

Þjónandi forysta

Eru stjórnunarhættir kenndir við þjónandi forystu
leið til að bæta líðan og heilsu starfsfólks?

Stofnun stjórnsýslufræða og stjórnmála og Félag forstöðumanna ríkisstofnana í
samstarfi við Þekkingarsetur um þjónandi forystu - Grand hótél 31. mars 2016

Dr. Sigrún Gunnarsdóttir



Að vera leiðtogi og líka þjónn

Hugmyndafræði um sjálfræði,
stuðning og sameiginlega ábyrgð

Endurspeglar grunnatriði gagnreyndra
líkana um heilbrigt starfsumhverfi

Heilsa og velferð eru prófsteinar þjónandi foyrstu

Vaxa þau sem er þjónað sem einstaklingar?

Verða þau heilsuhraustari?

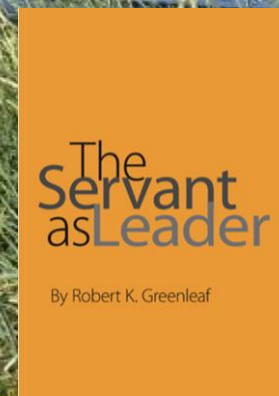
Fá þau meiri visku, frelsi og sjálfstæði?

Verða þau sjálf líklegri til að verða þjónar?

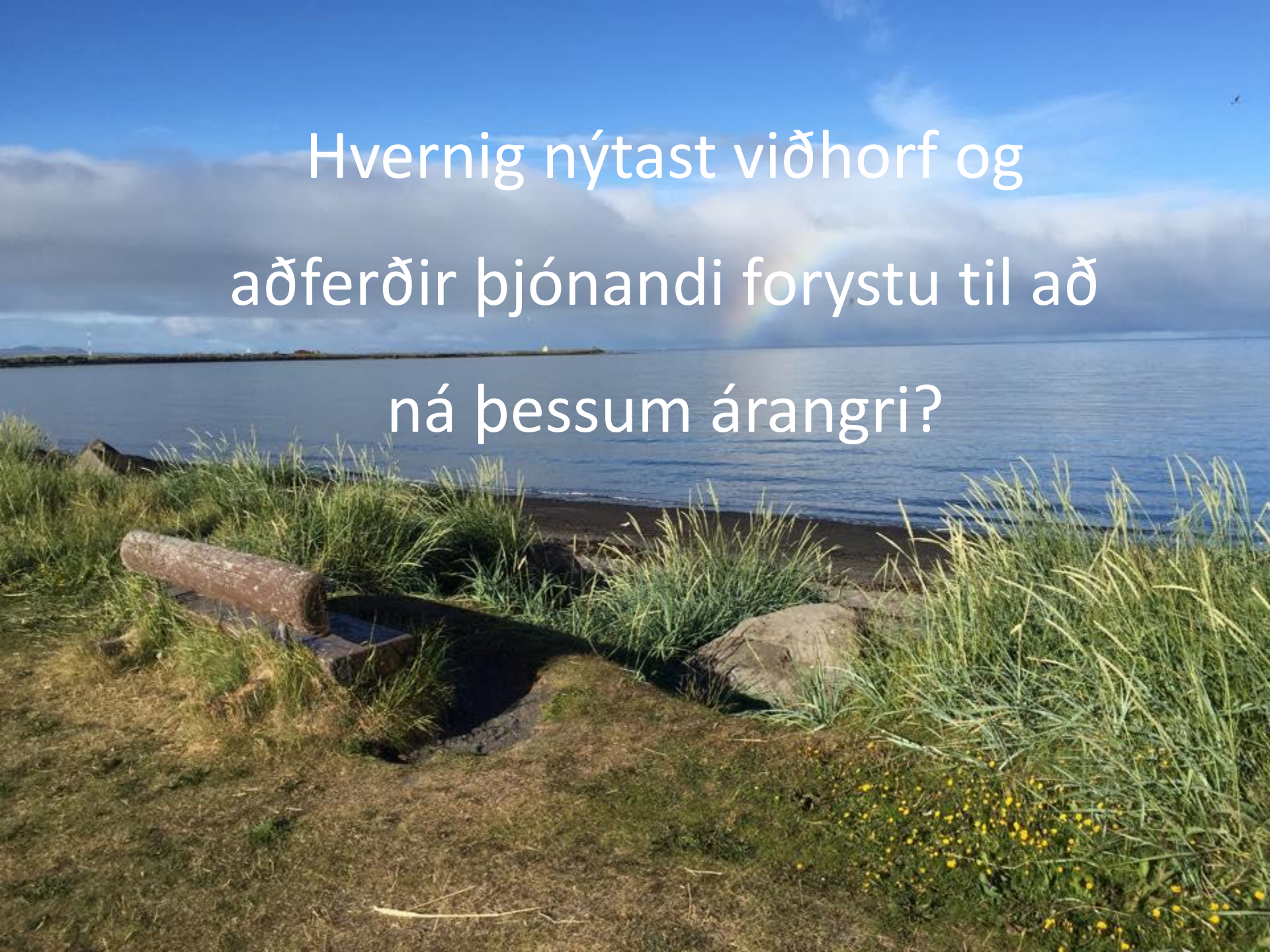
Hver eru áhrifin á þau sem minnst völd hafa?



