



لِسْ Leadership in Healthcare

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Objectives

- To understand the concept of leadership in healthcare.
- To Acknowledge essential leadership skills
- To get introduced to different leadership theories and styles

Introduction

Importance of leadership in healthcare:

- To ensure **high-quality patient care** and **efficient resource management**
- It Drives **policy implementation** and **innovation** in healthcare systems

Physicians as Leaders:

- **Physicians are Natural leaders** due to clinical expertise, decision-making skills, and patient-centered focus.

- **Roles include:**

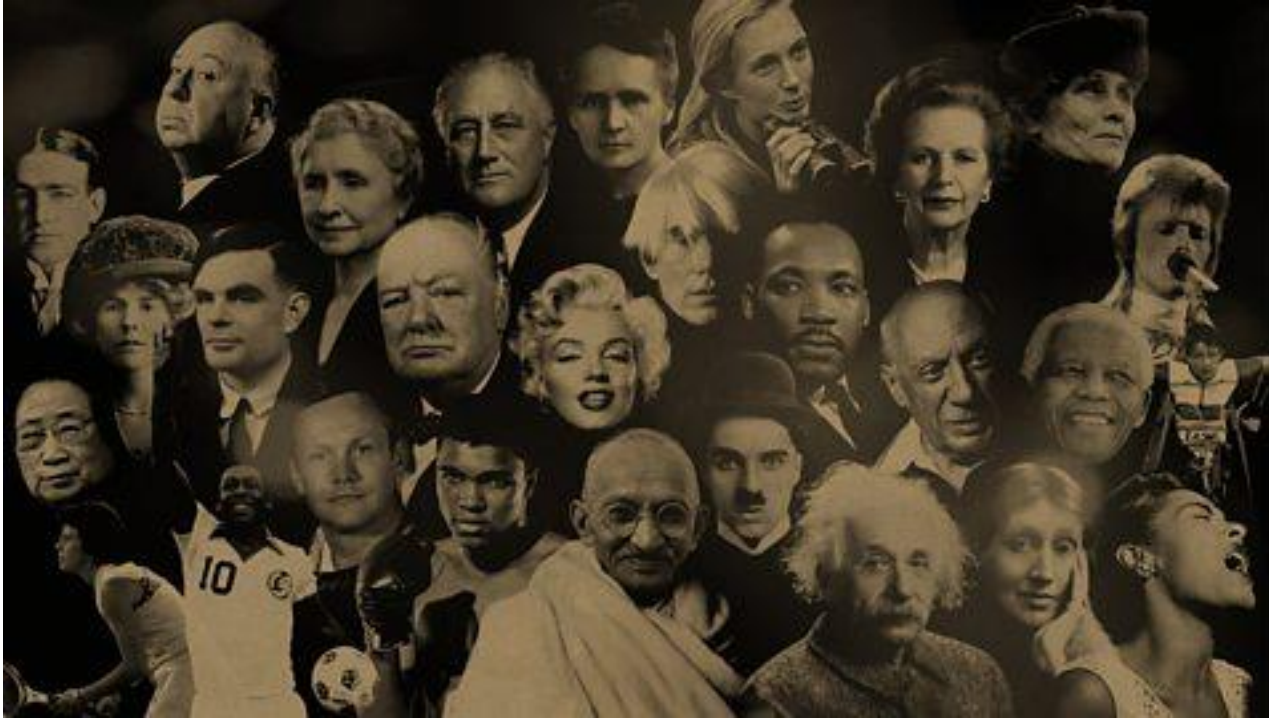
- **Leading clinical teams** : - ^{مديت} تقسيم طاقم , تدرب الى الممرضات , استشاري , اخصائي
- **Teaching and mentoring junior staff** → مثل تدريس منبرك وتعليم بالجوث الطبيه
- **Serving in administrative roles** (e.g., department heads, hospital administrators) ^{مدير تنفيذي}

Today's medical students are tomorrow's hospital CEOs, policy shapers, and department heads. Leadership isn't optional—it's your future.

