

A Tale of Two Leadership Styles

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Audience Poll

- Do you consider yourself a manager or a leader?
 1. Manager
 2. Leader
 3. Depends on what day it is
 4. Neither



Management v. Leadership

- These terms are not interchangeable
- Leaders are not those at the top of the organization and managers are in the layer below them
- Do not confuse leadership with charisma



Source: Kotter, John. (2013) Management Is (Still) Not Leadership. *Harvard Business Review*.



Management

- A set of well-known processes
- Helps organizations predictably produce products and services- and do this well
- Make organizations reliable and efficient
- This is complex!



Leadership

- People must be willing to follow you
- Takes an organization into the future
- Identifies new opportunities for an organization and exploits them
- About vision, buy-in, empowerment, and change



Take-home message

1

Management and leadership serve different, but essential functions.

2

We need both in organizations!



Authentic Leadership

What is an Authentic Leader?

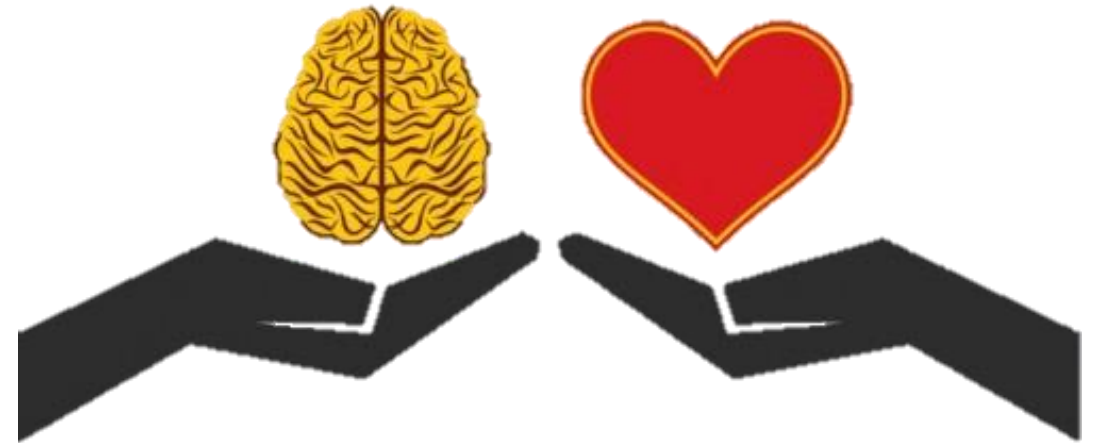
Authentic leaders have discovered their True North, or purpose, and live it to align people around a shared purpose by empowering others to lead authentically in order to create value for all stakeholders.

*Authentic Leadership is about **self and situational awareness**. One must uncover their unique gifts, clarify their core values, and realize the underlying purpose of their leadership.*



