

The Evolution of Nursing Leadership Styles in Clinical Settings: A Decade of Transformation (2015-2025)

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Abstract

The nursing profession has experienced significant transformations in leadership approaches over the past decade, driven by evolving healthcare demands, technological advances, and changing workforce dynamics. This paper examines the evolution of nursing leadership styles in clinical settings from 2015 to 2025, analyzing the shift from traditional hierarchical models toward more collaborative, transformational, and relationship-focused approaches. Through a comprehensive review of recent literature, this study identifies key trends including the predominance of transformational leadership, the emergence of ambidextrous leadership models, and the increasing emphasis on authentic and servant leadership styles. The findings demonstrate that contemporary nursing leaders are adopting more adaptive, emotionally intelligent, and patient-centered leadership approaches that prioritize staff engagement, professional development, and improved patient outcomes. This evolution reflects the profession's response to complex healthcare challenges and the need for sustainable, effective leadership models in an increasingly demanding clinical environment.

Keywords

Nursing Leadership, Transformational Leadership, Clinical Leadership, Healthcare Management, Nursing Management

1. Introduction

The landscape of healthcare delivery has undergone unprecedented changes over the past decade, fundamentally altering the nature of nursing leadership in clinical settings (American Nurses Association, 2024a). The traditional command-and-

control leadership models that once dominated healthcare organizations have given way to more sophisticated, relationship-based approaches that emphasize collaboration, empowerment, and adaptive decision-making. This transformation has been driven by multiple factors, including increased patient complexity, technological integration, workforce diversity, and the growing recognition that effective leadership directly impacts patient outcomes and staff satisfaction (Wong et al., 2013).

The period from 2015 to 2025 represents a particularly significant era in nursing leadership evolution, marked by global health crises, rapid technological advancement, and changing generational dynamics within the nursing workforce. Transformational leadership in nursing inspires and motivates nurses to achieve optimal patient outcomes, representing a fundamental shift from transactional, task-oriented management toward inspirational, vision-driven leadership (American Nurses Association, 2024b).

This paper explores the major trends in nursing leadership style evolution, examining how contemporary nurse leaders have adapted their approaches to meet the complex demands of modern healthcare environments. By analyzing recent research and evidence-based practices, this study aims to provide insights into the current state of nursing leadership and its trajectory for the future.

2. Literature Review

2.1. The Foundation of Modern Nursing Leadership

The evolution of nursing leadership styles over the past decade has been characterized by a fundamental shift away from traditional hierarchical models toward more collaborative and transformational approaches (Gibbons, 2025). Research conducted between 2020 and 2025 demonstrates a clear preference for leadership styles that emphasize relationship-building, staff empowerment, and adaptive decision-making processes.

Relational leadership styles, such as transformational and authentic leadership styles, are associated with significantly improved outcomes for the nursing workforce and their work environments (Papastavrou et al., 2023). This finding has become increasingly relevant as healthcare organizations recognize the critical connection between leadership effectiveness and both staff retention and patient outcomes.

2.2. Transformational Leadership: The Dominant Paradigm

The most significant trend in nursing leadership evolution has been the widespread adoption of transformational leadership principles. Transformational leadership has emerged as the most successfully recognized leadership style in healthcare, focusing on relationship building while empowering followers and emphasizing values and vision (American Nurses Association, 2024b). This approach has proven particularly effective in addressing the complex challenges facing modern healthcare organizations.

Recent studies have demonstrated the profound impact of transformational leadership on various organizational outcomes. The transformational leadership style contributes to higher levels of job satisfaction, which, in turn, can enhance nurses' overall well-being and performance in their roles (Specchia et al., 2021). This finding is particularly significant given the ongoing challenges of nurse retention and workplace satisfaction that have intensified over the past decade.

The effectiveness of transformational leadership extends beyond staff satisfaction to encompass patient care quality and safety outcomes. Work satisfaction is widely recognized as a significant factor influencing nurse outcomes and patient safety, creating a direct link between the leadership approach and clinical effectiveness (Kalaitzidou et al., 2023).

2.3. Emerging Leadership Models

Beyond transformational leadership, the past decade has witnessed the emergence of more sophisticated leadership models that address the multifaceted nature of contemporary healthcare environments. The ambidextrous leadership style has been identified as a way to raise the enthusiasm of organizational culture and improve staff nurse clinical leadership (Zeng et al., 2025). This approach represents an evolution toward more flexible, adaptive leadership that can simultaneously manage operational efficiency and innovation.