Medical Students = Future Leaders

Must develop leadership skills early to guide teams and impact patient outcomes

What is leadership?



طوعاً

The activity of influencing people willingly achieve the group objectives.

نشاط التأثير على الناس لتحقيق أهداف
الجموع طوعاً

Definition of leadership:

القائد

يُعزّز

- Leadership is the ability to influence, motivate, and guide individuals or teams toward achieving a common goal.
- A leader is: someone who sets direction in an effort and influences people to follow that direction. A leader is 'someone who has followers'!

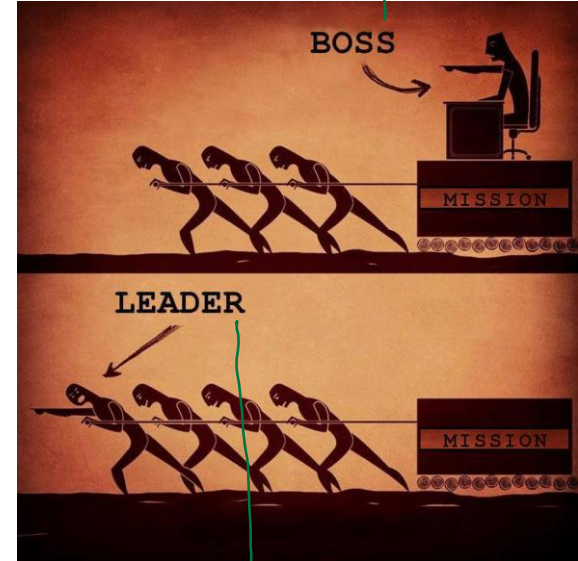
Is Leading Different than Managing?

- Management: associated with major functions: planning, organizing, leading and controlling/coordinating..etc..
- Leadership: leading is different from planning, organizing and coordinating because leading is focused on influencing people, while the other functions are focused on "resources" in addition to people.

work with people : ما يتعلّق مع أشياء مادية ، يشتغل مع ناس : ما يتعلّق مع أشياء فاديه

He orders people to do something

manager = يعطي أوامر



influence people to do things
صوبه يعطي أوامر
بشغلهم ويوجههم

'management is doing things right; leadership is doing the right things'.

Leadership Theories in Healthcare

1. Trait Theory (Great Man Theory)

Leaders are born with their personal qualities (e.g., charisma, intelligence, decision making).
Great leaders will arise when there is a great need.
However, it ignores the role of learned skills and situational circumstances.

كارزما

under situation people reaction chang

ردة فعله والتأثر بتغير حسب الموقف

2. Behavioral Theory

قابل للتعليم

Leadership is a set of teachable behaviors (not personal qualities).

Focuses on actions, not personality.

Leaders can be made, rather than are born.

Successful leadership is based on defined learned behavior.

- **Task-oriented:** Focus on structure, goals, and efficiency (e.g., clinical protocols (e.g., resuscitation teams)).

فإن التالي بأثر بالتيه إلى معه
أنه ينفذوا البروتوكول

People-oriented: Focus on teamwork, empathy, and motivation (e.g., patient-centered care).

تعاطف

Example: Medical students can learn and practice leadership behaviors (e.g., active listening, conflict resolution).

لهم مثل اخذ الهستوري: يسمع المريض

طوال المكالمة

حالياً نعرفه على مشاكل الكثير من الماكنا سنه ادمجهم لانه مد عنا صبراً وتعلمنا

هوكيف تشغل معنا
لهم كيف تحفز الناس إلى عمل

Leadership Theories in Healthcare

3. **Contingency/Situational** depends on the **situation and the team's** needs and characteristics.

➤ Situational control (e.g., crisis vs. routine care).

➤ Leaders adapt their style based on **team's maturity**:

○ **Low maturity (new interns)**: Use **directive style** (clear instructions).

○ **Moderate maturity (residents)**: Use **coaching style** (explain decisions).

