Future-focused, shared, and servant leadership for national transformation and the improvement of population health and well-being

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ABSTRACT

Introduction: this article develops the first pillar of the tripartite strategy described in the publication "A Presidential Vision for Guatemala Grounded in the Social Determinants of Health." It addresses the need for political and social transformation, rooted in new governance and renewed leadership. **Objectives:** analyze the factors that limit sustainable health development and propose the type of leadership capable of generating multidimensional transformations that positively impact the health system and social equity. **Methods:** a qualitative design of conceptual analysis and synthesis was employed, with an inductive-deductive and historical-ecological approach, to identify structural and systemic leadership patterns in Guatemala, apply global frameworks to build a contextualized model, and generate an operational framework for health and national governance. **Results:** as a starting point and essential condition for improving the health and well-being of the population, a future-focused, shared, and servant leadership model is proposed, centered on long-term vision, collective and multisectoral collaboration, the common good, and social justice. This type of leadership is integrated as one of four new interdependent components of transformational leadership: visionary leadership and administrative management; balance between filtered and unfiltered leadership; personnel as public policy; and future-focused, shared, and servant leadership. **Conclusions:** to improve public health and confront persistent cycles of corruption, inefficiency, and inequality, a new leadership paradigm is required: ethical, visionary, unfiltered, collective, participatory, and service-oriented. Without this type of leadership, it will be difficult to achieve sustainable reforms that improve population health and well-being.

Keywords: Future-focused leadership, shared leadership, servant leadership, transformational leadership, governance, national transformation, social determinants of health, health reforms.

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Liderazgo con enfoque futurista, compartido y de servicio para la transformación nacional y el mejoramiento de la salud y bienestar de la población

RESUMEN

Introducción: este artículo desarrolla el primer pilar de la estrategia tripartita descrita en la publicación "Una visión presidencial para Guatemala sustentada en los determinantes sociales de la salud". Aborda la necesidad de una transformación política y social, cimentada en nueva gobernanza y liderazgo renovado. **Objetivos**: analizar los factores que limitan el desarrollo sostenible en salud y proponer el tipo de liderazgo capaz de generar transformaciones multidimensionales que impacten positivamente en el sistema de salud y equidad social. **Métodos:** se empleó un diseño cualitativo de análisis y síntesis conceptual, con enfoque inductivo-deductivo e histórico-ecológico, para identificar patrones estructurales y sistémicos de liderazgo, aplicar marcos globales, construir un modelo contextualizado y generar un marco operativo de gobernanza en salud y nacional. **Resultados:** como punto de partida y condición fundamental para mejorar la salud y bienestar de la población, se propone un liderazgo con enfoque futurista, compartido y de servicio, con visión a largo plazo, colaboración colectiva y multisectorial, bien común y justicia social. Este liderazgo se integra como uno de cuatro nuevos componentes interdependientes del liderazgo transformacional: liderazgo visionario y gestión administrativa; equilibrio entre liderazgo filtrado y no filtrado; personal como política pública; y liderazgo futurista, compartido y de servicio. **Conclusiones:** para mejorar la salud pública y enfrentar ciclos persistentes de corrupción, ineficiencia y desigualdad, se requiere un nuevo paradigma de liderazgo: ético, visionario, no filtrado, colectivo, participativo y orientado al servicio. Sin este tipo de liderazgo, será difícil lograr reformas sostenibles que mejoren la salud y el bienestar de la población.

Palabras clave: Liderazgo futurista; Liderazgo compartido; Liderazgo de servicio; Liderazgo transformacional; Gobernanza; Transformación nacional; Determinantes sociales de la salud; Reformas de salud

Leadership axé sur l'avenir, partagé et de service pour la transformation nationale et l'amélioration de la santé et du bien-être de la population

RÉSUME

Introduction: Cet article développe le premier pilier de la stratégie tripartite décrite dans la publication « Une vision présidentielle pour le Guatemala fondée sur les déterminants sociaux de la santé ». Il aborde la nécessité d'une transformation politique et sociale, fondée sur une nouvelle gouvernance et un leadership renouvelé. **Objectifs**: Analyser les facteurs qui limitent le développement durable en matière de santé et proposer un type de leadership capable de générer des transformations multidimensionnelles ayant un impact positif sur le système de santé et l'équité sociale. **Méthodes**: Une approche qualitative d'analyse et de synthèse conceptuelle a été utilisée, avec une perspective inductive-déductive et historico-écologique, afin d'identifier les schémas structurels et systémiques du leadership, d'appliquer des cadres mondiaux, de construire un modèle contextualisé et de générer un cadre opérationnel de gouvernance en santé et au niveau national. **Résultats**: Comme point de départ et condition fondamentale pour améliorer la santé et le bien-être de la population, un leadership à orientation futuriste, partagé et axé sur le service est proposé, avec une vision à long terme,