Robert Greenleaf
1904 – 1990



1970



Hvernig nýttast viðhorf og
aðferðir þjónandi forystu til að
ná þessum árangri?

Áhugi og vellíðan starfsfólks er forsenda árangurs

Frelsi, ábyrgð og forysta margra

Áherslur sem glæða innri starfshvöt

Þjónandi forysta og vellíðan: Reynsla fyrirtækja og nýjar rannsóknir



Þjónandi forysta og vellíðan: Reynsla fyrirtækja og nýjar rannsóknir

Sykeplejevitenskap · Omvårdnadsforskning · Nursing Science

Is servant leadership useful for sustainable Nordic k

Dr. Sigrún Gunnarsdóttir – Associate professor

Abstract

The philosophy of servant leadership receives a growing interest in academia and amor studies are available about the importance of this philosophy for patient and staff outco

■ Fræðigreinar

STJÓRNMÁL
&
STJÓRNSÝSLA

Þjónandi forysta og starfsánægja í Háskóla Íslands

Guðjón Ingi Guðjónsson, MS, mag. jur. og Sigrún Gunnarsdóttir, PhD, dósent Háskóla Íslands og Háskólanum á Bifröst

Útdráttur

Þjónandi forysta er hugmyndafræði samskipta og forystu þar sem valddreifing, athafnafielsi starfsfólks, gagnkvæm virðing og skyldurækni við samfélagið eru meginþemu ásamt traustri leiðsögn. Þjónandi forysta getur átt vel við í háskóla-stofnunum sem hafa samfélagslegt hlutverk og byggja á jafningjabrag akademískra starfsmanna. Erlendar rannsóknir á þjónandi forystu í háskólum sýna gildi hug-

TÍMARIT HJÚKRUNARFRÆÐINGA

RITRÝND GREIN
SCIENTIFIC PAPER

Hulda Rafnsdóttir, Sjúkrahúsinu á Akureyri
Ragnheiður Harpa Arnardóttir, Sjúkrahúsinu á Akureyri og Háskólanum á Akureyri
Sigrún Gunnarsdóttir, Háskóla Íslands og Háskólanum á Bifröst

ÁRANGUR OG FORYSTA Í HJÚKRUN: VIÐHORF TIL ÞJÓNANDI FORYSTU, STARFSÁNÆGJU, STARFSTENGÐRA ÞÁTTA OG GÆÐA ÞJÓNUSTU Á SJÚKRAHÚSINU Á AKUREYRI

ÚTDRÁTTUR

Bakgrunnur: Stjórn starfsmanna og öry byggist á þeirri hu þjónn sem virðir f velferð annarra fran vel hugmyndafræ visbendingar um g stofnunum, einnig in Markmið: Að kan þjónandi forystu væ á Akureyri (SAK).

