**Leadership**

**Clinical leadership, structural empowerment and psychological empowerment of registered nurses working in an emergency department**
Connolly, M. et al.
Journal of Nursing Management. 19 April 2018
Examines clinical leadership of registered nurses in an emergency department, based on evidence that it is important for nurses to feel psychologically and structurally empowered in order to act as clinical leaders. Concludes that while registered nurses believe they perform clinical leadership behaviours, it is also clear that improvements in structural and psychological empowerment would improve their ability to act as clinical leaders.

**The impact of informal leader nurses on patient satisfaction**
Lawson, T. D et al
Journal of Nursing Management. 11 July 2018
The relationship between informal leaders, i.e., highly competent individuals who have influence over peers without holding formal leadership positions, and organisational outcomes has not been adequately assessed in health care. We evaluated the relationships between informal leaders and experience, job satisfaction and patient satisfaction, among hospital nurses. While significant relationships were not detected between patient satisfaction and styles/proportion of informal leaders, we found that informal leaders had more years of experience and higher job satisfaction. More work is needed to understand the informal leaders’ roles in achieving organisational outcomes.

**Staff**

**Deadly combinations: how leadership contexts undermine the activation and enactment of followers’ high core self-evaluations in performance**
Soame, E. et al.
European Journal of Work and Organizational Psychology Volume 27, 2018 - Issue 3
Employees with high core self-evaluations (CSE) generally perform well in their jobs. The enactment of CSE in performance occurs within contexts, and leadership is one form of context that influences the activation and expression of CSE. Drawing on theories of CSE and leader–member exchange (LMX), we characterized the leadership context as the interaction between leader CSE and LMX quality. We contribute to understanding how some leadership contexts undermine high CSE followers’ performance and promote low CSE followers’ performance.

**Organization-Based Self-Esteem and Meaningful Work Mediate Effects of Empowering Leadership on Employee Behaviors and Well-Being**
Kim, M. et al
Journal of Leadership & Organizational Studies. First Published March 20, 2018
Based on the conservation of resources theory and intrinsic motivation principles, this study examined the effects of empowering leadership on employees’ positive and negative behaviors and well-being through two mediators, organization-based self-esteem, and meaningful work, over an 8-week period. With 347 full-time employees, results from structural equation modeling demonstrated that empowering leadership was positively associated with organization-based self-esteem and meaningful work. Organization-
ideas of generations and generational differences to understand leadership phenomena. Finally, we argue that the lifespan developmental perspective represents a useful alternative to generational representations related to leadership. Second, we outline and refute various myths surrounding the idea of generational differences in general, and critique leadership theories that have been influenced by these myths. Third, we describe the results of a literature review of primary empirical studies that have invoked the notion of generational differences to understand leadership phenomena. Finally, we argue that the lifespan developmental perspective represents a useful alternative to generational representations, as it better captures age-related dynamics that are relevant to leadership, followership, and leadership development. Ultimately, our work serves as a formal call for a moratorium to be placed upon the application of the ideas of generations and generational differences to base self-esteem led to greater organizational citizenship behaviors and fewer deviant behaviors. Perceptions of meaningful work resulted in lower levels of emotional exhaustion and higher levels of life satisfaction. Together, these findings highlight the important roles of the two psychological states explaining why empowering leadership contributes to employees’ favorable work behaviors and psychological well-being.

Operational workforce planning: a self-assessment tool

NHS Improvement
Working with workforce planners and trusts, we have created a tool that details the characteristics and processes of effective workforce planning. It enables self-assessment against typical workforce planning requirements, complements and signposts to existing workforce planning resources and provides transparency on how we review workforce plans. Contains resources to support trusts to carry out an organisational diagnosis and identify areas of improvement. Helps with creating an effective workforce requires an evidence-based workforce plan, integrated with finance, activity and performance plans, and directly involves leaders and managers of the service.

Training

Clinical leadership training: an evaluation of the Welsh Fellowship programme
Phillips, S.
Leadership in Health Services. Vol. 31 Issue: 2, pp.226-237
UK fellowship schemes have been set up to address low-level engagement of doctors with leadership roles. Established in 2013, the Welsh Clinical Leadership Fellowship (WCLF) programme aims to recruit aspiring future clinical leaders and equip them with knowledge and skills to lead improvements in healthcare delivery. This paper aims to evaluate the 12-month WCLF programme in its first two years of operation.

Examining the Indirect Effects of Perceived Organizational Support for Teamwork Training on Acute Health Care Team Productivity and Innovation: The Role of Shared Objectives
Joanne Lyubovnikova
Group & Organization Management. First Published April 21, 2018
This study examines the relationship between a specific type of team climate for perceived organizational support, team perceived organizational
Transformational Leadership

**Daily transformational leadership and employee job crafting: The role of promotion focus**
Hetland, J. et al
*European Management Journal*. Available online 8 March 2018

Transformational leaders are expected to challenge their followers to take greater ownership of their work, allowing the leader to align followers with tasks that enhance their performance. In the present study, we hypothesize that transformational leadership is positively related to followers' job-crafting behaviour – proactive behaviour aimed at optimizing job demands and job resources. Moreover, we argue that followers' promotion focus (i.e. being driven by growth and development needs) positively moderates this relationship. We conclude that transformational leaders can encourage their followers' use of job crafting, and that employees' promotion focus facilitates this effect.

Are formal leaders the only ones benefitting from leadership training? A shared leadership perspective
Tafvelin, S. et al
*Journal of Leadership & Organizational Studies*. First Published May 11, 2018

Leadership training most often involves training of formal leaders, and little is known about the potential benefits of leadership training for other members of an organization. Using theories of shared leadership, the current study examined outcomes of transformational leadership training that targets both formal and informal leaders (i.e., both vertical and shared leadership). The results point toward the benefit of a shared leadership perspective on leadership training and indicate that improvements in transformational leadership may affect employees differently depending on who in the organization displays them.

**Latest Leadership Books in the Trust libraries**

*Professionalizing leadership* [electronic resource]
Kellerman, Barbara
2018: Oxford University Press

*Leadership : theory and practice* [electronic resource]
Northouse, Peter Guy
2018: SAGE

*Global leadership perspectives : insights and analysis* [electronic resource]
Western, Simon et al.
2018: SAGE

*50 top tools for coaching : a complete toolkit for developing and empowering people* [electronic resource]
Jones, Gillian et al.
2018: Kogan Page
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