



UNIVERSITAS GADJAH MADA

Konsep *Meta Leadership* dalam Pengelolaan Bencana



Andreasta Meliala

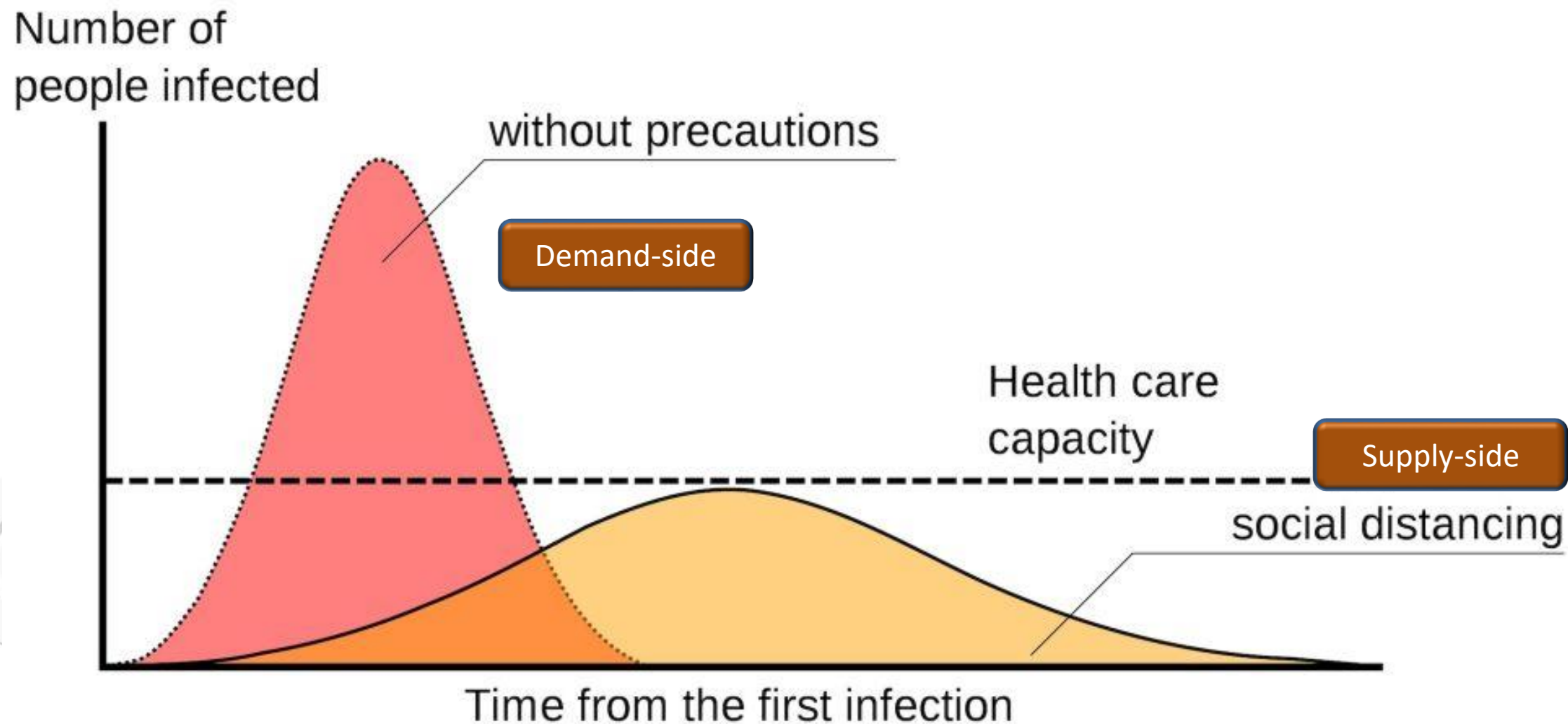
andremeliala@ugm.ac.id

Direktur PKMK FKKMK UGM

Ketua Pengelola MMR FKKMK UGM

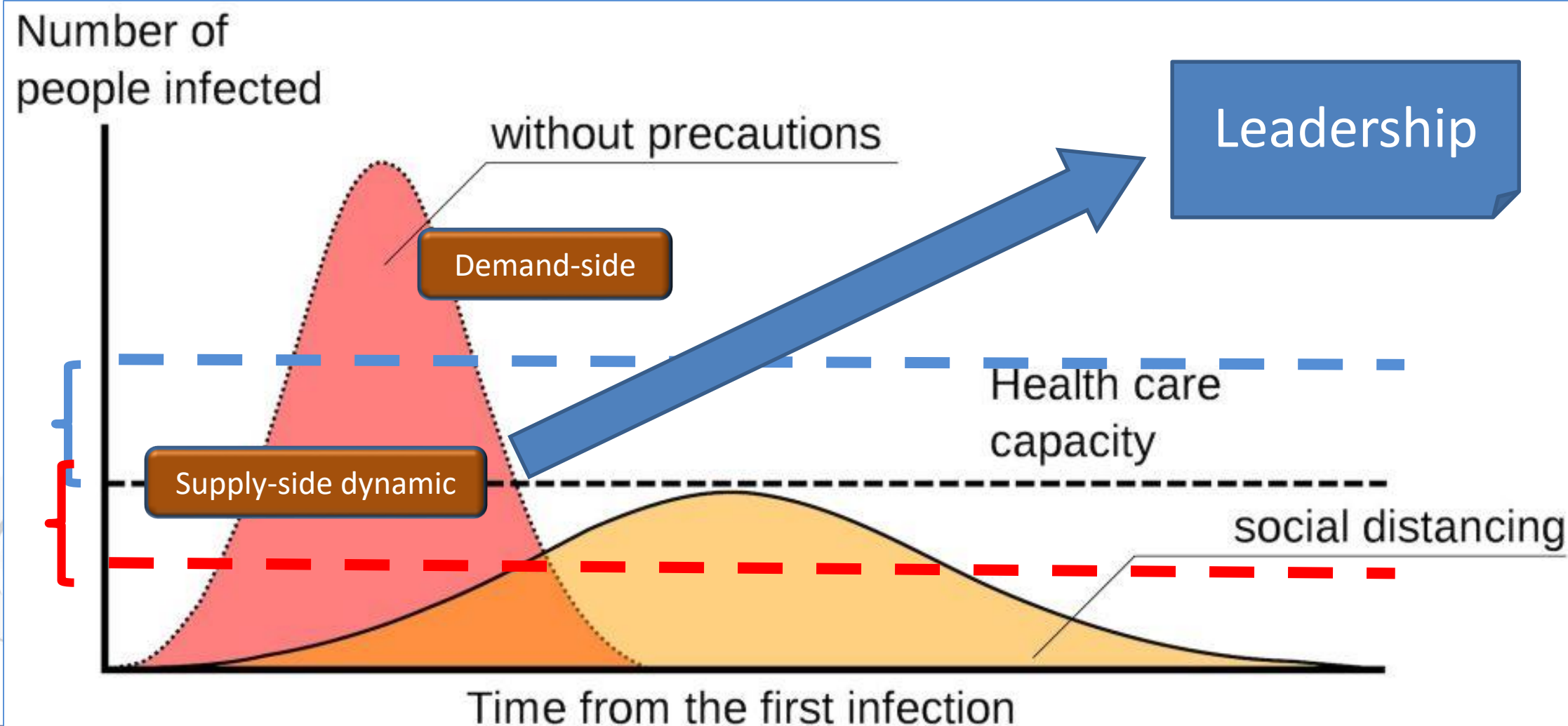


Latar Belakang





Latar Belakang (2)