une collaboration collective et multisectorielle, le bien commun et la justice sociale. Ce leadership s'intègre comme l'un des quatre nouveaux composants interdépendants du leadership transformationnel : leadership visionnaire et gestion administrative ; équilibre entre leadership filtré et non filtré ; personnel comme politique publique ; et leadership futuriste, partagé et de service. **Conclusions**: *Pour améliorer la santé publique et faire face aux cycles persistants de corruption, d'inefficacité et d'inégalités, un nouveau paradigme de leadership est nécessaire: éthique, visionnaire, non filtré, collectif, participatif et orienté vers le service. Sans ce type de leadership, il sera difficile de mettre en œuvre des réformes durables qui améliorent la santé et le bien-être de la population.*

Mots-clés : *Leadership futuriste ; Leadership partagé ; Leadership de service ; Leadership transformationnel ; Gouvernance ; Transformation nationale ; Déterminants sociaux de la santé ; Réformes de santé*

Liderança com enfoque no futuro, compartilhada e de serviço para a transformação nacional e a melhoria da saúde e do bem-estar da população

RÉSUME

Introdução: *Este artigo desenvolve o primeiro pilar da estratégia tripartite descrita na publicação "Uma visão presidencial para a Guatemala sustentada nos determinantes sociais da saúde". Aborda a necessidade de uma transformação política e social, fundamentada em uma nova governança e liderança renovada.* **Objetivos**: *Analisar os fatores que limitam o desenvolvimento sustentável na área da saúde e propor um tipo de liderança capaz de gerar transformações multidimensionais que impactem positivamente o sistema de saúde e a equidade social.* **Métodos**: *Foi utilizado um desenho qualitativo de análise e síntese conceitual, com abordagem indutivo-dedutiva e histórico-ecológica, para identificar padrões estruturais e sistêmicos de liderança, aplicar marcos globais, construir um modelo contextualizado e gerar um marco operacional de governança em saúde e no âmbito nacional.* **Resultados**: *Como ponto de partida e condição fundamental para melhorar a saúde e o bem-estar da população, propõe-se uma liderança com enfoque futurista, compartilhada e voltada ao serviço, com visão de longo prazo, colaboração coletiva e multissetorial, bem comum e justiça social. Essa liderança se integra como um dos quatro novos componentes interdependentes da liderança transformacional: liderança visionária e gestão administrativa; equilíbrio entre liderança filtrada e não filtrada; pessoal como política pública; e liderança futurista, compartilhada e de serviço.* **Conclusões**: *Para melhorar a saúde pública e enfrentar ciclos persistentes de corrupção, ineficiência e desigualdade, é necessário um novo paradigma de liderança: ética, visionária, não filtrada, coletiva, participativa e orientada ao serviço. Sem esse tipo de liderança, será difícil alcançar reformas sustentáveis que melhorem a saúde e o bem-estar da população.*

Palavras-chave: *Liderança futurista; Liderança compartilhada; Liderança de serviço; Liderança transformacional; Governança; Transformação nacional; Determinantes sociais da saúde; Reformas na saúde*

INTRODUCTION

From deficient leadership to transformational leadership: a strategic starting point to confront the national crisis as a public health and human development issue

Guatemala faces a historic turning point. Decades of short-term policies, structural corruption, and the absence of strategic vision have limited its development. In the article *"A Presidential Vision for Guatemala Grounded in the Social Determinants of Health"*, published in the *Revista de Ciencias Médicas y de la Vida* of Universidad Da Vinci de Guatemala in May 2023, a tripartite strategy was proposed to achieve a functioning government: (1) leadership with a future-focused, shared, and service-oriented approach (FSSL); (2) governmental restructuring and revitalization (R&R); and (3) integral medical, educational, citizen, and economic security (SIMECE in Spanish).[1] This article develops the first pillar: the leadership model that Guatemala needs to prosper in the 21st century and to improve the health and well-being of its population.