Traits of an authentic leader

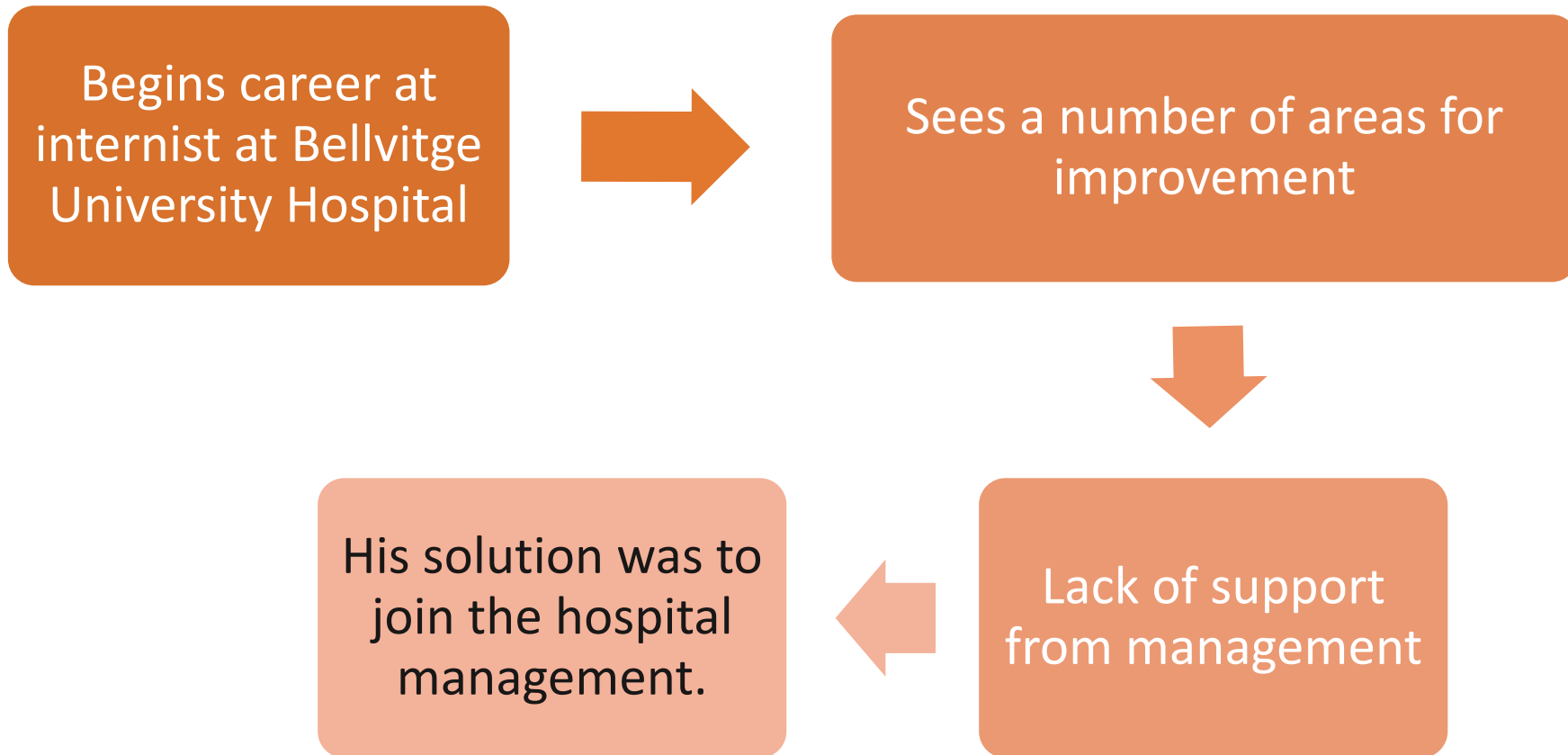
- Pursues their purpose with passion
- Practice solid values
- Leads with their hearts as well as their heads
- Establishes connected relationships
- Demonstrates self-discipline



Source: George, Bill. (2006). Truly Authentic Leadership. U.S. News & World Report.



Dr. Xavi Corbella



Dr. Xavi Corbella Quote

The main reason to become a manager was to help my colleagues and my patients to improve the organization and try to improve the health care for patients. But, as only a physician, I could not do many of these things, so the only way is to become a manager, become the director... I became interested in this kind of position to have the power to change the hospital, to offer my colleagues and my patients new solutions for the daily problems they face.



Xavi Career Path

- Successful
 - Assistant Medical Director
 - Medical Director
 - Earns an MBA so he can become CEO
 - Becomes CEO of Bellvitge
 - Promoted to one of Spain's most important tertiary hospitals- Sant Pau as CEO



Dr. Xavi Corbella Quote

I didn't belong to the organization... and workers at Sant Pau didn't see me as a clinician managing the hospital, they saw me more like a politician acting against them and following the regulations, following the decisions of politicians as opposed to a manager that could defend them... They didn't give me the opportunity to demonstrate to them that I was on their side... It was my face cutting salaries and when I explained that it was not me doing that it was politicians, but of course I have to follow the law, they told me, "But Dr. Corbella, this is a voluntary decision. It is a voluntary decision to remain in this position [as CEO] applying this law!"



Finding the sweet spot

- Asked to consider a leadership position at the region's public insurer, Cat Salut
- Steps down from Sant Pau
- Decides to return to Bellvitge