Ekosistem



The WHO Health System Framework

System Building Blocks

SERVICE DELIVERY

HEALTH WORKFORCE

INFORMATION

MEDICAL PRODUCTS,
VACCINES & TECHNOLOGIES

FINANCING

LEADERSHIP / GOVERNANCE

ACCESS
COVERAGE



QUALITY
SAFETY

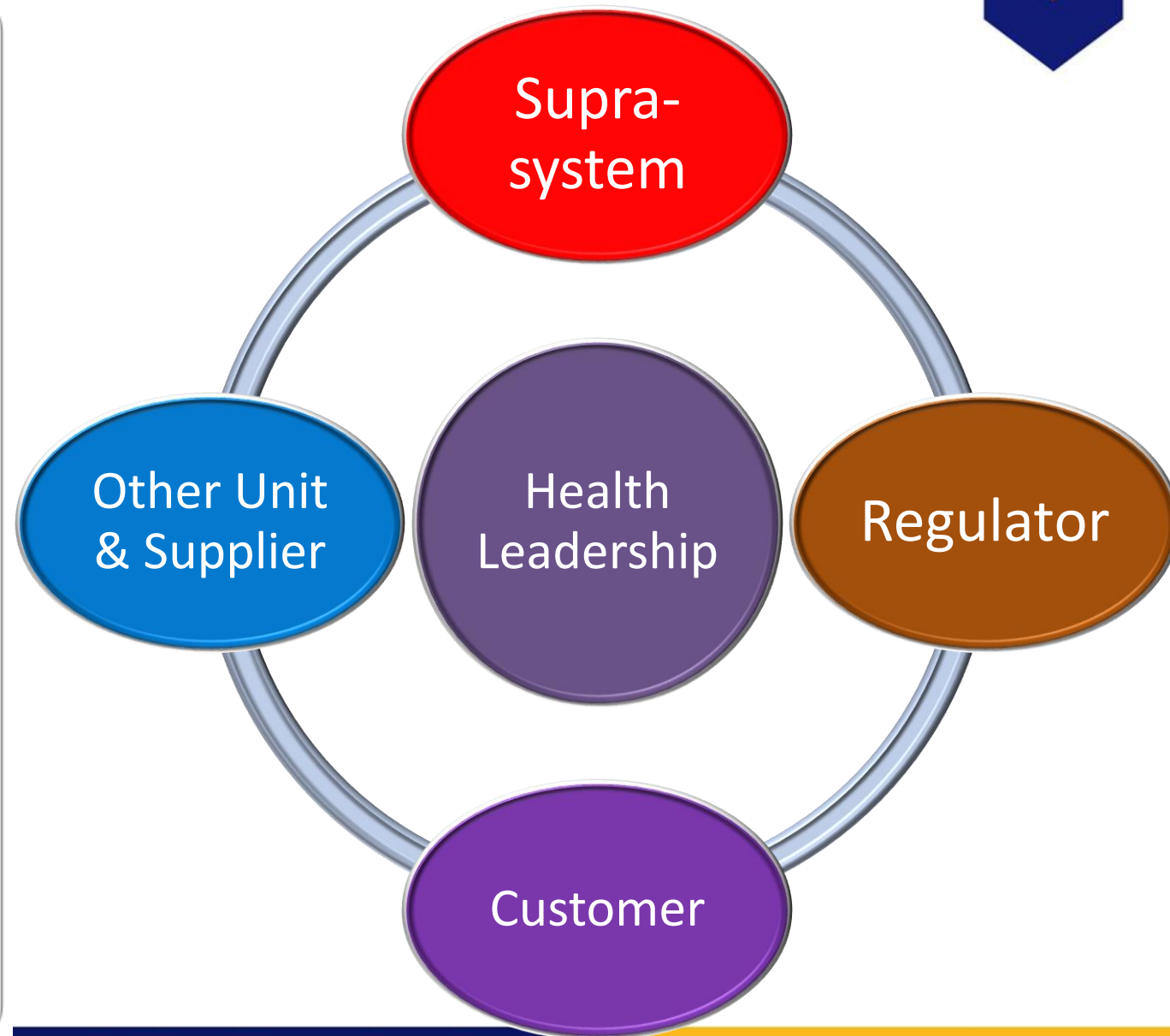
Overall Goals / Outcomes

IMPROVED HEALTH
(level and equity)

