

**WANTED:
PHARMACY LEADERS!
A Primer in Leadership Skills
and Mentoring**

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Are you currently in a leadership
role?

- A. Yes
- B. No

What type of position do you
currently hold?

- A. Director
- B. Manager
- C. Practioner
- D. Student

What is "Leadership"?

Tom Peters' definition of Leadership

- http://businesscoaching.typepad.com/the_business_coaching_blo/2009/09/what-is-a-leader-what-is-the-definition-of-leadership.html
- <http://www.youtube.com/watch?v=Z9EJ0WD-rvU>

What is Leadership?

"Process through which an individual attempts to intentionally influence another individual or group in order to accomplish a goal"

Pointer DD, Sanchez JP. Leadership: a framework for thinking and acting. In: Shortell SM, Kaluzny AD, eds. Health care management: organizational design and behavior. 3rd ed. Albany, NY: Delmar; 1994:85-112.

What is Leadership?

Leadership is the art of mobilizing people to want to struggle for shared aspirations

Kouzes JM, Posner BZ. The Leadership Challenge. New York: Wiley Johns and Sons.

What is Leadership?

Leadership is the ability to inspire ordinary people to accomplish things they would not have thought possible.

Holdford DA. Leadership theories and their lessons for pharmacists. *Am J Health Syst Pharm.* 2003; 60:1780-6.

Why do we need Leaders?

Why do we need leaders?

Key to future competitive advantage
is an organization's capacity
to create the *social architecture*
capable of generating and sustaining intellectual
capital –

Using the untapped abilities of people's
brains, hearts, spirits.

Leadership

is the key to realizing
the full potential of intellectual capital

Warren Bennis. "The Leadership Advantage." *Leader to Leader*, Spring 1999, Number 12

Why do we need leaders in Pharmacy?

According to a survey administered by
Sara White in 2004, what percentage of
Directors of Pharmacy planned to leave
their director position within the next 10
years?

- A. 20%
- B. 40%
- C. 60%
- D. 80%

White SJ. Will there be a pharmacy leadership crisis? An ASHP Foundation
Scholar-in-Residence report. *Am J Health-Syst Pharm* 2005 Apr 15;62:845-55

In the same survey, what percentage of middle managers indicated they would be leaving their position in the next 10 years?

- A. 16%
- B. 36%
- C. 56%
- D. 76%

White SJ. Will there be a pharmacy leadership crisis? An ASHP Foundation Scholar-in-Residence report. Am J Health-Syst Pharm 2005 Apr 15;62:845-55

What percentage of practioners indicated they would seek a leadership or managerial position sometime during their career?

- A. 10%
- B. 30%
- C. 50%
- D. 70%

White SJ. Will there be a pharmacy leadership crisis? An ASHP Foundation Scholar-in-Residence report. Am J Health-Syst Pharm 2005 Apr 15;62:845-55

What percentage of students indicated they would seek a leadership or managerial position sometime during their career?

- A. 32%
- B. 42%
- C. 52%
- D. 62%

White SJ. Will there be a pharmacy leadership crisis? An ASHP Foundation Scholar-in-Residence report. Am J Health-Syst Pharm 2005 Apr 15;62:845-55

In what other roles is Pharmacy Leadership needed?

In what other roles is Pharmacy Leadership needed?

- Leaders at the bedside
- Leaders to interface with IT
- Leaders to negotiate with Finance
- Leaders to enlighten legislators
- Leaders to guide the Board of Pharmacy
- Leaders to inspire pharmacy students
- Leaders to motivate patients

All Pharmacists, regardless of their area of specialty or practice, their number of years of practice, or their level of position within an organization, should strive to improve their leadership skills in order to be more effective in their current or a future role, and, to advance the profession of pharmacy.

Types of Power

- Formal
- Reward
- Punishment
- Expert
- Informational
- Charismatic
- Networked

Types of Leaders

- Positional / Assigned
- Influence/ Informal

Have formal authority
over the people they
lead

Lead people over whom
they have no authority

2003 ASHP Leadership Conference on Pharmacy Practice Management Executive
Summary. As J Health-Syst Pharm, 2004 May; 61: 1052 - 1058 .

Are you currently in a leadership
role?

- A. Yes
- B. No

To be truly effective leaders, positional leaders must also be influence leaders. They must earn their status as a leader.

