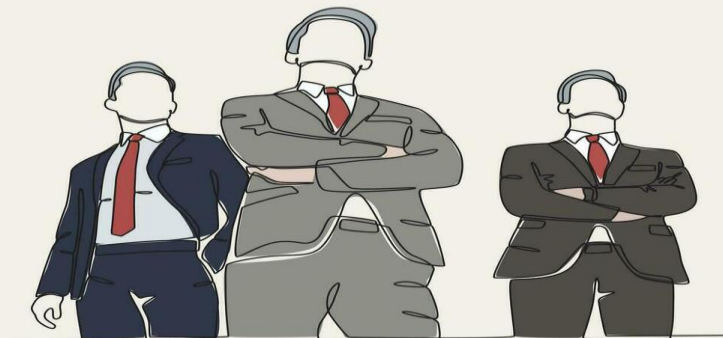




UNIVERSITAS GADJAH MADA

Kepemimpinan di Rumah Sakit: Pemimpin Struktural, Pemimpin Klinis, & Pemimpin Informal



Andreasta Meliala

Januari 2026



- Mengidentifikasi eksistensi Pemimpin Formal, Pemimpin Informal, dan Pemimpin Klinis di rumah sakit
- Mengkaji konsep dan konteks yang relevan tentang kedudukan, peran, dan tanggung jawab masing-masing pemimpin
- Mendeskripsikan karakteristik inti yang perlu dilatih untuk menjadi pemimpin yang efektif di rumah sakit