www.ibr.hi.is

Líðan þjónustustarfsmannan upplýsingatæknifyrirtækja og þjónandi forysta

Sólveig Reynisdóttir
Sigrún Gunnarsdóttir

Þjónandi forysta og vellíðan: Reynsla fyrirtækja og nýjar rannsóknir

Rannsóknir hér á landi í samstarfi við
Erasmus Univ. Hollandi (van Dierendonck)

Journal of Management
Vol. 37 No. 4, July 2011 1228-1261
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Servant Leadership: A Review and Synthesis

Dirk van Dierendonck
Erasmus University

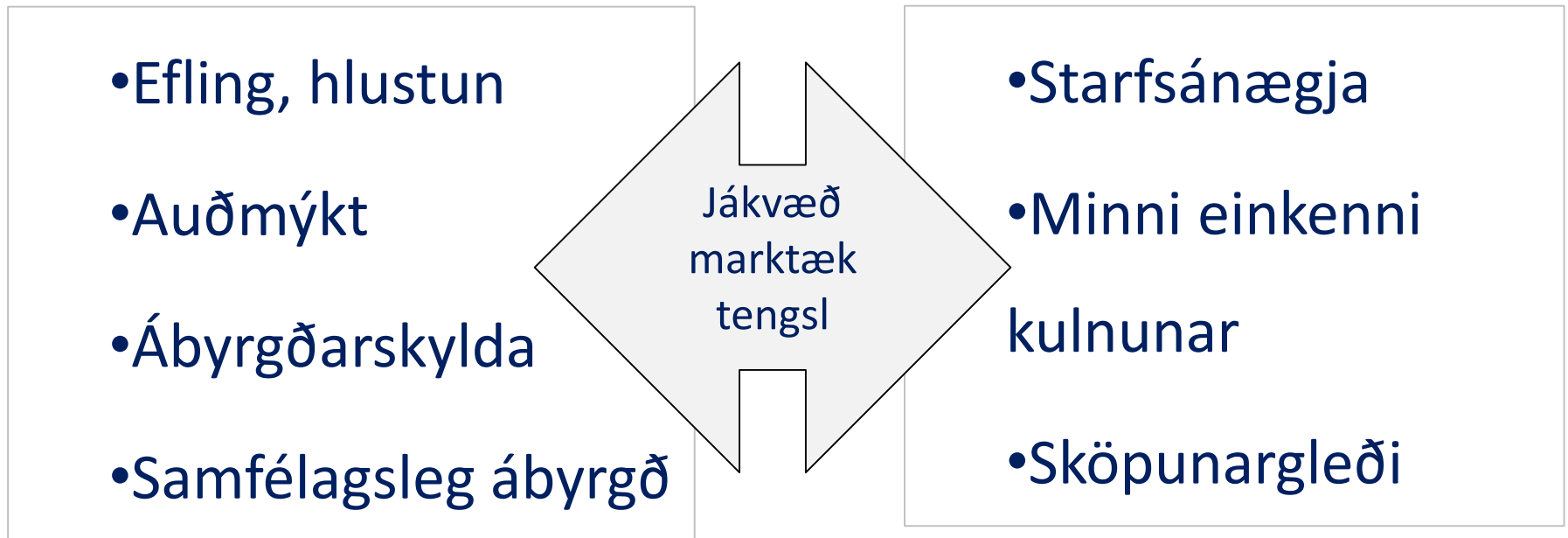
Servant leadership is positioned as a new field of research for leadership. This article deals with the historical background of servant leadership, its key conceptual measurement tools, and the results of relevant studies that have been conducted. An overall conceptual model of servant leadership is presented. It is argued that servant leaders combine their motivation to lead with a need to serve. Displaying servant leadership characteristics and culture are positioned alongside the motivational dimensions of servant leadership demonstrated by empowering and developing people; by expressing interpersonal acceptance, and stewardship; and by providing direction.