RESPONSIVENESS

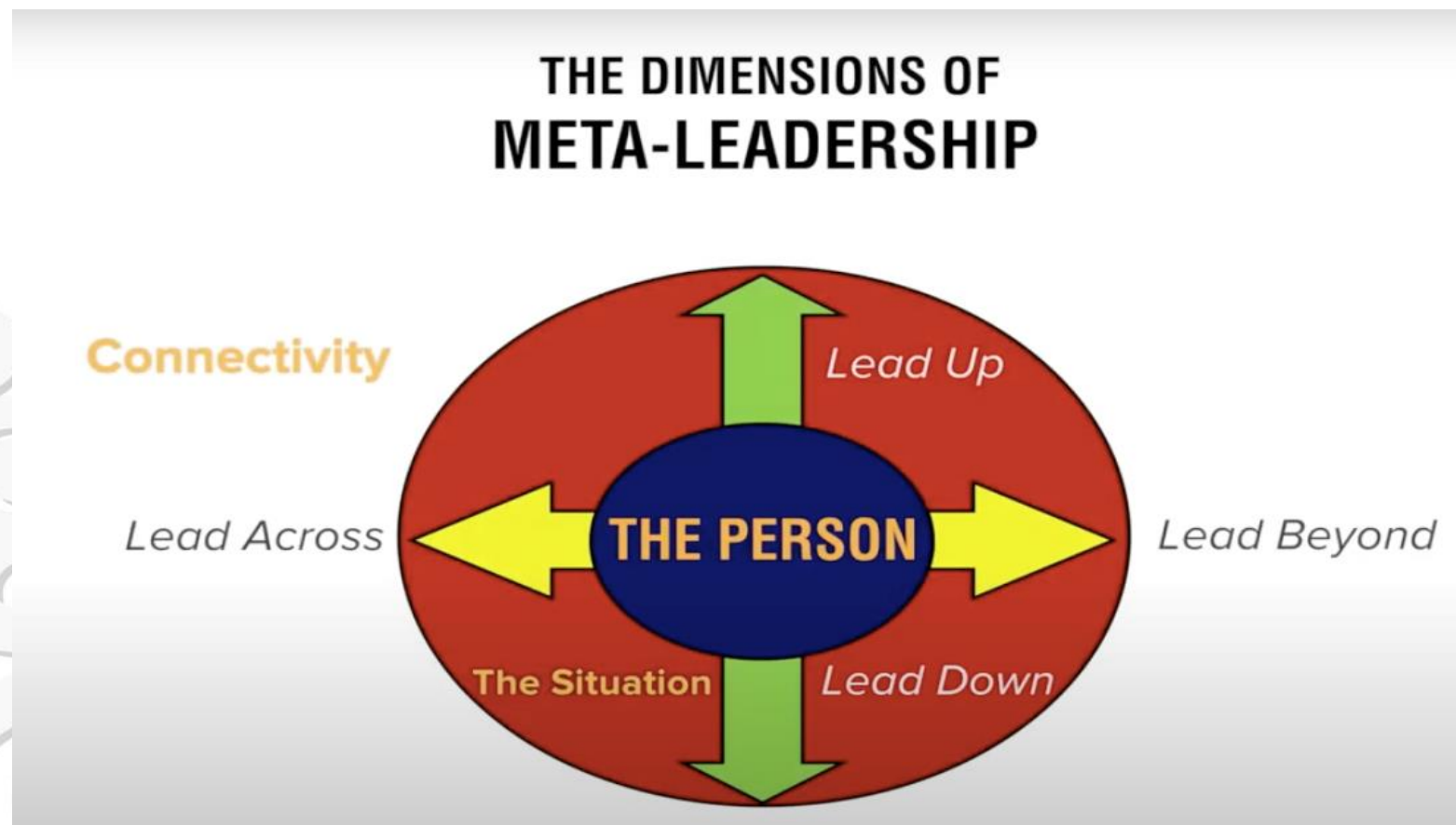
SOCIAL & FINANCIAL RISK
PROTECTION

IMPROVED EFFICIENCY





3 Dimensi Meta-Leadership



<https://cambridgemetaleadership.com/what-is-meta-leadership/>



UNIVERSITAS GADJAH MADA

Dimensi 1

Leader's personality

dalam Meta Leadership



