

SYSTEMATIC REVIEW

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# Managerial leadership for research use in nursing and allied health care professions: a systematic review

Wendy A. Gifford<sup>1,2</sup> Janet E. Squires<sup>1,2</sup>, Douglas E. Angus<sup>3</sup>, Lisa A. Ashley<sup>4</sup>, Lucie Brossard<sup>5</sup>, Janet M. Crank<sup>6</sup>, Marie-Claire Cormecq<sup>7</sup>, Mary Egan<sup>1,8</sup>, Paul Holyoke<sup>9</sup>, Linda Juergenson<sup>1,10</sup>, Lars Wallin<sup>11,12,13</sup>, Liquia Wazni<sup>1</sup> and Ian D. Graham<sup>1,2,14</sup>

## Abstract

**Background:** Leadership by point-of-care and senior managers is increasingly recognized as critical to the acceptance and use of research evidence in practice. The purpose of this systematic review was to identify the leadership behaviours of managers that are associated with research use by clinical staff in nursing and allied health professionals.

**Methods:** A mixed methods systematic review was performed. Eight electronic bibliographic databases were searched. Studies examining the association between leadership behaviours and nurses and allied health professionals' use of research were eligible for inclusion. Studies were excluded if leadership could not be clearly attributed to someone in a management position. Two reviewers independently screened abstracts, reviewed full-text articles, extracted data and performed quality assessments. Narrative synthesis was conducted.

**Results:** The search yielded 7049 unique titles and abstracts after duplicates were removed. Three hundred five full-text articles were reviewed, and 31 studies reported in 34 articles were included. Methods used were qualitative ( $n = 19$ ), cross-sectional survey ( $n = 9$ ), and mixed methods ( $n = 3$ ). All studies included nurses, and six also included allied health professionals. Twelve leadership behaviours were extracted from the data for point-of-care managers and ten for senior managers. Findings indicated that managers performed a diverse range of leadership behaviours that encompassed change-oriented, relation-oriented and task-oriented behaviours. The most commonly described behavior was support for the change, which involved demonstrating conceptual and operational commitment to research-based practices.

**Conclusions:** This systematic review adds to the growing body of evidence that indicates that manager-staff dyads are influential in translating research evidence into action. Findings also reveal that leadership for research use involves change and task-oriented behaviours that influence the environmental milieu and the organisational infrastructure that supports clinical care. While findings explain how managers enact leadership for research use, we now require robust methodological studies to determine which behaviours are effective in enabling research use with nurses and allied health professionals for high-quality evidence-based care.

**Trial registration:** PROSPERO CRD42014007660

**Keywords:** Leadership, Managers, Administration, Research use, Evidence-based practice, Allied health, Nursing

\* Correspondence: [wgifford@uottawa.ca](mailto:wgifford@uottawa.ca)  
† Faculty of Health Sciences, School of Nursing, University of Ottawa, Ottawa, Ontario, Canada  
Full list of author information is available at the end of the article



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# Managerial Leadership In Nursing

**Diane Huber**

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Management and Leadership for Nurse Administrators Linda A. Roussel,James L. Harris,Patricia L. Thomas,2015-07-29

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**Nursing Leadership and Management** Elaine L. La Monica,Elaine La Monica Rigolosi,1986

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**Management and Leadership for Nurse Administrators** Linda Roussel,2013 This Completely Revised Yet Comprehensive Text Provides Management Concepts And Theories Giving Professional Administrators And Students In Nursing Theoretical And Practical Knowledge Management And Leadership For

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Swansburg, Richard J. Swansburg, 2002 This book is designed for management development of professional nurses in the twenty first century The text provides the best management concepts and theories of management available from the field of generic management as well as from nursing management sources It also provides theoretical and practical knowledge that will aid clinical nurse managers in meeting the demands of constantly changing patient care services

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*Management and Leadership in Nursing and Health Care* Elaine La Monica Rigolosi, 2005-05-03 Designated a Doody's Core Title This book presents the basics of leadership and management for nurses what is essential in order to effectively motivate and educate individuals to achieve the set goals of a group team or organization in health care The basic components of management and leadership theory are described such as effective communication analyzing a problem conflict resolution and time management Extensive simulation exercises provide learners with an opportunity to observe experience and carry out new behaviors in a safe environment The book and exercises are designed for use in both self learning and classroom environments

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and theory related to the issues that impact nursing management and leadership today Key topics include the nursing professional s role in law and ethics staffing and scheduling delegation cultural considerations care management human resources outcomes management safe work environments preventing employee injury and time and stress management Research Notes in each chapter summarize relevant nursing leadership and management studies and show how research findings can be applied in practice Leadership and Management Behavior boxes in each chapter highlight the performance and conduct expected of nurse leaders managers and executives Leading and Managing Defined boxes in each chapter list key terminology related to leadership and management and their definitions Case Studies at the end of each chapter present real world leadership and management situations and illustrate how key chapter concepts can be applied to actual practice Critical Thinking Questions at the end of each chapter present clinical situations followed by critical thinking questions that allow you to reflect on chapter content critically analyze the information and apply it to the situation A new Patient Acuity chapter uses evidence based tools to discuss how patient acuity measurement can be done in ways that are specific to nursing A reader friendly format breaks key content into easy to scan bulleted lists Chapters are divided according to the AONE competencies for nurse leaders managers and executives Practical Tips boxes highlight useful strategies for applying leadership and management skills to practice **Nursing Leadership and Management** Rebecca A Patronis Jones,2007-02-27

This comprehensive text explores the philosophy that all nurses are leaders who use creative decision making entrepreneurship and life long learning to create a work environment that is efficient cost effective and committed to quality care Broad and comprehensive coverage encompasses leadership and management theories and processes by synthesizing information from nursing health care general administration and management and leadership literature Activities teach them how to research decision making data participatory action research process and analyze and make reliable choices in managing their work environment Theory based scholarly yet practical this is the most comprehensive and engaging baccalaureate text on the market **Management and Leadership for Nurse Managers** Russell C. Swansburg,1996 This edition of the highly acclaimed Management and Leadership for Nurse Managers offers theoretical and practical perspectives on the major management functions as they are practiced in today s organizations The author introduces current and future nurse managers to the challenges of planning organizing leading and controlling The most recent research on management theory is incorporated throughout the book in the context of its practical application New coverage includes total quality management pay for performance the rising temporary workforce and downsizing **Effective Leadership and Management in Nursing** Eleanor J. Sullivan,Phillip J. Decker,2001

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## Unveiling the Power of Verbal Artistry: An Emotional Sojourn through **Managerial Leadership In Nursing**

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