



# Leadership in Healthcare



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# OUTLINE

- leadership concept
- leadership theories
- leadership styles



# INTRODUCTION

Medical Students = Future healthcare Leaders

## Physicians as Leaders:

- **Physicians are Natural leaders** due to clinical expertise, decision-making skills, and patient-centered focus. *صحة كبرى*
- **Roles include:**
  - **Leading clinical teams** *مهارات صنع القرار*
  - **Teaching and mentoring** junior staff *تقوية*
  - Serving in **administrative roles** (e.g., department heads, hospital administrators) *الموظفين الصغار*



# Importance of Leadership in Healthcare

- Leadership affects:
  - ✓ Patient safety *السلامة المرضية*
  - ✓ Teamwork
  - ✓ Decision making

Example: During emergencies someone must lead the team.



# What is leadership?

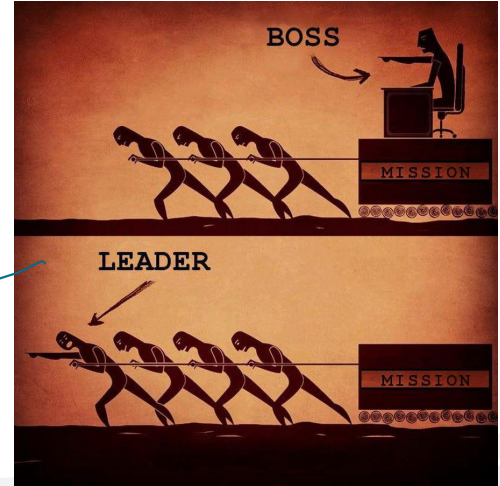
- <sup>التأثير</sup> Leadership is the ability to influence, motivate, and guide individuals or teams toward achieving a common goal.
- A leader is: someone who sets direction in an effort and influences people to follow that direction. A leader is 'someone who has followers' !





# Leadership vs Management

Leadership	Management
Influences people <i>يؤثر</i>	Manages resources <i>يسر المصادر</i>
Creates vision <i>خلق رؤية</i>	Executes plans <i>تنفيذ الخط</i>
Inspires teams <i>يلهم</i>	Controls processes <i>التحكم بالعمليات</i>





# Leadership Theories in Healthcare

## 1. Trait Theory (Great Man Theory)

الرجل العظيم  
يولد كقائد

- Leaders are born with their **personal qualities** (e.g., charisma, intelligence, decision making).
- Great leaders will emerge when there is a great need.
- Ignores learned skills and situational factors.

علم الزواجر



## 2. Behavioral Theory

لا يولد ولكن يصنع

- Leadership is based on **teachable skills** and learned behaviors.
- Leaders are made, not born.

### ✓ Task-oriented

Focus on structure, goals, and efficiency (e.g., clinical protocols).

### ☹ People-oriented

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

Example: Medical students learning active listening and conflict resolution.





# Leadership Theories in Healthcare

ظرف معين

فريق الصحة

الموظفون الجدد

المهنيين

التفاوض

## 3. Contingency / Situational Theory

- Leadership depends on the **situation** and the **team's level of maturity**.
- Leaders adapt their style according to team experience:
  - **Low maturity** (new interns)
    - Use **directive** style – clear instructions and close supervision.
  - **Moderate maturity**(residents)
    - Use **coaching** style – explain decisions and guide learning.
  - **High maturity** (senior staff)
    - Use **delegation** – trust their expertise and autonomy.



تغيير قولته

## 4. Transformational Leadership

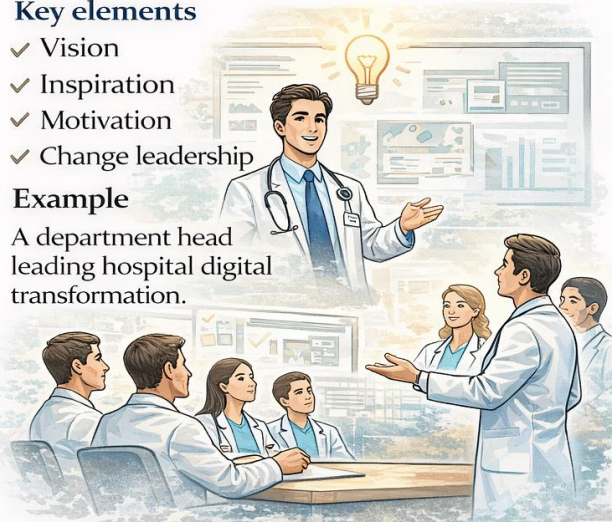
Leader inspires and motivates the team to exceed expectations.