INTRODUCTION



CHALLENGES IN HEALTHCARE

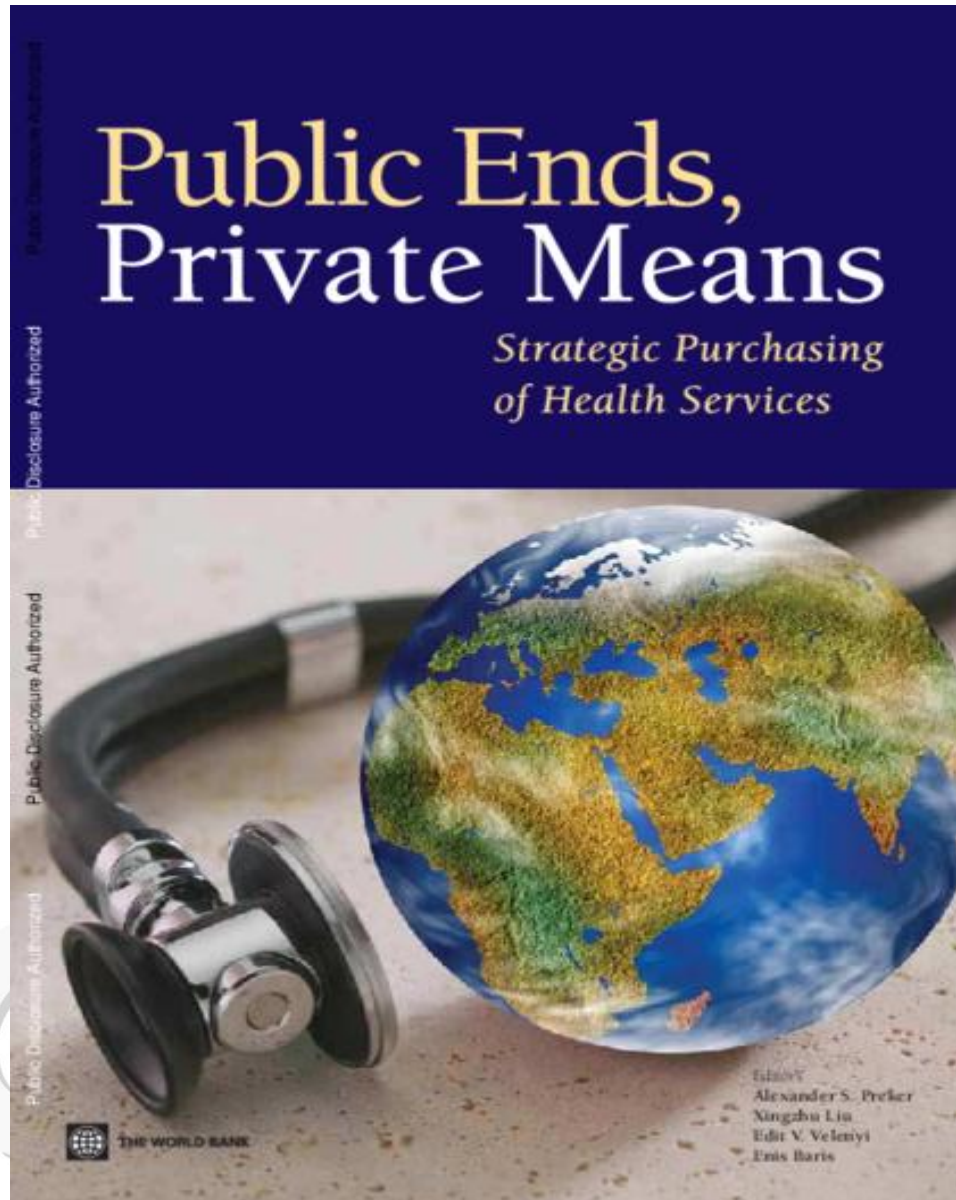
List of Top 8 Healthcare Challenges





Introduction

- Organization's performance is shaped by the leader



Public Missions

Leadership

Private Measures

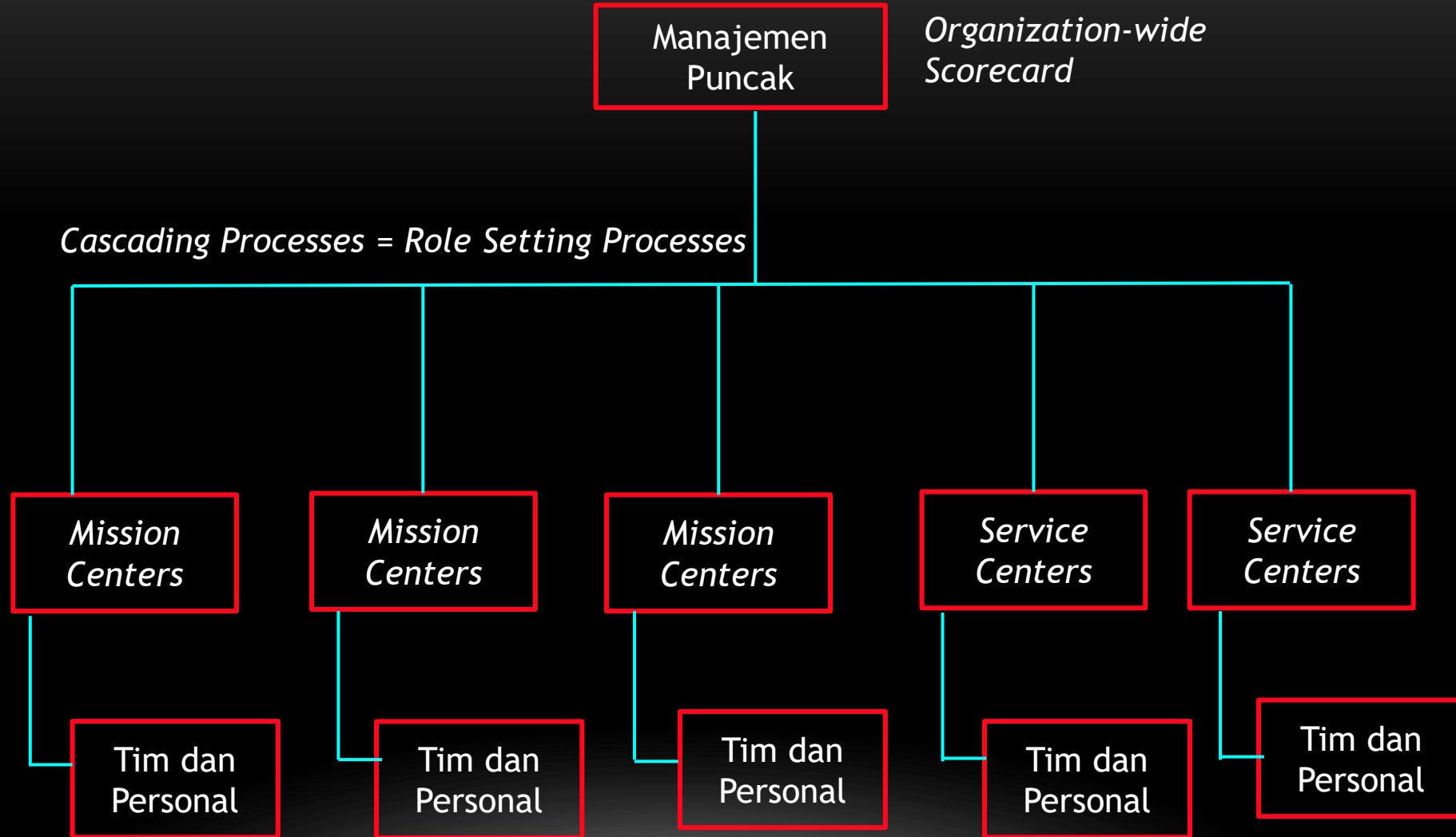
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SIAPA, DI MANA, DAN APA TUGAS LEADER...

