast of knowing how they are perceived by patients or other members of the team. Many nurses can perfectly appreciate their professional medical knowledge or technical skills of performing various manipulations. However, few of them have the clear understanding of their personality and can hardly say what the psychological style of their work with patients is.

To develop the ability to communicate with patients and a psychotherapeutic approach to them, all the medical employees need to have information about their professional type of behavior. Cherry and Jacob (2016, p. 363) claim that maintaining self-control and confidence is an essential part of an employee's work. This knowledge can be obtained in the groups of personal growth and specialized behavioral training. Visiting such meetings, nurses realize and study their psychological problems, as well as learn the correction of non-adaptive forms of behavior. The managers of nursing services and units of medical institutions should pay attention to the need to create such

groups for their staff so that the team to be involved in the work aimed at self-improvement and development.

Methods of Conflict Resolution

To extinguish the conflict means changing the relations of its participants to the level of mutually acceptable solutions for both sides. It is useful to maintain a confident and purposeful behavior, keeping emotions under control and trying to stick to the discussion of the essence of the problem that has arisen. As Gopee and Galloway (2017, p. 52) remark, it would be better not to concentrate on self-defense, which does not give chances to notice changes in the situation and behavior of the opponent. The outcome of the conflict should be viewed as a stage in the conflict process, where it is useful to discuss the results of the agreement reached by the parties and develop the joint course of action. It is necessary to localize the conflict, establish its framework and strive to narrow the topic of contradiction.

The participants of the conflict in any organization can sometimes come to a mutually acceptable solution, which may be positive for the interests of a particular company. Nevertheless, a manager often has to control interpersonal or intergroup conflicts with the help of the analysis and application of adequate anti-conflict methods. Quarrels within the collective inevitably lead to a disruption in the rhythm of work (Singh, 2014, p. 352). The ability to manage problematic situations is an essential part of a leader's professional activity. It is also useful to train the emotional competence of employees and teach them proper behavior in conflict situations.

Management Risks in Nursing

The productive activity of managers in the sphere of nursing often depends on their satisfaction with work. It is possible if a person is focused on the content of work. Favorable conditions, a well-organized workplace, and the prospect of professional growth are quite good conditions for work to be as efficient as possible (Weiss and Tappen, 2014, p. 175). Relations with management and colleagues are built based on corporate cultures. Insufficient material compensation and the level of wages that do not satisfy employees may lead to conflicts in the team. Dissatisfaction with the work of managers is a risk that affects the effectiveness of their professional activities.

Moreover, the question concerning the business relationship among the heads of nursing services and their superiors and medical personnel arises rather often. When discussing issues related to nursing, the heads of the units and senior management should consider and discuss some options for successful work. While preparing for them, the chief and senior nurses should take into account that their opinion may be at odds with the idea of the higher leadership (Ellis and Bach, 2015). Furthermore, the views on some points concerning the optimization of work sometimes can be entirely different. However, the head of nursing staff should have enough information regarding possible ways of improving the working process; consequently, it is necessary to give the analysis of possible options, suggesting one of them as a solution.

Thus, one of the key tasks of the heads of nurses' structural units is careful control over observance of all necessary work aspects. The provision of all employees with the sufficient level of resources for training also plays an important role. Psychological support and assistance in conflict resolution are, perhaps, the essential components of work that any medical leader should observe. In addition, effective

leadership is possible if the heads of hospitals understand and realize the need to discuss all the problems with employees and do not seek to take single-minded decisions.

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