### Key elements

- ✓ Vision
- ✓ Inspiration
- ✓ Motivation
- ✓ Change leadership

### Example

A department head leading hospital digital transformation.





# • Core Leadership Skills

## Strategic Thinking

التفكير الاستراتيجي



Planning long-term healthcare goals and anticipating future challenges.

Example: hospital capacity planning.

صنع القرار

## Decision-Making



Making timely and evidence-based decisions, especially under pressure.

Example: choosing the appropriate treatment during an emergency.

## Communication

التواصل



Clearly exchanging information to ensure understanding within the healthcare team.

Example: explaining treatment plans to patients.

المعاملة

## Ethical Leadership



Ensuring decisions respect patient rights and professional standards.

Example: protecting patient confidentiality.

## Team Management

ادارة الفريق



Organizing and coordinating multidisciplinary healthcare teams.

Example: leading ward rounds with doctors, nurses and pharmacists.

تغييرات

## Innovation & Change Leadership



Encouraging new ideas and improving healthcare systems or practices.

Example: implementing electronic medical records.



# Leadership Traits Most Valued Today

Based on research studies (2020–2024)

0 10% ..... 100%



ذكور  
عاطفي  
اجتماعي

متعاطف  
الرهيزي

مرونة

حسب الاعتماد عليه

When the leader lose the honesty they lose their trust



# Let's see how many potential leaders we have in this room!

## Leadership Traits Quick Self-Test

- **Instructions:**  
Rate each statement:
- Yes = 1 point
- 4 - 5 → Strong leadership tendency  
2 - 3 → Developing leadership potential  
0 - 1 → Prefer supportive or individual roles

کامیابی اصلاحی



یونی

I enjoy taking the lead when working in a group.

تغ

I feel confident making decisions for a team.

تغ

I prefer organizing tasks rather than just completing them.

تغ

I am comfortable motivating others toward a goal.

تغ

I tend to take initiative when something needs to be done.



# Leadership Styles in Healthcare

أنماط القيادة

## Autocratic Leadership

### Definition

- Leader makes decisions independently and gives clear instructions.

### Key Characteristics

- Clear expectations about tasks and responsibilities
- Leader-follower authority is clearly defined
- Decisions are made by one person

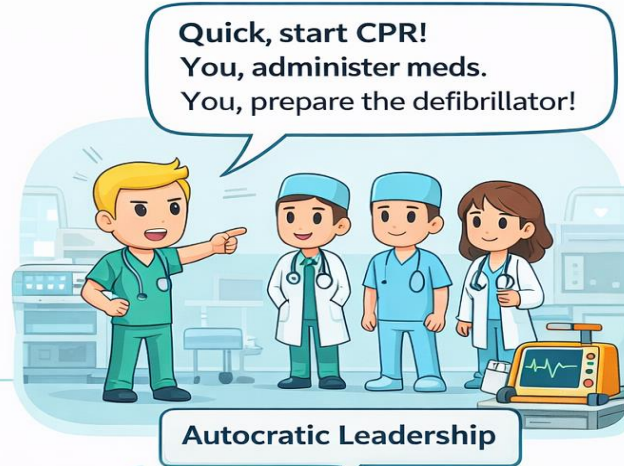
### When It Is Useful

- Emergency situations
- When quick decisions are required
- When the leader has the highest expertise

### Potential Limitation

- ⚠ May reduce team motivation if overused

نقل التحكم





# Leadership Styles in Healthcare

## 2. Democratic (Participative) Leadership

### Definition

- Leader involves team members in decision-making but keeps the final responsibility.