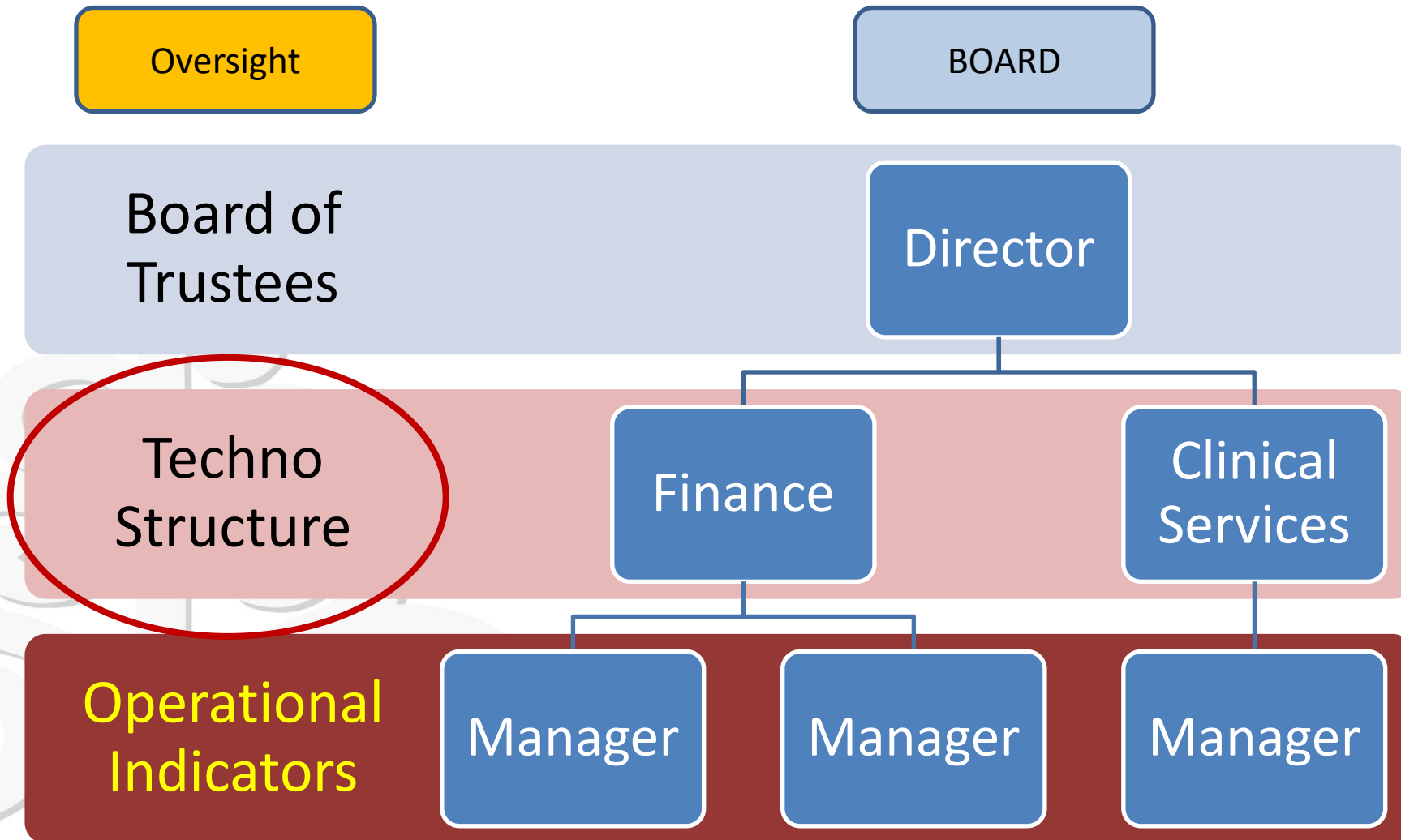


“the abominable snowman whose
footprints are everywhere but who is
nowhere to be seen”