Influence is developed by:

- Helping others
- Sharing credit with others
- Treating others with respect
- Demonstrating knowledge
- Getting things done
 - Delivering on promises
 - Meeting deadlines
- Developing relationships with people throughout the organization
- Volunteering for high stake, visible projects

Leaders and Managers

- | | |
|--|---|
| <ul style="list-style-type: none">• Leaders<ul style="list-style-type: none">– Lead change– Wants <i>commitment</i> toward a goal– Focus on people, purpose– Interested in feelings– Provide support (trust)– Innovate– Long range perspective– Accomplish the impossible | <ul style="list-style-type: none">• Managers<ul style="list-style-type: none">– Ensure stability and consistency– Wants <i>action</i> towards a goal– Focus on systems, methods– Interested in actions– Provide structure (control)– Administer– Short term view– Maintain the maximum |
|--|---|

Adapted from White SJ. Are you a manager or a leader? Am J Health-Syst Pharm 2005 Jun 1;62:1206

Which attribute do you feel is most important for an effective leader to possess?

- A. Honesty
- B. Foresight
- C. Inspirational
- D. Persuasive

What other attributes do you think are characteristic of effective leaders?

Attributes of Effective Leaders

- Foresight
- Passion
- Integrity
- Empathy
- Compassion
- Commitment
- Courage
- Initiative
- Honest
- Trustworthy
- Inspirational
- Generous
- Focused
- Fair
- Positive
- Persuasive

Practices of Effective Leaders

Adapted from Wollenburg KG, Bush PW. Leadership, Handbook of Institutional Pharmacy Practice. Bethesda, MD: American Society of Health-System Pharmacists; 2006.

Practices of Effective Leaders

- Inspire excellence and provide clarity through a vision
 - Establish the mission, a common purpose
 - Create and communicate a shared vision
 - Develop a strategy and plan
 - Clarify values
 - Foster hope
 - Include others!

Practices of Effective Leaders

- Build and empower teams (communities)
 - Recruit the right team members
 - Foster collaboration and synergy in teams
 - Empower and support teams
 - Share power and decisions
 - Create a climate of trust
 - Bring people to consensus, get their support
 - Leverage and value diversity

Practices of Effective Leaders

- Foster discovery and development of talents
 - Help others find a place where they add the most value and find fulfillment
 - Coach others
 - Offer advice on how to improve performance
 - Encourage people to take risks and learn from mistakes
 - Enhance the scope of their work or expand their environment
 - Connect them with key contacts

Practices of Effective Leaders

- Think Strategically - Take Risks
 - Have a big picture and multi-dimensional view
 - Encourage innovation
 - Invest in opportunities
 - Plan early small wins to fuel more difficult changes
 - Learn from mistakes

Practices of Effective Leaders

- Communicate effectively
 - Listen to others
 - Use persuasion, not authority
 - Share knowledge and information with the team
 - Help people understand why change is necessary and the significance and larger meaning of their work
 - Keep the message simple and frequent
 - Encourage an environment of open communication

Practices of Effective Leaders

- Listen and keep informed
 - Seek to understand
 - Needs of others
 - Issues from all perspectives
 - Spend time with people at all levels and parts of the organization
 - Keep abreast of things occurring outside of the organization
 - For impact on the organization
 - For new innovative ideas

Practices of Effective Leaders

- Develop relationships
 - Cultivate relationships throughout and outside of the organization
 - Volunteer

Practices of Effective Leaders

- Lead by example
 - Model values
 - Demonstrate commitment to the mission and vision
 - Deliver on promises
 - Earn the trust of others
 - Continuously reflect on how they can improve in leading by example

Practices of Effective Leaders

- Celebrate Success
 - Recognize people
 - Search for people who are doing things right
 - Celebrate group accomplishments
 - Recognize the demonstration of values as well as accomplishment of goals

Practices of Effective Leaders

- Achieve Results
 - Foster accountability
 - Expect team to achieve
 - Create a sense of urgency

Critical Leadership Skills

Critical Leadership Skills
Communication - Listening

- **Importance**
 - Provides an opportunity to learn more about other people, things, processes, ideas, etc.
 - Sends a message of respect
 - Helps to build relationships
- **Tips**
 - Must be sincere
 - Body language is very important
 - Must listen for what is said as well as what is not said

The importance of listening is often overlooked and undervalued !

Lead with questions, not answers.

- Tom Collins

Critical Leadership Skills
Communication–Speaking and Writing

- **Importance**
 - Essential to all aspects of leadership

Critical Leadership Skills
Communication—**Speaking and Writing**

- **Tips**
 - Adapt your message to the intended audience
 - Consider what they want to know and how much detail
 - Adapt your form of communication to individual preferences or learning styles
 - Written, verbal, or visual
 - Email or in person
 - Whenever possible, tie the message back to the mission and vision

Critical Leadership Skills
Communication- **Providing Feedback**

- **Importance**
 - Provides an opportunity to recognize the work of individuals/teams
 - Helps to clarify expectations for demonstration of values, assessment of progress towards goals, etc.

Listening is a very important part of providing feedback – ensuring that you understand the other person's point of view.