### Key Characteristics

- Team members are encouraged to participate
- Decisions are discussed collectively
- Leader considers different opinions before deciding

### When It Is Useful

- Quality improvement meetings
- When different perspectives improve outcomes
- Multidisciplinary healthcare teams

### Potential Limitation

- ⚠ Decision-making may take more time
- Less effective in urgent clinical situations





# Leadership Styles in Healthcare

*hands off*

## 3. Laissez-Faire (Permissive) Leadership

### Definition

- Leader provides minimal supervision and allows team members to manage their own work.

### Key Characteristics

- High level of autonomy for team members
- Leader provides little direct guidance
- Team members manage their own responsibilities

### When It Is Useful

- Highly skilled and self-motivated teams
- Senior physicians or expert specialists
- Research teams or academic environments

### Potential Limitation

- ⚠️ Lack of direction may cause confusion
- Not suitable for inexperienced teams

*لديه  
مدير  
فريقه*



Laissez-Faire Leadership

# Leadership Styles in Healthcare

## 4. Bureaucratic Leadership

### Definition

- Everything must be done according to procedures, policies, and protocols.

### Key Characteristics

- Strict adherence to rules and protocols
- Focus on compliance, safety, and infection control
- Manager refers to higher authority for problem-solving
- Resists necessary change
- Employees follow routine tasks repeatedly
- Employees must understand standards for accreditation

### When It Is Effective

- Ensures consistency and accountability
- Useful in accreditation & quality assurance
- Reduces errors by standardization

### Limitation

- Slow to adapt → delays in problem solving



standardization

سكنية

By ROOK

كل الازمة  
يجب انك تاتي اليها

الامتداد

مسئولية

الاعتماد

الكمية

المرونة

تبطئ عملية  
تتطلب

نظام التخطيط الفردي



# Leadership Styles in Healthcare

## 5 Servant Leadership



### Definition

- Leader focuses on serving and supporting the team first, helping them perform better and provide better patient care.

### ✓ Key Characteristics

- ✓ Active listening to team members
- ✓ Empowering and supporting staff
- ✓ Encouraging teamwork and collaboration
- ✓ Focus on patient-centered care

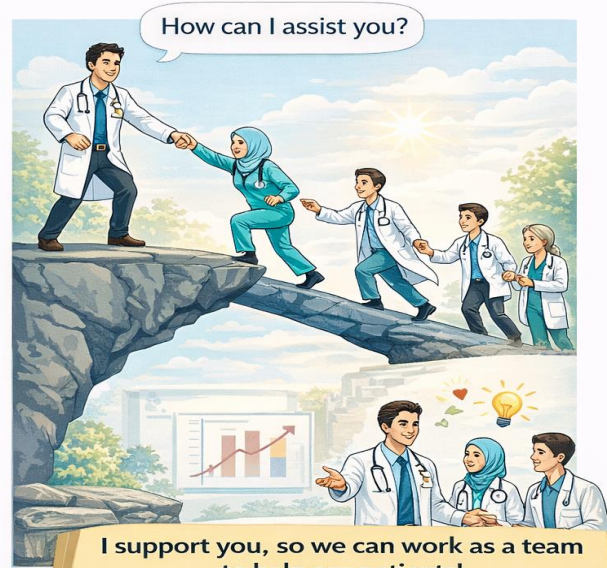
### ✓ When it Is Useful

- ✓ Teaching hospitals
- ✓ Primary care settings
- ✓ Healthcare teams focused on patient-satisfaction



### Potential Limitation

- Decision-making may be slower
- Leader may appear less authoritative in urgent situations



"سَيِّدُ الْقَوْمِ خَادِمُهُمْ"

من قلبه بسلوته



واحدة من أشهر القصص التي توضح أن "القيادة" ليست مجرد تشریف أو مكانة، بل هي مسؤولية وخدمة تتطلب صفات محددة قد لا تتوفر حتى في كبار الصالحين.

جاء أبو ذر الغفاري إلى النبي ﷺ يسأله أن يوليه مديراً أو قائداً على مكان ما (الإمارة)، فقال: "يا رسول الله، ألا تستعملني؟".

فضرب النبي ﷺ بيده على منكب أبي ذر ثم قال له بصدق ومحبة:

"يا أبا ذر، إنك ضعيف، وإنها أمانة، وإنها يوم القيامة خزي وندامة، إلا من أخذها بحقها، وأدى الذي عليه فيها" رواه مسلم

THANK YOU

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