

Chapter 1

Exploring Connections Between Leadership and Management in the Health Sector: Identifying True Leaders and Factors Contributing to their Development: Basics of Leadership

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ABSTRACT

Understanding the central distinctions and connections between the roles of leadership and management and their impact on the context of health service delivery is crucial. Self-awareness, cultural competencies, emotional intelligence, and ethical behavior are key traits at the heart of a good leader, regardless of their favored leadership style. Moreover, three key strategies are necessary for leadership development to occur: an education pathway, mentorship or coaching, and a publication or research appraisal, if deemed appropriate by the individual. With age, experience, and also the learning from mistakes of mismatched attitudes, leadership styles, and behaviors, some of these traits evolve in both senior managers and leaders in pursuit of greater effectiveness for the organization and the employees. Education, workshops, more mentorship, and continuous professional growth among senior management would promote authentic and effective healthcare leadership.

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1. INTRODUCTION AND BACKGROUND

It can be difficult to define leadership without referencing a level of responsibility for directing and ensuring the efficient operation of an organization, system, or service, as in the most widely used definition of leaders who influence, motivate, and enable others to contribute towards the effectiveness and success of the organizations of which they are members. Therefore, it can also be challenging to distinguish the roles of leadership from those of management in the service sector, where essential functions include working with staff to ensure service deliverables meet established standards of quality, effectiveness, and efficiency.

The characteristics of those individuals are referred to as the true leaders within this essay; they have the opportunity to shape the healthcare system through these multidisciplinary contributions. However, currently, there are no detailed job descriptions for such posts; no country in the world has codified the true leader in health. This essay addresses the need to provide a more systematic account of the functions and characteristics of those taking on roles that might be considered as system leaders. (Ince 2023).

When considering the distinctions and similarities between management and leadership within the health sector, we need to reflect on their origins and what they have come to mean in our contemporary context. Many perspectives suggest that the role of those in charge of the fledgling health care services in the UK and USA before the beginning of the 19th century was to organize, control, and coordinate the many functions of their institutions. As this century developed, the nature and style of organizations changed and reached new levels of complexity. From this point on, mistakes and errors in the name of management were punished with dismissals, while those individuals who proved themselves by achieving targets were rewarded with promotions. Management became distinct from leadership due to a restructuring within society, where structures and leadership became synonymous. From the middle of the century though until the modern day, the role of leaders has been defined and redefined in response to a series of important social policy changes which have transformed what is expected within health care more generally. The changes increasing the distinctions between management and leadership have led to a range of imperatives on the expectation of the successful healthcare leader. (Chatzipanagiotou & Katsarou, 2023) (Vuorivirta-Vuoti et al., 2024) (Darling-Hammond et al. 2021)

The recognition of a leader-manager dichotomy presents everyone with an imperative to move forward, as at the most simple level individuals sometimes purporting to be one or another can receive criticism not just from research and theory, but also from those they are expected to manage and lead. Indirectly, this paper argues that this separate 'mission' is crucial; it is the place where the interplay of traits, behav-

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