Before moving forward, it is essential to understand the diversity of strategies to improve the health and well-being of a population, since social causes can be as lethal as infectious agents. Although most public health interventions have traditionally focused on technical, biomedical, or care-oriented solutions, a truly integral and sustainable approach requires going beyond the clinical, technical, and scientific. The social determinants of health (SDH)—*such as access to education, governance, equity, justice, social cohesion, or citizen security*—can be as lethal as a bacterium, virus, fungus, or parasite, since they generate illness, suffering, and death to an equal or even greater degree. This was documented and televised in 2008 as *Unnatural Causes: Is Inequality Making Us Sick?* to illustrate how social and economic conditions, beyond individual behaviors or genetics, significantly influence health and contribute to patterns of disease and inequities.[2,3]

Recognizing this reality, strengthening leadership is not optional or merely an administrative matter, but rather an essential strategic public health intervention, capable of transforming systems, optimizing policies, and generating sustainable population well-being. This assertion is supported by evidence that leadership directly influences decision-making, resource allocation, program implementation, and the capacity to respond to health emergencies.[4-7] In contexts marked by inequality, corruption, or institutional inefficiency, ethical, visionary leadership oriented toward the common good not only improves governance but also saves lives. On the contrary, the absence of leadership—or its distorted exercise—generates fragmentation, institutional fatigue, and loss of citizen trust, preventing structural reforms from having real impact. Recognizing leadership as a strategic public health intervention is, therefore, an indispensable condition for advancing toward more equitable, resilient, and people-centered systems.

Starting from this premise, it is necessary to understand that health and disease are not isolated phenomena but the result of multiple levels of causality—*individual, environmental, structural, and supra-structural*—that interact with predisposing, precipitating, protective, and perpetuating factors shaping the conditions of life, health, and well-being.[1] In contexts marked by corruption, instability, institutional fragmentation, and citizen distrust, these factors operate as true social pathogens. Thus, transformational leadership with a future-focused, shared, and service-oriented approach is the starting point for any national transformation and becomes a strategic tool to modify adverse social determinants, generate protective environments, and reorient the role of the State toward the common good. Far from constituting a political, partisan, or ideological proposal, this model represents a technical and replicable roadmap to transform conditions that perpetuate inequality, exclusion, and poor health.[4-7]

It is therefore necessary to examine the political and structural context that has hindered progress in health and population well-being in Guatemala. The nation remains trapped in a complex political, social, and economic reality that limits its collective

welfare and sustainable development. Each electoral process appears as an opportunity for change, but in practice reproduces a cycle of continuity, unfulfilled promises, and structural inertia. More than twenty presidential tickets ran in the most recent elections for the 2024–2027 term, most with nearly identical discourses that the population has heard for decades without seeing the promised changes materialize.

Currently, there are more than 50 political parties registered or in formation aspiring to govern during the 2028–2031 period, but there is no clear sign of structural change. They are the same individuals or familiar faces with the same plans and strategies, without any real, fresh, or visionary change. For this reason, this article and two additional ones will analyze the three fundamental pillars to transform government and the country, and to improve the health and well-being of the population: future-focused, shared, and servant leadership; governmental restructuring and revitalization; and integral medical, educational, citizen, and economic security (SIMECE). This constitutes a strategic trilogy of institutional reform to achieve a functional, just, and sustainable Guatemala that contributes to the true improvement of the health and well-being of its population.

Beyond the technical and institutional analysis, it is necessary to examine the sociocultural roots that perpetuate national stagnation. These dimensions—*often ignored in conventional diagnoses*—influence individual and collective decisions, the quality of ethical leadership, and the viability of systemic reforms.

The problem is not limited to the political-institutional sphere. Its roots also lie in a sociopolitical culture marked by voting based on personal, emotional, or clientelist interests, rather than on a critical analysis of trajectories, capacities, and evidence-based proposals. As Albert Einstein warned, "*Insanity is doing the same thing over and over again and expecting different results.*"[8] This dynamic leads to the election of governments without strategic vision, without transformational leadership competencies, lacking awareness of the social determinants of health, and with serious limitations in integrity. This is especially paradoxical considering that the Guatemalan population is predominantly Christian—*Catholic and Evangelical*—who promote ethical values but rarely translate them consistently into civic and electoral action. As King Solomon affirmed in Proverbs, "When the king is wise, the people prosper; when the king is ignorant, the people suffer."[9]