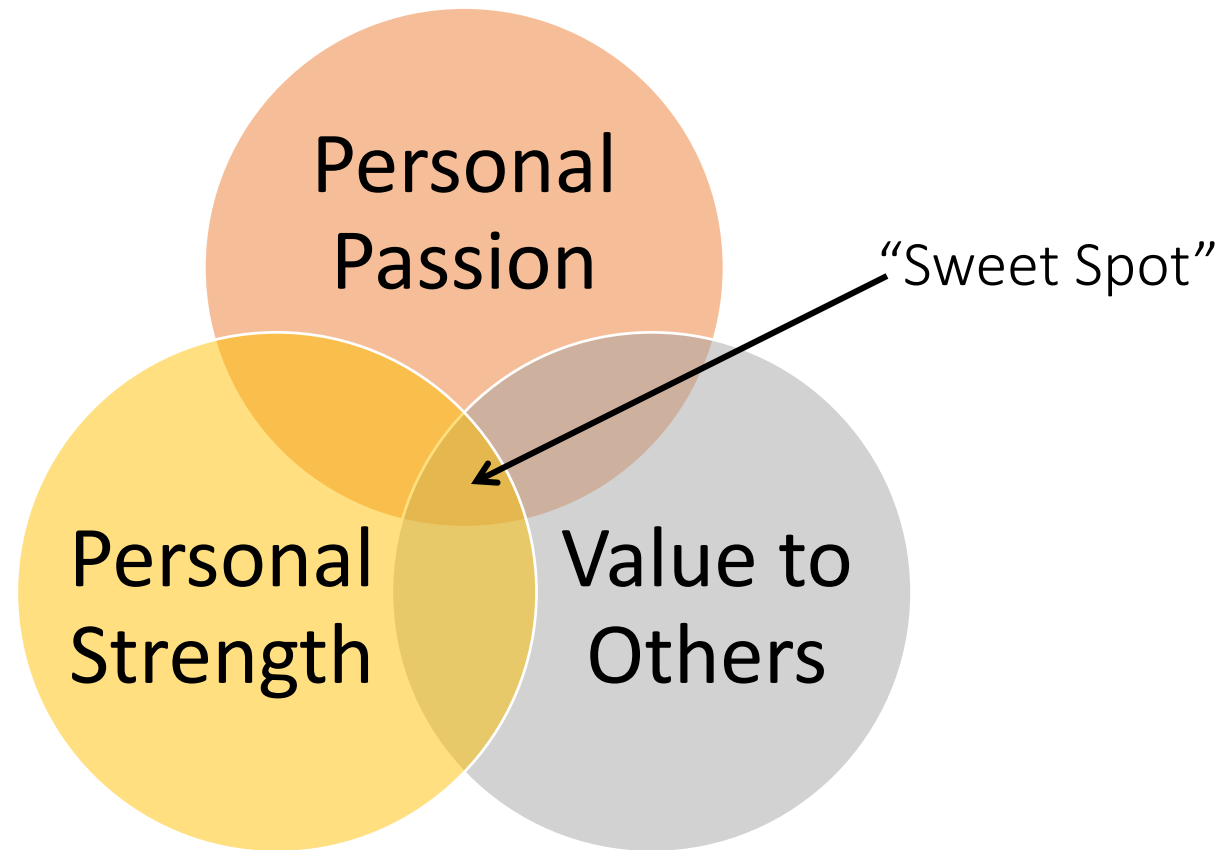
Finding the sweet spot

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“to fight this battle from the bottom, in the white coat.”



Development “Sweet Spot”



Source: Craig, N., George, B., & Snook, S. (2015). *The Discover Your True North Fieldbook: A Personal Guide to Finding Your Authentic Leadership*. John Wiley & Sons.



Audience Word Cloud



Servant Leadership

A servant-leader focuses primarily on the **growth and well-being of people and the communities** to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” servant leadership is different. The servant-leader **shares power**, puts the **needs of others first** and helps people develop and perform as highly as possible.