The concept of authentic leadership has also gained prominence, emphasizing the importance of genuine, values-based leadership approaches (Almutairi et al., 2025). Authentic leadership is characterized by self-awareness, relational transparency, balanced processing, and an internalized moral perspective, making it particularly relevant in healthcare settings where ethical decision-making is paramount (Metwally et al., 2025). This style resonates particularly well with younger nursing professionals who value transparency, ethical behavior, and meaningful work environments.

Servant leadership has emerged as another significant approach in nursing, focusing on the development and well-being of followers while prioritizing service to others over personal gain (Metwally et al., 2025). This leadership philosophy aligns naturally with nursing's core values of caring and service, making it increasingly attractive to nurse leaders seeking to create supportive, empowering work environments (Merwe, 2022). The servant leadership approach has demonstrated particular effectiveness in reducing emotional exhaustion while promoting job autonomy among nursing staff.

2.4. Contextual Variations in Leadership Approaches

Research has revealed interesting variations in leadership style preferences based on clinical settings and organizational contexts, highlighting the emergence of adaptive and situational leadership as a key trend in nursing practice. Transformational leadership was predominant in general wards, while transactional leadership was more common in critical care units (Mansour, 2024). These findings

suggest that effective nursing leaders must be capable of adapting their approach based on the specific demands and characteristics of their clinical environment. The situational nature of effective leadership has become increasingly recognized, with successful nurse leaders demonstrating the ability to flex their style based on team needs, patient acuity, and organizational priorities. Recent research demonstrates that nurse managers use different leadership styles depending on the situation, with contemporary leaders showing greater preference for supportive and participative approaches that align with transformational principles (Specchia et al., 2021). This adaptive capacity represents a significant evolution from traditional “one-size-fits-all” leadership models toward more sophisticated approaches that can respond dynamically to changing circumstances.

The development of adaptive leadership competencies has become essential for nursing leaders operating in complex healthcare environments where patient populations, staffing levels, and organizational demands can shift rapidly. Leaders who demonstrate situational awareness and the ability to modify their approach based on contextual factors show improved team performance, higher staff satisfaction, and better patient outcomes across diverse clinical settings (Kalaitzidou et al., 2023). This trend reflects the profession’s recognition that effective leadership requires not only mastery of specific leadership styles but also the wisdom to know when and how to apply different approaches for maximum effectiveness.

2.5. Impact on Organizational Outcomes

The evolution toward more relationship-focused leadership styles has produced measurable improvements in organizational outcomes. Effective nursing leadership is critical for healthcare organizations’ sustainability as nurse leaders influence many organizational aspects, including staff retention, quality of care, resource management, and development (Warshawsky et al., 2020). This comprehensive impact underscores the strategic importance of leadership development in nursing.

The relationship between leadership style and patient outcomes has become increasingly clear through recent research. Studies have demonstrated that transformational and authentic leadership approaches are associated with reduced adverse events, improved patient satisfaction scores, and better overall quality indicators (Kalaitzidou et al., 2023).

3. Methodology

This paper employs a comprehensive literature review methodology, analyzing peer-reviewed research published between 2020 and 2025 to identify trends in nursing leadership evolution. The search strategy includes databases such as PubMed, CINAHL, and academic journals focusing on nursing leadership, healthcare management, and organizational behavior. Selection criteria emphasize studies examining leadership styles in clinical nursing settings, with particular attention to empirical research demonstrating measurable outcomes.

The analysis focused on identifying patterns in leadership style adoption, examining the relationship between leadership approaches and organizational outcomes, and understanding the factors driving leadership evolution in nursing practice. Both quantitative and qualitative studies were included to provide a comprehensive perspective on leadership trends and their implications for clinical practice.

4. Findings and Discussion

4.1. Major Trends in Leadership Evolution

The analysis reveals several key trends that have characterized the evolution of nursing leadership over the past decade:

Shift from Transactional to Transformational Approaches: The most pronounced trend has been the movement away from traditional transactional leadership models toward transformational approaches that emphasize inspiration, intellectual stimulation, and individualized consideration (American Nurses Association, 2024b). This shift reflects a broader recognition that complex healthcare environments require leaders who can motivate and empower their teams rather than simply manage tasks and processes.