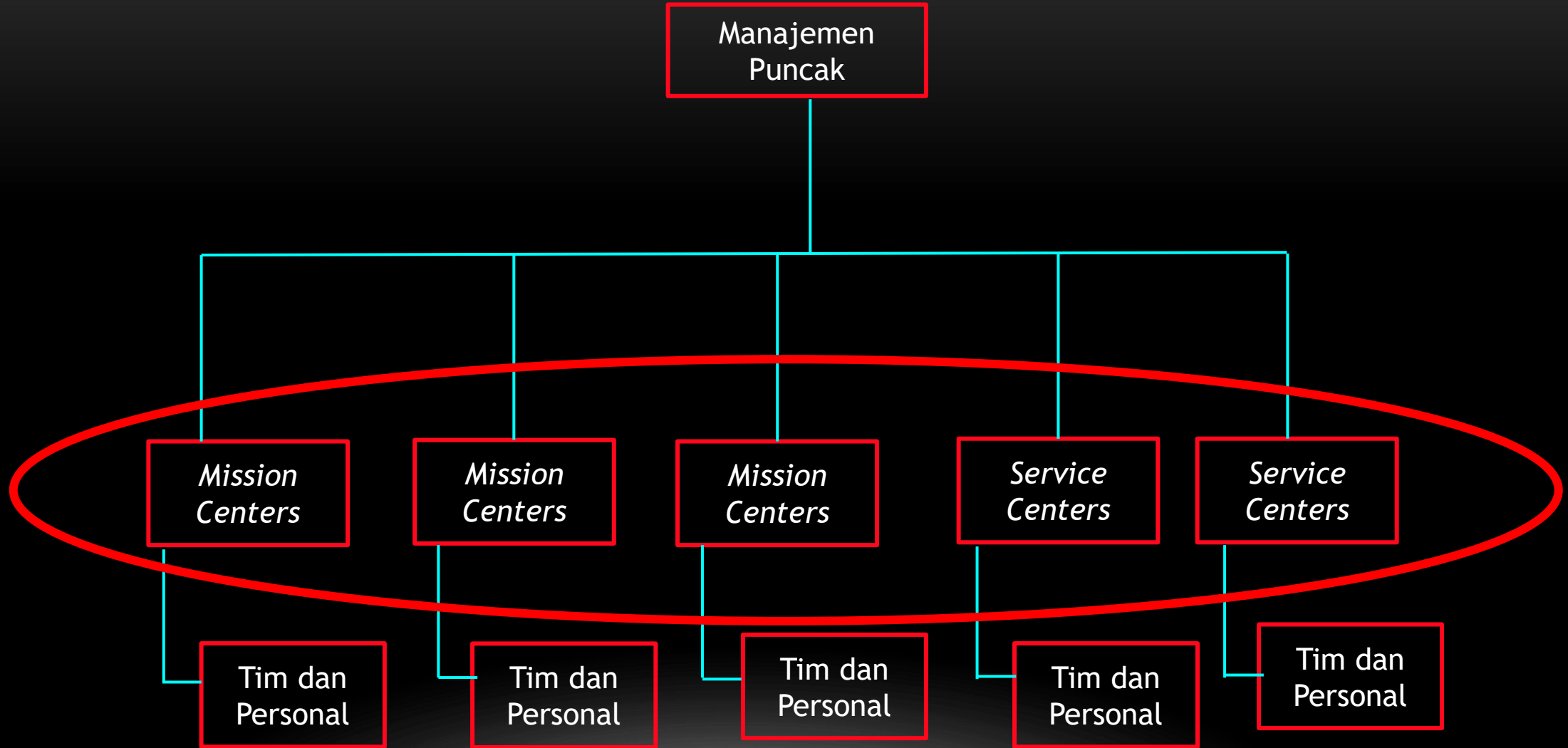
Pemimpin Struktural



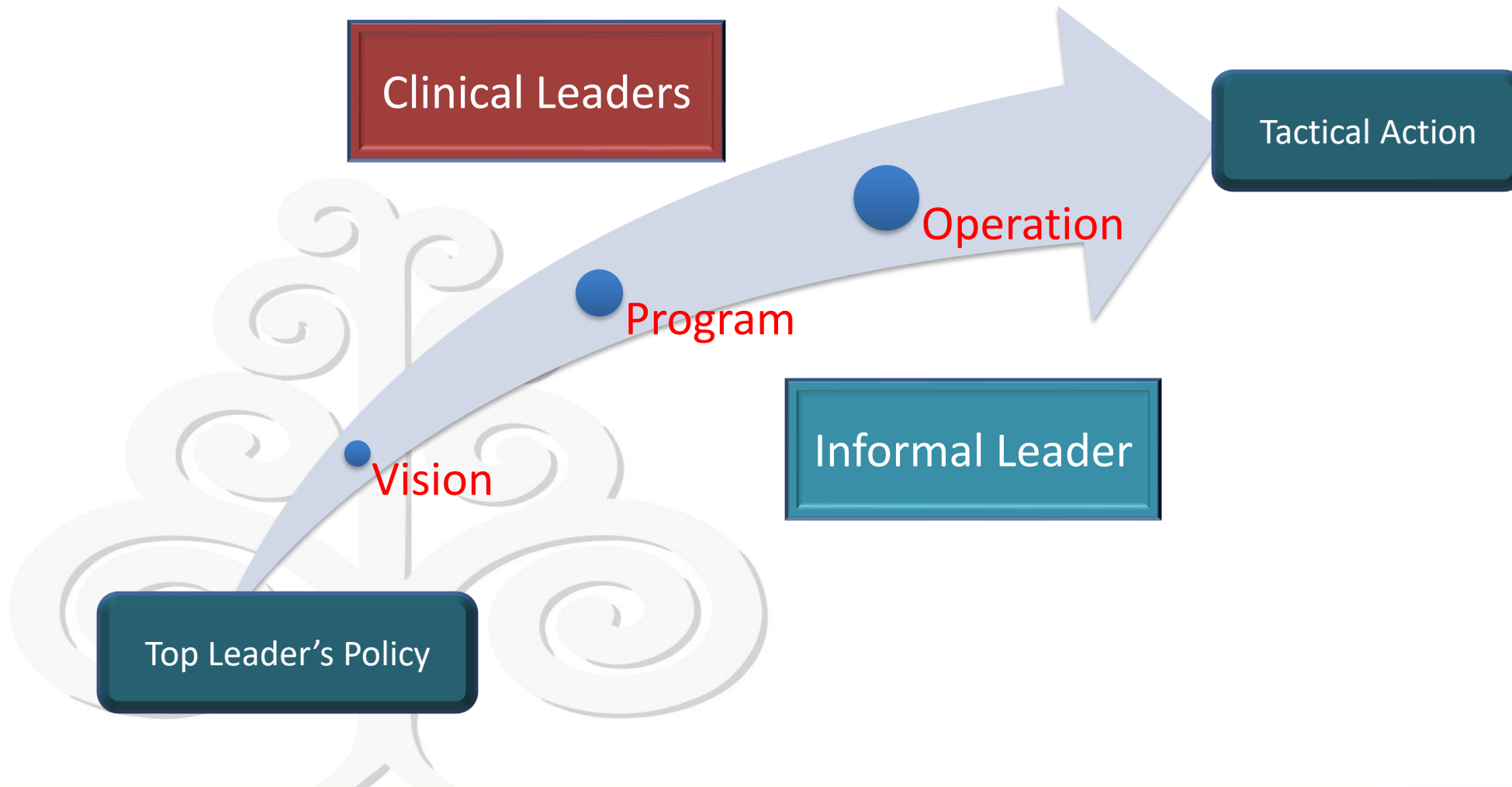
Pemimpin Klinik

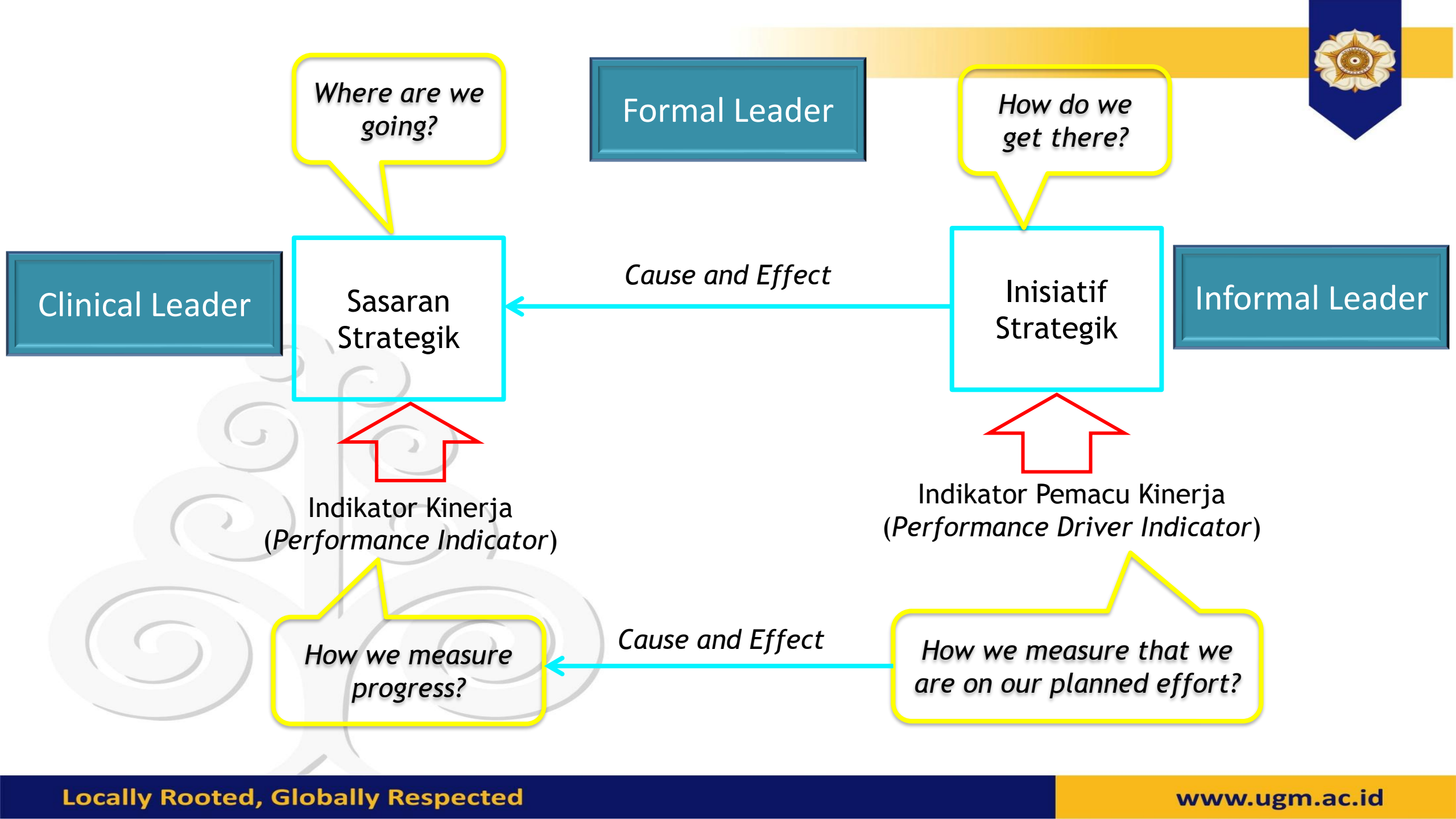


Pemimpin Informal



Translating the strategy to specific tactics





TOP-DOWN AND BOTTOM-UP APPROACH



Unless commitment is made there are only promises and hopes but no plan.