○ **High maturity (senior staff)**: **Delegate and trust** their expertise.

4. **Transformational Leadership Theory**

Leaders inspire and motivate teams to exceed expectations through vision and trust.

Example: A department head leading a hospital's digital transformation.

تفويض
مثلاً: أدنى الـ A: نعملها من وضع لـ وضع بناءً على رؤيته وأهله

مثلاً: أدنى الـ A: نعملها من وضع لـ وضع بناءً على رؤيته وأهله
نعملها من وضع لـ وضع بناءً على رؤيته وأهله

هذا الالام
قالت بتجيب انك وحيو صحي فحظك كذا
أو the following
except
مهم املاً

Key Leadership Skills:

Vision and Innovation

← تغيير لفة

Strategic thinking: Planning for long-term goals and anticipating future challenges.

Leading change : Encouraging creativity and supporting new ideas.

مع موصي السنة الي ز يكون مشوفين فيها

توقع

أنا لعمري لعل لان الحق كان
سنوات مارج ليعمل
الخير في امداده عشة لقدام في تهورات

Communication

- Active listening, clear messaging (e.g., patient counseling)

مع تع + تفهم
ما فتح

Team Dynamics

- Conflict resolution, delegation (e.g., multidisciplinary rounds)

مع بتكتب في ال CV قاده على العمل مع فرق

مع ماري
المتكلم

له متعددة التخدمات

و توزع المهام

Decision-Making

- Evidence-based practice, flexibility in crises

← adaptability.

Ethics & Support

- Patient rights, community health priorities

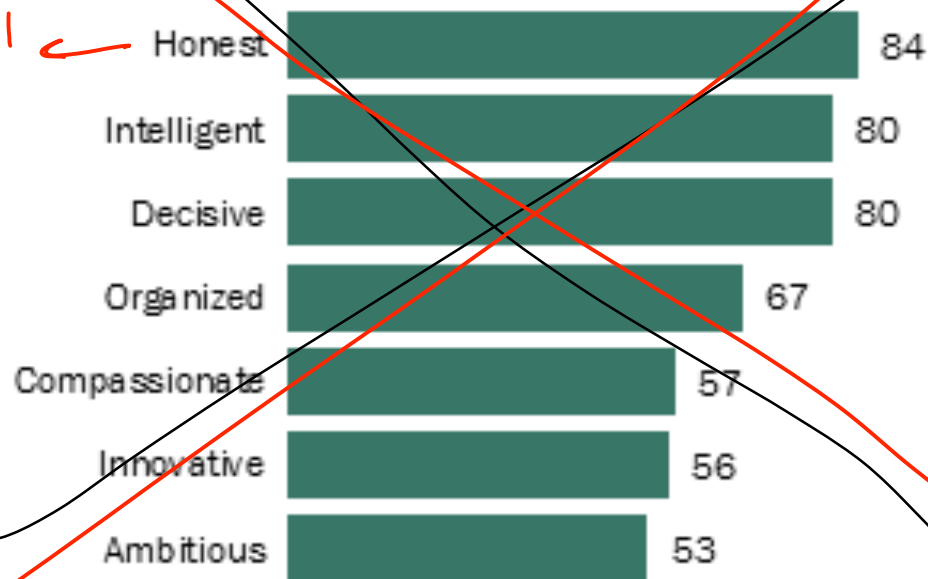
له احتياجاتهم

شي مطلوب

احكام المرء انه
القاضي

Which Leadership Traits Matter Most?

% saying it is absolutely essential for a leader to be ...



