



Bureaucratic or Servant Leadership?

Challenges of Managing Health Care
Facilities in a Dynamic and Complex
Environment

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2. Wind of Change
3. Servant Leadership
 1. Serving Clients
 2. Serving Personnel
4. Conclusions



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- 1. Health care facility: a system model**
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- 3. Servant leadership**

2. Wind of Change

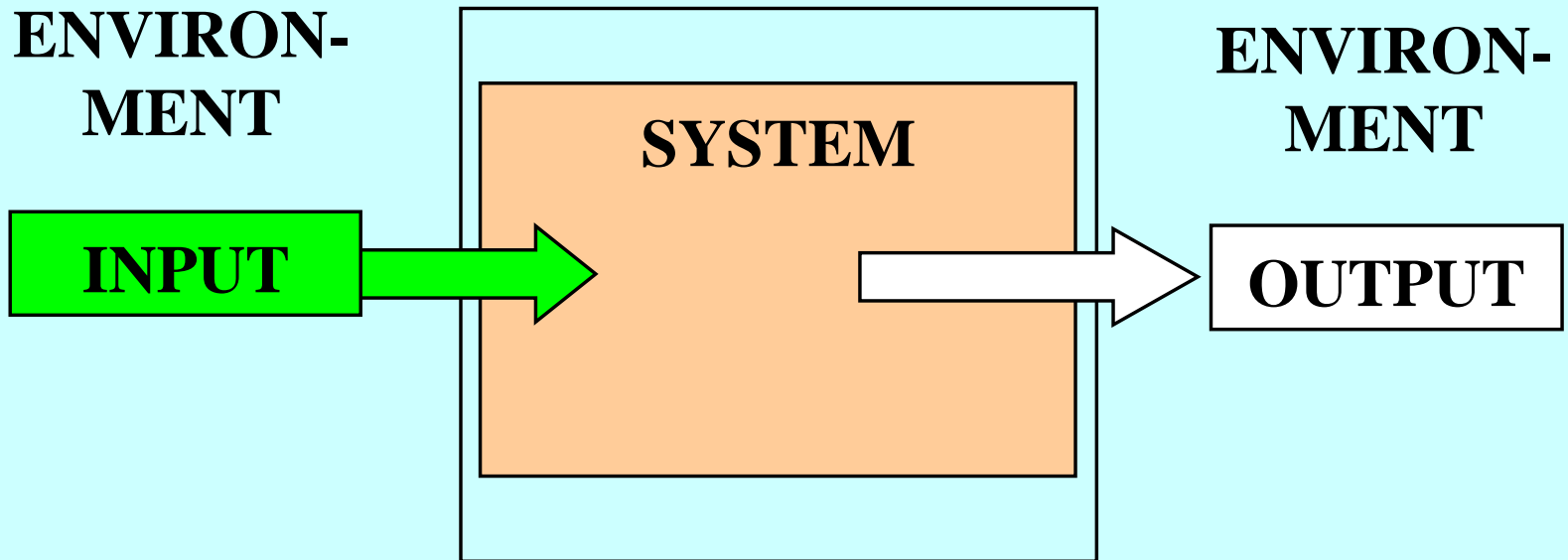
3. Servant Leadership

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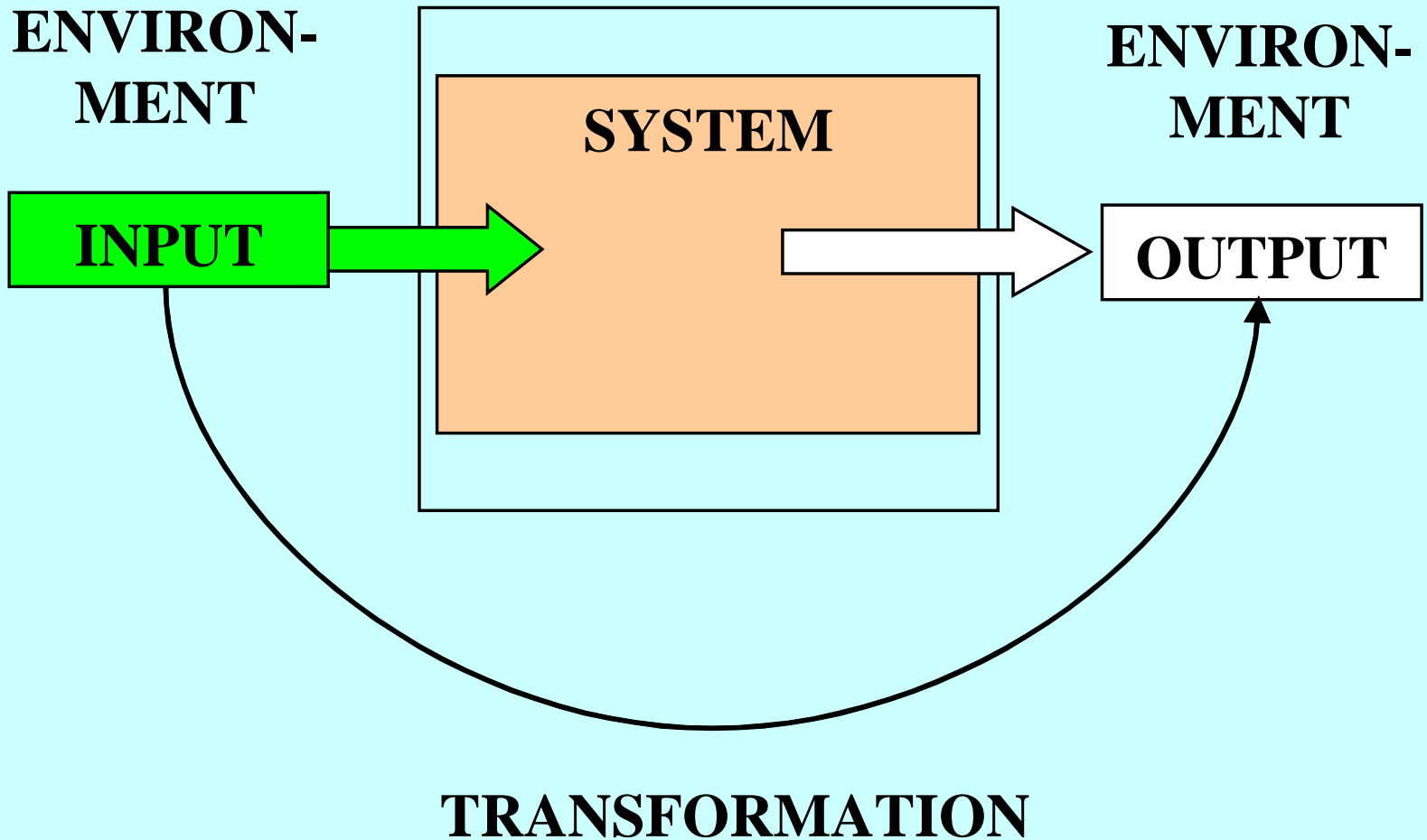


Model of an open system





Model of an open system

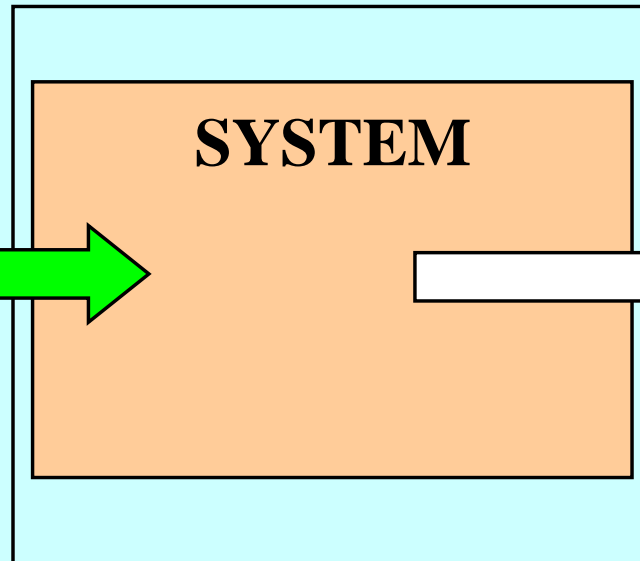




Efficiency

**ENVIRON-
MENT**

INPUT



SYSTEM



**ENVIRON-
MENT**

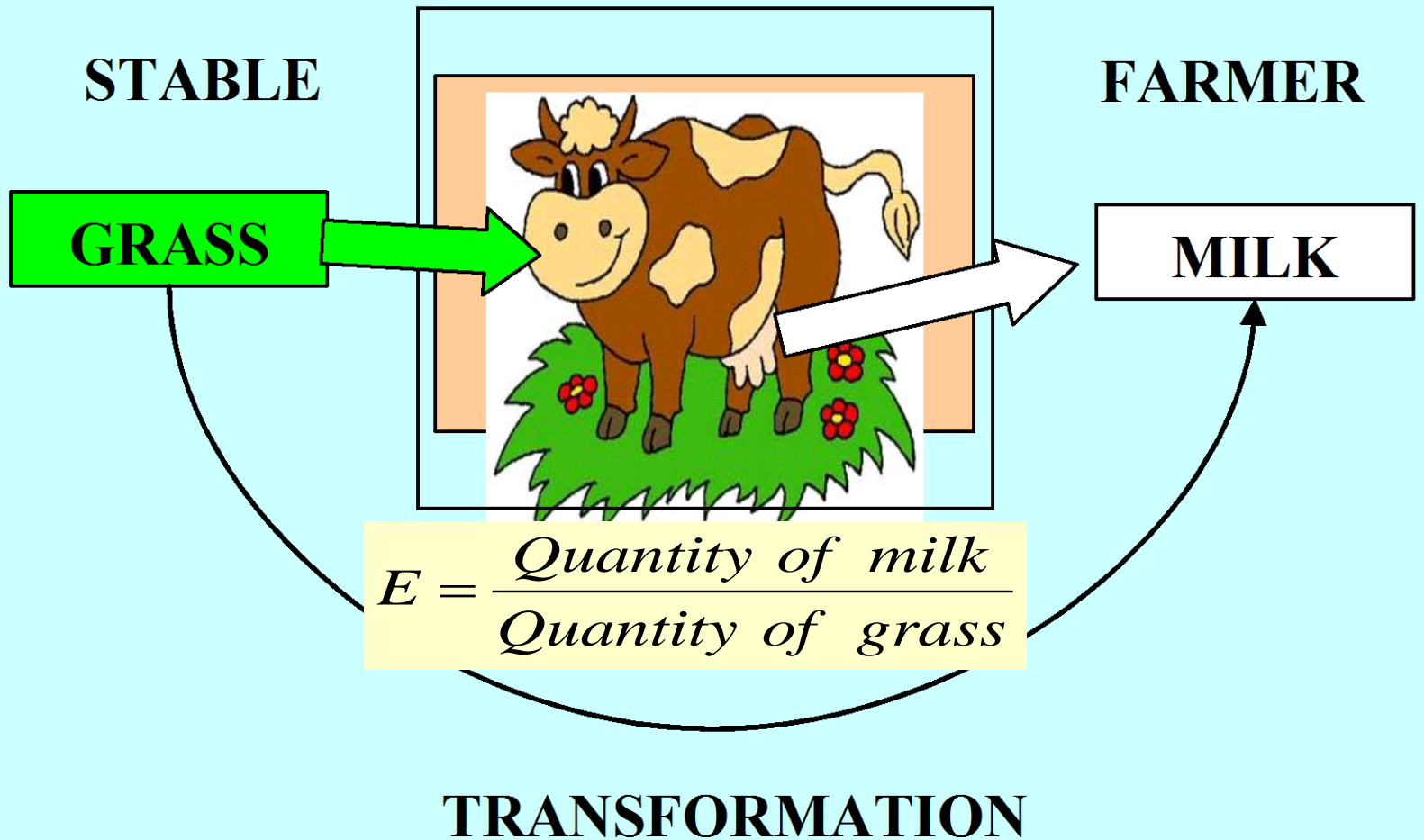
OUTPUT

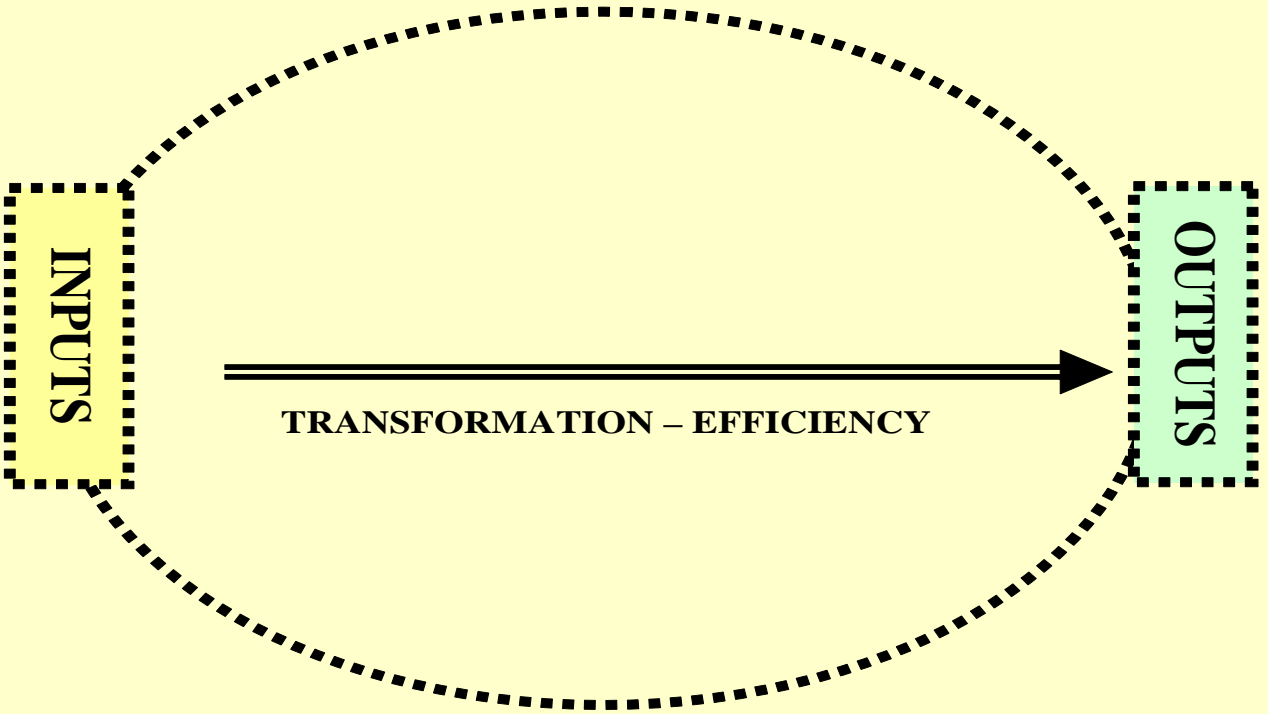
$$E = \frac{\text{Quantity of outputs}}{\text{Quantity of inputs}}$$