The current situation is conditioned by structural and cultural obstacles that transcend the electoral sphere. At the core of the problem is systemic and institutionalized corruption that affects all levels of government—*executive, legislative, and judicial*—as well as the private sector, non-governmental organizations, and even international cooperation agencies. This corruption manifests in various forms: *abuse of power, legal fraud, collusion, clientelism, and institutional co-optation for personal gain or for the benefit of networks of interests*. Whether covert or explicit, corruption has become normalized as a pattern of everyday functioning across multiple spheres of Guatemalan public life.[10,11]

Its root causes are closely linked to the progressive erosion of ethical, human, and civic values, which has fostered attitudes of dehumanization, indifference, arrogance, and cynicism. This distortion clouds the ability to discern between right and wrong, between justice and injustice, encouraging a culture of tolerance toward dishonesty, irresponsibility, and illegality. The impact is striking: *weakening of the rule of law, rising social inequalities, impunity, loss of institutional trust, and exclusion of the most vulnerable sectors*. These conditions not only affect democratic functioning but also generate pathogenic environments that deteriorate public health, increase morbidity and mortality, and perpetuate inevitable cycles of disease, poverty, and suffering.[12,13]

In this environment, those who report abuses, irregularities, or acts of corruption face significant risks: *unjustified dismissals, forced transfers, targeted audits, workplace harassment, professional stigmatization, verbal or physical violence, and even threats or attempts on their lives*.[1,10-12] Yet whistleblowers are key actors in advancing toward a culture of legality,

transparency, accountability, and justice—all fundamental pillars for improving governance, strengthening ethical leadership, and restoring social environments and institutions that foster health, well-being, and equity.

Despite this grim reality, a solution is possible if it is approached with a structural, multisectoral perspective and with authentic leadership grounded in the social determinants of health. The proposal of *future-focused, shared, and servant leadership* is based on the understanding that human and social development is determined by a complex set of factors known as the social determinants of health. These determinants include the circumstances in which people are born, grow, live, work, and age, as well as the broader systems and forces that shape those living conditions, encompassing social, economic, political, cultural, and environmental factors.[14,15]

In the case of Guatemala, these determinants are reflected in the quality of education, access to health services, food and nutritional security, economic and labor stability, physical and environmental infrastructure, the sociopolitical and cultural context, and democratic and ethical governance.[16] Improving these determinants has a positive impact on productivity, social cohesion, population health, citizen security, economic development, and national governance.

Therefore, extrapolating the conceptual framework of the social determinants of health to the sphere of leadership and governance implies recognizing that Guatemala's problems cannot be solved solely through isolated government plans. They require leadership capable of integrating interventions at the individual, environmental, structural, and supra-structural levels, under a model that combines strategic vision with concrete action while simultaneously promoting values of integrity, honesty, and public service. It is thus necessary to rethink governance and the political and social future from the perspective of public health and ethical leadership. It is not enough to reform the health system or health sector. Nor is it sufficient to redesign governmental structures that have already demonstrated their limits. *Leadership itself must be renewed. And executive, ethical, and transformational leaders must be identified—those* *with proven capacity to lead systemic change processes.*

Although this article focuses primarily on Guatemala as a case study, its findings and proposals transcend the national level, offering conceptual frameworks and strategies useful for other countries facing similar structural challenges in governance, leadership, development, and health systems. This combination of contextual specificity and general applicability reinforces its academic and practical value, as it meets editorial expectations for contributions with international relevance while maintaining a strong local grounding. Accordingly, the objectives of this publication are to analyze the causes that keep Guatemala trapped in cycles of corruption, inefficiency, and inequality, and to define the type of leadership capable of breaking this pattern and generating real and sustainable progress in health and development.

METHODS

The purpose of this study was to identify the type of leadership necessary to transform the structural conditions that perpetuate corruption, inefficiency, and inequality in Guatemala, particularly with respect to their impacts on health and development. It is framed within a previously published tripartite strategy that proposes: (1) future-focused, shared, and servant leadership (FSSL); (2) a program of governmental restructuring and revitalization (R&R); and (3) a national plan based on the concept of integral medical, educational, citizen, and economic security (SIMECE).[1]

To achieve the objectives, a qualitative design of conceptual analysis and synthesis was employed, with an inductive-deductive approach.[17-20] The inductive analysis allowed the identification of structural, historical, and systemic patterns of leadership, governance, and corruption in Guatemala and other countries, based on direct professional observation and experience, review of scientific literature, case studies, and analysis of national and international technical documents. This phase enabled understanding of how abuse of power, inefficiencies in the executive, legislative, and judicial branches, legal fraud, and

institutionalized corruption shape a culture of illegality, impunity, and social distrust.