Source: Pew Research Center survey, Nov. 12-21, 2014 (N=1,835)

PEW RESEARCH CENTER

Q25a-g

معد جا بر وزیر الہجہ
ایام کورونا سے لبر

Leadership



Leadership Styles in Healthcare

کیف بیوا ال: بتقولا صا صتا تہ مریض صبر
او بتقیبہ و صر و اجب و صہ صہ الہ
او کلہا صا صا
او حالہ صغیرہ
ل وامہ منہم
و صکزا

روح بنزل محاربات حالہ
تہ حفظ صبر
الامتدان حالہ
کس و امج بسما
بشا و رتہ و لا یأل عن
رأیک

1. Autocratic : الدكتاتور

- Autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done.
- There is also a clear division between the leader and the followers. Autocratic leaders make decisions independently with little or no input from the rest of the group. (One decision maker)
- Autocratic leadership is best applied to situations where there is little time for group decision making or where the leader is the most knowledgeable member of the group.
- Demotivates team if overused

بأل عن رأیک؟ لا
No input عن المؤمنین او الی علیہ

فی جنوہ بینہ و بین المؤمنین

One man show

من صغیرہ

① فی الازمات صغیرہ و امہ بوضو القرار و ما یؤدقہ نشادر
② مع ال Low maturity ے لانہ صو امرت و احدہ فیہم

لے لو کتہ و نکرہ عابقون

الديموقراطية

بشاردة معه الباقي

2. Democratic (Participative)

تعاوني

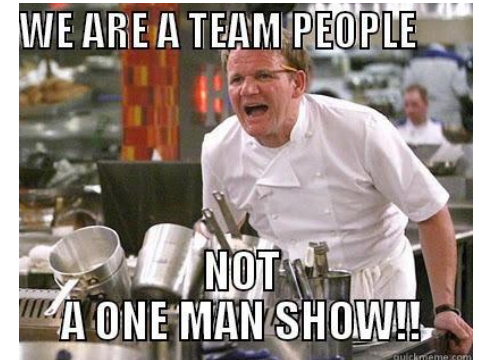


- Team input is gathered, but leader decides: Collaborative decision-making where group members encouraged to participate, but keep the final say over the decision making process.
- Used in quality improvement committees.
- Effective when different input improves outcomes
- Time-consuming in urgent situations ^{طوارئ}
- Group members feel engaged in the process and are more motivated and creative.

* لما يكون في وقت الحاجة احسن الماور

* ومن احسن الي معيائهم جزء هذا القرار واشجع فيهم عنصري creativity
مبدعين

* بئالهم شو رأيكم بكذا



بترکه یشتغل → to let's go
 عمه نرسنه نغی → شرکت براخته

3. Laissez-Faire (Permissive)

- Hands-off; team self-manages.
- The manager provides little or no direction and gives employees as much freedom as possible.
- Good With highly skilled, self-motivated teams.
- Fits expert teams (e.g., senior surgeons) or Research teams, senior specialist units.

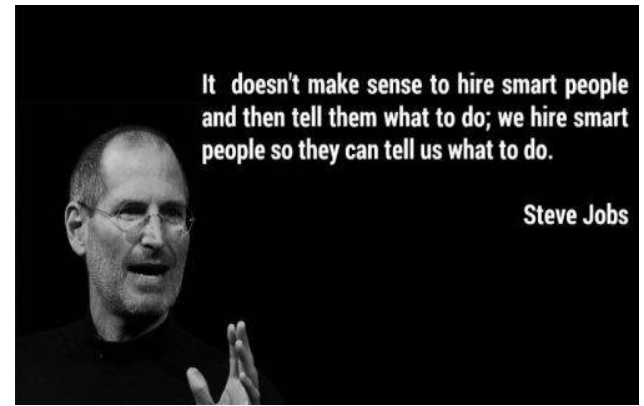
صل
 * مدیر مراکز الابحاث
 * مدیر شرکت الادویه
 الكبيره

بلا فقه ؟
 * عندي ثقة بالفرقة
 * الفرقة senior , High maturity , با حنين
 * عندهم خبره