Wladislaw Rivkin, Stefan Diestel, Klaus-Helmut Schmidt*

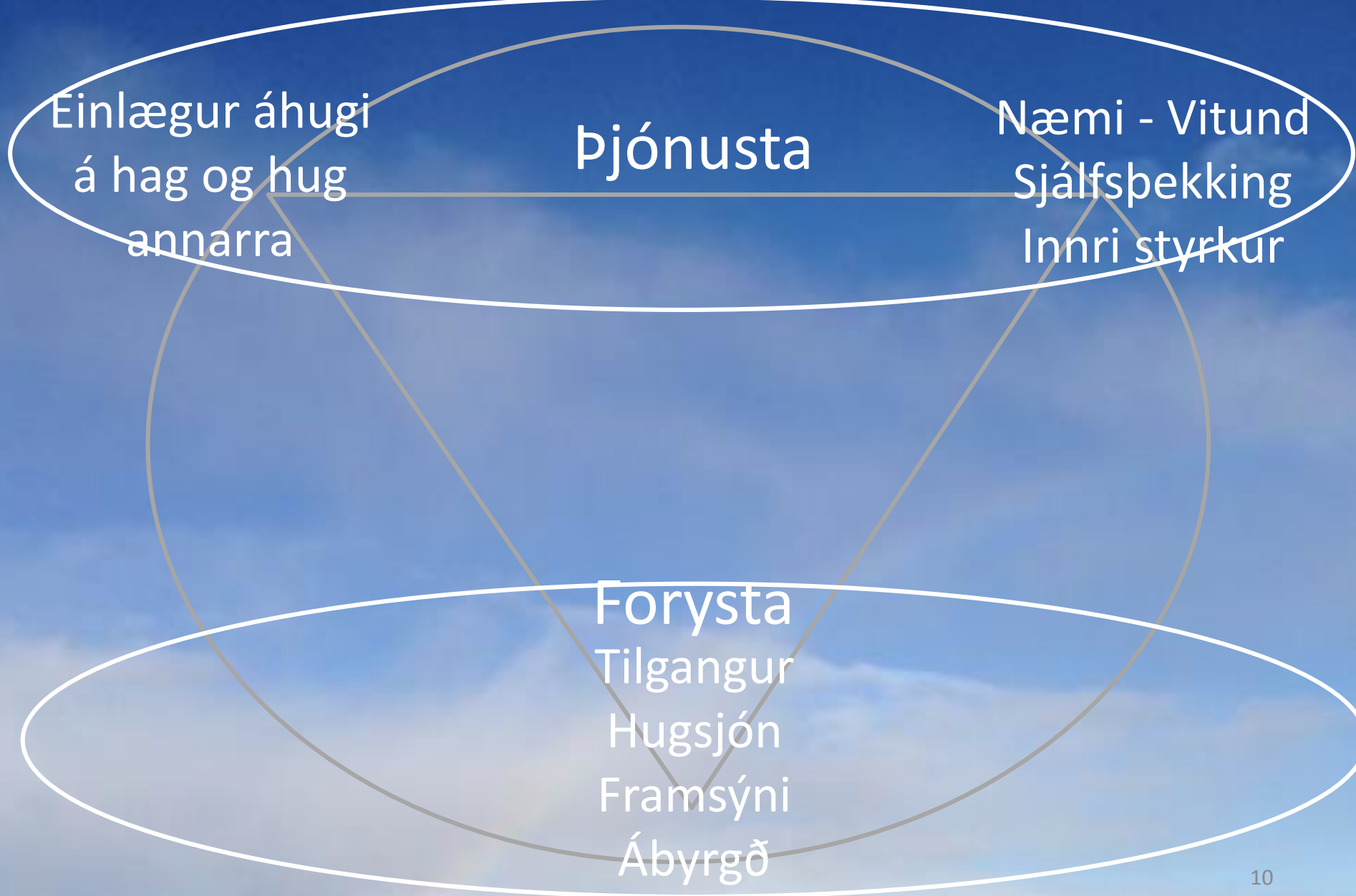
The positive relationship between servant leadership and employees' psychological health: A multi-method approach**