Subsequently, the deductive approach facilitated the application of theoretical leadership frameworks—particularly *transformational, future-focused, shared, and servant leadership*—to construct a contextualized model, consistent with Guatemalan reality and adaptable to similar contexts. Finally, a historical-ecological approach was applied to analyze the interaction between social, cultural, political, and economic determinants, and their relationship with leadership styles and governance, recognizing different levels of causality: individual, environmental, structural, and supra-structural.

This methodological integration made it possible to articulate a deep analytical framework and a viable strategic proposal. The qualitative approach, together with inductive-deductive and historical-ecological analysis, is particularly well-suited to studying complex, multifactorial, and interdependent phenomena such as leadership, systemic corruption, and their effects on health and collective well-being. The methodological strategy adopted thus provides a solid foundation for interpreting the findings and guiding institutional reforms oriented toward the common good.

RESULTS

From Structural Corruption to Future-Focused, Shared, and Servant Leadership (FSSL)

The findings of this study are presented at three complementary levels that strengthen their clarity, internal coherence, and applicability. First, a conceptual synthesis of the *future-focused, shared, and servant leadership* (FSSL) model is provided. Then, a comparative table is incorporated between the original definitions (2023) and their refined versions (2025), as evidence of the process of continuous improvement. Finally, a deeper analysis is developed for each type of leadership, detailing its strategic relevance and its implications for Guatemala.

1. Conceptual Synthesis of the FSSL Leadership Model

The conceptual analysis and methodological synthesis made it possible to identify that effective leadership for national transformation must integrate three essential and interdependent components:

- **Future-focused leadership**, which entails decision-making based on long-term strategic vision, innovation, and change management to generate sustainable value. It allows for the design of policies and actions based on desired and lasting results, fostering innovation, strategic planning, and effective change management.[21-23]
- **Shared leadership**, which shifts from individual leadership toward collective models, fostering inclusion, co-responsibility, and multisectoral collaboration. It breaks away from rigid hierarchical structures and empowers people and multidisciplinary and multisectoral teams to achieve collective results, strengthening social cohesion.[24-26]
- **Servant leadership**, centered on the common good, prioritizing ethics, empathy, and social justice. It grounds its actions in the real needs of the population, ensuring that every decision and project contributes to collective well-being, integral human development, and social justice.[27-30]

2. Evolution and Refinement of the FSSL Leadership Model (2023–2025)

The following table compares the original descriptions of each type of leadership with their refined versions, demonstrating the conceptual evolution, the process of critical review, and the maturity of the proposals. This exercise strengthens the academic credibility of the model, makes its methodological development visible, and provides a pedagogical approach that facilitates the understanding and practical applicability of the FSSL framework in leadership and national governance transformation processes.

Table 1. future-focused, shared, and servant leadership (FSSL)

FSSL DEFINITION 2023	FSSL REFINEMENT 2025
FUTURE-FOCUSED LEADERSHIP	**FUTURE-FOCUSED LEADERSHIP**
Decision-making based on the visualization of end goals and future outcomes, including creative thinking, innovation, and change management that adds value and provides comparative and competitive advantage.	Decision-making oriented toward future results, grounded in strategic vision, creative thinking, innovation, and change management, to generate sustainable value and competitive advantage for the nation.
SHARED LEADERSHIP	**SHARED LEADERSHIP**
Shift from a single person who directs, motivates, inspires, and makes decisions, to a group of collaborators, partners, and team members who assume leadership and responsibility to ensure that government functions efficiently and effectively.	Transition from individual and centralized leadership toward a collective model, where teams, collaborators, and partners assume shared leadership and responsibility to ensure effective, inclusive, and transparent governance.
SERVANT LEADERSHIP	**SERVANT LEADERSHIP**
Achievement of governmental results and impact focused on health and well-being, the needs and priorities of the people, and the integral growth and development of citizens and the entire population so that they may reach their maximum potential and performance.	Leadership oriented toward serving, which prioritizes the health, well-being, and integral development of the population, ensuring that every governmental decision and action contributes to the maximum potential and dignity of all people.

3. Strategic Analysis of the Three Types of Leadership

The following section analyzes each of these leadership components in greater depth, presenting their strategic relevance, fundamental principles, and applicable examples for the transformation of Guatemala.