-Robert Greenleaf

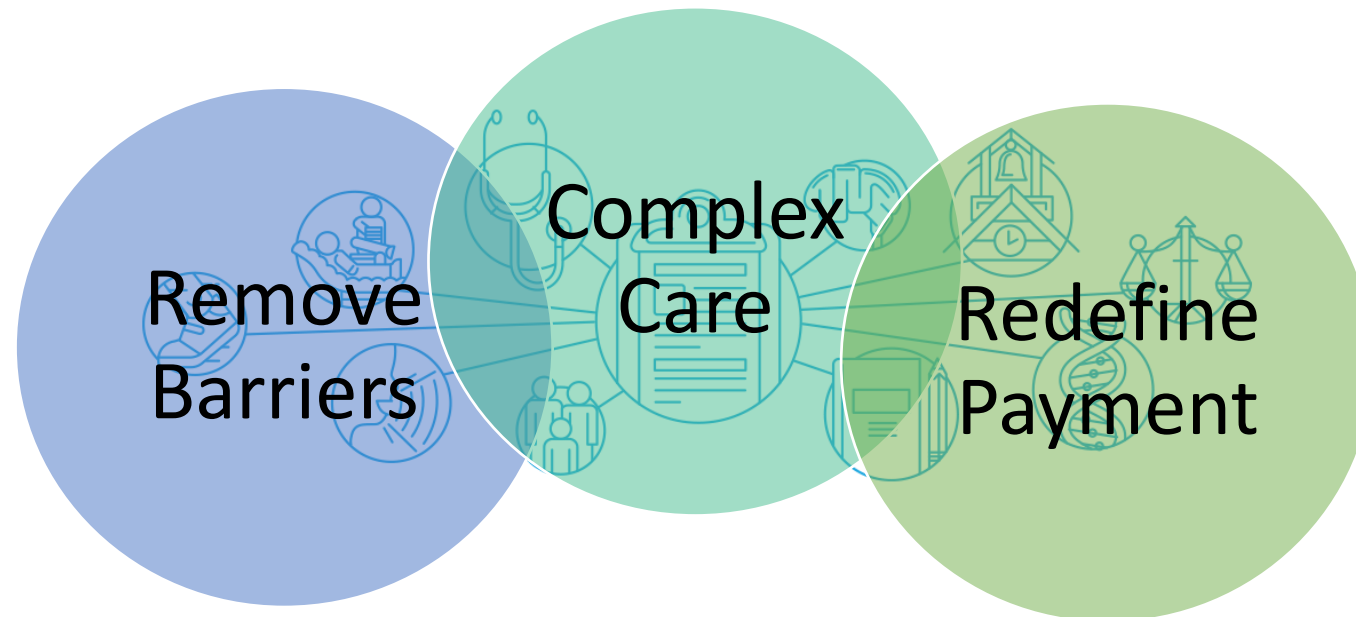
Source: Greenleaf, Robert. The Servant as a Leader. *The Center for Servant Leadership*.



Dr. Jeffrey Brenner

- Founder, former CEO of Camden Coalition of Healthcare Providers

Coalition Goals:



The Coalition's Core Values

- **Servant Leadership**
- Communication and Collaboration
- Compassion and Respect
- Innovation
- Data Driven
- Diversity and Inclusion



Dr. Jeff Brenner Quote

The core of servant leadership, or one of the ideas, is to build the capacity of your staff, of your patients, and of your partners so that you get smaller and less necessary. Locally, we've gotten larger and larger. We have more resources than a lot of our partners, this small nonprofit. Are we building their capacity and helping them grow and learn and approach the problem or are we actually eclipsing them and replacing them? ...It's really a servant leadership lens about every day thinking, "if the city is getting healthier, if the system is running better, we shouldn't be getting larger, we should be getting smaller."



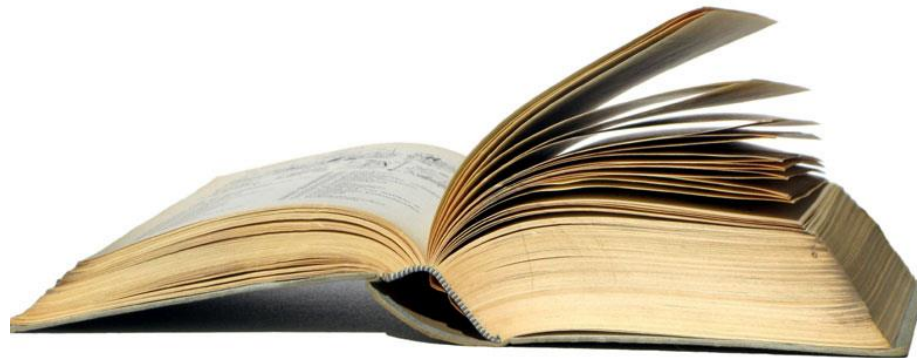
Building Capacity

- Staff
 - Career ladders
 - Doing → Leading
- Patients
 - Shared goalsetting
 - Supportive teams
- Partners
 - Data support
 - Funding



Want to read more about Xavi, Jeff or other leaders in primary care?

The Center for Primary Care Case Collection is available on the Case Centre, home to the world's largest and most diverse collection of case studies.



Find our landing page [here](#), or visit www.thecasecentre.com and search “Center for Primary Care”.



Continuing Education Programs

The Center for Primary Care offers multi-day continuing education programs.

Our programs pair case-based discussion sessions led by Harvard faculty with opportunities to learn directly from these exemplar primary care practices/systems that have shifted to delivery models which include interdisciplinary strategies, team-based approaches, and leadership involvement to implement systems-level change.



Free content

We also have select content that we are giving away for free available on our website:

- *Background Note on Federally Qualified Health Centers:*
<http://info.primarycare.hms.harvard.edu/fqhc>
- *Background Note on Direct Primary Care:*
<http://info.primarycare.hms.harvard.edu/directprimarycare>





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THANK YOU!

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