Emphasis on Emotional Intelligence as a Foundation for Emerging Leadership Styles: The integration of emotional intelligence has become a cornerstone of emerging nursing leadership paradigms, fundamentally differentiating contemporary approaches from traditional hierarchical models (Turjuman & Alilyyani, 2023). Modern leadership styles such as transformational, authentic, and servant leadership all emphasize emotional competencies as essential components, with self-awareness, empathy, and social skills serving as foundational elements that enable leaders to effectively implement these evolved approaches. Research has demonstrated that emotional intelligence among nurses significantly correlates with improved performance and work engagement, creating positive impacts that extend beyond individual nurses to affect patients and healthcare facility outcomes.

This emphasis on emotional intelligence directly supports the emergence of authentic leadership, where leaders' ability to demonstrate genuine self-awareness and emotional transparency creates trust and psychological safety within their teams (Almutairi et al., 2025). Similarly, transformational leaders rely heavily on emotional intelligence to inspire and motivate their followers through individualized consideration and intellectual stimulation, while servant leaders use these competencies to prioritize the development and well-being of their team members (Metwally et al., 2025). Contemporary research confirms that nurse managers with higher emotional intelligence demonstrate greater effectiveness in establishing authentic relationships with colleagues, creating positive work environments with high morale, and increasing overall productivity—outcomes that are central to the success of contemporary leadership models (Turjuman & Alilyyani, 2023).

Adaptive and Situational Leadership: The past decade has seen growing

recognition that effective leadership requires the ability to adapt one's approach based on situational factors, team needs, and organizational context (Sfantou et al., 2017). This has led to more sophisticated leadership models that emphasize flexibility and responsiveness.

Focus on Staff Development and Empowerment: Modern nursing leaders are increasingly viewed as coaches and mentors rather than traditional supervisors (Papastavrou et al., 2023). This evolution reflects a shift toward developing the capabilities of nursing staff and creating environments that support professional growth and autonomy.

4.2. Factors Driving Leadership Evolution

Several factors have contributed to the evolution of nursing leadership styles over the past decade:

Generational Changes in the Workforce: The nursing profession has experienced significant generational shifts, with Millennials and Generation Z nurses bringing different expectations regarding leadership, communication, and workplace culture (Warshawsky et al., 2020). These younger professionals tend to respond better to collaborative, transparent leadership approaches.

Technological Integration: The rapid adoption of healthcare technologies has required nursing leaders to become change agents and innovation facilitators (Zeng et al., 2025). This has necessitated leadership approaches that can effectively manage technological transitions while maintaining a focus on patient care quality.

Quality and Safety Imperatives: Increasing emphasis on patient safety and quality outcomes has driven the adoption of leadership styles that promote open communication, continuous learning, and proactive problem-solving (Kalaitzidou et al., 2023). Transformational leadership has proven particularly effective in creating cultures of safety and quality improvement.

Workforce Challenges: Ongoing issues with nurse retention, burnout, and job satisfaction have highlighted the critical importance of leadership in creating positive work environments (Specchia et al., 2021). This has accelerated the adoption of supportive, relationship-focused leadership approaches. Recent meta-analyses have revealed significant correlations between burnout and work engagement, with correlation effect sizes of -0.46, indicating that effective leadership interventions can substantially impact both burnout reduction and engagement enhancement (Brunetto et al., 2023). The prevalence of burnout among nurses, with approximately 31.5% of nurses who leave their positions citing burnout as a contributing factor, underscores the critical need for leadership approaches that prioritize staff well-being (American Nurses Association, 2024a).

4.3. Impact on Clinical Outcomes

The evolution of nursing leadership styles has produced measurable improvements in various clinical and organizational outcomes.

Patient Safety and Quality: Organizations with transformational nurse leaders have demonstrated improved patient safety indicators, reduced adverse events, and higher patient satisfaction scores (Kalaitzidou et al., 2023). The emphasis on open communication and continuous improvement inherent in transformational leadership creates environments where safety concerns can be identified and addressed proactively. Research has shown that transformational leadership contributes to a 15% - 20% reduction in medication errors and a significant decrease in patient falls when compared to traditional hierarchical leadership models (Kalaitzidou et al., 2023). Furthermore, hospitals with transformational nurse leaders report higher scores on patient experience surveys, particularly in areas of communication, responsiveness, and overall satisfaction with nursing care.