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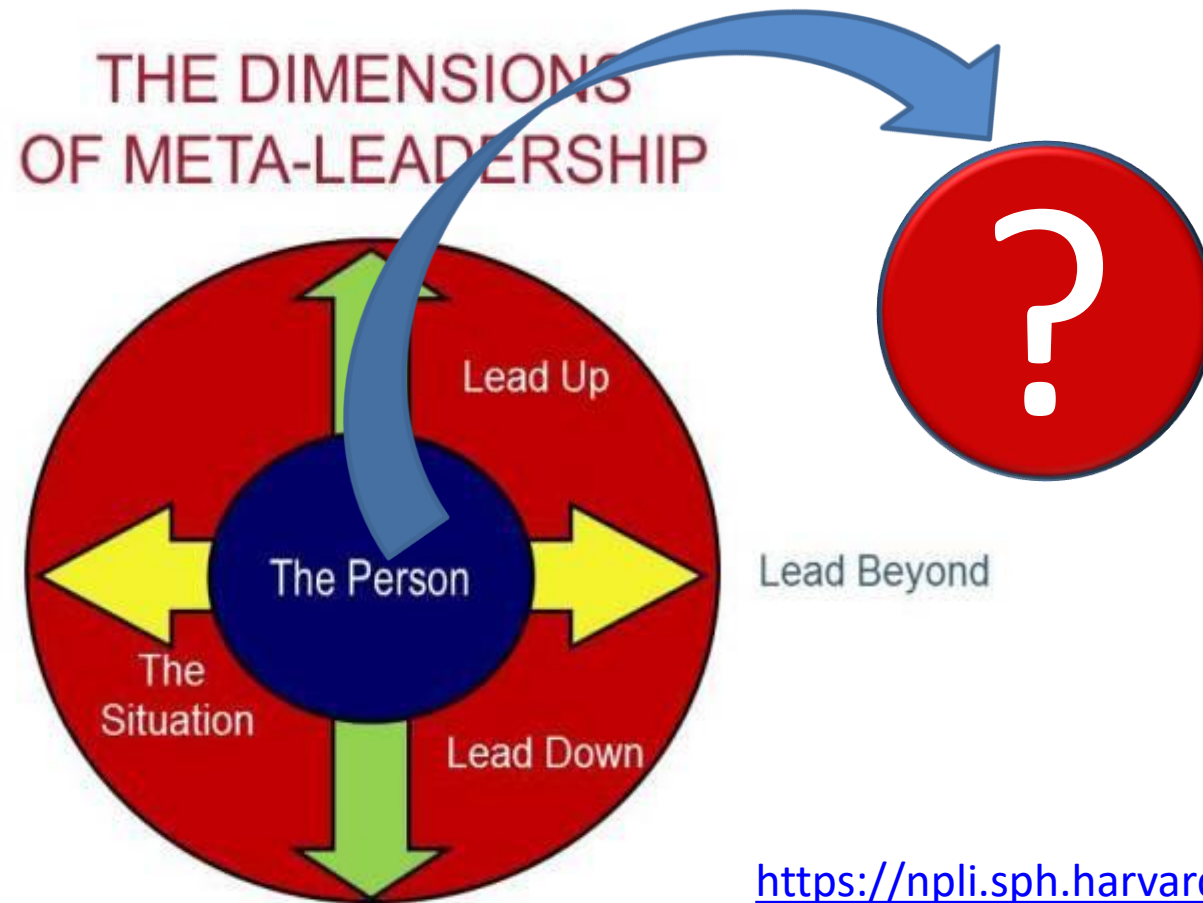
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The Meta-Leadership framework and practice method has been developed after **extensive research on and observation** of leaders in **high-stress, high-stakes** situations.
(Cambridge Meta Leadership)

