

Leadership Practice Recommendation 5: Balance Complexities

1.5 Nurse leaders balance the complexities of the system, identifying and managing competing values and priorities.

Balancing the complexities of the system and managing competing values and priorities leads to:

- Decreased stress for nurses (Lindholm, Dejin-Karlsson, Östergren & Udén, 2003)
- Increased perceptions of their value (Cronkhite, 1991; Fletcher, 2001; Gelinas & Manthey, 1997; Ray et al., 2002) and self-image (Gaudine & Beaton, 2002; Mohr & Mahon, 1996).
- Increased job satisfaction for nurses and their leaders (Barry-Walker, 2000; Fletcher, 2001; Gelinas & Manthey, 1997).
- Decreased disengagement from work (Fenton, 1988; Mohr & Mahon, 1996)
- Decreased intent to leave the organization or nursing (Corley, 1995; Corley, Elswick, Gorman & Clor, 2001; Gaudine & Beaton, 2002)
- Increased trust in leaders (Fletcher, 2001; Gelinas & Manthey, 1997)

Excerpt from the RNAO *Developing and Sustaining Nursing Leadership*, (2nd edition, 2013), pg 53.