The relationship between transformational leadership and clinical outcomes extends to specific quality metrics that healthcare organizations monitor closely. Units led by transformational leaders demonstrate improved compliance with evidence-based practice protocols, higher rates of successful implementation of quality improvement initiatives, and better adherence to infection control measures (Mansour, 2024). This translates into tangible improvements in patient outcomes, including reduced length of stay, decreased readmission rates, and improved clinical indicators such as pressure ulcer prevention and pain management scores.

Staff Engagement and Retention: The shift toward more supportive, empowering leadership approaches has been associated with improved nurse job satisfaction, reduced turnover rates, and higher levels of staff engagement (Specchia et al., 2021). These outcomes are particularly significant given the ongoing chal-

lenges of nurse retention in healthcare organizations. Specifically, units with transformational leaders report turnover rates that are 25% - 30% lower than those with traditional management approaches, representing substantial cost savings for healthcare organizations given that the average cost of replacing a single registered nurse ranges from \$40,000 to \$100,000.

The impact on staff engagement extends beyond simple retention metrics to encompass professional development and career advancement. Nurses working under transformational leaders report higher levels of job satisfaction, increased confidence in their clinical abilities, and a greater likelihood of pursuing advanced education and certifications (Papastavrou et al., 2023). This creates a positive cycle where engaged, satisfied nurses provide better patient care and are more likely to remain in their positions, contributing to unit stability and continuity of care.

Moreover, the emotional and psychological well-being of nursing staff has shown marked improvement under transformational leadership models. Studies indicate reduced rates of burnout, lower levels of workplace stress, and improved work-life balance among nurses in units with transformational leaders (American Nurses Association, 2024a). The systematic review and meta-analysis by Brunetto et al. (2023) revealed that work engagement serves as a protective factor against burnout syndrome, with strong negative correlations observed across multiple dimensions of burnout. This is particularly crucial given the ongoing mental health challenges facing healthcare workers and the documented relationship between nurse well-being and patient outcomes.

Innovation and Continuous Improvement: Contemporary leadership approaches have fostered greater innovation and continuous improvement in clinical practice (Zeng et al., 2025). By empowering staff and encouraging creative problem-solving, transformational leaders have created environments where best practices can emerge and spread throughout organizations. The ambidextrous leadership model, in particular, has proven effective in balancing operational excellence with innovation, enabling nursing units to maintain high standards of care while simultaneously implementing new technologies and practices.

Units with transformational leaders demonstrate higher rates of participation in quality improvement projects, with nursing staff more likely to identify problems, propose solutions, and actively engage in improvement initiatives. This has led to significant improvements in clinical processes, including more efficient patient flow, reduced documentation burden through technology optimization, and enhanced interdisciplinary collaboration (Warshawsky et al., 2020).

Financial and Organizational Outcomes: The evolution of nursing leadership styles has also produced measurable financial benefits for healthcare organizations. Reduced turnover rates, improved patient satisfaction scores, and decreased adverse events all contribute to better financial performance. Organizations with transformational nursing leadership report improved scores on value-based purchasing metrics, leading to enhanced reimbursement from government and private payers. Additionally, the improved staff engagement and retention associated

with contemporary leadership approaches reduce recruitment and orientation costs while maintaining experienced nursing staff who require less supervision and produce better patient outcomes.

Interdisciplinary Collaboration: Modern nursing leadership approaches have significantly enhanced interdisciplinary collaboration within healthcare teams. Transformational nurse leaders facilitate better communication between nursing staff and other healthcare professionals, leading to more coordinated care delivery and improved patient outcomes (Specchia et al., 2021). This collaborative approach has proven particularly beneficial in complex cases requiring input from multiple specialties, resulting in more comprehensive care plans and reduced medical errors through enhanced team communication.

The authentic leadership model has demonstrated particular effectiveness in promoting ethical practices and patient-oriented outcomes through improved interdisciplinary relationships (Metwally et al., 2025). Leaders who demonstrate authenticity, transparency, and moral integrity create environments where healthcare professionals from different disciplines feel comfortable sharing concerns, proposing solutions, and collaborating effectively on complex patient cases. This has become increasingly important as healthcare delivery has become more complex and team-based, requiring seamless coordination among multiple providers to achieve optimal patient outcomes.

4.4. Implications for Practice

The evolution of nursing leadership styles over the past decade has had significant implications for healthcare organizations, nursing education, and professional development. These implications require systematic attention and strategic planning to ensure that the benefits of contemporary leadership approaches are fully realized and sustained over time.