3.1. Future-Focused Leadership (FL): Planning for Tomorrow, Today

Future-focused leadership is based on visualizing long-term results, anticipating challenges, and managing change with innovation and sustainability. It means thinking in decades, not electoral cycles; prioritizing digital transformation, resilient infrastructure, and quality education; and preparing the country to confront climate change, economic volatility, and technological advances.[31-33]

Future-focused leaders not only manage the present: they *design and create the future*. Countries such as Singapore, Finland, and South Korea transformed their societies with strategic

plans spanning 20 to 50 years, integrating foresight, educational innovation, and institutional reforms consistent with their national visions.[34-39]

Guatemala requires this vision to invest in sectors that guarantee sustainable development and social equity, prioritizing evidence-based policies and the building of national capacities.

3.2. Shared Leadership (SL): From Personalist Authoritarianism to Collaboration

For centuries, Guatemala has had centralized, exclusionary, and clientelist leadership, a legacy of its colonial heritage and patronage systems.[40-42] Shared leadership proposes a paradigmatic shift toward real decentralization, strengthening local governments and diversifying decision-making; the inclusion of historically excluded sectors such as Indigenous peoples, women, youth, and rural communities; and the creation of participatory governance spaces where citizens, the private sector, academia, and civil society contribute to the formulation, implementation, and monitoring of public policies.[31,32]

This model also fosters co-responsibility and empowerment not only of groups, teams, or sectors, but also of individuals in key positions— such as a President and Cabinet, a Chief Executive Officer and senior leadership team, and emerging leaders at all levels—so that they may exercise collaborative leadership oriented toward generating value and sustainable results for all stakeholders. By reducing corruption, increasing transparency, legitimizing decisions, and generating more effective and context-sensitive policies, this model strengthens governance and trust.

3.3. Servant Leadership (SL): Governing to Transform Lives

Servant leadership places the well-being of individuals and the population above personal, partisan, or sectoral interests. It is grounded in integrity and public ethics, humility and empathy as essential qualities of governance, and the understanding that power is not a prize but a responsibility to transform lives and promote social justice.[27,28] Without honest, ethical leaders committed to service, no system of governance— no matter how advanced—will achieve sustainable results or rebuild public trust.

A leadership model that combines these three dimensions—*future-focused, shared, and servant*—is indispensable to transform Guatemala's reality and lay the foundations for a future of greater equity, prosperity, and sustainability. Without a profound change in the leadership model, no government plan, no matter how well designed, will achieve lasting results. What is required is leadership with a higher purpose, strategic vision, shared action, and an unbreakable commitment to serving others.

DISCUSSION

From Concept to Practice: Four Interdependent Pillars Key to Exercising Effective Transformational Leadership

While *transformational leadership* constitutes the comprehensive conceptual framework for renewing national governance and health systems, its practical implementation requires a philosophical-operational approach that grounds it in everyday reality. The future-focused, shared, and servant leadership approach proposed in this article— embodied in the *Calderón Leadership Quadrant* (CLQ), presented in June 2025 by Eliva Press in book *Leadership for Achieving Global Health Security: Strengthening Health Systems, Combating Corruption, and Building Resilience*— precisely constitutes that operational foundation.[12]

This *FSSL approach* does not replace *transformational leadership*; rather, it is part of it, enhances it, and translates it into strategic action, ensuring that each of the four essential pillars— *visionary leadership and administrative management; filtered and unfiltered leadership; personnel as public policy; and future-focused, shared, and servant leadership*—be exercised with foresight, co-responsibility, and a genuine commitment to service. For this reason, this article emphasizes the FSSL approach as the indispensable foundation for achieving real and sustainable transformation, describing below the four essential pillars as articulated in the CLQ, and their relationship with this philosophy as an operational mechanism for effective implementation.

1. Visionary Leadership and Administrative Management

A vision without execution is an illusion; execution without vision leads to stagnation. There is a fundamental difference between leadership and management: *leadership is doing the right things, while management is doing things right.* As Drucker noted in 1999, *visionary leadership* sets direction, defines strategic priorities, and mobilizes people toward transcendent objectives, inspiring hope and collective purpose. *Administrative management*, in turn, organizes resources, structures processes, and ensures the efficient and orderly implementation of decisions.

What is needed are leaders who imagine, inspire, and guide —*the visionary and transformational role*— and managers who implement, deliver, and execute —*the administrative and operational role*— so that ideas can become sustainable realities. Ideally, a system requires *leaders-managers*: individuals who combine both competencies, or

teams composed of visionary leaders and administrative managers working in synergy and complementarity.