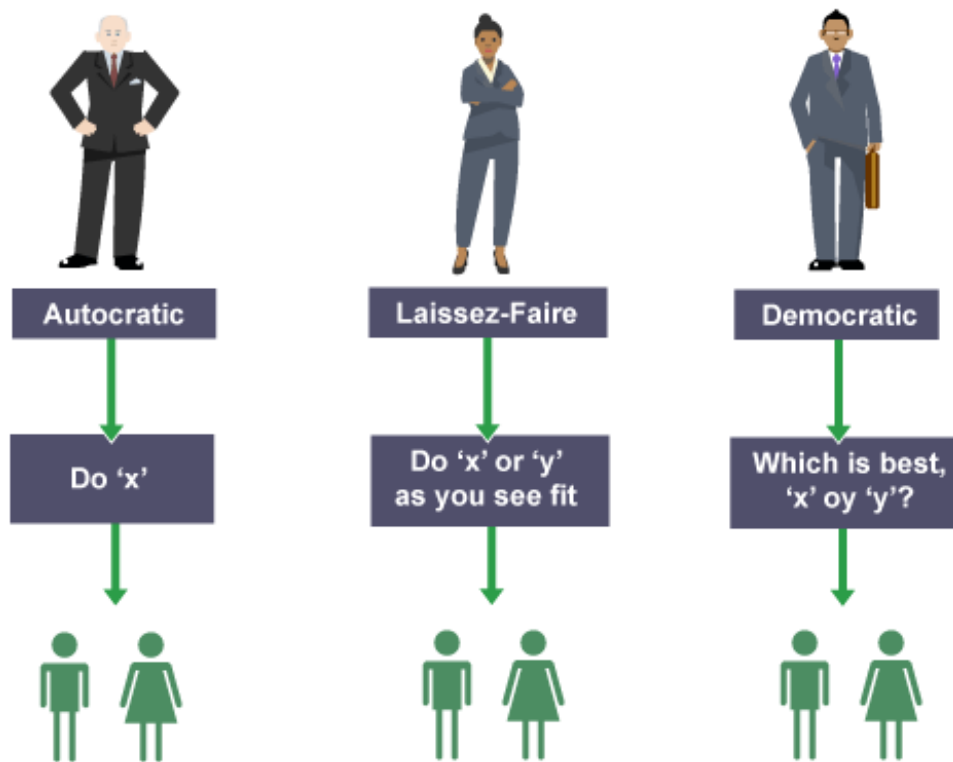
بطلب من task معين
 كيف يعملونه عاليه دقل ب. به هم



سٹیف جو بزرگ صاحب شرکت Apple



لا معنى لتوظيف أشخاص انكفاء ثم إخبارهم بما يجب عليهم فعله؛ فنحن نوظف أشخاصاً انكفاء حتى يتمكنوا من إخبارنا بما يجب علينا فعله



4. Bureaucratic

بموجب التعليمات بالحرف

مكتب

- “by the book” Everything must be done according to procedure or policy., protocol-driven.
- Applied in compliance/safety (e.g., infection control).
- The manager refers to the next level above when encounter a problem.
- Resists necessary change
- This style can be effective when:
 - Employees are performing routine tasks over and over.
 - Employees need to understand certain standards or procedures or for Accreditation processes,

(١) يمشي خطوه خطوه (الخطوات مهمه) مثلاً في infection control.
(٢) الاعتمادية من الرقابه والتفتيش



He waited for the next wave of regulations to arrive.



“Give me a couple years, and I can answer your simple question about the new regulations.”