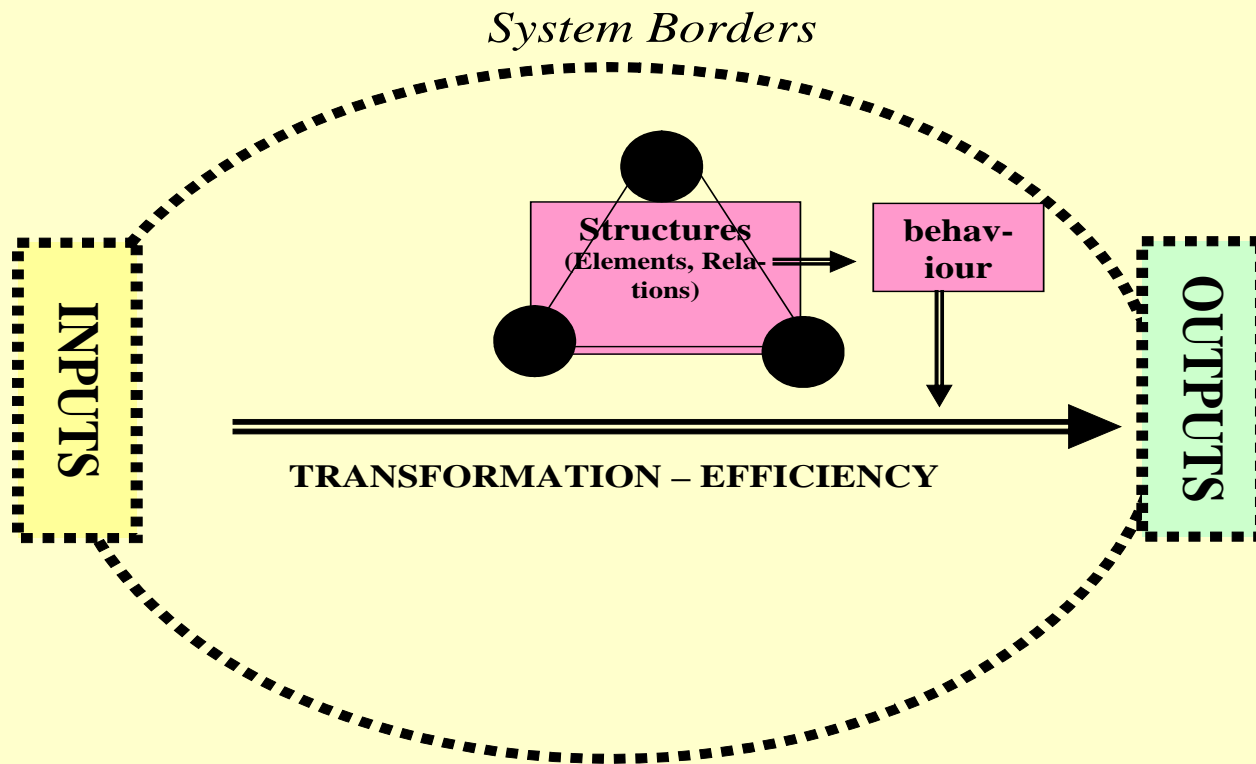
TRANSFORMATION

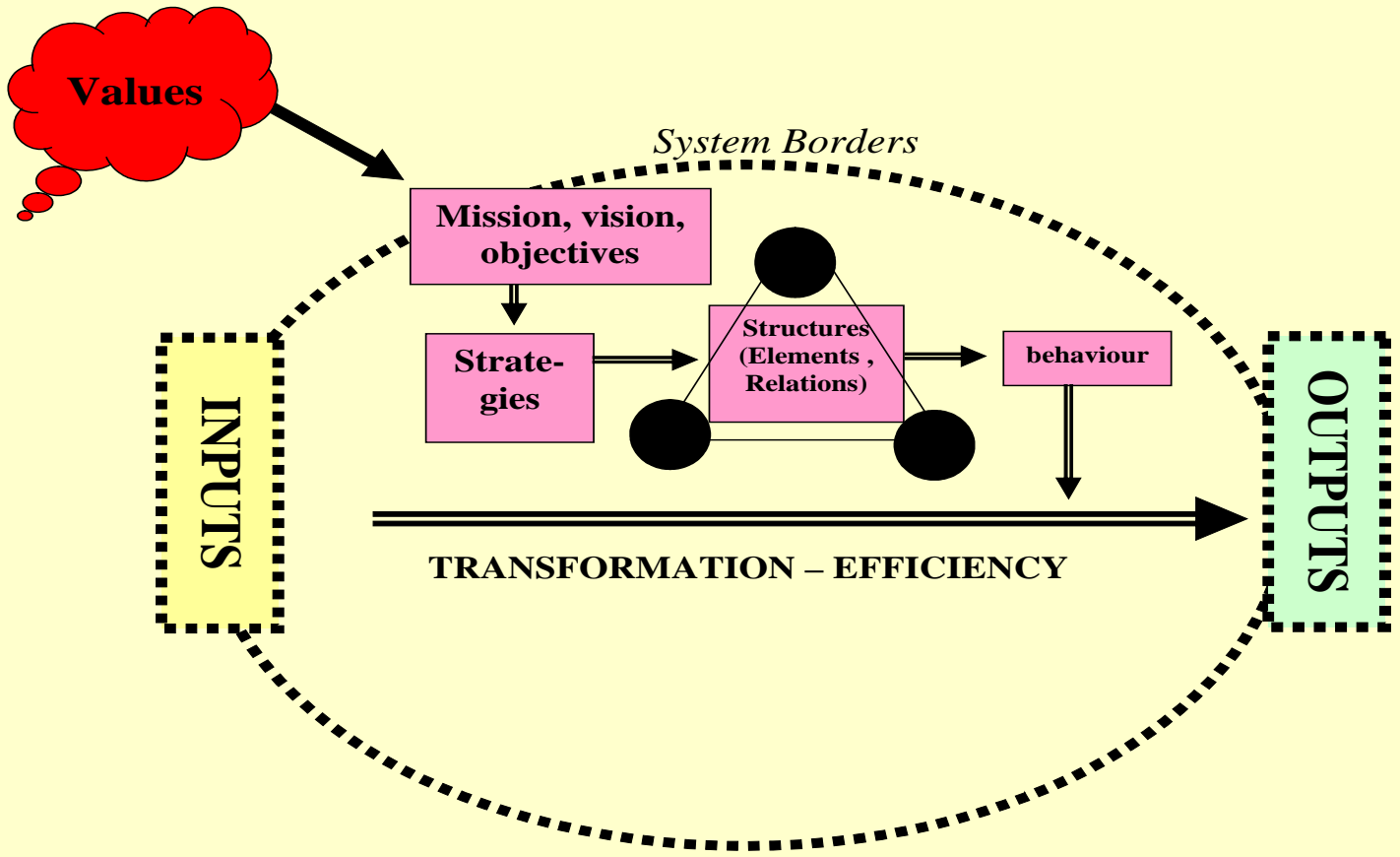


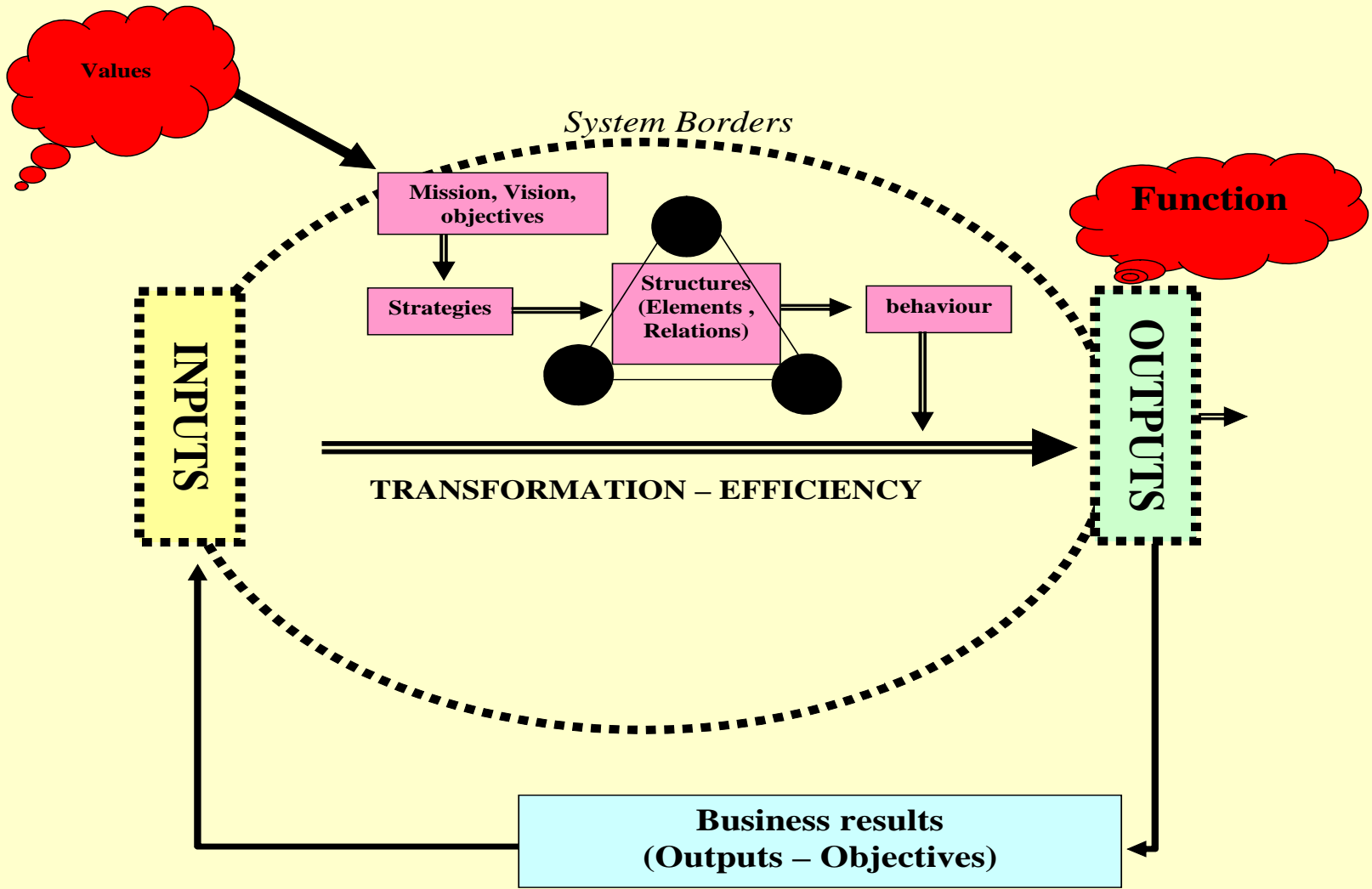
Efficiency

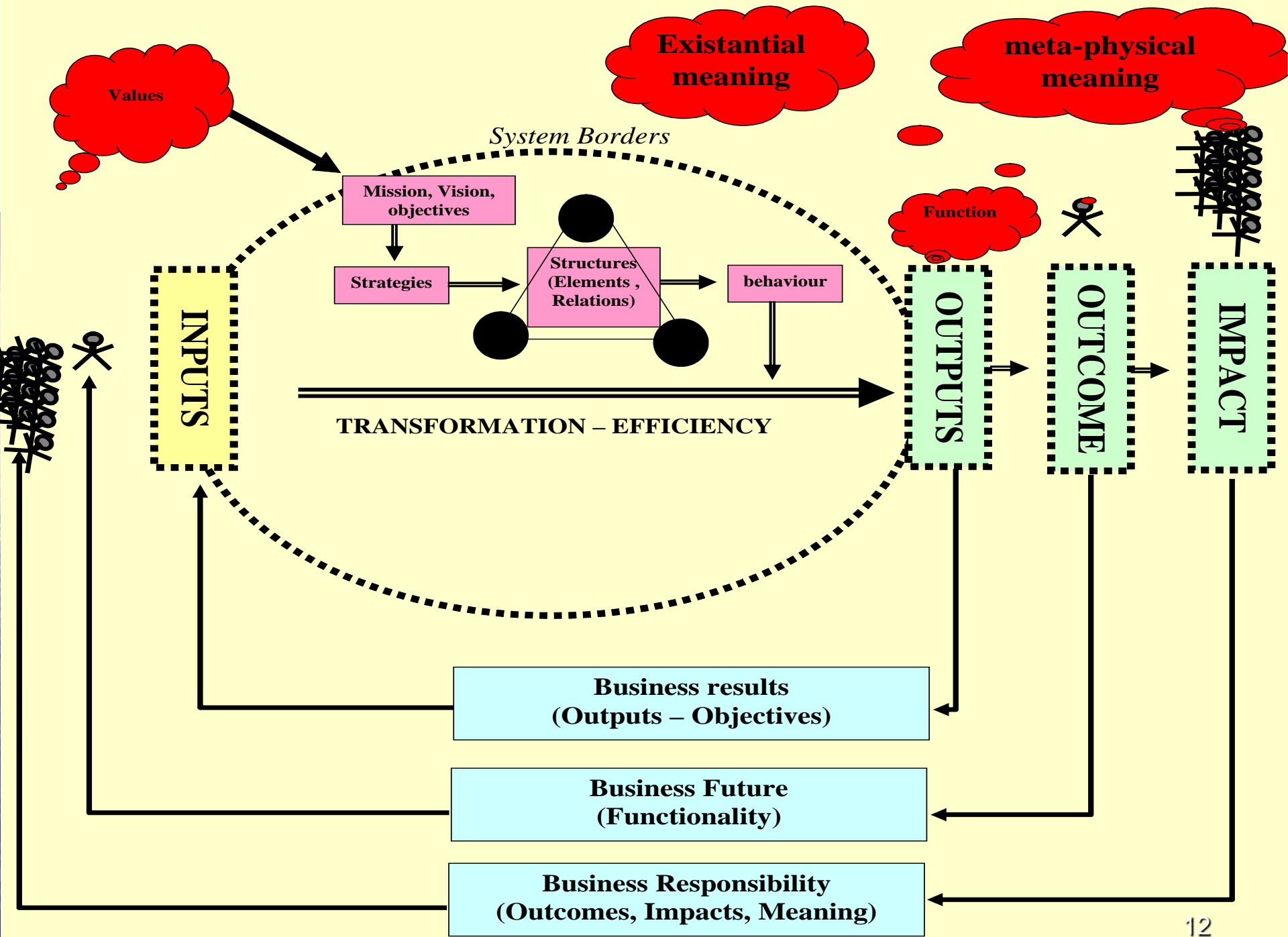














What is it all for?

- **Function**

- The only reason why an organization exists is its ability to satisfy the needs of people!

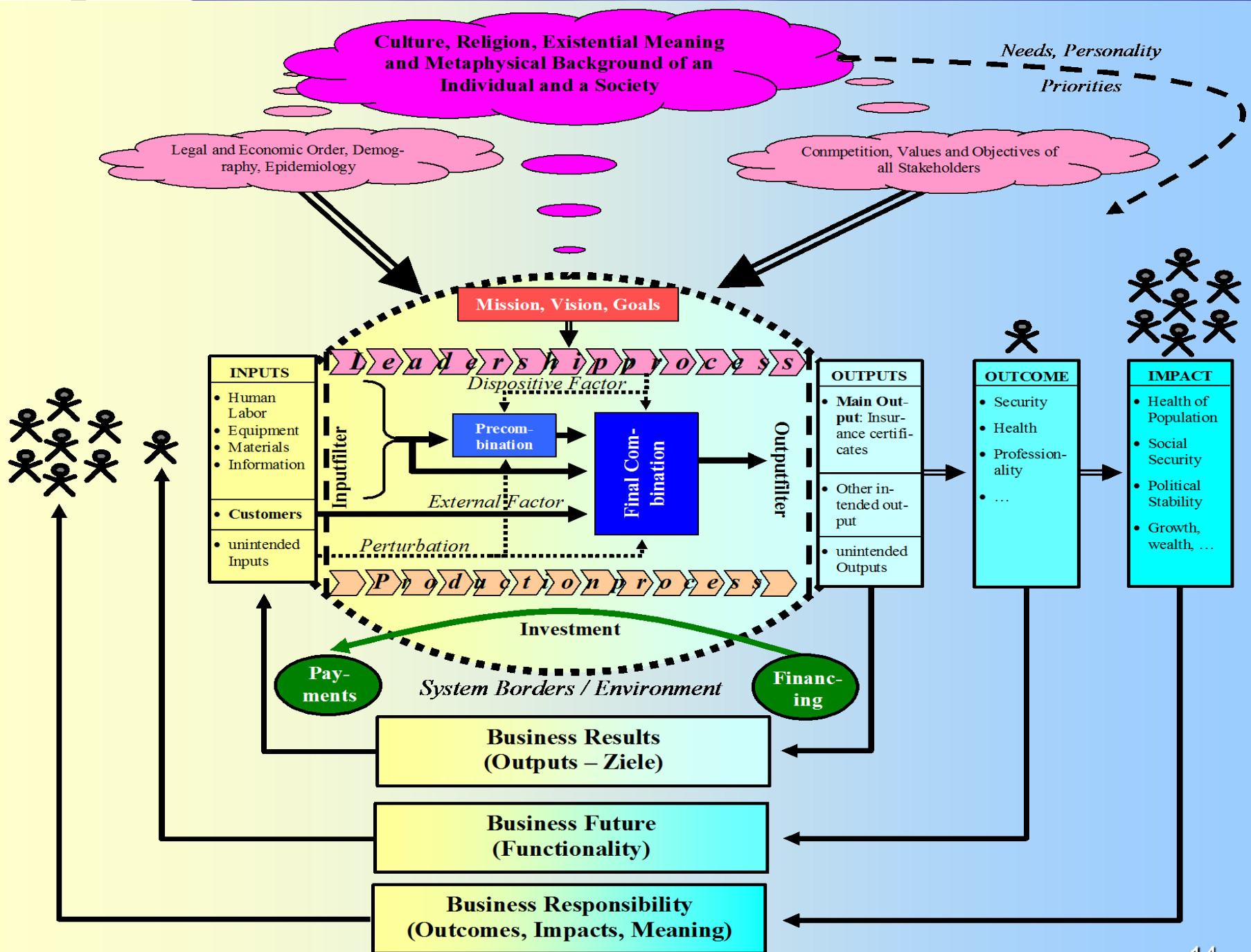
- **Existential meaning**

- Individual or societal meaning of a need for a service

- **Metaphysical background**

- Foundation of personal or societal meaning

- *„Which meaning is meaningful?“*
- *„Which value of valuable?“*
- *„Which life is worth living?“*
- *„Which eternity is eternal?“*
- *„Which spirit inspires me?“*
- ...





What is it all for?

- **Function**

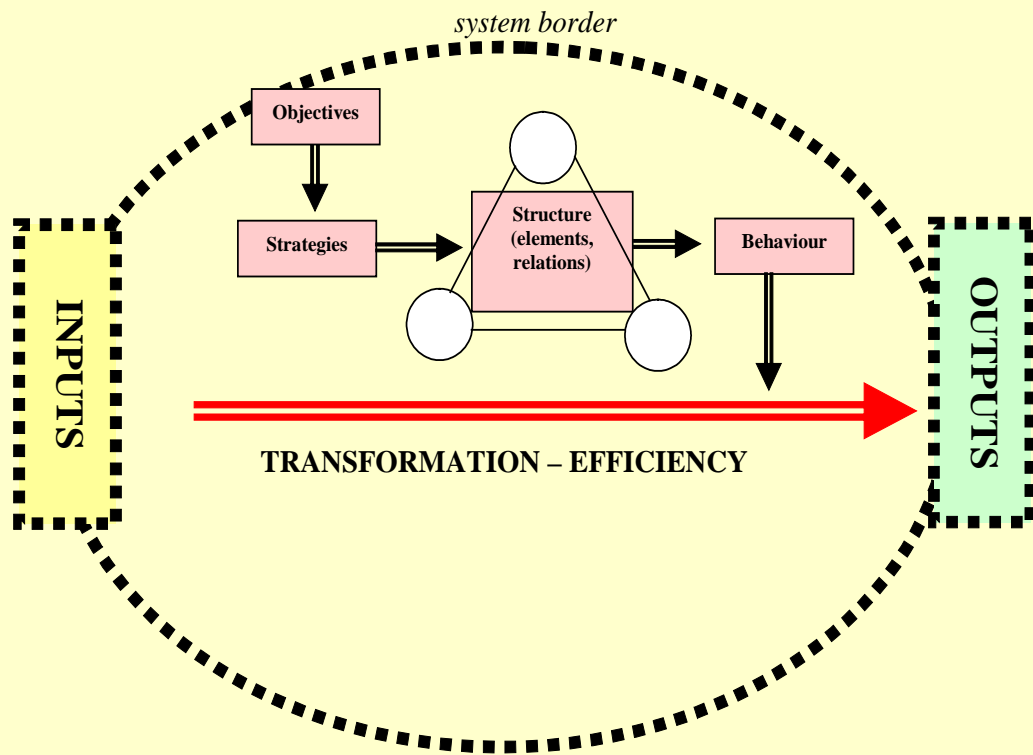
- to transform resources into health care services which are likely to have a positive impact on the health of people
- „Who would have a problem if we did not exist?“
- NB: totally independent from trustee and size

- **Existential meaning**

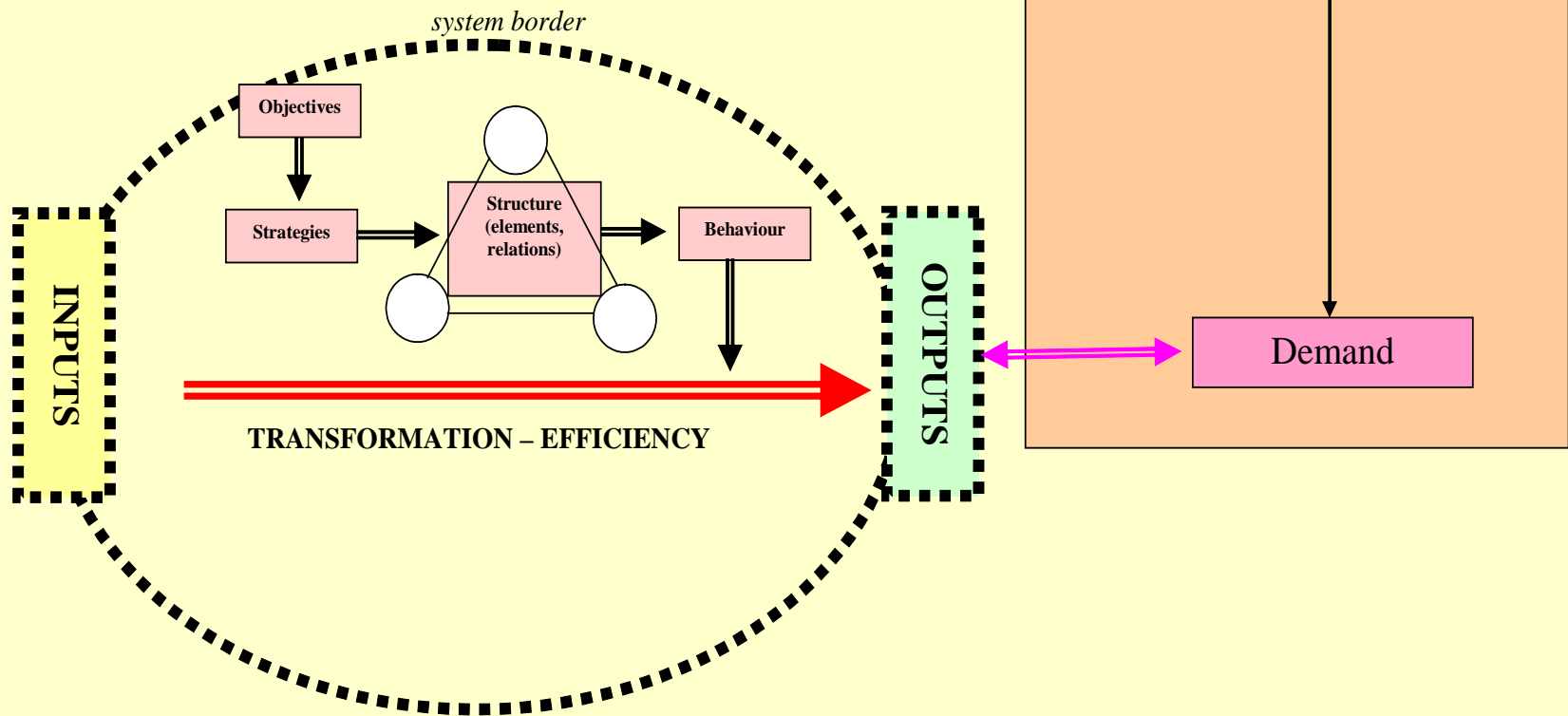
- Restore and improve health of the individual
- Do we really produce what people want?