Servant leadership is thought to encourage socially responsible and moral behaviors. In the present article, we test the positive relationship between servant leadership and employees' psychological health. We argue that servant leadership is positively related to employees' health because servant leaders shape employees' needs and create work environments that fulfill these needs. We examine the proposed relationship of servant leadership (a) competing for variance with different well-known stressors, (b) in multiple samples, (c) at the within- and between-person level, and (d) in relation to long- and short-term indicators of strain. On the basis of this multi-method approach we seek to demonstrate that our results are invariant across different methodological conditions. In Study 1 (N=443), we simultaneously tested the between-person level relationships of servant leadership and job ambiguity to emotional exhaustion and depersonalization as the core symptoms of burnout. In Study 2 (N=75), we simultaneously tested the relationships of person-level servant leadership and day-level emotional dissonance to day-level ego depletion and need for recovery as outcomes. The results of both studies demonstrate that servant leadership is negatively related to

Vellíðan starfsfólks tengist þjónandi forystu



Að vera þjónn og að vera líka leiðtogi



Tengsl þjónandi forystu við velliðan í takt við fyrri rannsóknir

OPEN ACCESS Freely available online



Non-Listening and Self Centered Leadership – Relationships to Socioeconomic Conditions and Employee Mental Health

Töres Theorell*, Anna Nyberg, Constanze Leineweber, Linda L. Magnusson Hanson, Gabriel Oxenstierna, Hugo Westerlund

Stress Research Institute, Stockholm University

Original article

Abstract

Background: The way in which leadership relates to employee mental health is not well understood.

Methods: Three waves of data from the Swedish working population study "Listening leadership" (one questionnaire per wave, sum of three five-graded questions)

Managerial leadership and ischaemic heart disease among employees: the Swedish WOLF study

A Nyberg,^{1,2} L Alfredsson,^{3,4} T Theorell,² H Westerlund,² J Vahtera,⁵ M Kivimäki⁶

Managerial leadership is associated with self-reported sickness absence and sickness presenteeism among Swedish men and women

ANNA NYBERG¹, HUGO WESTERLUND², LINDA L. MAGNUSSON HANSON² & TÖRES THEORELL²

¹Department of Public Health Sciences, Karolinska Institute, Stockholm, Sweden, and ²Stress Research Institute, Stockholm University, Stockholm, Sweden

Abstract

Aims: The objective of this study was to investigate the relationship between managerial leadership and self-reported sickness absence/presenteeism among Swedish men and women. **Methods:** Five thousand one hundred and forty-one Swedish employees, 56% of the participants in a nationally representative sample of the Swedish working population, were included in this cross-sectional questionnaire study. The leadership dimensions measured were five subscales of a standardized leadership questionnaire (Global Leadership and Organizational Behaviour Effectiveness Programme):

between
disease (IHD)

employees were
OLF). Baseline
Managerial

individual
role
feedback, ability
and promotion
rated by
admissions
on or unstable
to the end of
portional-
zard ratios for
use in

interventions should be carried out. To help define the interventions required, we tested whether concrete managerial behaviours promoting a favourable psychosocial work environment were associated with a reduced risk of cardiovascular disease among employees.

Observational evidence on various general conceptualisations describing leadership as predictors of employee health is accumulating.³ For example, considerate behaviour on behalf of the leader, structures initiated with consideration for the employee, and transformational behaviours (communication of a vision, intellectual stimulation, consideration of individual employees) have all been found to be related to good employee health, job satisfaction and productivity.^{4–13} A high level of justice in managerial behaviours has been shown to be related to increased employee motivation and

ORIGINAL ARTICLE

Journal of
Clinical Nursing

Transformative impact of Magnet designation: England case study

Linda H Aiken, James Buchan, Jane Ball and Anne Marie Rafferty

Aims. To test the impact of the implementation of Magnet principles of improving nurses' work environments.