<https://cambridgemetaleadership.com/what-is-meta-leadership/>
www.ugm.ac.id

Meta Leadership



<https://npli.sph.harvard.edu/meta-leadership-2/>

Pandangan tentang Leadership (Nichols, 1988)



INFLUENCING

- Perspektif 1:
 - 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:
 - Leader menggunakan **otoritas untuk memicu “shaking and moving”** organisasinya untuk menghadapi masa depan, siap dengan perubahan, dan tetap berkinerja di tengah perubahan yang terjadi.
 - Strateginya dengan **memanfaatkan sumber daya luar** organisasi (makro-leadership) dan mengendalikan sumber daya internal organisasi (mikro-leadership)

Nicholls, J. 1988. Leadership in organisations: Meta, macro and micro.
[European Management Journal, Volume 6, Issue 1](#), Spring 1988, Pages 16-25

Pandangan tentang Leadership (Nichols, 1988)



Meta Leadership

- Perspektif 1:
 - 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:
 - Leader memicu “**shaking and moving**” organisasinya 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),



PARADOXICAL IN CRISIS SETTING

Paradoxical: Leading & Managing at One Stage



Leaders

- Innovate
- Develop
- Inspire
- Long-Term View
- Ask What and Why
- Originate
- Challenge the Status Quo
- Do the Right Things

Managers

- Administer
- Maintain
- Control
- Short-Term View
- Ask How and When
- Initiate
- Accept the Status Quo
- Do the Things Right

Warren Bennis

Leader's Personality in MPL (Craig et al., 2019)

