

Leadership Practice Recommendation 1: Build Relationships and Trust

1.1 Nurse leaders build relationships and trust.

Trust in leaders, and positive relationships with them, lead to:

- Increased job satisfaction for nurses (Broome et al., 2009; Laschinger, 2004)
- Decreased emotional exhaustion (Cummings, 2004; Laschinger, 2004)
- Decreased burnout (Broome et al., 2009)
- Increased perceptions of quality of care and staffing adequacy (Laschinger, 2004)
- Increased organizational commitment (Dirks & Ferrin, 2002; Hood & Smith, 1994; Laschinger, 2004; Leach, 2005)
- Increased job performance (Cummings, 2004); motivation and willingness to work hard (Kouzes & Posner, 1995)
- Decreased absenteeism (Leach, 2005)
- Decreased intent to turnover (Dirks & Ferrin, 2002; Laschinger, 2004; Hanna, 1999; Mayer, Davis & Shoorman, 1995)
- Increased fiscal performance (Mayer et al., 1995)
- Ability to lead a diverse workforce (Harvard Business Review, 2001)
- Increased perception of the leader's credibility (Leach, 2005)

Excerpt from the RNAO
*Developing and
Sustaining Nursing
Leadership, (2nd edition,
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