The FSSL philosophy reinforces this pillar by ensuring that vision is long-term, sustainable, and aligned with the common good, and that execution is carried out collaboratively, technically, and with a public-service orientation—guaranteeing results that transform lives and systems and secure the integral well-being of the population.

2. Balanced Filtered and Unfiltered Leadership

Filtered leaders have spent most of their professional lives within the same system, gradually moving up through its structure. Their strength lies in their technical knowledge, institutional experience, and operational continuity. However, this trajectory filters and limits them, as they tend to operate within traditional frameworks, restricting their creativity and capacity to implement disruptive change. Moreover, these same qualities make them prone to falter during times of crisis and emergency, when the context demands agility and bold responses.

In contrast, *unfiltered leaders* have worked across multiple systems, sectors, and contexts, both nationally and internationally. This diversity frees them from rigid paradigms, allowing them to question the status quo, propose innovative reforms, and lead transformations with strategic vision and a global perspective. They tend to thrive in contexts of uncertainty and change, challenging norms and traditions to achieve maximum impact and return on investment, acting as true disruptors when the system requires deep transformations.

In practice, unfiltered leaders chart the course and delegate execution to filtered leaders. Future-Focused, Shared, and Servant Leadership promotes visionary and ethical unfiltered leadership that delegates with humility and empowers filtered leaders to ensure concrete results

3. Personnel are Public Policy

Institutions are only as ethical and effective as the people who lead them. Without integrity at the top, no policy—no matter how well designed—will succeed. The selection of ethical and competent leaders is not a minor administrative matter, but a moral and strategic imperative that determines the effectiveness and legitimacy of the entire institution. Personnel are the living embodiment of public and organizational policies; every decision, interaction, and omission either reinforces or destroys social trust. When leadership agendas prioritize political, ideological, or identity interests over the real needs and priorities of the population, institutions drift away from their noble purpose of serving the common good and promoting social justice.

Servant leadership, a core component of FSSL, strengthens this pillar by prioritizing ethics, humility, empathy, and a genuine commitment to serve over personal, ideological, partisan, or sectoral interests. Building integral systems requires leaders with strong moral character, a vision of justice, and the conviction that true power lies in serving to transform lives and communities. Without this deep social awareness and love for others, no institutional reform will be sustainable or legitimate.

4. Future-Focused, Shared, and Servant Leadership (FSSL)

This fourth pillar is both a specific component and the transversal philosophy that gives life and coherence to the other three. Its value lies in the fact that it not only defines leadership attributes, but also guides their practical, daily application, turning abstract principles into concrete and sustainable results.

It constitutes the ethical and strategic compass that ensures the vision is long-term and generates sustainable development —*future-focused leadership*—, that processes are inclusive and foster co-responsibility —*shared leadership*—, and that the ultimate purpose of governing is to serve with integrity and social justice —servant leadership.

Without this philosophy as a foundation, the other pillars risk becoming mere management

techniques, lacking higher purpose. The FSSL approach thus stands as the indispensable philosophical-operational foundation to guarantee genuine, equitable, and resilient transformations in any organization or in the nation.

Aplicación estratégica del modelo LFCS: aprendizajes globales y camino para Guatemala

This comprehensive leadership model—transformational in its vision and LFCS in its practice—constitutes the conceptual and operational architecture of the Calderón Leadership Quadrant (CLQ). While transformational leadership defines the "what" and "why" of transformation, futuristic, shared, and servant leadership defines the "how," ensuring that the strategic vision is translated into real impact, equity, and sustainability.

Strategic Application of the FSSL Model: Global Lessons and the Path for Guatemala

This integral model of leadership—*transformational in its vision and FSSL in its practice*—constitutes the conceptual and operational architecture of the Calderón Leadership Quadrant (CLQ). While transformational leadership defines the "*what*" and the "*why*" of transformation, Future-Focused, Shared, and Servant Leadership (FSSL) defines the "*how*," by ensuring that strategic vision translates into real impact, equity, and sustainability.

This integration of vision, philosophy, and practice is not theoretical: it aligns with successful experiences in countries such as *Singapore* (long-term strategic planning and anti-corruption governance),[34-35] *Finland* (transformative educational reforms and social equity),[36-37] *South Korea* (strategic investments in innovation, technology, and education),[38-39] *New Zealand* (ethical, collaborative, and empathetic leadership during crises such as the COVID-19 pandemic),[43] and *Taiwan* (effective governance, technological innovation, and rapid response to health emergencies, such as its successful COVID-19 control model despite geopolitical exclusions).[44,45] In these cases, strategic vision, multisectoral collaboration, and public ethics have been pillars to achieve sustainable development, prosperity, and

social equity. Guatemala can learn from these examples to design its own model, grounded in ethical, unfiltered FSSL leadership that transforms its political culture and generates genuine progress for its entire population.