Leadership Development Programs: Healthcare organizations must invest in comprehensive leadership development programs that prepare nurses for the complex demands of contemporary leadership roles (Warshawsky et al., 2020). These programs should emphasize transformational leadership principles, emotional intelligence development, and adaptive leadership skills. Effective programs should include both didactic learning and experiential components, such as mentorship opportunities, leadership rotations, and real-world problem-solving exercises.

Contemporary leadership development programs should incorporate simulation-based learning experiences that allow emerging leaders to practice difficult conversations, crisis management, and team building in safe environments. Additionally, these programs must address the unique challenges of leading multi-generational teams, managing technological change, and navigating complex healthcare regulations (Gibbons, 2025). Organizations should also consider implementing formal leadership competency assessments to ensure that individuals in leadership roles possess the necessary skills and continue to develop throughout

their careers.

The integration of emotional intelligence training has become particularly crucial, as research demonstrates a strong correlation between leaders' emotional competence and team performance outcomes (Turjuman & Alilyyani, 2023). Programs should include modules on self-awareness, empathy development, conflict resolution, and stress management to prepare leaders for the emotional demands of healthcare leadership. Evidence indicates that nurses with higher emotional intelligence demonstrate improved performance and work engagement, creating positive ripple effects throughout their units and impacting patient care quality.

Succession Planning: The shift toward more sophisticated leadership models requires more intentional succession planning to ensure that emerging leaders are prepared for the challenges they will face (Specchia et al., 2021). This includes providing opportunities for leadership experience and mentorship from experienced transformational leaders. Healthcare organizations must develop systematic approaches to identify high-potential nurses early in their careers and provide them with progressive leadership experiences.

Effective succession planning should include formal mentorship programs that pair experienced transformational leaders with emerging leaders, creating opportunities for knowledge transfer and skill development. Organizations should also establish leadership pipeline programs that provide structured pathways for career advancement, including opportunities for cross-functional experience, educational support, and gradual increases in leadership responsibility.

Furthermore, succession planning must address the anticipated retirement of experienced nurse leaders over the next decade, ensuring continuity of leadership expertise and organizational knowledge. This requires strategic planning that considers both immediate leadership needs and long-term organizational sustainability (Zeng et al., 2025).

Organizational Culture: The effectiveness of evolved leadership approaches depends on supportive organizational cultures that value collaboration, continuous learning, and staff empowerment (Kalaitzidou et al., 2023). Healthcare organizations must align their policies, procedures, and reward systems with contemporary leadership principles. This includes revising job descriptions to reflect transformational leadership competencies, modifying performance evaluation systems to assess leadership effectiveness, and ensuring that compensation and promotion decisions support desired leadership behaviors.

Organizations must also address structural barriers that may impede effective leadership, such as excessive administrative burdens, inadequate staffing levels, and insufficient resources for professional development. Creating supportive organizational cultures requires commitment from senior leadership and systematic changes to organizational processes and systems.

Additionally, organizations should implement regular culture assessments to monitor progress and identify areas for improvement. This includes surveying staff about their experiences with leadership, measuring engagement levels, and

tracking key indicators of organizational health such as turnover rates, patient satisfaction scores, and quality metrics (Mansour, 2024).

Educational Integration: Nursing education programs must integrate contemporary leadership theory and practice throughout their curricula, ensuring that new graduates enter the profession with appropriate leadership competencies and expectations (American Nurses Association, 2024b). This integration should begin early in nursing programs and continue throughout the educational experience, providing students with both theoretical knowledge and practical experience in leadership roles.

Academic programs should incorporate experiential learning opportunities such as leadership practicum experiences, team-based projects, and simulation exercises that allow students to practice leadership skills in controlled environments. Additionally, nursing curricula should address the changing healthcare landscape, including topics such as healthcare technology, interprofessional collaboration, and quality improvement methodologies. The Future of Nursing 2020-2030 report emphasizes the critical need for enlightened, diverse, courageous, and competent leadership to create more equitable health opportunities, highlighting the importance of preparing future nurse leaders for transformational roles in healthcare (Institute of Medicine, 2021).

Continuing education programs for practicing nurses must also evolve to support ongoing leadership development. This includes offering advanced leadership courses, providing access to leadership conferences and workshops, and supporting nurses who wish to pursue advanced degrees in nursing administration or leadership.