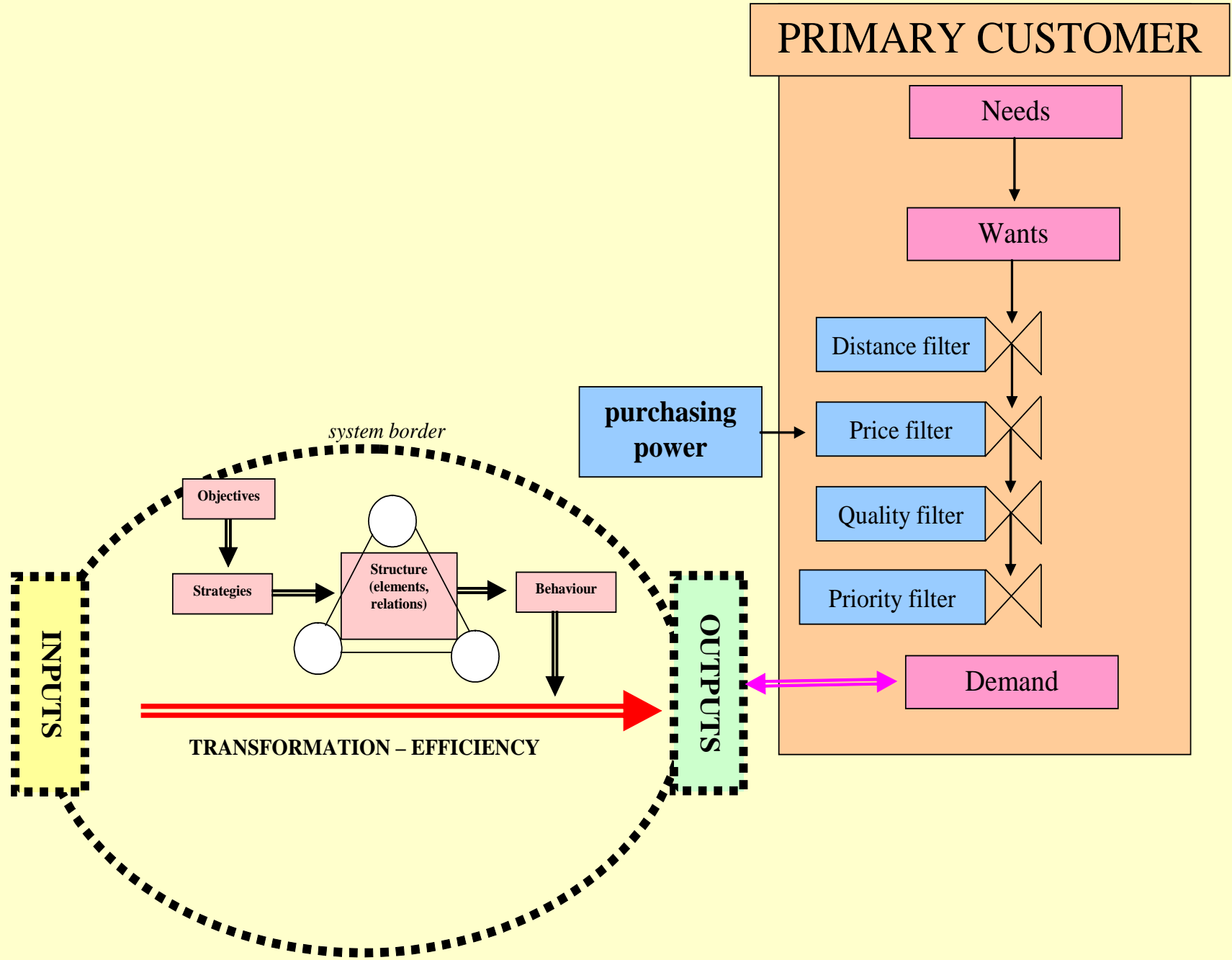
- **Metaphysical background**

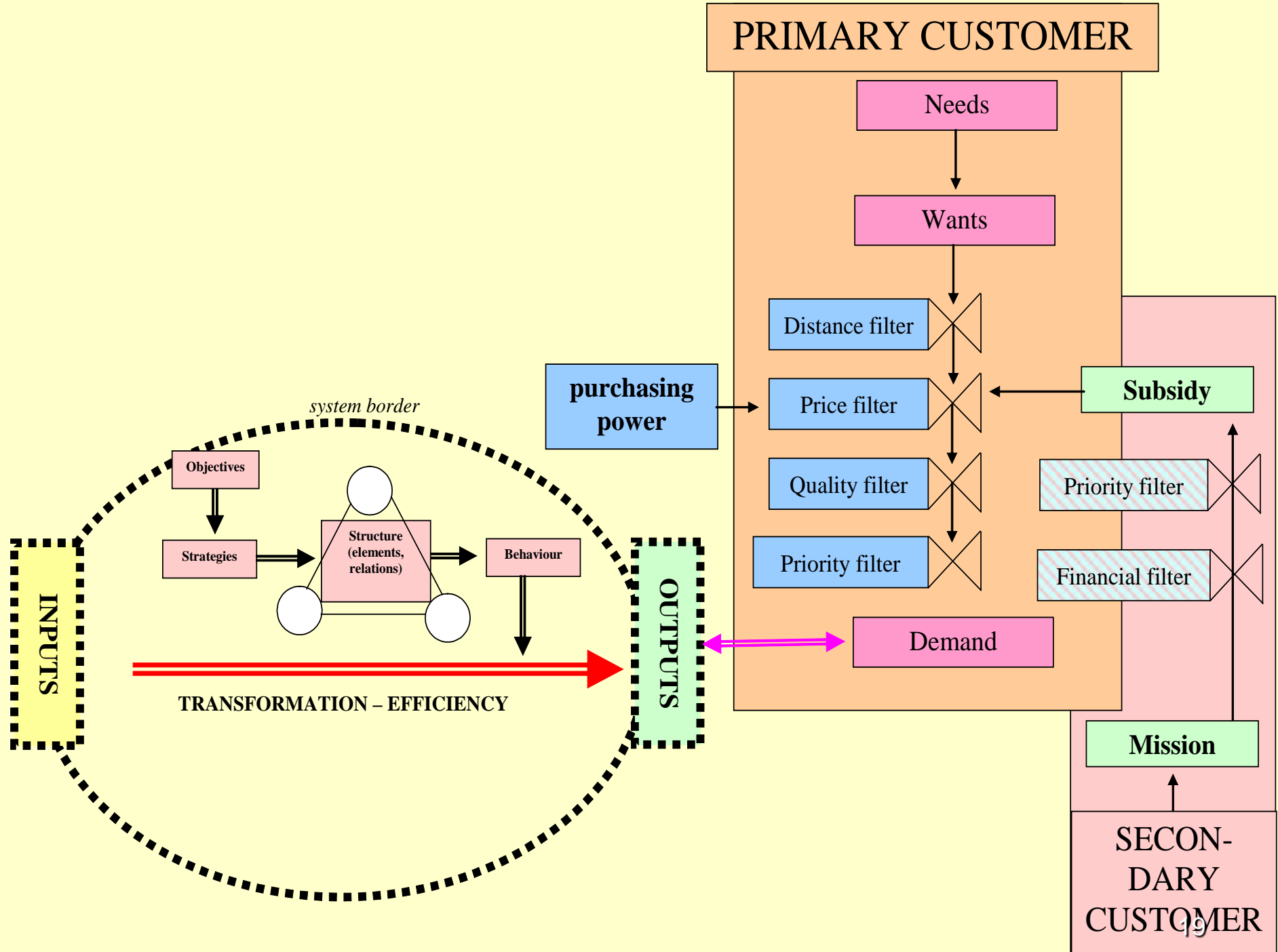
- Impact of health care services on welfare, economy, social peace, sustainability, etc.



PRIMARY CUSTOMER







PRIMARY CUSTOMER

Needs

Wants

Only one in a million has a natural talent as perfect manager! All others have to learn it!!!

Subsidy

Priority filter

Priority filter

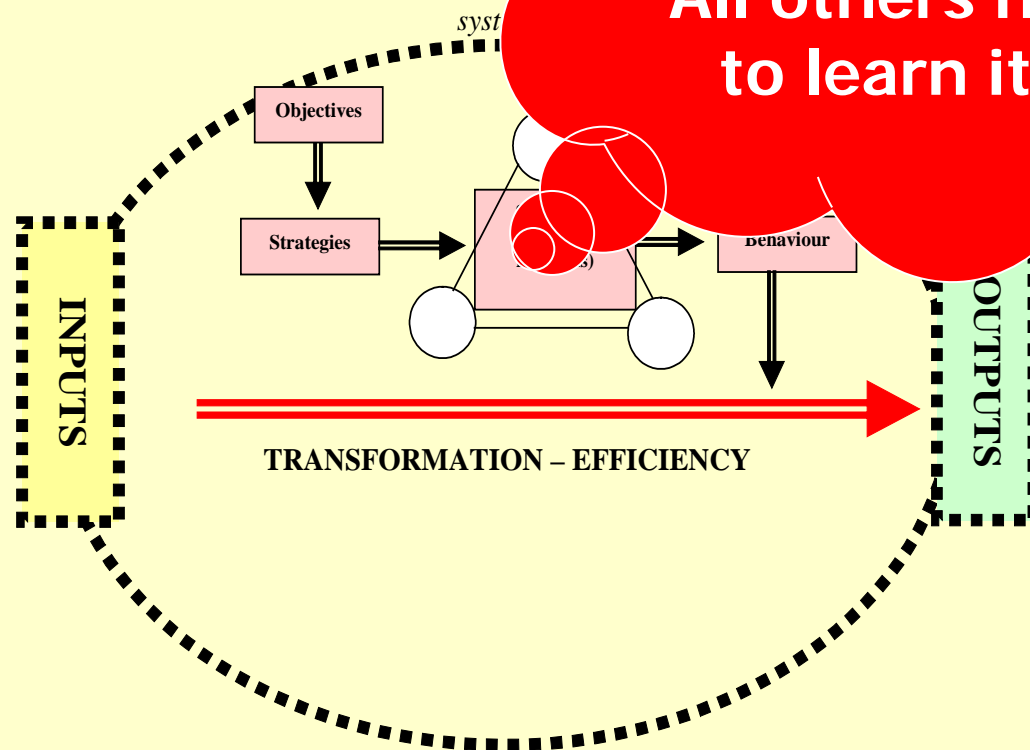
Priority filter

Financial filter

Demand

Mission

SECONDARY CUSTOMER



Objectives

Strategies

Behaviour

TRANSFORMATION - EFFICIENCY

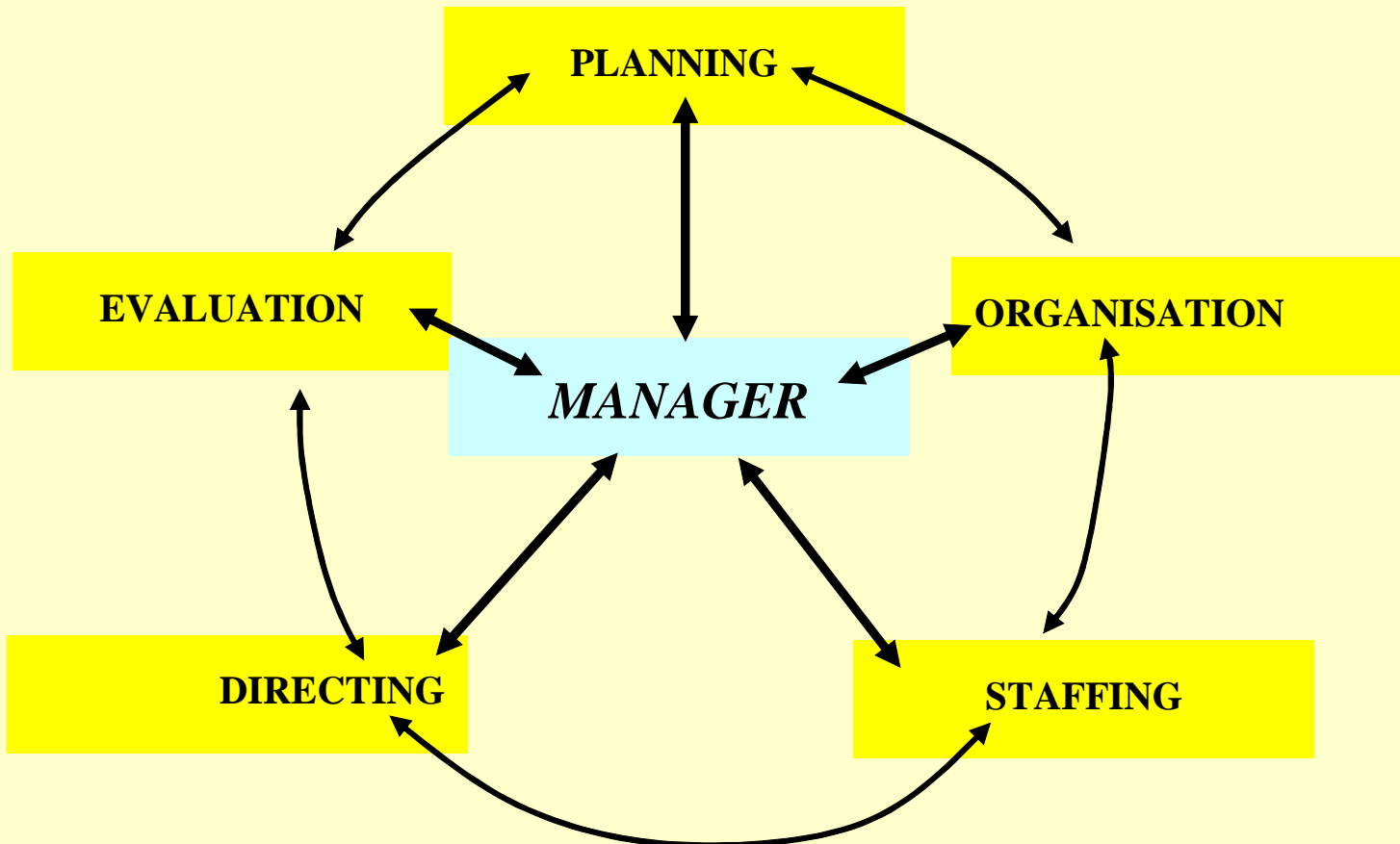
INPUTS

OUTPUTS

sys



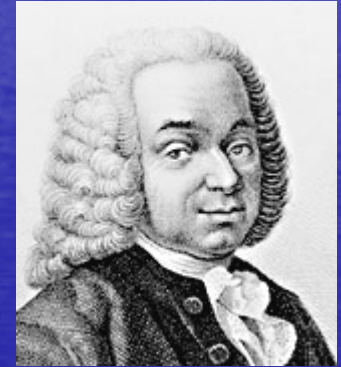
Management Process





1.2 Bureaucratic leadership

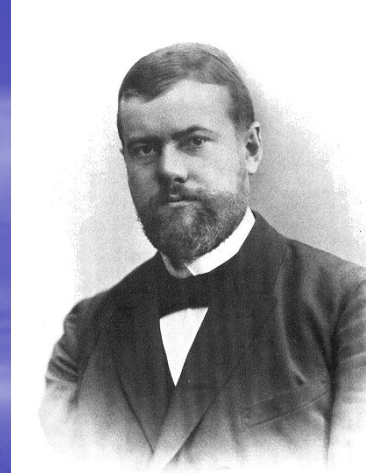
- Bureaucracy: A public or private organization which is characterized by clear hierarchy and strict rules of management
- Terminology
 - Vincent de Gournay (1712-1759)
 - Liberalism: „ „Laissez faire, laissez passer, le monde va de lui-même“ („Let it happen – let it pass by, the world keeps turning“)
 - Bureaucracy = negativ
- Max Weber (1922): positive





Bureaucracy

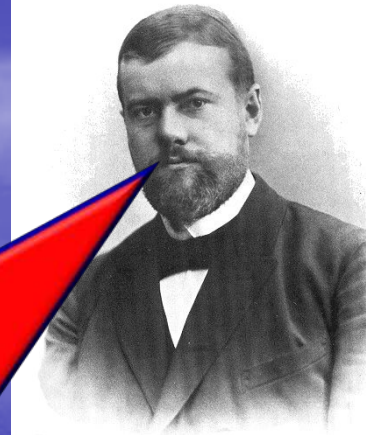
- Hierarchical Management Structure
- Division of Labor
- Formal Selection Process
- Career Orientation
- Formal Rules and Regulations
- Impersonality



Max Weber
(1864-1920)



Bureaucracy



Max Weber
(1864-1920)

- Hierarchical Management Structure
- Division of Labor
- Formalized Rules
- Impersonal Relationships

"Bureaucracy constitutes the most efficient and rational way in which one can organize the human activity and systematic processes. Organized hierarchies are necessary to maintain order, maximize efficiency, and eliminate favoritism"



Bureaucratic leadership

- Definition: A leadership which relies mainly on hierarchy and strict obedience to superiors and rules.
- Application: public and private organisations
- Functionality:
 - Efficiency = Cost minimisation at given outputs



Cost Minimization

$$E = \frac{\text{Outputs}}{\text{Inputs}} \rightarrow \text{Max!} \Leftrightarrow$$

$$E = \text{Inputs} \rightarrow \text{Min!} \text{ for } \text{Outputs} = \text{const.}$$

- Standardization of output by law and rules
- Strict obedience to laws and rules
- Efficiency irrelevant, output negligible



Assessment

- Bureaucracy is a good form of organisation if
 - Outputs, objectives and results are easy to define and do not change
 - Staff and clients accept and subordinate to hierarchies
 - Environment and system are simple, static and deterministic



1.3 Servant leadership

- Self-fulfilling authority
 - “I want to be more and have more!”
 - “All others have to help me so that I can achieve that!”
- Servant authority
 - “I have achieved all that I have to!”
 - “I take the opportunity to help others to achieve their objectives!”



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."

