

Transactional Leader

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Maxine Johnson an Administrator, Outpatient services, Edwardsville Health Center, Gateway in my opinion is a representative of a transactional leader. I would like to start by saying that in this article she talked a lot about as well as gave an examples of the way she operates. For – instance she was focused on management tasks and her style is day-to -day operations. As a part of the top administrative team she met with the team and reviews the prior 24 hours each business day. She looked at the daily monitoring staffing system on a 4-hour basis for nursing in order to stay on target for budgeted nursing HPPD, instead of the regular one 8-12 hour shift.

Maxine Johnson has been with the hospital for 29 years and she was with the organization during the transition years. She mentioned in this article how organization changed from not-for-profit to a profitable organization and from \$2 million loss to \$ 8 profit within a year. It was a dramatic turnaround for this healthcare organization and under a new leadership. There were meetings with CFO and CNO on a monthly basis regarding financial operations in their departments. And to improve the effectiveness a model of case management was used which was making a progress and resulted in more cost-effective care.

Maxine Johnson views nursing as a revenue center, not just a cost center, by the corporation. As she mentioned in the article corporate headquarters set the budget target revenue annually. The hospital administrative team then determines how this target will be met, they set goals for patient days, outpatient visits, procedures, and other revenue sources and then determining what resources will be expended to achieve these goals, which is known as EBITDA which is Earnings Before Interest, Taxes, Depreciation, and Amortization.

In my opinion she is a traditional manager who is concerned with day – to – day operations. Her transactional leadership style is also known as managerial leadership, focuses on the role of supervision, organization, and group performance. This leader promotes compliance of her followers through both rewards and punishments although it wasn't mentioned in this article how employees were rewarded or punished, but with this type of managerial style there are repercussions if the goal is not met or if there are any deviations.

Unlike Transformational leadership, leaders who using the transactional approach are not looking to change the future, they are merely looking to keep things the same. Leaders using transactional leadership as a model pay attention to their followers' work in order to find faults and deviations. This type of leadership can be effective in crisis and emergency situations, as well as for projects that need to be carried out in a specific way. Just like in this healthcare organization when community and it's surrounding were changing due to these changes in external forces the culture of the entire organization had changed from not-for-profit to a profit organization.

Transactional leaders are effective in getting specific tasks done by managing each portion individually and they are willing to work within existing systems and negotiate to attain goals of the organization. They tend to think inside the box when solving problems. They motivate followers by appealing to their own self-interest and in my opinion Maxine Johnson was that kind of leader. Throughout the article she talked about how important it is to manage tasks, daily operations, manage employees, comprehend the financial concepts and accountability that are unique to a for-profit publicly traded corporation.

I didn't see her own vision how she saw the organizational change because she never talked about it. All she talked about how after this change there was a reduction in healthcare organization employees through attrition. Why? Perhaps because these people had different beliefs, views and values that they cherished throughout working years and now since organization totally changed it's status to something else they don't believe to working for this organization any longer. Another significant change that happened and why I think that there was an attrition of employees is the change in staffing. There was a switch to a daily monitoring system that looked at staffing on a 4-hour basis in stead of the previous norm 8-12 hours.

Employees were on call and if the unit is not busy nurses were sent home halfway during a shift and were called in at the mid-shift. Who would like this type of schedule? When you waiting for a phone call in anticipation of something and your plans are broken because of the broken schedule. And on the other hand working so little that you hardly make any money should they keep on sending you home halfway during a shift. I know I wouldn't. Maxine Johnson probably didn't want to go anywhere from this place taking into consideration that she held managerial position. Managing people and making a good salary and on top of that being promoted to CNO under new leaders.

I see that she took this change as is, she did what she was told to do by both her previous boss and a new. And under the new boss Maxine Johnson was promoted to CNO position within this organization. She has been around for over 29 years and held a variety of management and administrative roles, knew people around and place well also because she was the only senior manager from the prior administration who remained with this healthcare organization. She

handled managerial tasks, all the details to build a stronger reputation in the marketplace, while keeping employees productive on the front line.