Technology Integration and Digital Leadership: The rapid advancement of healthcare technology requires nursing leaders to develop digital leadership competencies (Warszawsky et al., 2020). Organizations must prepare leaders to effectively implement and manage healthcare technologies while maintaining a focus on patient care quality and staff satisfaction. This includes training in data analytics, electronic health record optimization, and the leadership of technology-enabled care delivery models.

Leaders must also be prepared to address the challenges associated with technology implementation, including staff resistance, workflow disruption, and the need for ongoing training and support. This requires developing change management skills and the ability to communicate the benefits of technological advances while addressing staff concerns and providing adequate support during transitions.

Quality and Safety Leadership: Given the strong relationship between nursing leadership and patient outcomes, organizations must ensure that leaders are prepared to drive quality and safety initiatives (Papastavrou et al., 2023). This includes training in quality improvement methodologies, root cause analysis, and the development of safety cultures. Leaders must be equipped with the skills to identify quality issues, engage staff in improvement efforts, and sustain positive

changes over time.

Furthermore, nursing leaders must understand regulatory requirements and accreditation standards, ensuring that their units maintain compliance while continuously improving care quality. This requires ongoing education about evolving standards and the ability to translate regulatory requirements into practical improvements in clinical practice.

Financial Stewardship and Resource Management: Contemporary nursing leaders must possess strong financial and resource management skills to ensure the sustainability of their units and organizations (Sfantou et al., 2017). This includes understanding healthcare economics, budget management, and the relationship between nursing care and organizational financial performance. Leaders must be able to demonstrate the value of nursing services and advocate for adequate resources to support quality patient care.

Training programs should include modules on healthcare finance, resource allocation, and the business case for nursing investments. Leaders must also understand value-based care models and their implications for nursing practice and resource utilization. Contemporary research emphasizes the importance of developing unit-based practice councils and shared governance models as effective strategies for engaging frontline nurses in leadership roles while building financial awareness and resource management capabilities (Warshawsky et al., 2020).

5. Limitations and Future Research

This review has several limitations that should be acknowledged. The focus on recent literature may not fully capture the gradual nature of leadership evolution, and the emphasis on published research may not reflect all leadership practices occurring in clinical settings. Additionally, cultural and organizational variations in leadership approaches may not be fully represented in the available literature.

Future research should focus on longitudinal studies that track leadership evolution over time, examining the long-term sustainability of contemporary leadership approaches and their continued effectiveness in changing healthcare environments. Research should also explore cultural and contextual factors that influence leadership effectiveness and examine the preparation of future nursing leaders for emerging challenges.

6. Conclusion

The past decade has witnessed a fundamental transformation in nursing leadership styles within clinical settings, characterized by a clear shift from traditional hierarchical models toward more collaborative, transformational, and relationship-focused approaches. This evolution has been driven by changing workforce demographics, technological advances, quality imperatives, and a growing recognition of the critical link between leadership effectiveness and organizational outcomes.

The predominance of transformational leadership represents the most signifi-

cant trend, with research consistently demonstrating its positive impact on staff satisfaction, patient outcomes, and organizational performance. The emergence of more sophisticated models such as ambidextrous and authentic leadership reflects the profession's continued evolution toward approaches that can effectively address the complex, multifaceted challenges of contemporary healthcare environments.

The implications of this leadership evolution extend far beyond individual leadership development to encompass organizational culture, educational preparation, and the future sustainability of healthcare organizations. As the healthcare environment continues to evolve, nursing leaders must continue to adapt their approaches while maintaining focus on the fundamental goals of excellent patient care and positive work environments.

The success of this leadership evolution will ultimately be measured by its ability to create healthcare environments that attract and retain talented nursing professionals while consistently delivering high-quality, safe patient care. The evidence suggests that the profession is moving in the right direction, but continued research, development, and adaptation will be necessary to meet the challenges that lie ahead. The emergence of servant leadership principles, authentic leadership practices, and emotionally intelligent leadership approaches provides a strong foundation for sustainable improvements in nursing practice and patient outcomes (Metwally et al., 2025; Merwe, 2022). As healthcare continues to evolve, nursing leaders must remain adaptable while maintaining their commitment to the fundamental values of caring, integrity, and service that define the profession.

Conflicts of Interest

The author declares no conflicts of interest regarding the publication of this paper.

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