Background. Magnet hospital designation developed in the USA in the 1980s to recognise hospitals that had created excellent patient care environments and supported the professional practice of nursing. A pilot initiative in England was the first test of the applicability of Magnet standards outside the USA.

Methods. Res
comparisons t

Results. Prior
less positive t
satisfied with
Magnet stand
improved sign
nurse practice

Front-line management, staffing and nurse–doctor relationships as predictors of nurse and patient outcomes. A survey of Icelandic hospital nurses

Sigrún Gunnarsdóttir^{a,*}, Sean P. Clarke^{b,c},
Anne Marie Rafferty^d, Don Nutbeam^e

^aLandspítali University Hospital, Office of the Chief Nursing Executive, Eiríksgata 19, Reykjavík, Iceland

^bAssociate Director, Centre for Health Outcomes and Policy Research, Philadelphia, USA

^cAssistant Professor of Nursing, School of Nursing, University of Pennsylvania, Philadelphia, USA

^dProfessor and Head, Florence Nightingale School of Nursing & Midwifery, Kings College London, UK

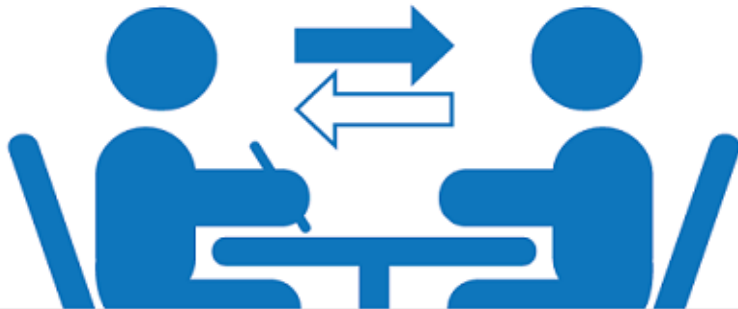
^ePro-Vice-Chancellor and Head, College of Health Sciences, University of Sydney, Australia

Received 15 March 2006; received in revised form 8 November 2006; accepted 28 November 2006

What is The Biggest Mistake Leaders Make When Working with Others?

“Inappropriate communication or poor listening”
—top response 1,400 leaders, Blanchard survey.¹

82% said **not providing appropriate feedback** was biggest problem.



Failing to listen or involve others was close behind at **81%**

Hlustun

Traust

Innri
starfshvöt



Intrinsic motivation

Innri starfshvatar:

- Starfið sjálft, samskiptin
- Gildi og tilgangur starfsins
- Umbun í starfinu sjálfu
- Skapa ánægju

Ytri starfshvatar:

- Laun
- Stöðuhækkun
- Efnisleg umbun
- Skortur skapar óánægju

Extrinsic motivation

Herzberg, 1959

Crowding Out Intrinsic Motivation in the Public Sector

Yannis Georgellis, Elisabetta Iossa,^{†‡} Vurain Tabvuma**

**Bournemouth University; [†]Brunel University; [‡]University of Rome Tor Vergata*

Bresk rannsókn

- 1991 – 2014

- 10.000

þátttakendur

Meginniðurstaða:

Opinberir starfsmenn kjósa fremur innri starfshvata

- Ánægja í starfinu sjálfu
- Leggja af mörkum til samfélags

Þjónandi leiðtogi nýtir hlustun,
auðmýkt og skýra sýn á tilgang
til að skapa traust og
glæða innri starfshvöt

Auðmjúkur leiðtogi:

- Setur hagsmuni og þarfir annarra í fyrsta sæti
- Tekur sjálfa/n sig ekki of hátíðlega
- Viðurkennir mistök
- Er sjálfsörugg/ur
- Er jarðbundin/n
- Skapar traust