PERBANDINGAN KEPEMIMPINAN

Tabel Perbandingan



Dimensi	Kepemimpinan Struktural	Kepemimpinan Informal	Kepemimpinan Klinis
Sumber legitimasi	Jabatan/mandat formal	Kepercayaan, reputasi, pengaruh sosial	Otoritas profesi dan rekam jejak pada keilmuan
Fokus utama	Rencana Strategis & tata kelola, pengelolaan sumber daya, dan kepatuhan	Mobilisasi profesional, pengembangan norma, mendorong perubahan operasional	Keselamatan pasien, outcome klinis, improvement
Instrumen kerja	GCG, Kebijakan, anggaran, struktur organisasi dan komite, KPI organisasi	Relasi, coaching, teladan, "peer influence"	Guideline, audit, RCA, pathway, Good Clinical Governance
Akuntabilitas	Formal ke board/regulator/akreditasi	Sosial/peer accountability	Profesional & organisasi (clinical governance)
Risiko khas	Top-down berlebihan, jauh dari frontline	Shadow norms, resistensi pasif, pengaruh negatif	Terisolasi dari keputusan manajerial jika terlalu "heroic clinician"

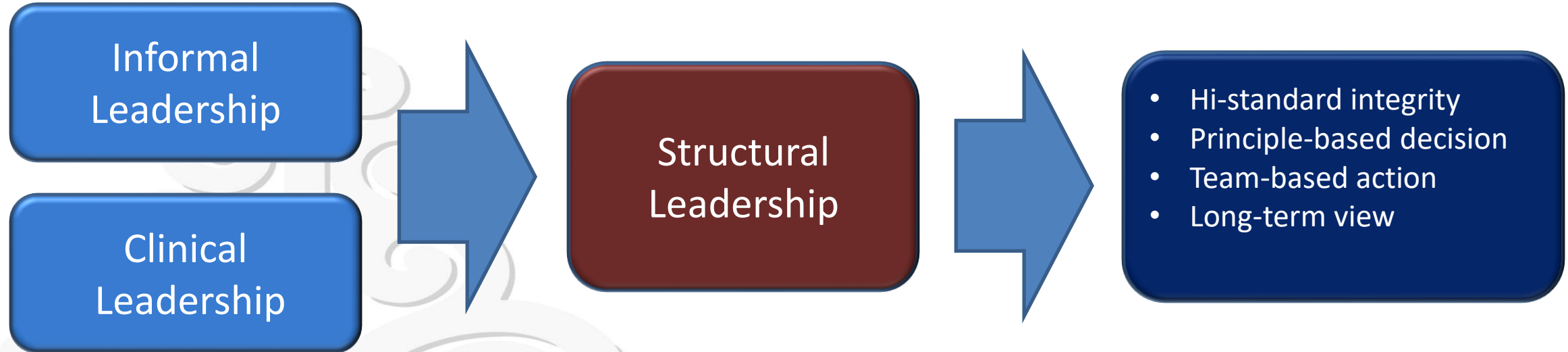
Pandangan tentang Leadership (Nichols, 1988)