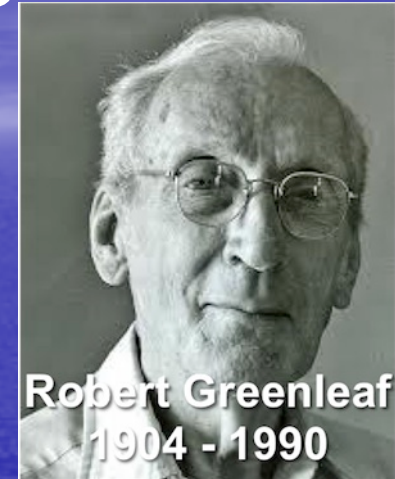


Robert Greenleaf
1904 - 1990



Dimensions of Serving

- **Serving Clients**
 - Strict customer orientation
- **Serving Personnel**
 - Personal growth of subordinates
- **Serving the Community**
 - Responsibility for the community
- **Serving the Future**
 - Sustainability and „keeping the call“





Success

$$E = \frac{\text{Outputs}}{\text{Inputs}} \rightarrow \text{Max! (long-term)}$$

- Maximizing efficiency!
- Free space for creativity, innovation and freedom of decision-making!
- Application: dynamic and complex environment



Comparison

	Bureaucratic Leadership	Servant Leadership
Conception of Man	Homo oeconomicus	Servant
Behaviour	Egoistic	Social
Motivation	Basic needs	Self- and group satisfaction
Authority	Legitimation, Punishment, reward	Expertise, personality
Management-Philosophy	Control	Personnel-oriented
Culture	Individualistic, high distance of power	Collectivistic, low distance of power
Success	Static, simple environment	Dynamic, complex environment



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2. Wind of Change



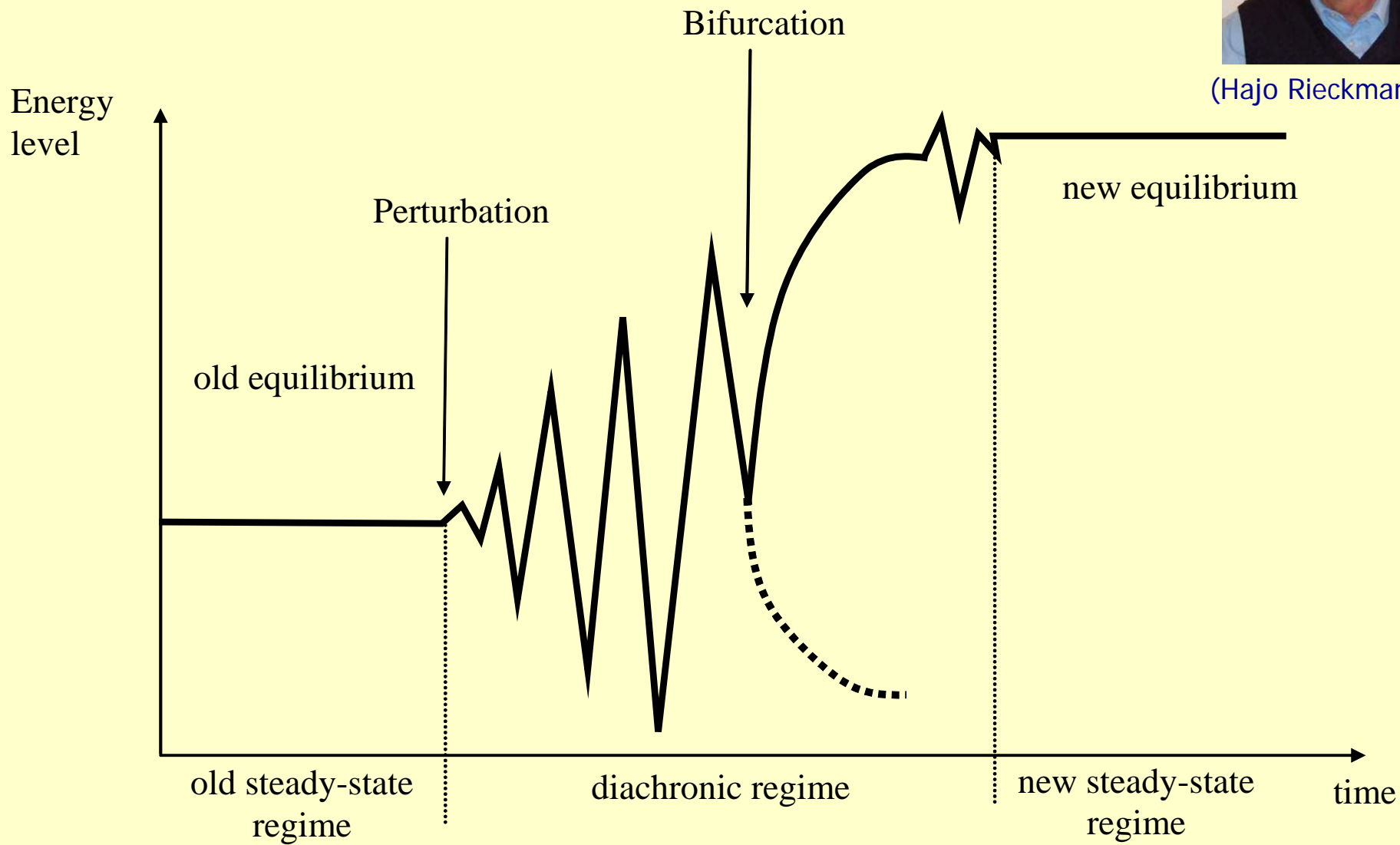
- Basic questions:
 - „Why is leadership so difficult? ”
 - „Why is leadership getting more and more difficult?“
 - „What is a ‚good‘ leader?“
 - „What can I do to become a ‚better‘ leader?“
- Hajo Rieckmann: Dynaxity is the answer to modern management problems
 - Dynamics
 - Complexity
 - Uncertainty



One answer: dynaxity



(Hajo Rieckmann)