Auðmýkt er bráðsmitandi

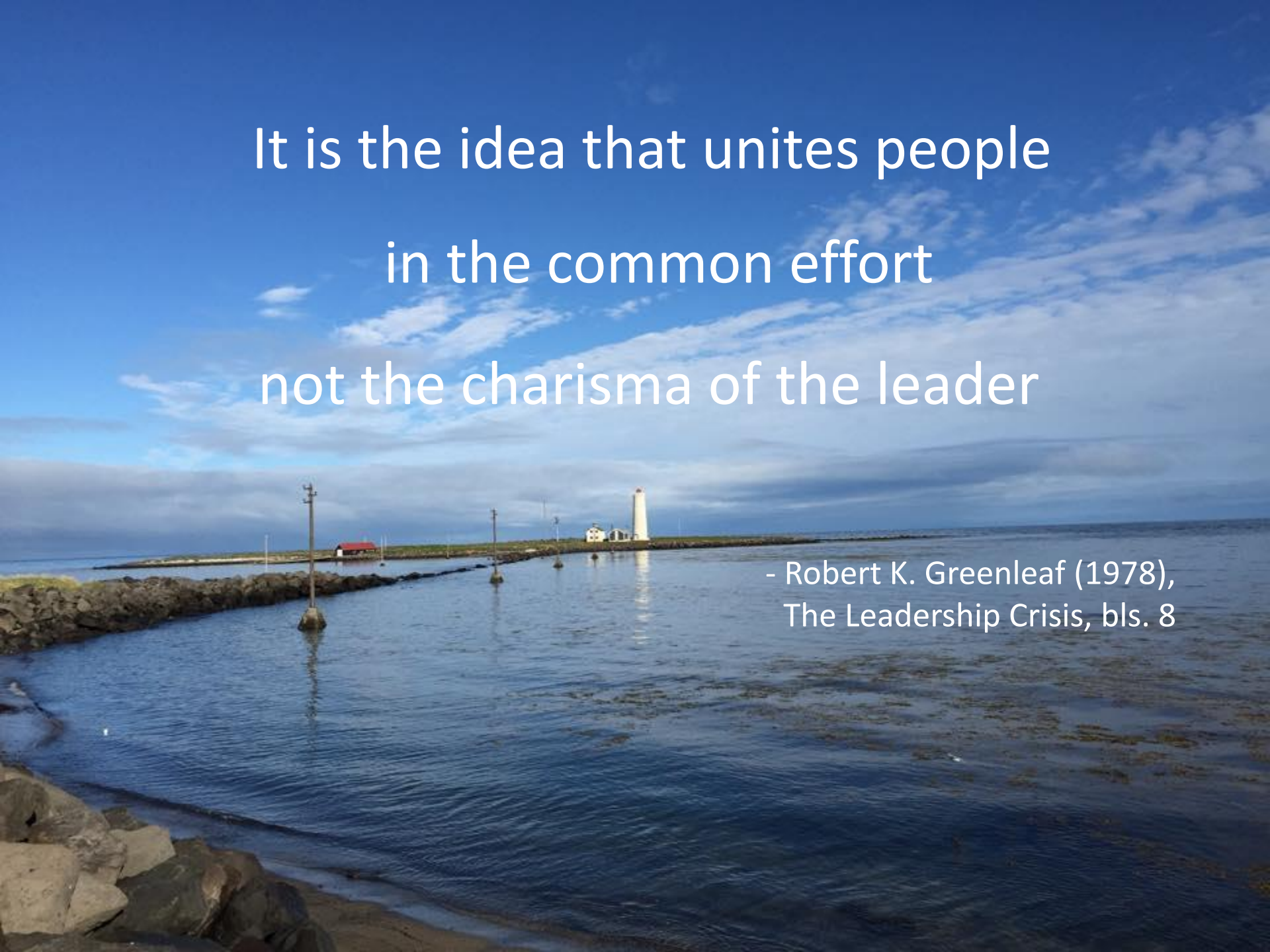
Samskipti í þjónandi forystu endurspegla
sameiginlegan tilgang