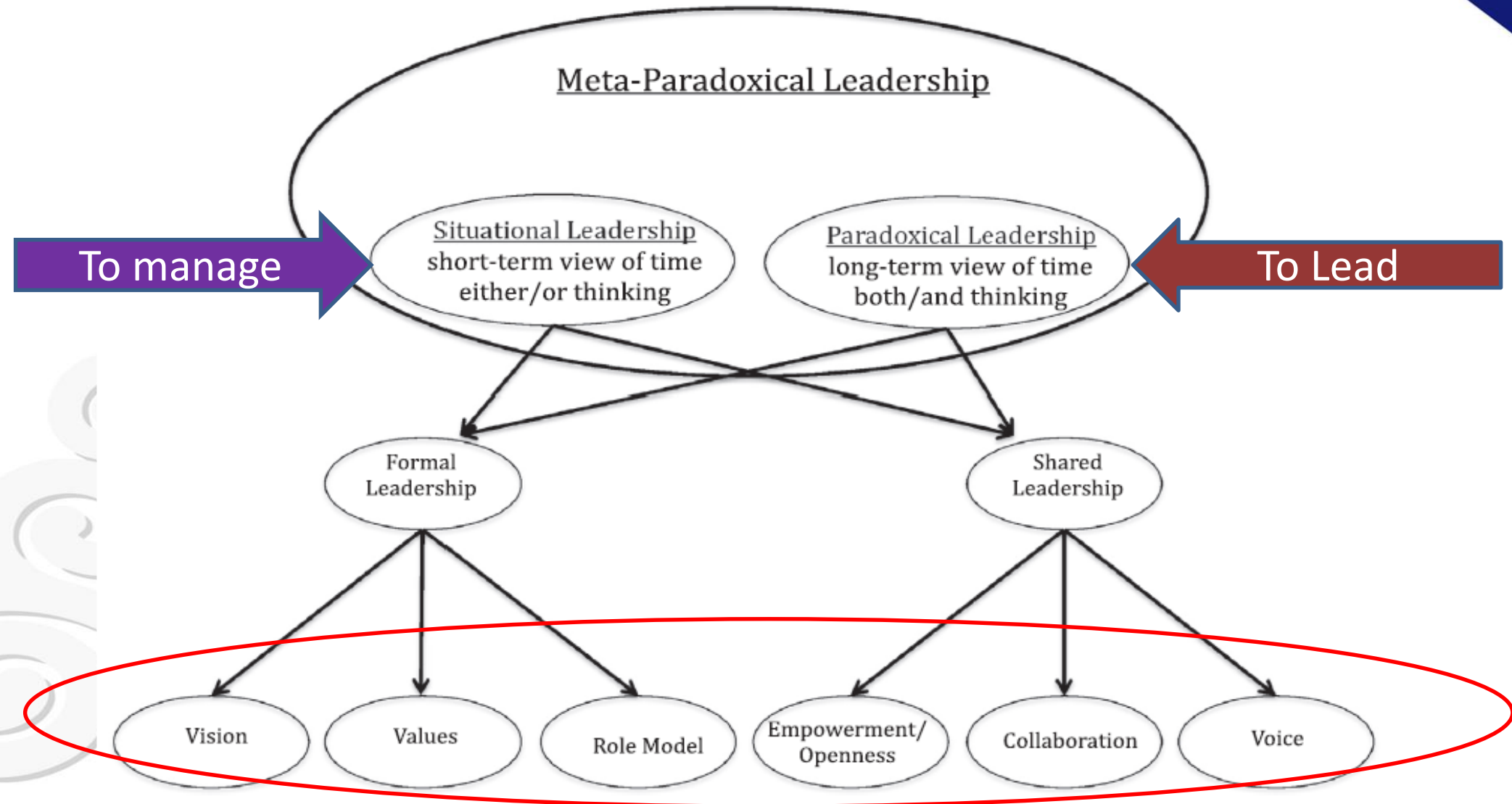


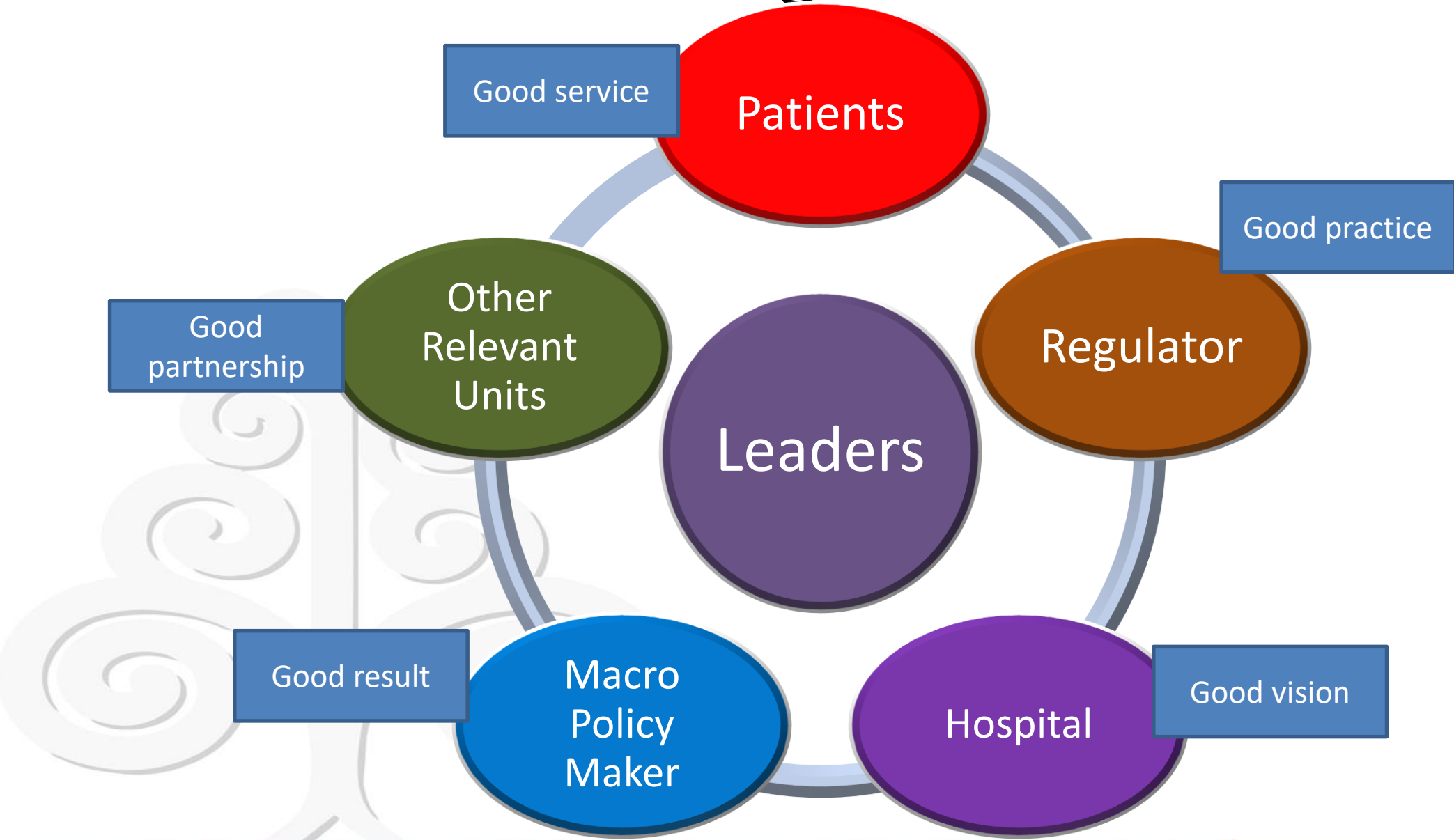
Fig. 1. Graphical Representation of Emerging Themes.



PENERAPAN META LEADERSHIP



Leaders in the center stage..