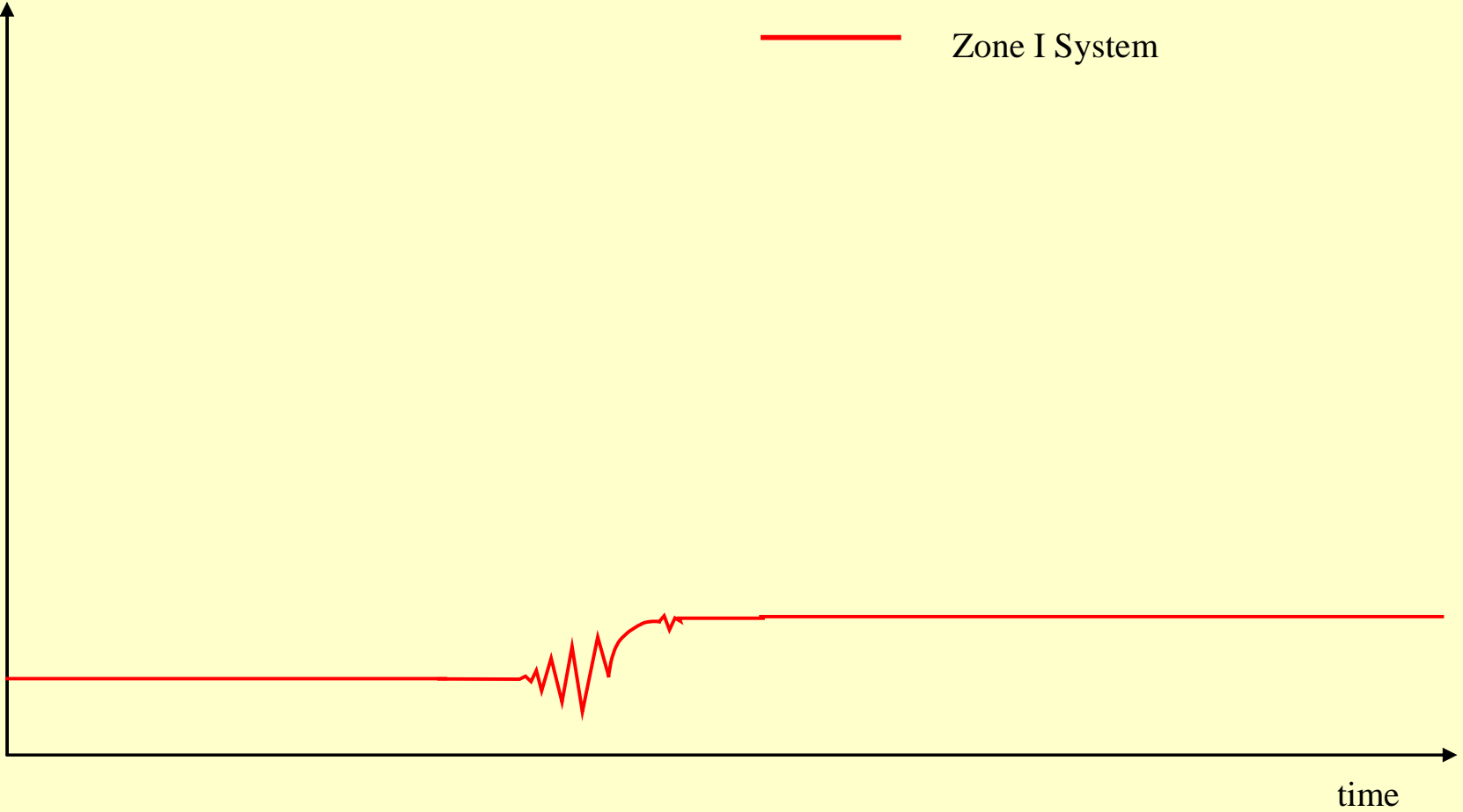




„Generational System“

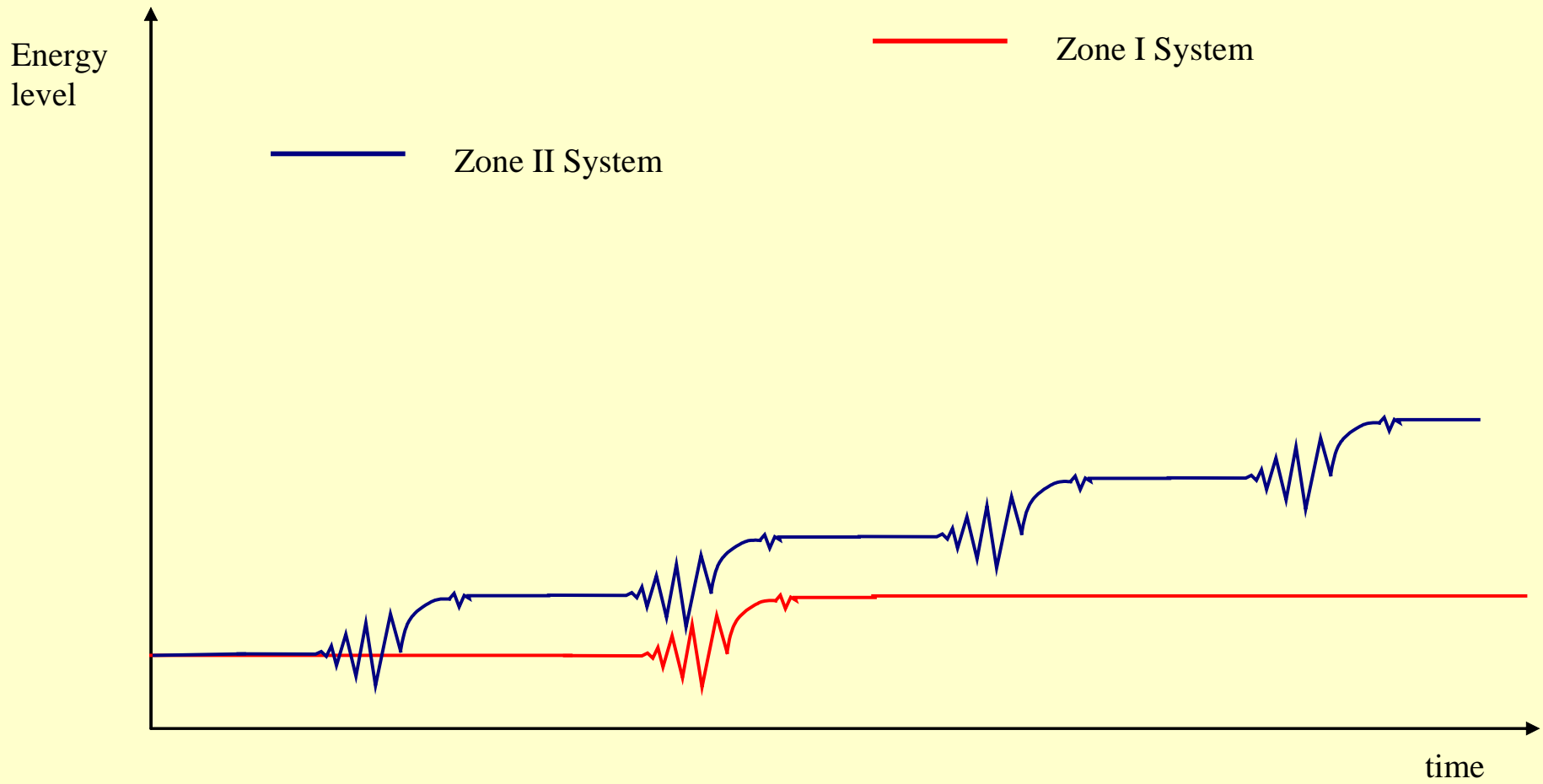
Energy level

— Zone I System



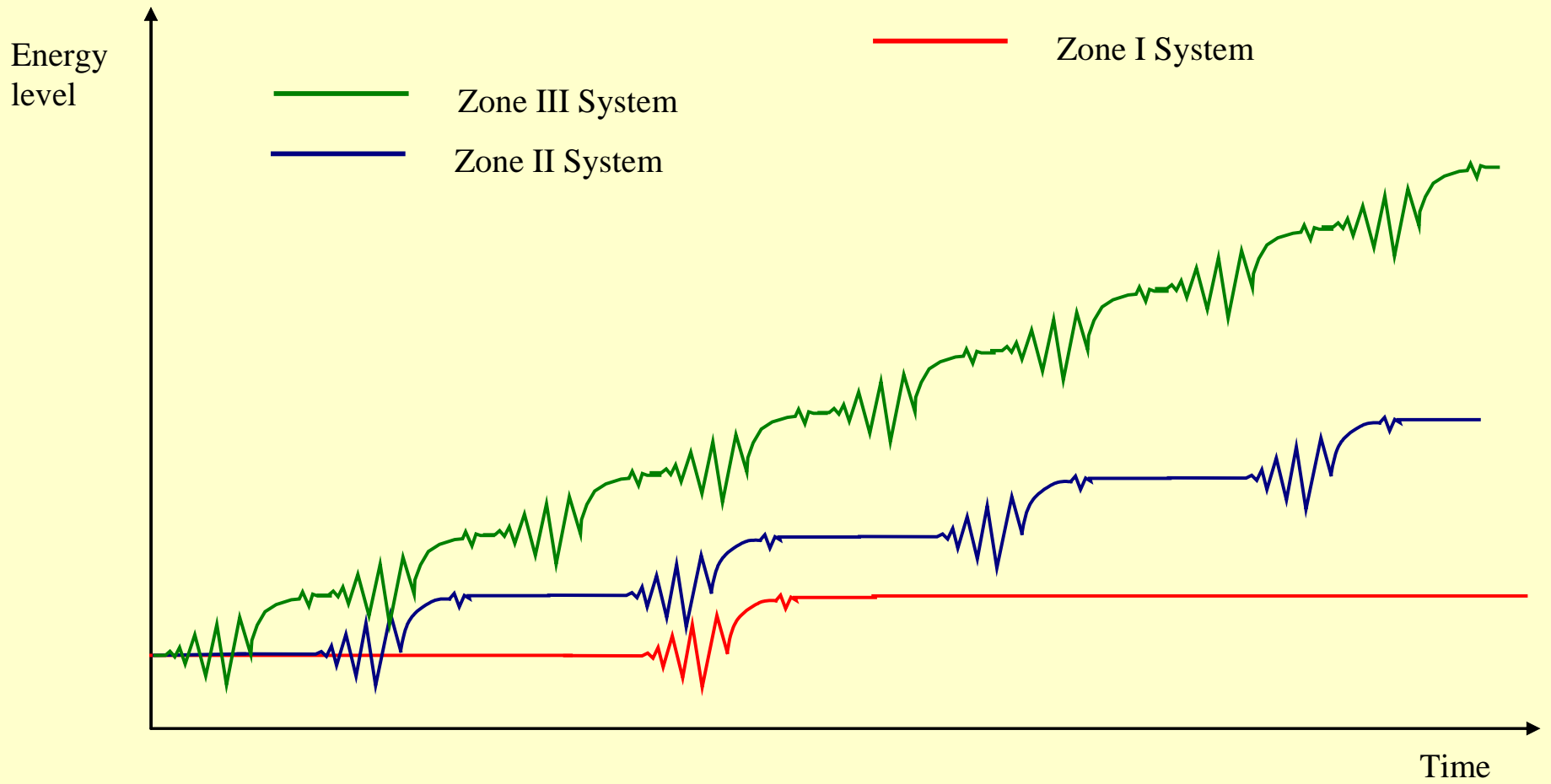


„Freezing System“



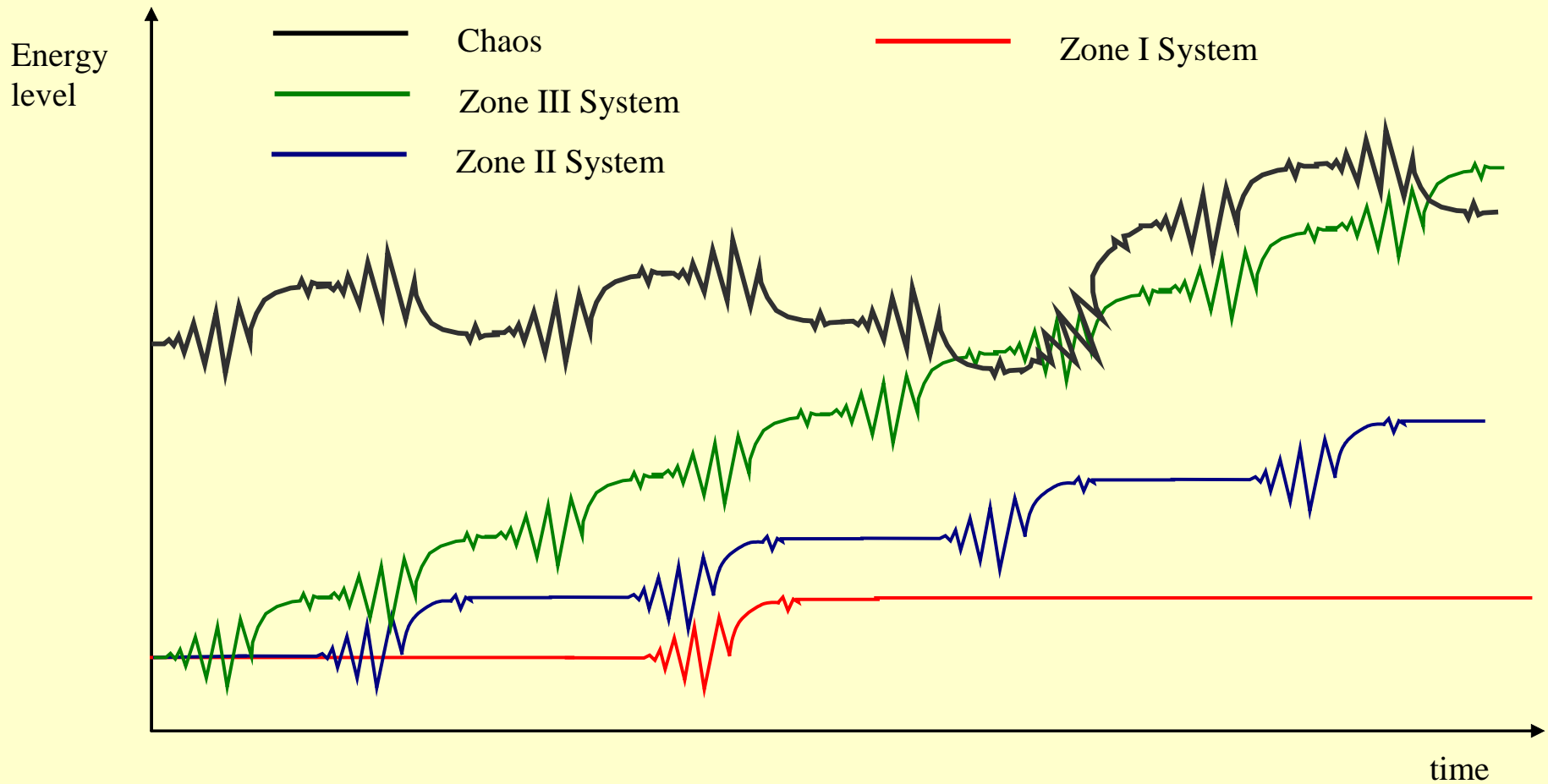


„Dynaxity System“



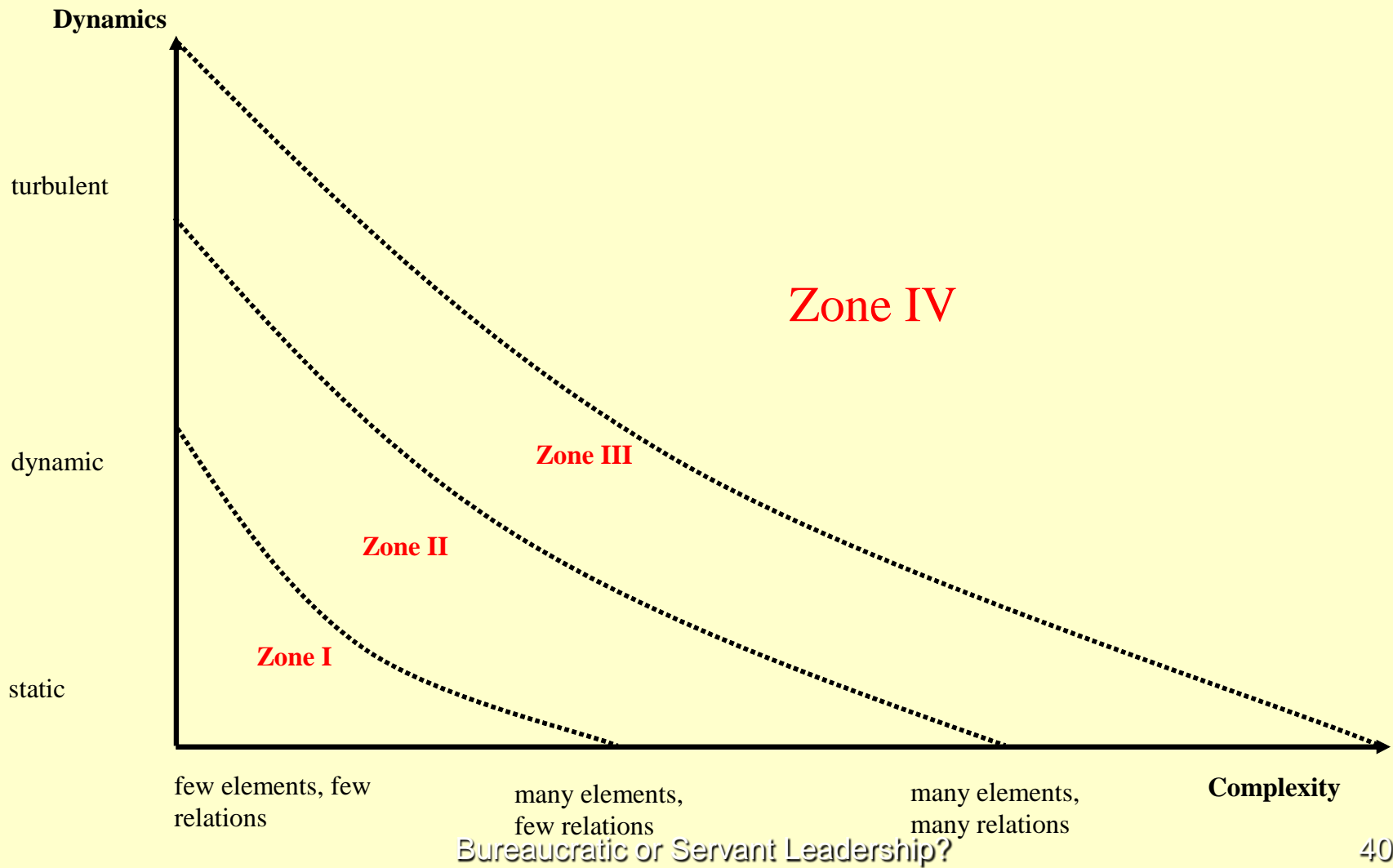


„Chaos system“



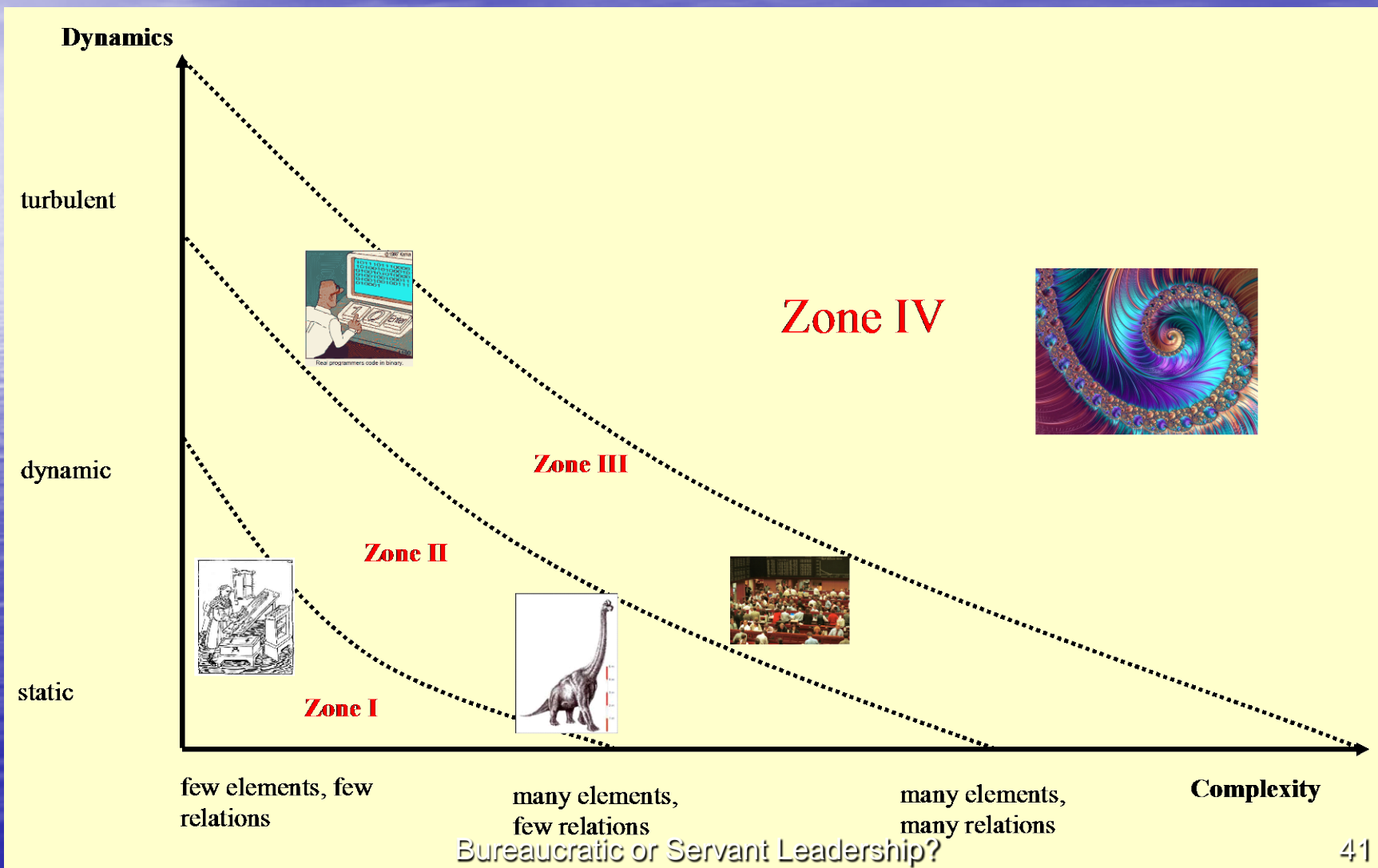


Dynaxity



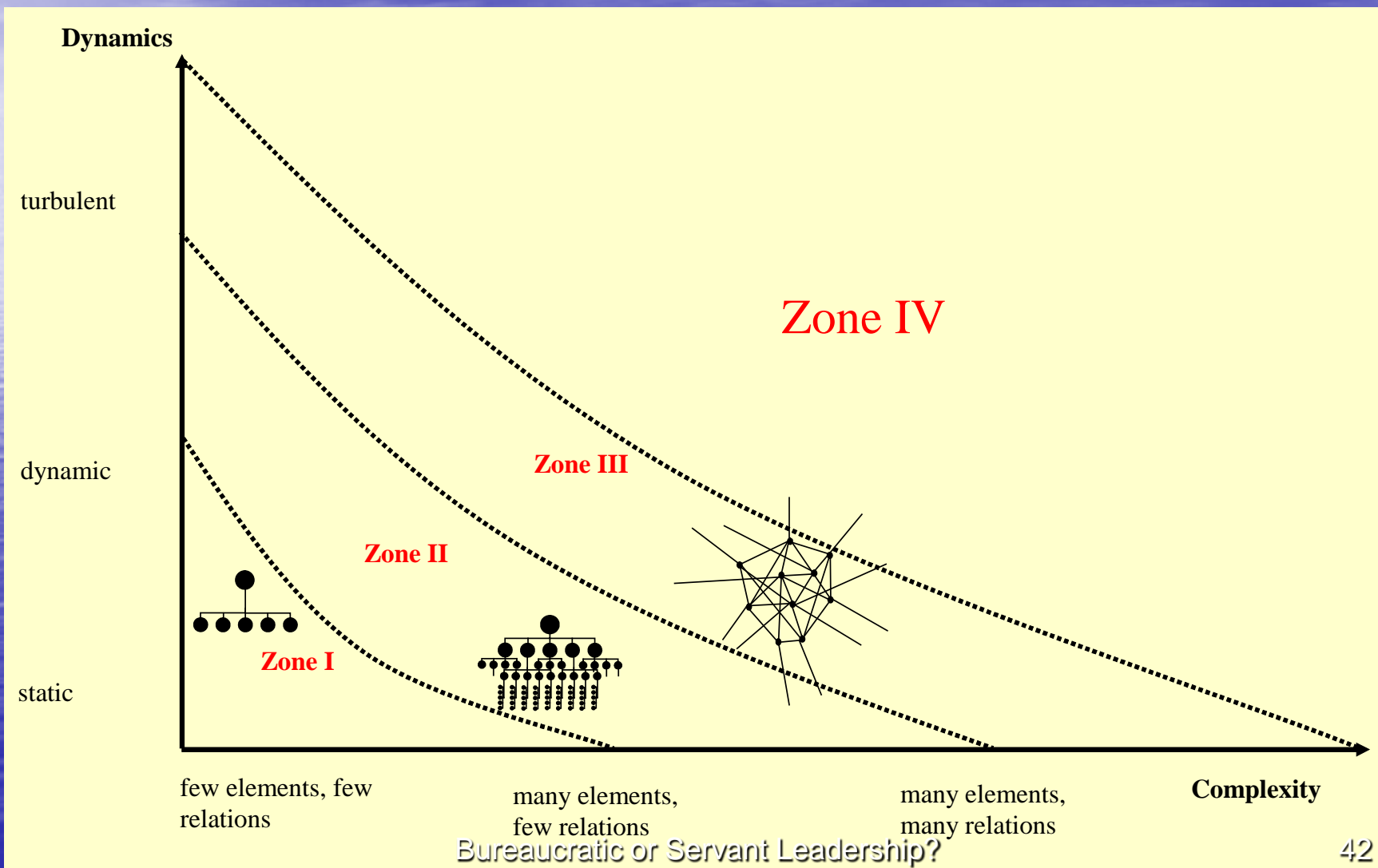


Dynaxity





Dynaxity



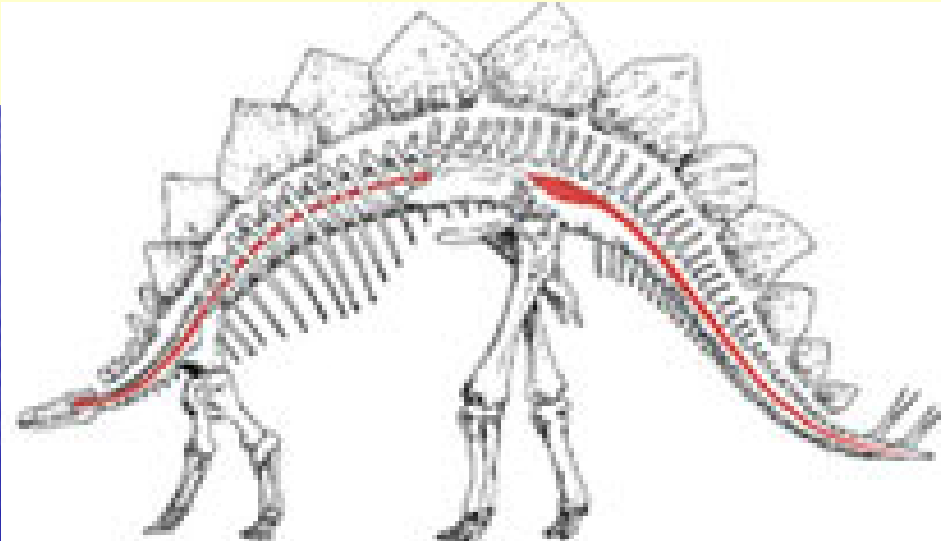
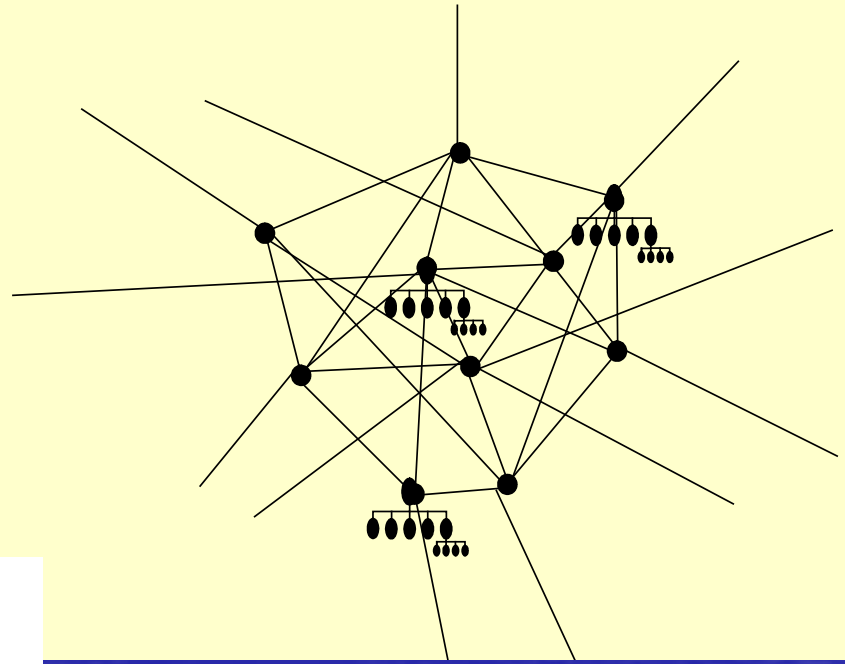
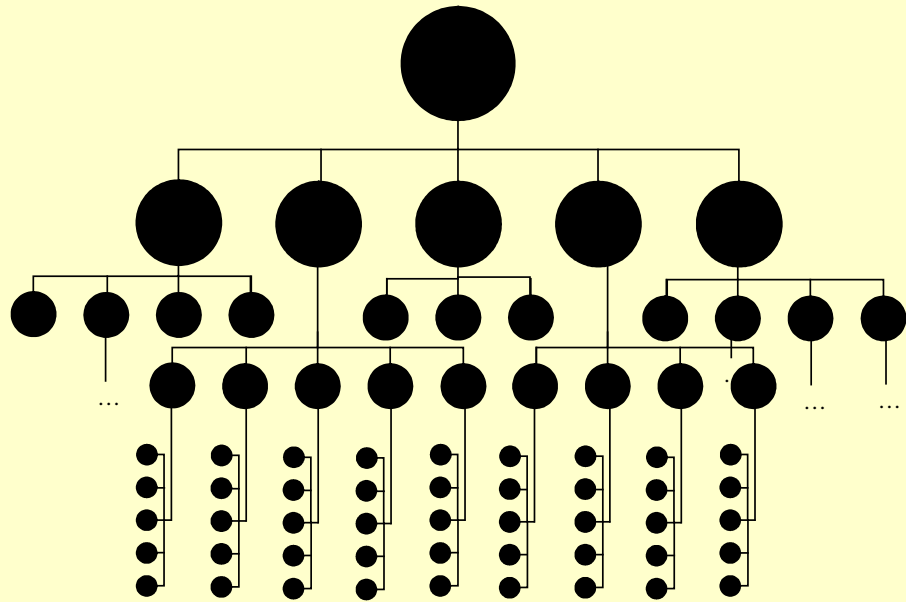


Organisational Prerequisites in Zone III

- institutional memory
- horizontal motivation
- Co-workers as sensor for Dynamics and Complexity
- self-organizing groups
- self-responsible adapting to changes
- horizontal leadership
- Leading = Coaching
- „servant leadership “ (Greenleaf 1972)



Hierarchy or net?



Stegosaurus



Characteristics of leaders in Zone III

- Acceptance of constant change
- Thinking in nets and processes
- multicultural sensibility
- creativeness
- flexibility
- Rapid action
- Ability to communicate
- tolerant to stress
- Coping with uncertainty
- generalistic
- ability to reflect
- abstract thinking
- systems thinking
- ability to live / cope with conflicts
- sensitive to group processes
- low need of hierarchy
- life-long learning
- life-long teaching
- willingness to share knowledge
- cultural awareness



Characteristics of leaders in Zone III

- Acceptance of change
 - Thinking in processes
 - multicultural
 - creativity
 - flexibility
 - Rapid action
 - Ability to communicate
 - tolerant to stress
 - Coping with uncertainty
 - generalistic
- reflect
making
making
/ cope with
group
of hierarchy
learning
teaching
willingness to share
knowledge
cultural awareness
- Post-modern societies need SERVANT LEADERS!**



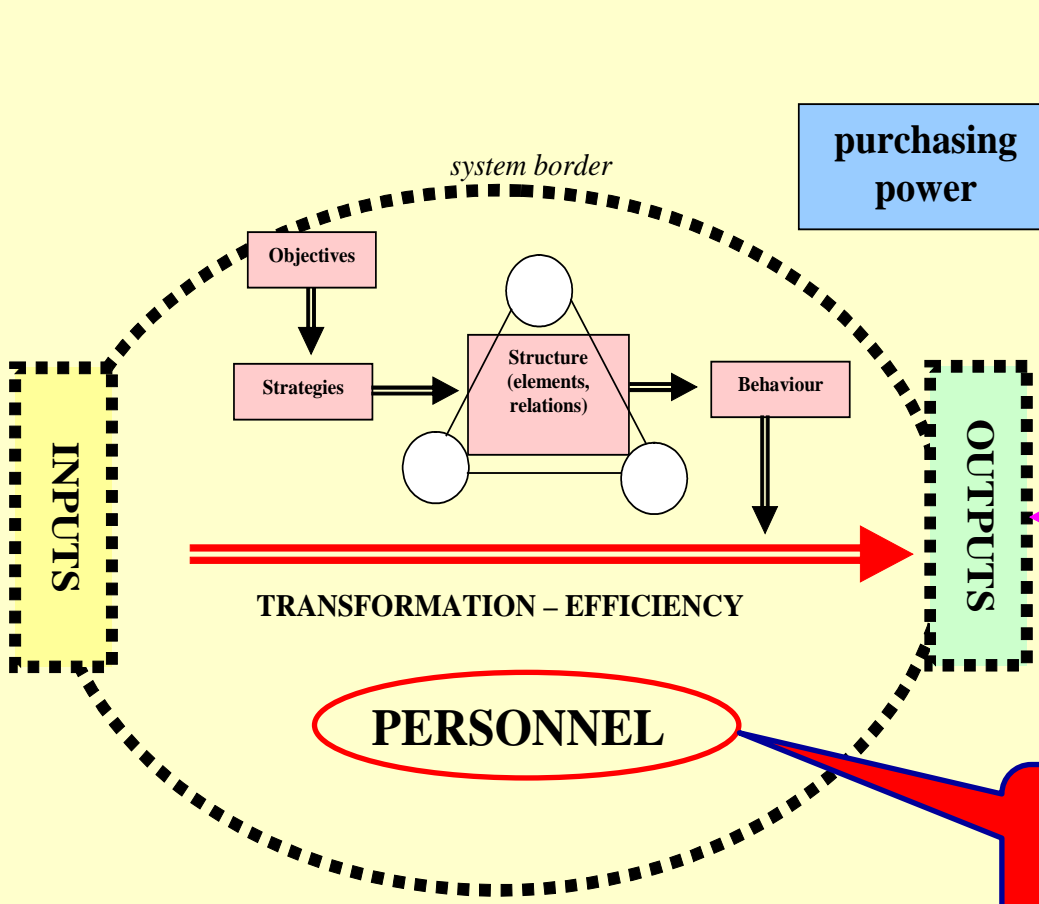
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3 Servant Leadership