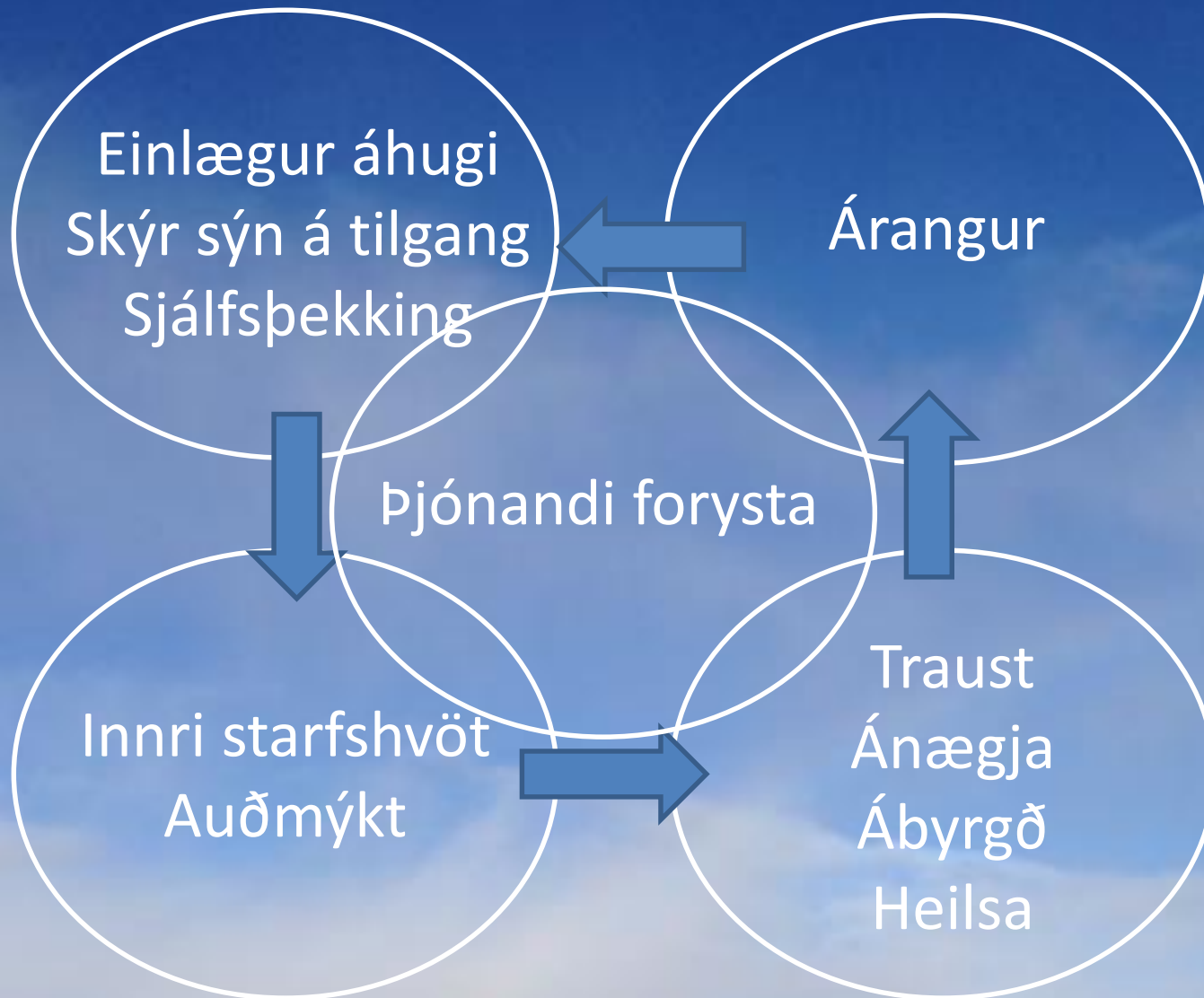
Laðar fram auðmýkt
Eflir vellíðan og heilsu

Tilfinning fyrir tilgangi tengist góðri heilsu

It is the idea that unites people
in the common effort
not the charisma of the leader

- Robert K. Greenleaf (1978),
The Leadership Crisis, bls. 8





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