Critical Leadership Skills
Communication- **Providing Feedback**

- **Tips**
 - Consider timing and place of communication
 - Feedback should be provided as close as possible in time to the event
 - Praise in public, discuss problems in private
 - Focus on what a person/team did (actions), not what they are (character)
 - Conduct as a dialogue, not a one way conversation

Critical Leadership Skills
Communication – **Seeking Feedback**

- **Importance**
 - Demonstrates earnestness in striving to improve and grow
 - Provides information that might not be otherwise communicated
- **Tips**
 - Request 360 degree feedback from others
 - View feedback as a gift
 - Acknowledge others for their feedback – even when you do not agree with it

Teamwork

<http://www.youtube.com/watch?v=DX2ekG5kenM>

Critical Leadership Skills
Building teams

- **Importance**
 - Quality and efficiency of outcomes are directly related to the engagement and collaboration of the team
- **Tips**
 - Select team members carefully and strategically
 - Empower team to make decisions
 - Value and reward team efforts over individual accomplishments
 - Always say “We”, not “I”

Tell me and I'll forget;
show me and I may remember;
involve me and I'll understand.

- Chinese Proverb

Critical Leadership Skills
Developing Partnerships / Networking

- **Importance**
 - Expands exposure
 - Builds influence
- **Tips**
 - Meet with strategic partners to ask how you can help or how things are going (before others have a chance to tell you)
 - Help others - They may be more inclined to support you when you need it

Critical Leadership Skills
Recognizing others

- **Importance**
 - Recognition feeds the souls of individuals and fuels them to achieve even more
- **Tips**
 - Recognition should be
 - Frequent
 - Sincere
 - Timed appropriately
 - Carried out through numerous mechanisms
 - Fun or serious

Critical Leadership Skills
Self Awareness and Reflection

- **Importance**
 - Helps keep your values and passion as the compass for your decisions and actions
 - Enables you to continue to grow and develop
- **Tips**
 - Know what your values, goals and dreams are
 - As you reflect on issues and decisions, keep them in focus
 - Frame issues with a big picture view

Critical Leadership Skills
Self Awareness and Reflection

- **Tips**
 - Be honest and fair with your self
 - Reflect on what is going well and what things you would like to be different
 - Consider “mistakes” an opportunity to learn
 - Be intentional about what you want to change and how you will accomplish it
 - Continue to seek out opportunities to learn new things
 - Make time for reflection a priority
 - Discover the place and activity that is most helpful for you

Other Critical Leadership Skills

- Ability to maintain a big picture perspective
- Decision making
- Developing individuals
- Driving execution
- Ongoing pursuit of learning and openness to new ideas

CASE STUDIES ON LEADERSHIP SKILLS

Cases discussions on Leadership Skills

- A. Managing up
- B. Adapting your message to your audience
- C. Listening
- D. Providing Feedback
- E. Seeking, hearing, and responding to feedback
- F. Influence – how to develop it

How can individuals develop/build their leadership skills?

How to develop Leadership Skills

- <http://www.youtube.com/watch?v=TkU3zelJ7B0>

Strategies for building leadership skills

- Read
- Take classes
- Volunteer for leadership positions
 - Practice and learn from mistakes
 - Broaden your network
- Work with, listen to, and model practice after leaders you admire
 - Get a mentor!
- Develop a plan
 - Don't just let things happen, make them happen!

Mentoring

- Presentation on Mentoring by Vickie Powell

DEVELOP A PLAN !

Have you mapped out a plan for what you would like to accomplish personally and professionally?

A. Yes
B. No

Leading yourself – begin with the end

- What do you want your legacy to be?
- What is your life plan?
 - What knowledge, skills, and experience will you need to accomplish this goal?

Develop a plan.....

- What is your 10 year plan?
 - What knowledge, skills, and experience will you need to accomplish this goal?
 - What are your strengths that will help you?
 - What are your developmental needs?
 - Which of these “gaps” can you change?
 - What specific actionable things can you do to fulfill these needs?
- What is your 3-5 year plan?

Develop a Plan.....

- What will you do this year?
- What areas of development do you want to focus on?
- How and when will you do this?

Exercise

- Write your plan with specific tasks and a time table
- Where you want to go/become?
 - What skills/experiences do you need to accomplish this?
 - What are specific actions that will help you accomplish this?
 - What time frame should you strive for in accomplishing these tasks?

Leadership

- As a leader, you have the task of engaging the hearts of those you serve and aligning their interests with the interests of the organization you lead. Engaging the hearts of others requires a sense of purpose and an understanding of where you're going. When you find that special alignment, you and your team will have the power to move mountains. Nothing will be able to stand in your way.

Bill George