3.1 Serving Clients

PRIMARY CUSTOMER



Needs

Wants

Distance filter

Price filter

Quality filter

Priority filter

Demand

purchasing power

Subsidy

Priority filter

Financial filter

Mission

SECONDARY CUSTOMER

3.2 Serving Personnel

3.1 Serving Clients

Experience of scarcity with a drive to solve the problem

Projection of a need to a special good to satisfy the need

PRIMARY CUSTOMER

Needs

Wants

Distance filter

Price filter

Quality filter

Priority filter

Subsidy

Priority filter

Financial filter

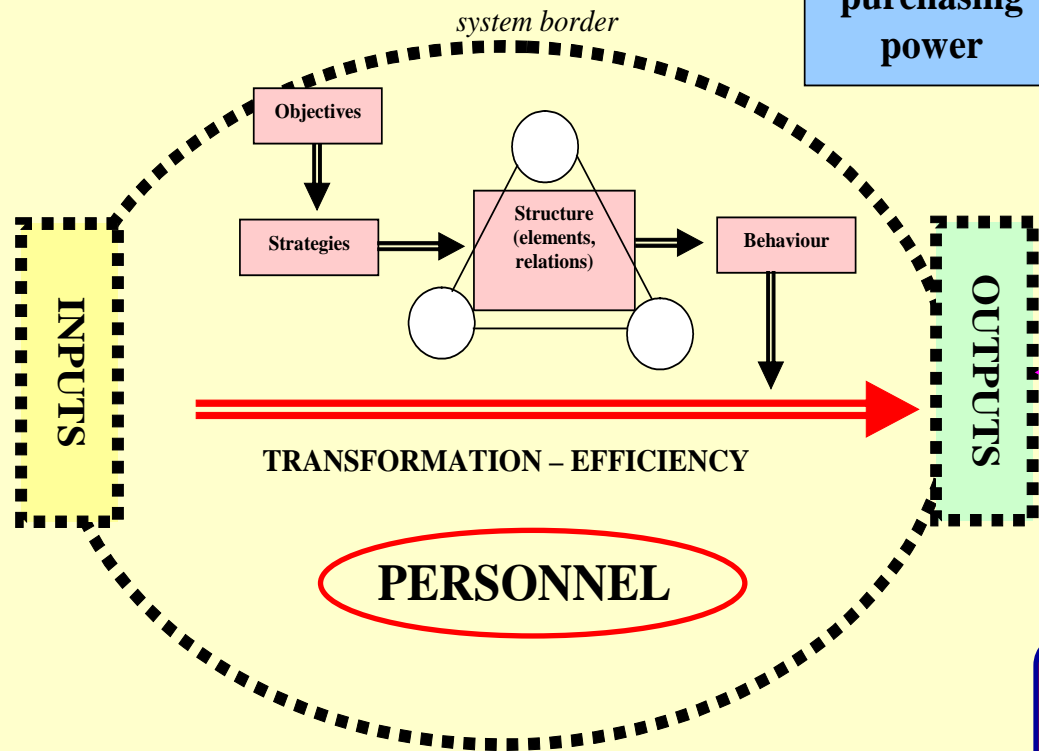
Demand

Mission

SECONDARY CUSTOMER

purchasing power

Purchasing



Needs

Needs

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Distance filter

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Mission

SECONDARY CUSTOMER

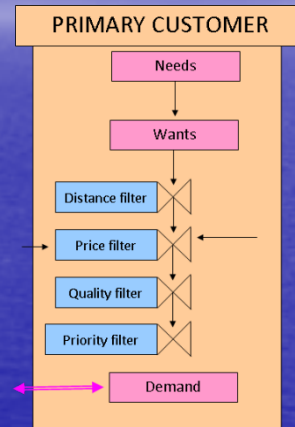
purchasing power

Purchasing



Needs – Wants - Demand

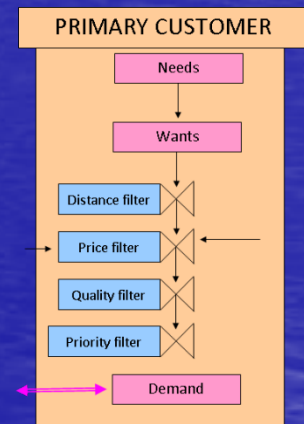
- Need: the existential meaning of a health care facility is to satisfy the needs of unhealthy people!
 - Not to obey rules
 - Not to satisfy the doctor in charge
 - Not to provide career opportunities
 - ...
- Client
 - Reason for existence
 - „King patient“
 - Can assess subjective quality of services
 - Cannot assess objective quality of services





Needs – Wants - Demand

- Wants:
 - Good which can satisfy the needs of people, e.g. health care services
 - Health education: attach a certain good to the need of people
- Filters
 - Distance
 - Price
 - Quality
 - Priority





Marketing

- Definition: Marketing is a concept of leading enterprises by focusing all organizational activities on the satisfaction of the needs of the customer
- Examples:
 - Location: how can patients and their relatives have easy access?
 - Buildings: reduce distances for patients and their relatives
 - Staff: friendliness, empathy, professionalism
 - Leadership: motivating staff to accept patients as „kings“ and „queens“
 - Financing: make services financially accessible
 - ...



Development of Marketing

- Production Concept: 1950
 - Industry:
 - Client must be happy if we provide him with our products
 - engineers as focus of production and factories
 - Health care facilities:
 - Patients must be grateful if we treat them
 - doctors as focus of production and health care facilities



Product concept: 1980

- Industry:
 - Client demands a high quality, we do our best to produce it as we understand quality
 - Engineers define standards
- Health care facilities:
 - Patients should be happy – but doctors define what makes them happy
 - Doctors define standards



Marketing concept: 2018

- Industry:
 - Needs of client are the focus of all activities
 - engineers see themselves as servants of clients and produce what they need and want
- Health care facilities:
 - Patients receive what they need
 - Doctors support patients to understand their needs and make shared decisions



What is shared decision making (SDM) ?

THE BEST THING YOU CAN DO IS GIVE UP SMOKING, DRINKING AND FRIED FOOD

WHAT'S THE SECOND BEST ?



Bureaucratic or Servant Leadership?



Focusing on the Client

- What does the client really want?
 - Primarily: be healthy – not fall sick at all!
 - Secondary
 - Get healthy as soon as possible
 - „pleasant sickness“
 - Without pain
 - Mobile
 - Frequency of diagnostic and therapeutic interventions
 - Friendliness, affection
 - Focus of treatment on his needs, not on the needs of service-providers



What the patient described



What the physician understood



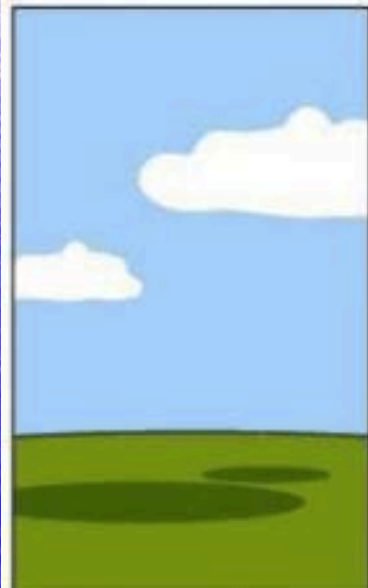
What the nurse understood



What the Dr. i/c understood



What the surgeon understood



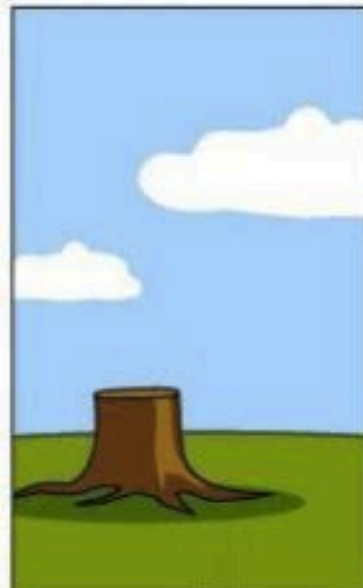
How the treatment was documented



What the insurance wanted to pay



What the hospital billed



What the physician explained



What the patient really needed

**Patients of 2018
are different
from patients of
1990**

What the patient described

What the surgeon understood

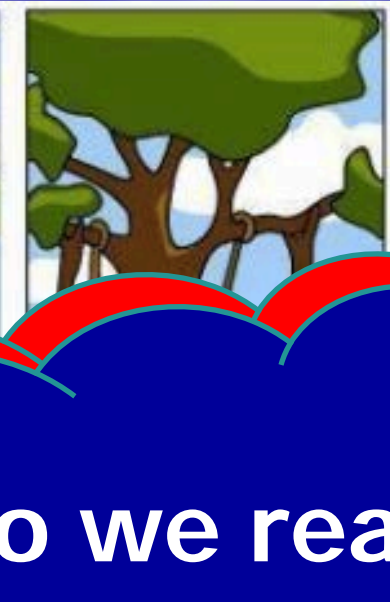
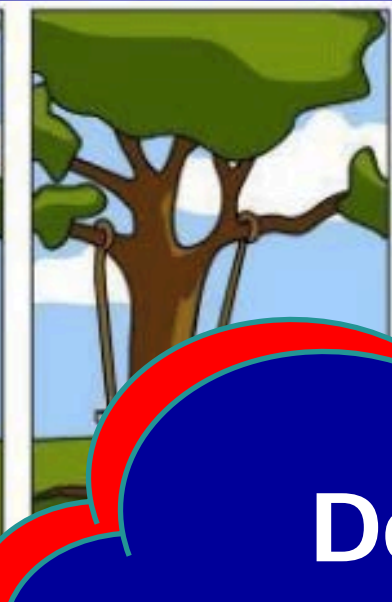
How the treatment was documented

What the insurance wanted to pay

What the hospital billed

What the physician explained

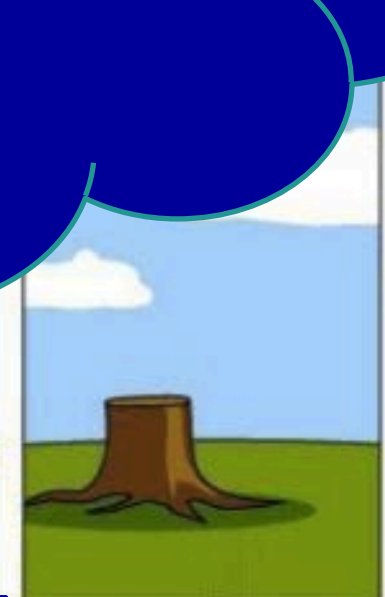
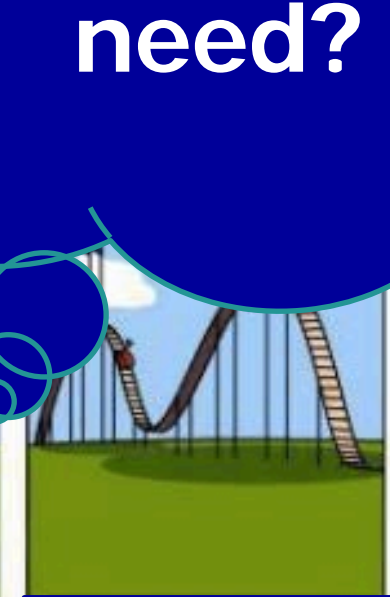
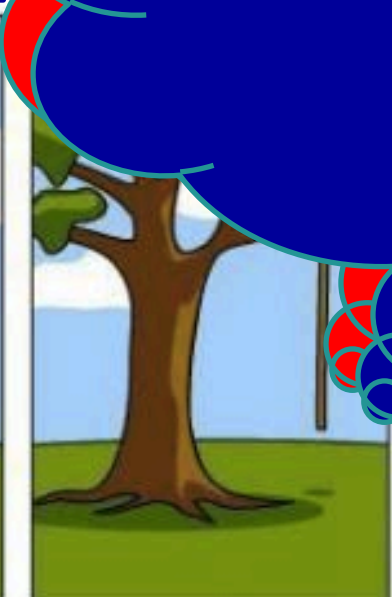
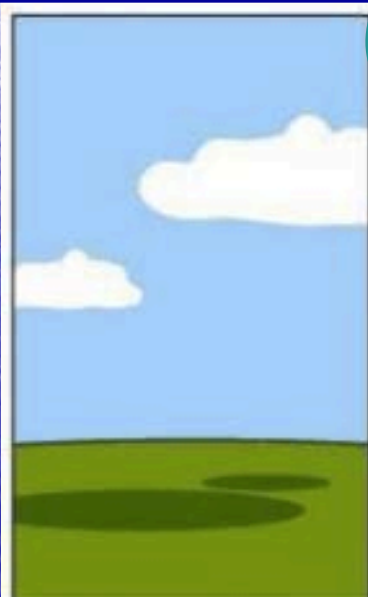
What the patient really needed



Do we really know what they need?

What the patient described

What the surgeon understood



How the treatment was documented

What the insurance wanted to pay

What the hospital billed

What the physician explained

What the patient really needed

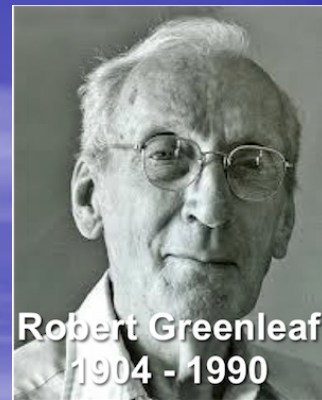


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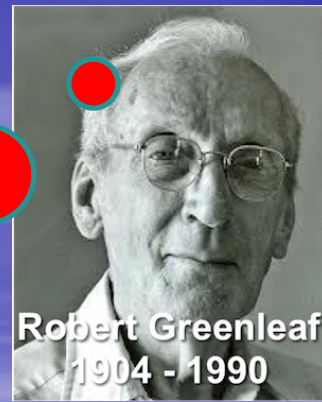
Greenleaf:



- *" The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?"*



Greenleaf:



Robert Greenleaf
1904 - 1990

- *"The difference between the care taken by a leader to ensure that other people are being led, and the care taken by a leader to ensure that his subordinates are able to grow under his leadership? As a result of the care taken by a leader to ensure that his subordinates are able to grow under his leadership, more people will become self-starters, more people will become self-motivated, more people will become self-directed, more people will become self-managing, more people will become self-leaders. What is the effect on the least privileged in society? Will they benefit or at least not be further deprived?"*



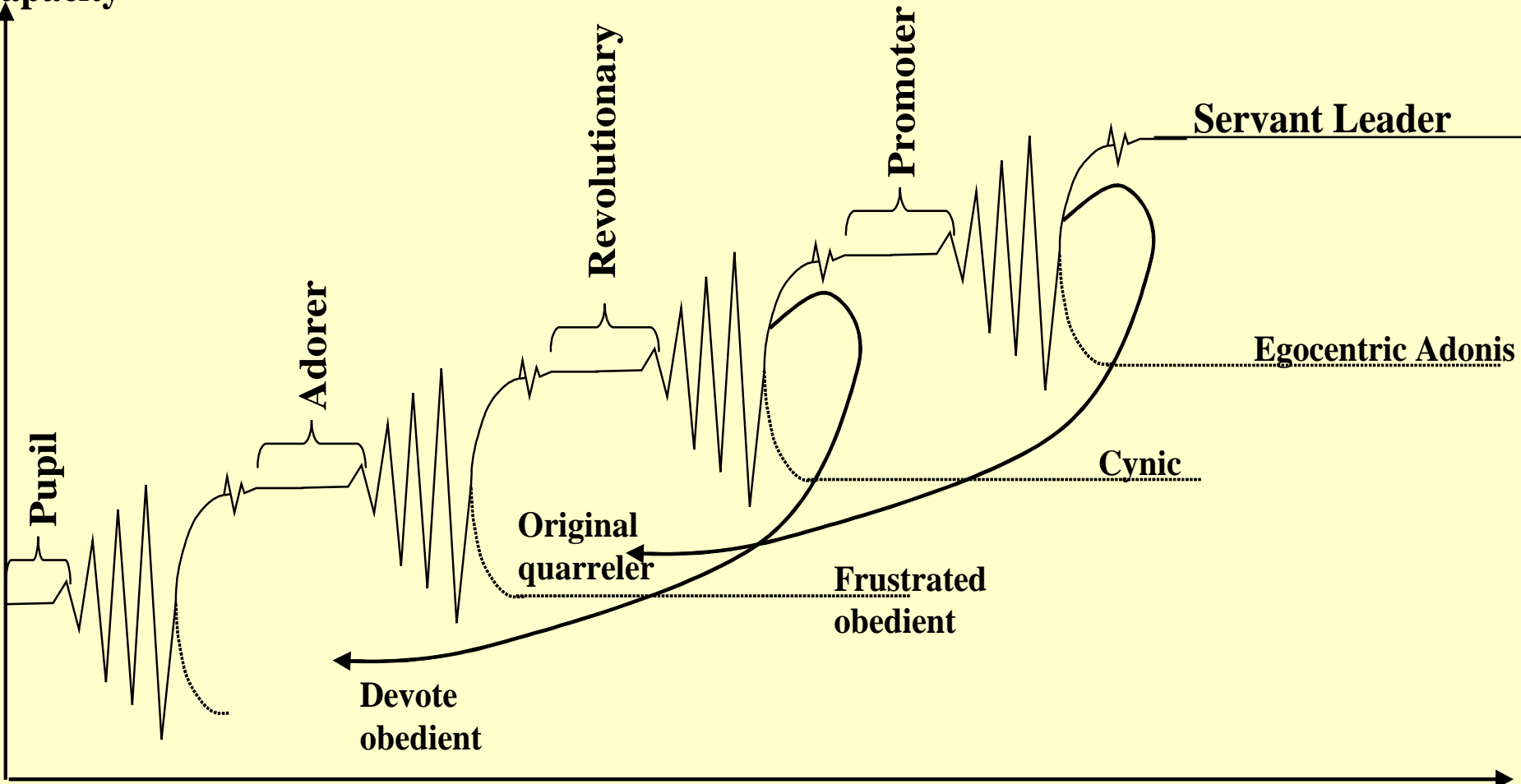
Development of a servant leader

- Reality: most superiors want to prove themselves and exercise power („real man!”)
- Servant leader: defines himself by more than work, success and power
- servant leaders
 - Not born as servants
 - „broken” and „healed”



Development of a Servant Leader

**Leadership
Capacity**



time

Bureaucratic or Servant Leadership?



Components of Developing a Servant Leader

*Results /
Effectiveness*

Discipline

„Leading myself“

- time management
- financial management
- health
- mental health (own thoughts...)
- ...

Managing Organisations

„Leading my organisation“

- visions
- strategies
- marketing
- financing
- ...

Staff / Identity

Humility

„Being self-aware“

- Understanding and accepting oneself
- Willingness to learn
- Willingness to forgive
- Respect
- ...