Meta Leadership in the Context of Crisis

Qualifications of meta-leader regarding crisis management can be stated as below; (Cener, 2007):

- The ability to catch the signals of crisis.
- Preparation and protection against crisis.
- Efficient decision taking throughout the crisis management process.
- The ability to use power throughout the crisis management process.
- The ability to plan the crisis management process.
- The ability to organize the crisis management process.

- The ability to ensure communication throughout the crisis management process
- The ability to ensure coordination throughout the crisis management process.
- The ability to supervise the crisis management process.
- The ability to shift to normal state.
- The ability to learn and assess throughout the crisis management process.



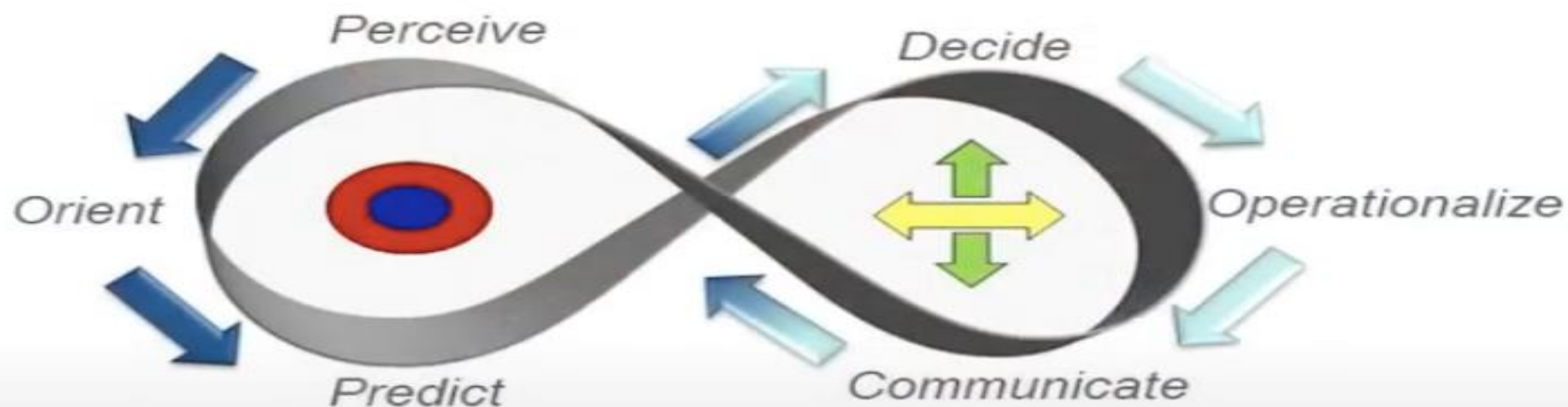
DIMENSI 2: SITUATION



Mobius Loop

POP – DOC

The Mobius Loop — Navigating Complex Situations



ANALYSIS

ACTION



Perceive

- Membuka pintu pemikiran seorang pemimpin untuk melihat situasi kontekstual dengan mengumpulkan data sebanyak mungkin;
- Apa yang terjadi dalam situasi pandemik Covid19 saat ini?
- Bagaimana pengaruhnya terhadap RS?
- Menyangkut Pengetahuan mengenai Covid19



- Menafsirkan apa yang terjadi dengan melihat pola yang ada;
- Mampu memisahkan data yang relevan dan yang tidak relevan;
- Identifikasi masalah

- Mempelajari situasi yang terjadi di RS dan sekitarnya akibat Covid19 selama 3 bulan terakhir
- Analisis dari perspektif mutu penanganan klinis, epidemiologi, situasi keuangan RS, sistem logistic, keadaan luar RS dan berbagai hal lainnya.



Predict

- Menggunakan pola untuk menganalisis strategi yang akan diambil, sembari mengantisipasi kemungkinan terjadi, sehingga dapat dihasilkan berbagai skenario;

- Menganalisis risiko yang dihadapi RS
- Memperkirakan apa yang akan terjadi di masa depan.

Misal

- Kematian Pasien Covid19
- Epidemiologi
- Trend penurunan pasien Non-Covid
- Sumber dana
- Teknologi RS; telemedicine



- Decision
- Operationalize
- Communicate

- Apakah strategi yang akan diambil
- Mengeksekusi strategi
- Mengkomunikasikan eksekusi dan dampaknya
- Memikirkan langkah berikutnya



DIMENSI 3: *CONNECTIVITY*



- The ability to generate a common, multi-dimensional thread of interests and involvement among entities that look at a problem from very different yet complementary vantage points.