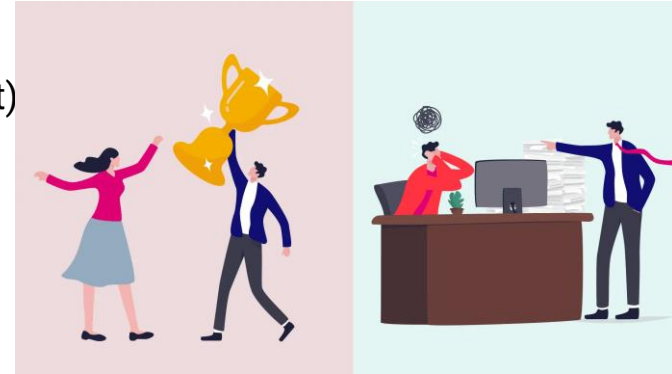
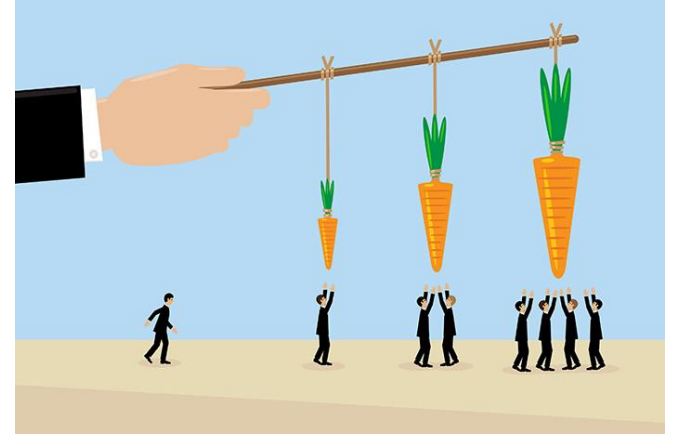
5. Transactional

- Reward/punishment-based.
- Common in task-focused units (e.g., ER triage).
- "Give-and-take" relationship where leaders:
 - ✓ Set clear goals & expectations
 - ✓ Reward compliance (e.g., praise, promotions)
 - ✓ Correct deviations (e.g., warnings, penalties)

Healthcare Applications:

- **Shift scheduling** (meet targets → better shifts)
- **Clinical audits** (follow protocols → recognition)
- **Residency training** (complete competencies → advancement)

اعطيتي فضل ے بعتيك اجازت وزيادات

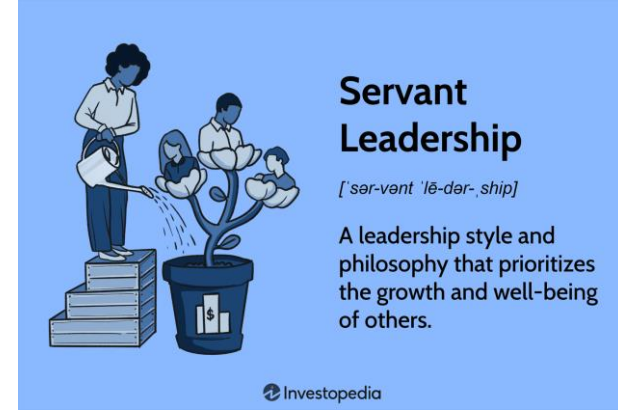


كبير القوم خادهم

يشتغل معكوا وبساعه كوا وبخه معكوا

6. Servant Leadership:

- Focuses on team needs.
- Seen in mentoring (e.g., teaching physicians).
- "Leaders exist to serve their teams, who in turn serve patients."
- ↑ Patient satisfaction
- **Key Behaviors:**
 - ✓ **Active Listening** - "Tell me your challenges" من لك
 - ✓ **Empowerment** - "How can I help you succeed?"
 - ✓ **Community Building** - Fosters collaboration
 - ✓ **Healing Focus** - Addresses staff/patient needs
- **Ideal For:**
 - Teaching hospitals عيادات مختبرات صيدلانية
 - Primary care settings (عيادة زيارات كثير)



* حاب نقل مكتبة بالكلية بحاجة مبلغ معين همد بامك منيها ارجو لك مع مكان يادك
* بهمه انه الموهوب يكون مدنا

— الدكتور هـ قالت كلامه ضافيه و هـ عـ

دمايح منها



لا تكتب من الكلمه
على تويتر ← اشتهر هـ عـ
مديتك

"Your Greatest Tool Isn't in Your White Coat"

"Cure sometimes, treat often, care always."

—Hippocrates

"The good physician treats the disease;
the great physician treats the patient."

—William Osler

Bayan Saleh Al-Qusab