Communication

„Leading staff“

- motivation, listening, asking
- respect
- training, fostering
- moderation, presenting, ...
- ...

Character / Integrity

*Competence /
Professionality*



Horizontal Leadership

- Traditional motivation theory
 - one leader
 - one subordinate
 - direct motivational relationship
 - Working teams
 - one or more leaders
 - team of co-workers
 - vertical AND horizontal leadership
- ➔ What is a "good team"?



Love and truth

**Love, trust,
protection**

- acceptance, tolerance
- understanding
- honoring
- helping, fostering
- forgiving, new beginning, conciliating
- sensitive, compassionate
- Disclaiming power, disclaiming suppression
- affection, patience, friendliness
- fidelity, justice
- error-tolerant
- generous
- without fear

**Lies, slavery,
force**

**Truth,
freedom**

**Hatred, fear,
distrust**



Love and truth

**Love, trust,
protection**

- open, honest
- authentic, clear
- acceptance of difference
- creative, maverick, experimenting
- constructive debates, willing to confront
- giving and receiving feedback
- no defence
- willingness to correct
- no rationalisation, no mental crowding-out
- ...

**Lies, slavery,
force**

**Truth,
freedom**

**Hatred, fear,
distrust**



Love and truth

**Love, trust,
protection**

- insulting, judging, condemning
- cynic, suppressing
- forcing, dishonouring, agitating
- Intrigue, distrusting
- threatening, discouraging, persecuting
- causing shame and guilt
- unfair, exploiting
- ambitious on the cost of others
- defamation, deceitful
- callously, avaricious,
- seeking revenge, pressing, destructive
- violent, killing, cold
- ...

**Lies, slavery,
force**

**Truth,
freedom**

**Hatred, fear,
distrust**



Love and truth

**Love, trust,
protection**

- Filtering, biasing and „cooking“ information
- manipulating,
- wrong information, half-true information, wrong signals
- wrong perception and sensation
- hypocrisy
- tempting, bribing
- lying, stealing, betraying
- constricting, boxing, dishonouring, put into slavery
- Separating body, mind and soul, in particular reduction to body
- ...

**Lies, slavery,
force**

**Truth,
freedom**

**Hatred, fear,
distrust**



Love and truth

Love, trust,
protection

Which constellation is ideal
for good management,
leadership, performance?

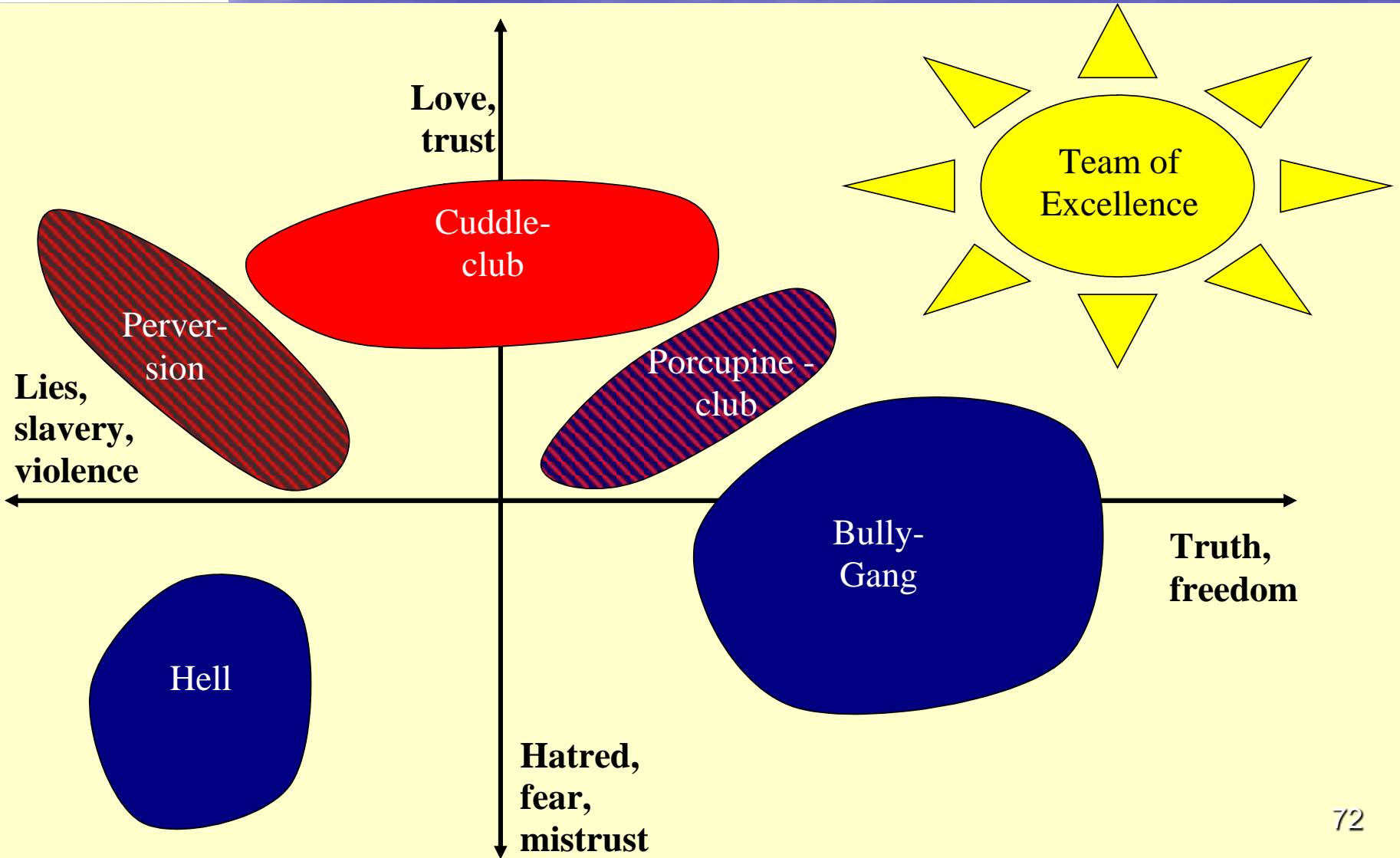
Lies, slavery
force

Truth,
freedom

Hatred, fear,
distrust



Typology of teams



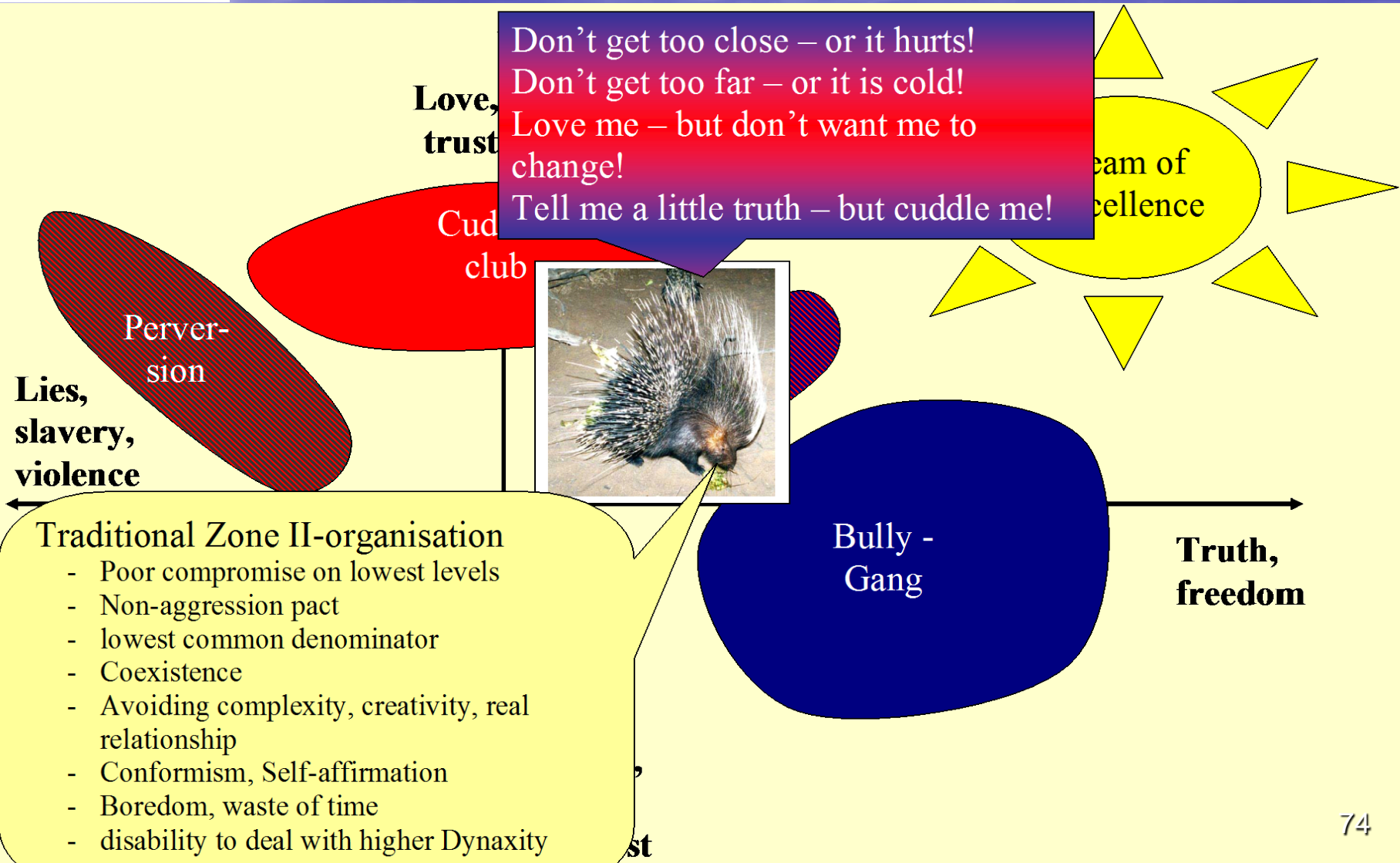


Love and Truth





Love and Truth

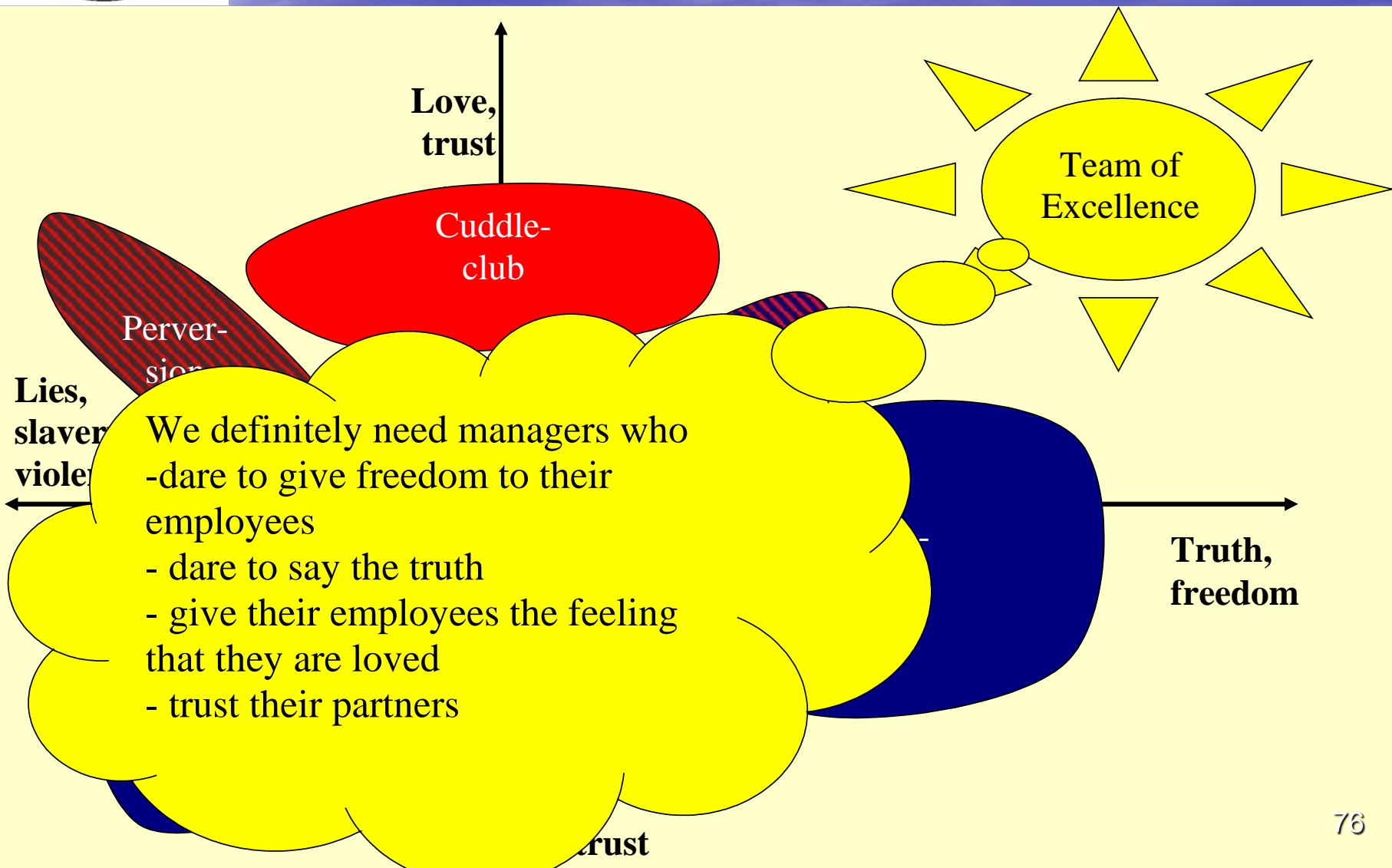




Bureaucratic or Servant Leadership?

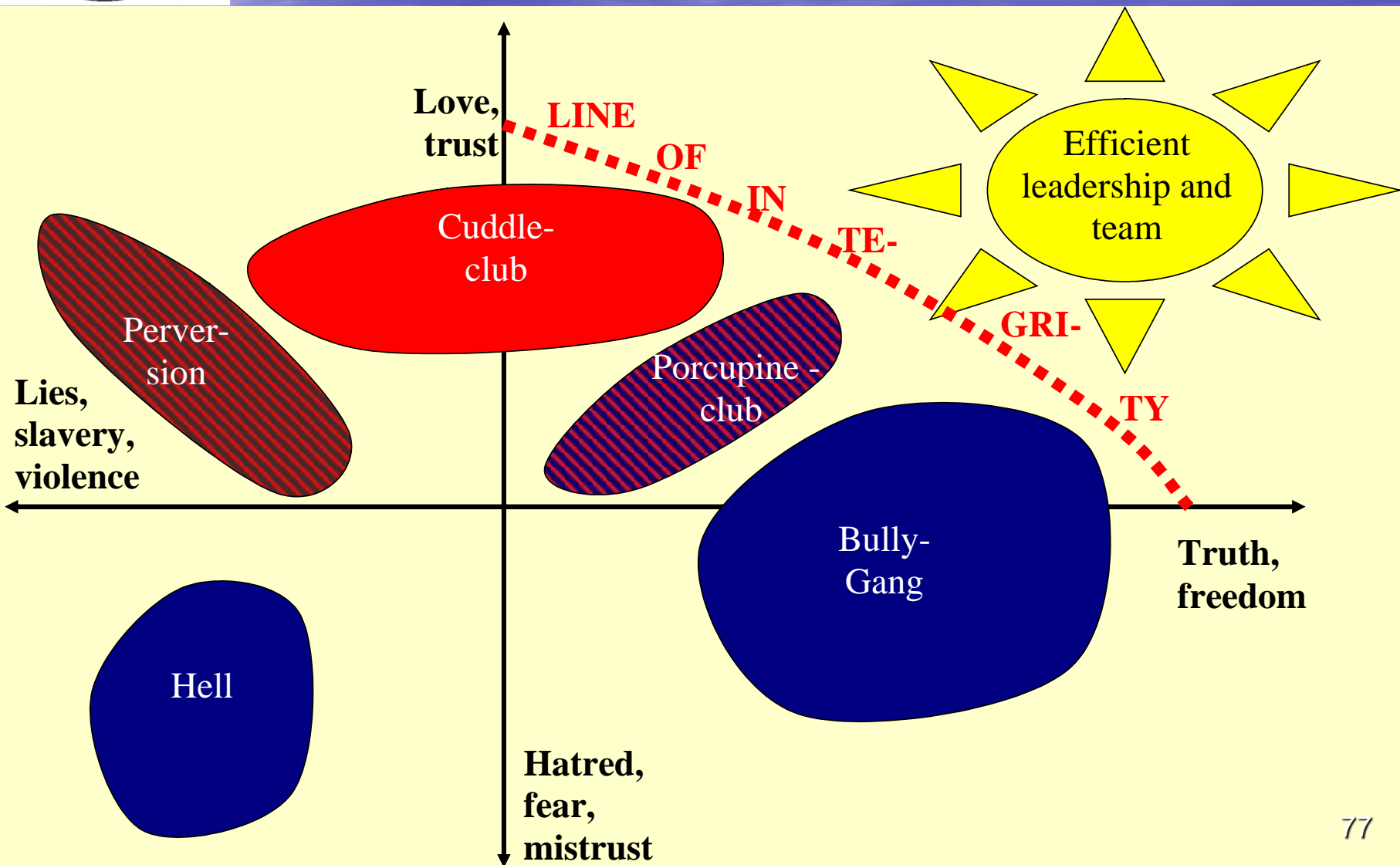


Love and Truth



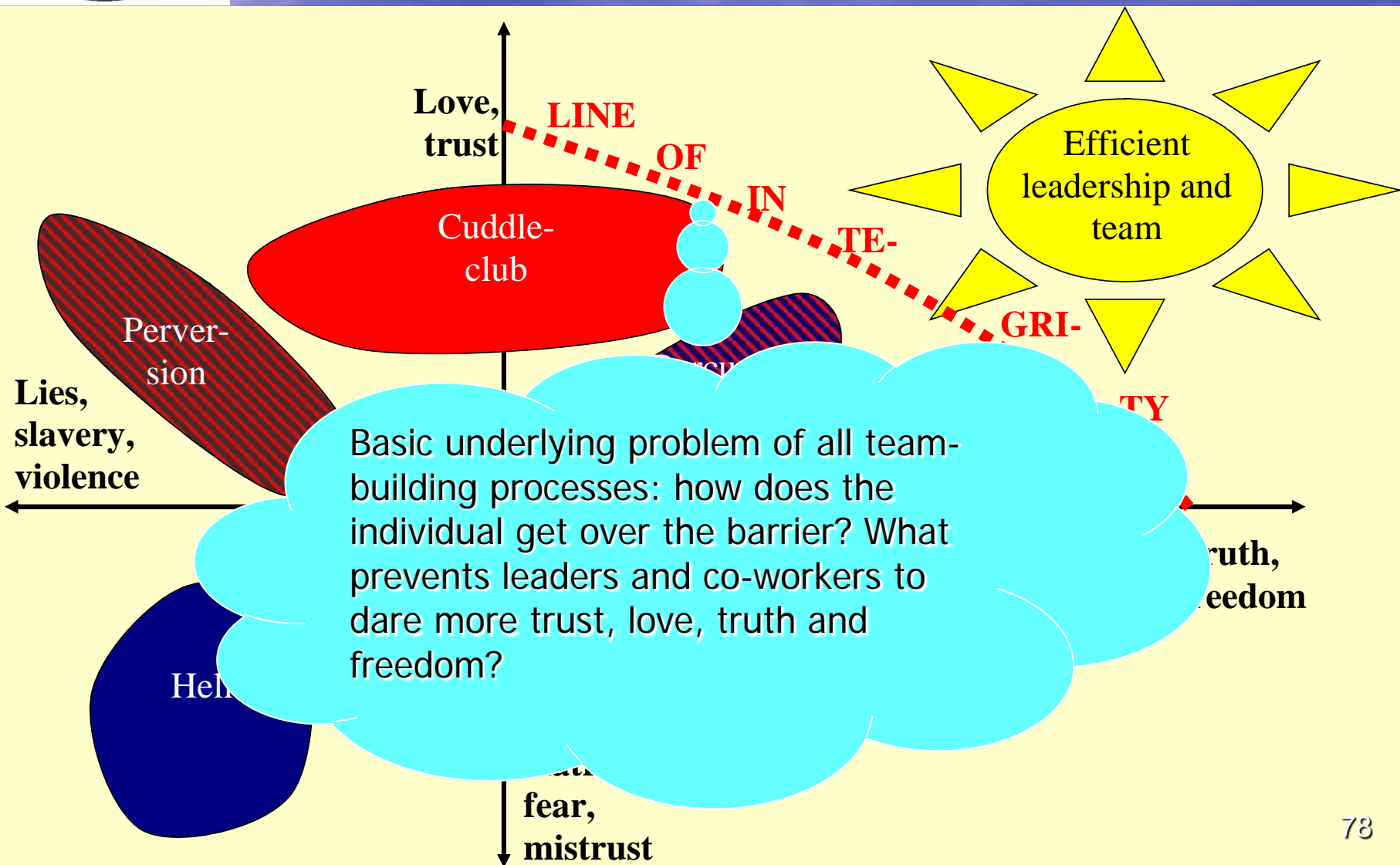


Line of Integrity





Line of Integrity





Line-of-Integrity Barriers

- Fear
 - ... of death
 - ... of finiteness
 - ... of missing out / to come badly
 - ... of losing
 - ... of irrelevance
- Inward Emptiness
 - “hole” of love and passion
 - “hole” of trust
 - “hole” of meaning
 - “hole” of God or transcendence



Line-of-Integrity Barriers

- Fear

- ... of death
- ... of finiteness
- ... of missing out / to come badly
- ... of losing
- ... of irrelevance

- Worry
- Urgency of security
- Power
- Aggression
- Greed

- Inward Emptiness

- “hole” of love and passion
- “hole” of trust
- “hole” of meaning
- “hole” of God or transcendence

- Greed
- Lust
- Obsession of Ego, success, drugs, money, sex, work...