Without this profound transformation in its governance and leadership model—*understanding governance as the way collective decisions are organized and made in society, and leadership as the ability to inspire, mobilize, and guide toward a common purpose*—no government reform or national project will move from paper to reality. Nor will it be possible to sustainably improve the population's health status, reduce inequities, or address the social, structural, and political determinants that perpetuate poverty, exclusion, and vulnerability.

Leadership and Reforms: Implications for Public Policy

1. Technical-Academic Interpretation (useful for reviewers, academics, and formal evaluators)

The findings of this study reveal a causal relationship between dysfunctional leadership and systemic failures in national governance. The inductive analysis made it possible to identify historical patterns of reproducing authoritarian, clientelism, and patrimonialism models, while the deductive approach facilitated the integration of global frameworks of transformational leadership. The resulting conceptual synthesis proposes a model of *Future-Focused, Shared, and Servant Leadership (FSSL)* as a strategic intervention to reconfigure health, justice, and development systems, addressing levels of structural and supra-structural causality from a historical-ecological perspective.

2. Strategic Translation for Decision-Makers (useful for political, institutional, or international cooperation audiences)

Guatemala will not be able to improve the health or well-being of its population without transforming its political culture and leadership styles. Corruption, inefficiency, and institutional fragmentation are making the nation sick, generating poverty, exclusion, and preventable

death. This study demonstrates that investing in ethical, visionary, and leadership oriented toward the common good is just as important as investing in hospitals or medicines. Transformational leadership is a public health strategy: it can save lives, restore citizen trust, and set in motion a new vision for the country.

3. The Starting Point: Leadership as an Enabling Condition for Development *(useful for the design of multisectoral policies and institutional reform strategies)*

To transform the structural conditions that perpetuate inequality, corruption, and poor health in Guatemala, technical reforms or sectoral programs alone are not enough. It is essential to recognize that transformational leadership —*with an ethical, future-focused, shared, and servant orientation*— constitutes a strategic public health intervention. Without this foundation, any attempt to improve public or organizational policies will lack the momentum necessary to achieve sustainable results and social legitimacy.

4. Health as a Reflection of Leadership: A Multisectoral Perspective *(useful for integrating governance approaches into health, development, and social equity plans)*

If Guatemala aspires to a different future, it needs leaders capable of looking beyond the interests of their immediate circle, planning for future generations, and prioritizing the common good over personal gain. As a nation, it is time to recognize that no technical plan, however well designed, can be successfully implemented without leadership that inspires trust, mobilizes human and material resources, and generates social cohesion. This becomes vital when we understand that human beings exist within a social environment that ultimately determines the state of population health—*an environment often negatively affected by poor governance and weak leadership*. This can only be fully grasped when we recognize that the causes and solutions to population health problems lie in a multisectoral approach.

This article has developed the first of the three proposed strategic pillars: a leadership model for the 21st century, based on global best practices adapted to the Guatemalan context. Future installments will address the other two pillars essential for systemic transformation: (1) governmental restructuring and revitalization (R&R), and (2) integral medical, educational, citizen, and economic security (SIMECE). Together, these three pillars constitute a roadmap to move Guatemala out of historical inertia and lead it toward a future of prosperity, equity, well-being, and sustainability for all its inhabitants.

CONCLUSIONS

This study leads to a central conclusion: without transformational, ethical, visionary, and service-oriented leadership, no public health or government strategy can be translated into real well-being or lasting progress. Guatemala remains trapped in persistent cycles of corruption, inefficiency, and inequality that undermine the living conditions, health, and well-being of its population. To break this pattern, renewed governance and leadership are indispensable starting points for reorienting the State toward the common good and social justice, and for effectively addressing the social determinants of health.

International evidence shows that sustainable progress in health and development is closely linked to leadership capable of building trust, exercising strong public ethics, mobilizing strategic resources, sharing power, and thinking long term. Guatemala must break with clientelist logic and embrace unfiltered, collective, and participatory leadership capable of sharing power, fostering citizen trust, driving real reforms to improve the health and well-being of the population, reduce inequalities, and build a more just, functional, and sustainable society.

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