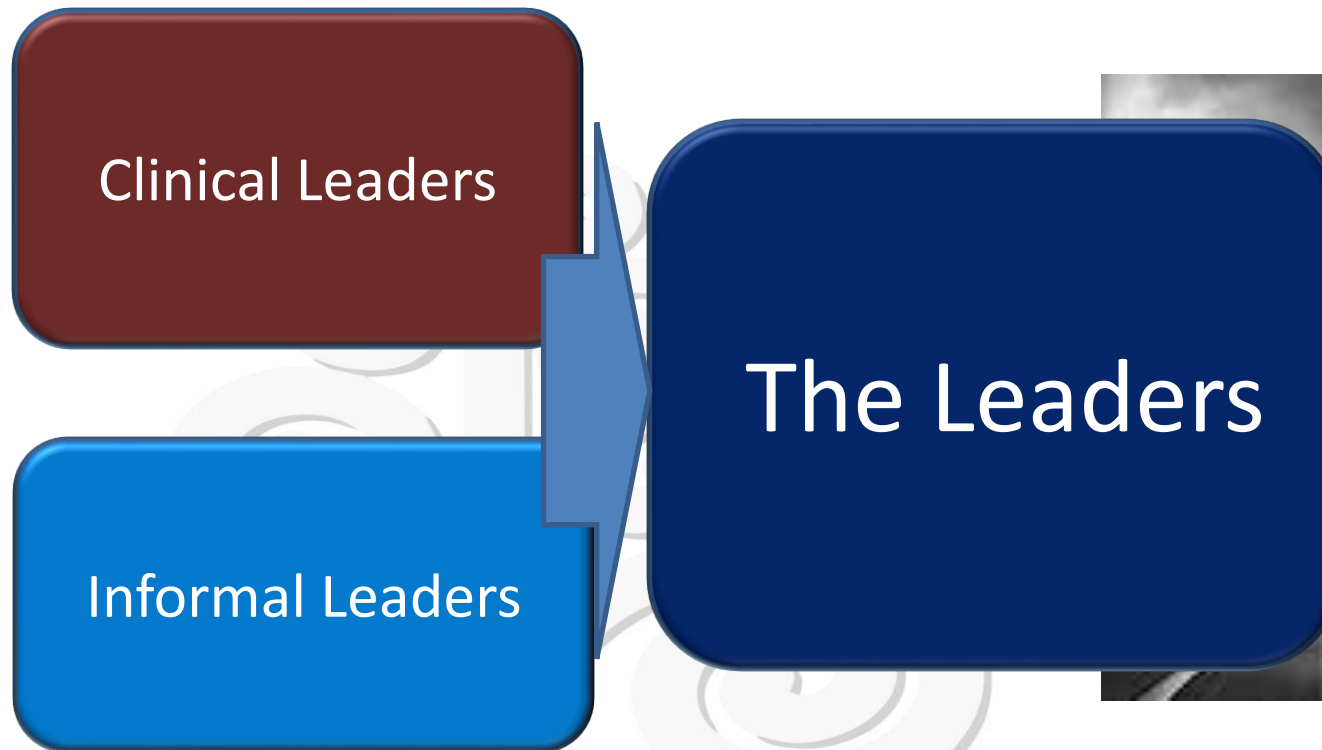
Leadership Influencing Concept

- Perspektif 1 (Informal & Clinical Leaders):
 - Leader mempengaruhi follower atau “other leader” **tanpa menggunakan power** atau otoritas (authority), melainkan dengan mengelola Perception, Articulation (komunikasi), Conviction (reward and punishment), and Empathy (PACE).
- Perspektif 2 (Formal Leaders):
 - Leader memicu “**shaking and moving**” organisasi untuk menghadapi masa depan, siap dengan perubahan, dan tetap berkinerja di tengah perubahan yang terjadi.
 - Leader memanfaatkan sumber daya luar organisasi (makro-leadership) dan mengendalikan sumber daya internal organisasi (mikro-leadership),

Back to Concept



Back to concept (2)