Line-of-Integrity Barriers

- Fear

Meaning, love and spirituality are of high importance for modern health care providers!

- “hole” of medicine
- “hole” of God or transcendence

- Worry
- Urgency of security
- Obsession

- Greed
- Lust
- Obsession of Ego, success, drugs, money, sex, work...



Bad habits ("vice")

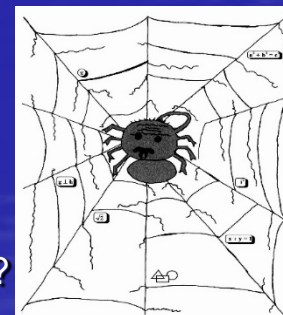
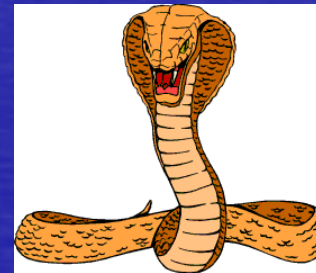
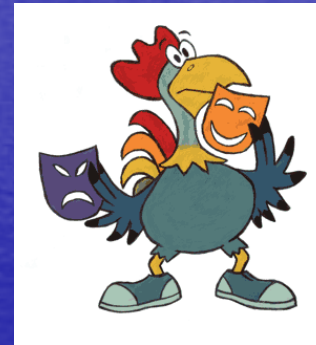
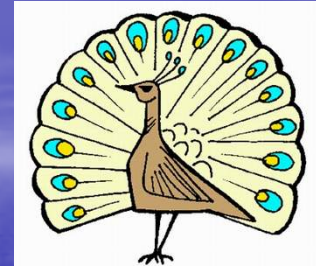
- insatiable
- power-orientated
- impulsive
- short-minded
- thinking win-lose
- fighting, bad compromise
- oppressing
- neglecting
- ...

Managers have these problems!
In different forms!



Typology of Managers

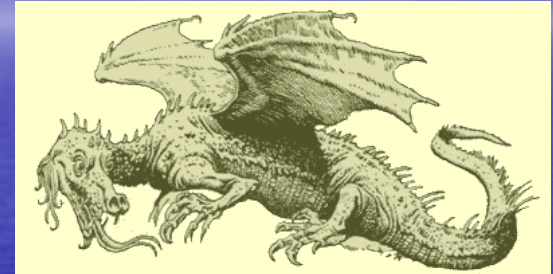
- Vain peacock
 - calls for recognition, applause,
 - high centralization
 - poor self-confidence
- Proud cock
 - Impressing behaviour
 - fierce attack
- Poisonous snake
 - hatred, bitterness, arrogance
 - striking from the dark
 - Intrigue, poison
- Spider
 - beguiling, lovely
 - biting when you do not expect it from it
 - Intrigue, poison





Typology of Managers

- Dragon
 - Anger, fury, biting, spitting fire
 - dictatorial superior (sometimes also informal leaders)
- Good Boy
 - gallant, cultivated, nice, charming
 - manipulating, dastardliness
 - Tendency to become snake or spider under pressure
- Funny monkey
 - Funny, amusing, nice
 - Covering weakness, unapproachable
 - Tendency to become dragon or cock under pressure





Typology of Managers successfully overcoming the “lower” bad habits:

- Hypocrite
 - law-abiding
 - oriented to wards outside appearance
 - Power by virtues
 - defining reality
- Super-Mama
 - sacrificing, loving, manipulating
 - causing guilt feelings
 - forcing gratefulness





Typology of Managers successfully overcoming the “lower” bad habits:

- Hypocrite
 - law-abiding
 - oriented to work
 - Power by virtue
 - defining mission
- Super-Mama
 - sacrificing
 - causing guilt
 - forcing gratitude

If we want to have
effective and efficient
organizations, we
have to empower
managers and
leaders!

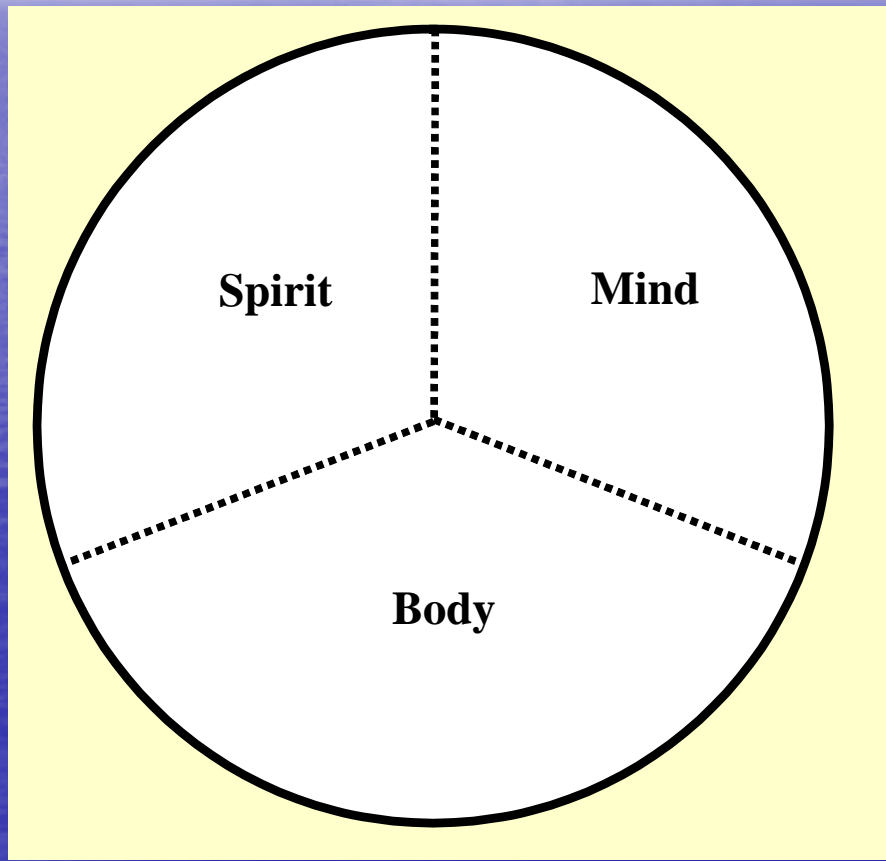


Dimensions of personality

- Objective: How can we empower managers to become real leaders, innovators, promoters and key players in health care reforms?
- What dimensions of a personality should we consider?
 - traditional:
 - worker = body
 - manager = brain
 - Dynaxity Zone III: not sufficient! Holistic!

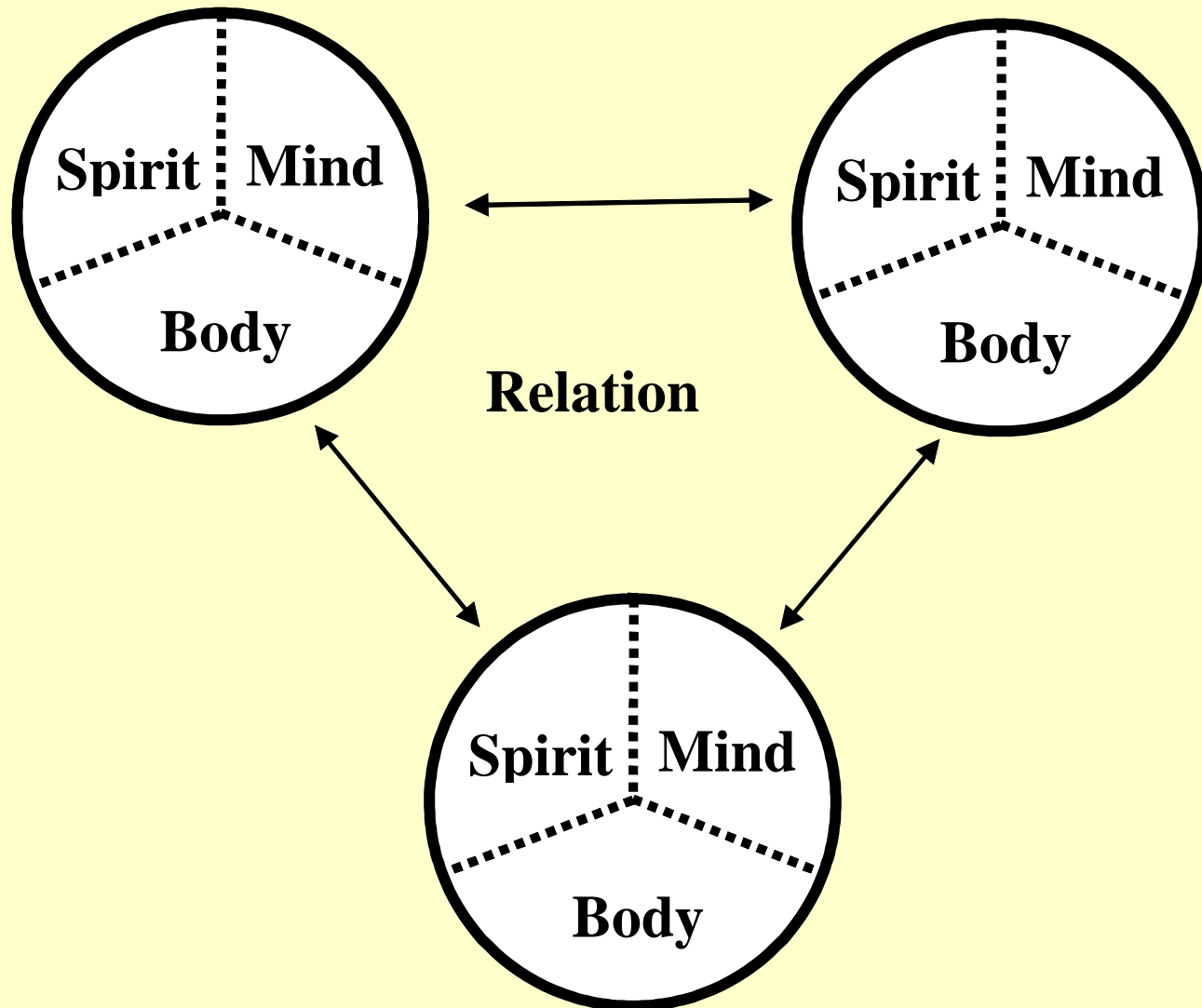


Dimensions





Dimensions





Personality and Leadership

- Leadership in Dynaxity III
 - Requires free space for creativity, innovation and personal growth
 - Requires teams
 - Requires “new” leaders: SERVANT LEADERS



Contents

1. Introduction
2. Wind of Change
3. Servant Leadership
 1. Serving Clients
 2. Serving Personnel
- 4. Conclusions**



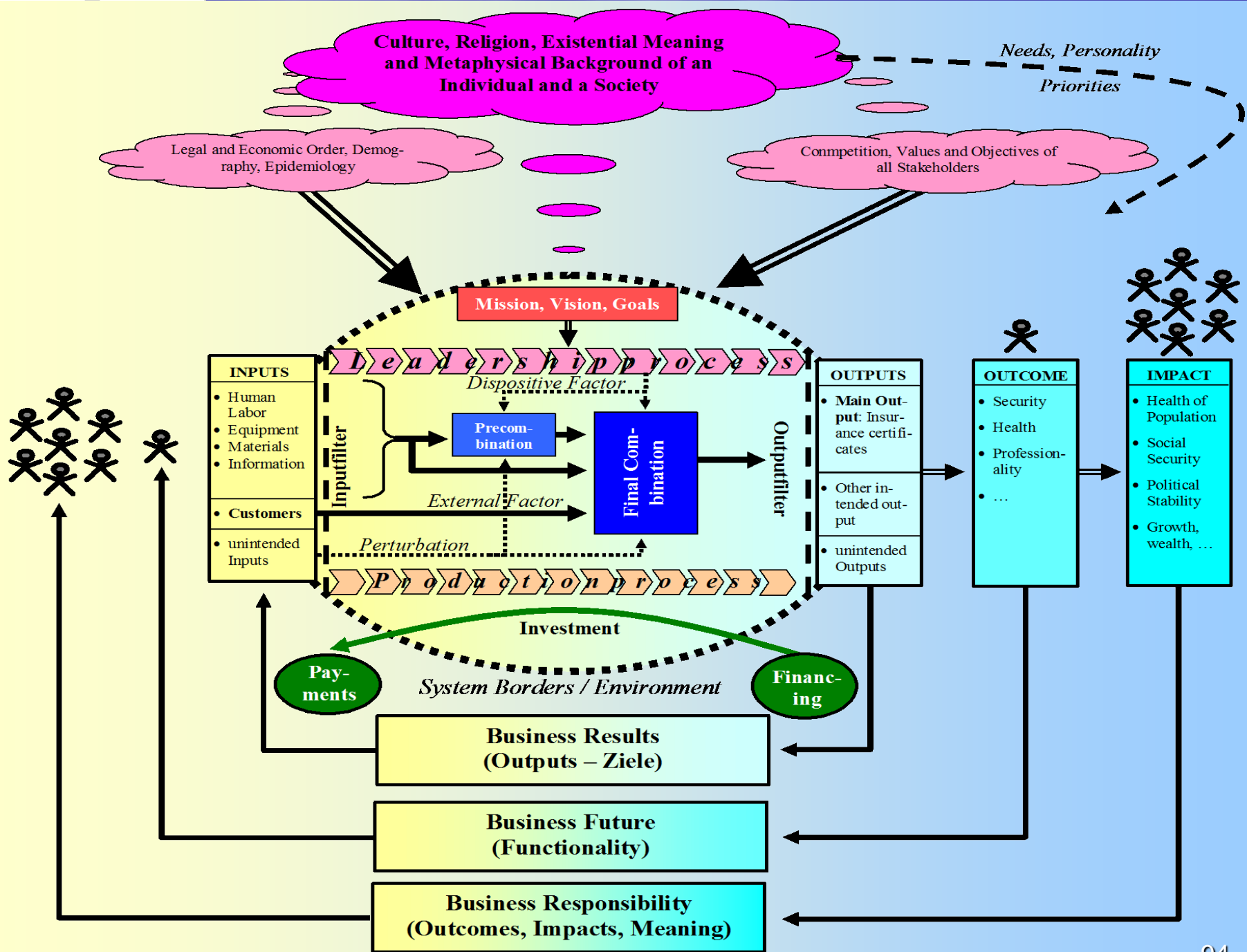
Conclusions

- The world has changed!
 - Clients claim their rights!
 - Personnel has alternatives!
 - New diseases, new technologies,...
 - Steady and increasing change
 - Complex system
 - Uncertainty
 - ...
- Consequences:
 - Bureaucratic leadership obsolete
 - Required: Leader = servant



Servant Leadership

- Serving
 - Clients: a new paradigm!
 - Personnel: a new leadership role!
 - Community: beyond the walls ...
 - Future: sustainable management
 - ...







Leadership

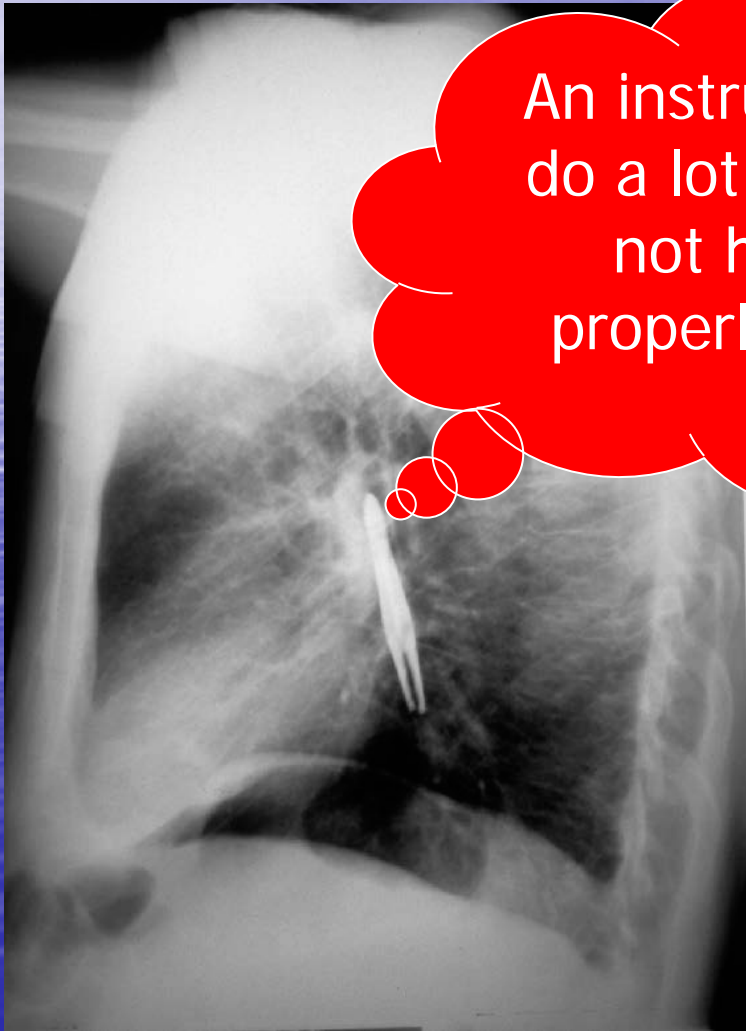
- Leadership is like a scalpel:





Instruments: in the wrong hand/place

An instrument can do a lot of harm if not handled properly! LEARN IT!





Bureaucratic or Servant Leadership?

Challenges of Managing Health Care
Facilities in a Dynamic and Complex
Environment

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