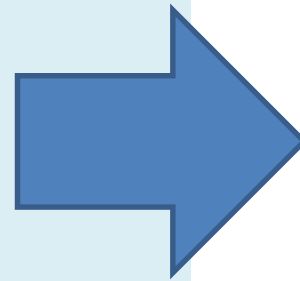




- The meta-leader knows **actions speak louder than words**, and **early triumphs** are a critical factor in demonstrating the **value added of working together**

OLD Paradigm

- Stability
- Control
- Competition
- Uniformity
- Self-centered
- Hero



NEW Paradigm

- Change and crisis management
- Empowerment
- Collaboration
- Diversity
- Higher purpose
- Humble



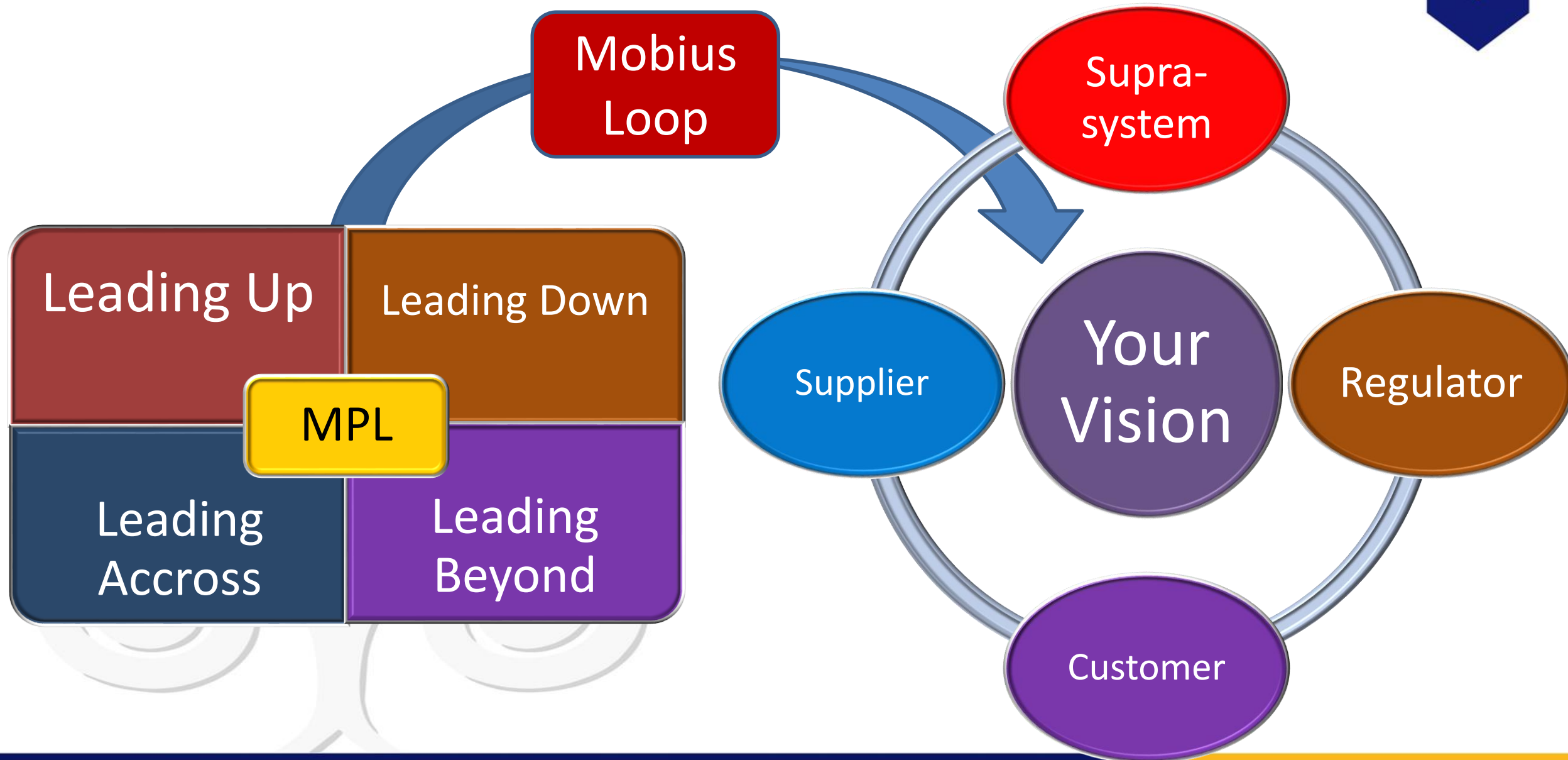
COMMUNICATION & NETWORKING SKILLS



Effective communication

- Classic definition of **communication** defines communication as: who (source or sender), says what (message), in which channel (medium), to whom (audience or receiver), with what effect.
- **Effective communication** recommends the highest impact of the message that the sender sends occurs when the sender has thoroughly understood **the demands and desires of the receivers.**

Strategic Connectivity





- **Ada 5 pertanyaan kunci untuk membangun *connectivity*:**
 - Siapa saja yang bergantung kepada saya?
 - Kepada siapa saya bergantung dalam pengambilan keputusan?
 - Bagaimana aliran informasi, sumber daya, dan dana?
 - Apakah outcome yang akan dicapai bersama?
 - Bagaimana cara menilai keberhasilan bersama?



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Thank you