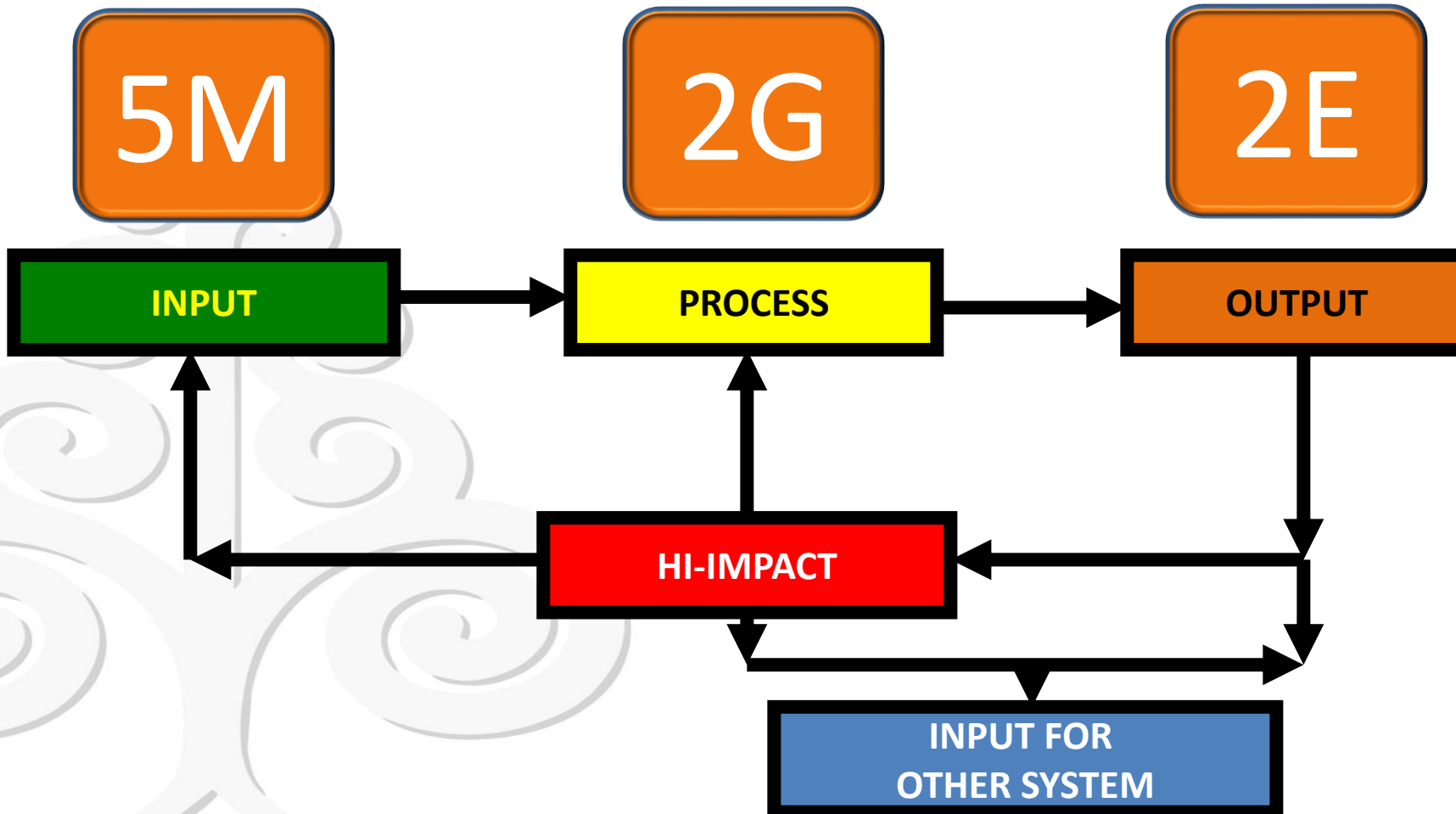


KESAMAAN KARAKTERISTIK

Orchestrating Organization System



Formal Leader, Clinical Leader, Informal Leader



Characteristics of Good Leader



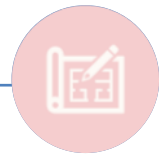
VISION

Understand the great pictures of medical practice and patient care



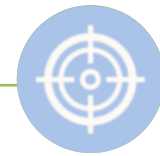
NETWORKING

Surround themselves with great people



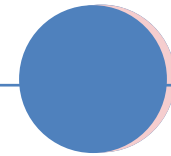
COACH OTHERS

Developing team by coaching all member



FOCUS

Stay focus on team's success



EMOTIONAL INTELLIGENCE

Ability to handle self and other problems

From Vision to Action



Action

Banyak

Sedikit

Jelas

Vision

Kabur

1	3
2	4

Be Decisive



PIKIR

banyak

sedikit

ACTION

banyak

sedikit

1	3
2	4

Risk Taker



TAAT ATURAN

banyak

sedikit

banyak

TEROBOSAN

sedikit

1	3
2	4

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TERIMA KASIH

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Surgical Leadership Competencies for Navigating Hospital Network Expansion



Phillip Yang, MSE,^{a,*} Adrian Diaz, MD, MPH,^{b,c,d}
Karan R. Chhabra, MD, MSc,^{b,c,e} Mary E. Byrnes, PhD, MUP,^{b,f}
Abishek Rajkumar, BS,^a Hari Nathan, MD, PhD,^{b,f}
and Justin B. Dimick, MD, MPH^{b,f}

► J Postgrad Med. 2024 Dec 11;70(4):232–241. doi: [10.4103/jpgm.jpgm.533.24](https://doi.org/10.4103/jpgm.jpgm.533.24) [7]

Navigating healthcare leadership: Theories, challenges, and practical insights for the future

PK Singh¹, S Singh^{1,✉}, V Kumari², M Tiwari³

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PMCID: PMC11722716 PMID: [39660574](https://pubmed.ncbi.nlm.nih.gov/39660574/)

Review

The importance of clinical leadership in the hospital setting

John Daly ✉, Debra Jackson, Judy Mannix, Patricia M Davidson & Marie Hutchinson

Pages 75–83 | Published online: 21 Nov 2014

✉ Cite this article ✉ <https://doi.org/10.2147/IHL.S46161>



Geriatric Nursing

Volume 59, September–October 2024, Pages 48–59



Featured Article

A systematic review of leadership styles in healthcare sector: Insights and future directions

Yuping Wu^a, Siti Rahmah Awang^a ✉, Tahir Ahmad^b, Chenyangzi You^a

bally Respected

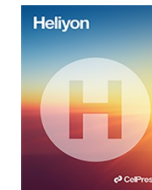
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Research article



Organizational culture and leadership style in Spanish Hospitals: Effects on knowledge management and efficiency

María-Jesús Moreno-Domínguez^{a,b,*}, Tomás Escobar-Rodríguez^c, Yolanda-María Pelayo-Díaz^a, Isabel Tovar-García^d

Why is Leadership Important in Healthcare Organizations?

📅 March 22, 2025

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Reinvigorate Your Health Care System: Build Meta-Leadership into Your Practices and Thinking

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