

## **Abstract**

This thesis focuses on the work of charge nurses in intensive care units (ICUs) as first-line managers. The practical part of the thesis aims at assessing the experience with nursing management in day-to-day routine, especially with the management of change introduction, conflict resolution and motivation of employees. It further compares different charge nurses' career beginnings. The second part of the research deals with personal typology of charge nurses. Twenty six ICU charge nurses were included into the study. The results indicate that charge nurses are not being specifically prepared for their job and that they particularly lack any special education in management. They usually solve conflicts either by compromise or via a directive. Most charge nurses intend to introduce changes into daily practice and they perceive changes as positive. Conversely, they describe the attitude of their subordinates towards changes as negative. Charge nurses generally know the motivators of their employees; however, they excessively and inappropriately use praising as motivation tool. Although not standardized and not used generally, a formal evaluation of employees is considered by charge nurses as a possible way to improve motivation. Allover, the study shows the need for a more thorough management training of charge nurses.

**Keywords:** manager, charge nurse, motivation, conflict, change management, management skills