


**LEADERSHIP NAVIGATION:
The GPS for Success**


MSHP/ICHP Spring Meeting
April 16, 2011

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Disclosures

- No conflicts of interest





Objectives

- Define leadership and explain its importance and functionality in pharmacy practice.
- Compare and contrast different leadership styles.
- Discuss opportunities available for development of leadership skills as a student, resident, and new practitioner.




Leadership

- What is a leader?
- Why is leadership important?
- Are you a leader?




Your
Face
Here




Leadership

“Leadership is finding a new direction, not simply putting yourself at the front of the herd that’s heading toward the cliff.”

W. Deresiewicz






Leadership

- Title
 - President, Chief, Supervisor, Manager
- Active role
 - Decision-maker, implementation, delegate responsibilities, teacher
- Character

Deresiewicz W. <http://www.theamericanscholar.org/solitude-and-leadership/>
Accessed December 2010.



Characteristics of a Good Leader

Greatness	Not satisfied with mediocrity
Solitude	Self-motivated, ability to function independently
Vision	See potential for greatness and pursue it
Innovative	Introduces new ideas
Confidence	Not afraid to implement change
Thinker	Not just educated, ability and drive to develop own ideas
Creative	Flexible, can find develop many solutions to a problem
Nonconformity	Actively independent from routine expectations
Concentration	Focuses time and energy to accomplish tasks

Deresiewicz W. <http://www.theamericanscholar.org/solitude-and-leadership/>
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Pharmacy Leadership

- Pharmacy management crisis
- Innovative approaches to promote leadership roles
- Pharmacy Practice Model Initiative (PPMI)

Hertig J. AJHP 2010;67:1412-1413.



Nontraditional Leadership

- Followership
 - Follower = supporter
 - *“A leader cannot achieve tasks alone, and a followerless leader is a lonely individual.” J Hertig*
- Supportive practitioners exhibit key leadership characteristics
 - Self-management
 - Commitment
 - Competence and focus
 - Courage, honesty, credibility

Hertig J. AJHP 2010;67:1412-1413.



Follow the Leader

- Good leaders focus on producing outcomes
- Good followers provide support to facilitate a successful leader



Effective Followership

- Redefine leadership and followership
- Maximize strengths and improve weaknesses
- Continuous evaluation and honest feedback
- Seek opportunities and be your own advocate
- Find a mentor and be a mentor
- Ask why
- Always present solutions to problems

Hertig J. AJHP 2010;67:1412-1413.



WHAT TYPE OF LEADER ARE YOU? DISCOVERING YOUR STYLE AND DEVELOPING YOUR SKILLS

Heather Arnold, PharmD, BCPS
Critical Care Clinical Pharmacist



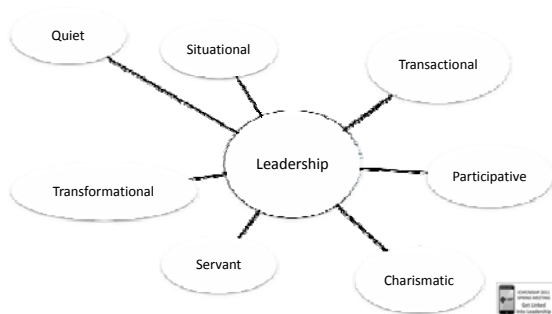
Not if, *how*

“Regardless of what we may believe, no one else leads us through life. We must take the initiative. In the absolute truest sense of the word, each of us is a *leader*, and everyone, at some point, exhibits leadership. What we do with the opportunities presented to us determines what kind of leaders we are.”

White S.J. Am J Health Syst Pharm 2006; 63(16): 1497-1503.



Leadership Styles



Put yourself in this scenario.....

- You and four of your classmates are tasked with presenting a three part mini-lecture. The project was assigned 2 weeks ago and is due next Friday. Your group is struggling to complete the assignment, however, because one of your group members is not pulling their weight.
- How do you approach this situation?



What's your leadership style?

- A: Show concern for your group member. Listen to them, make them feel comfortable, let them know they are important in your group's success by showing confidence in them.
- B: Serve as a facilitator. Seek to involve the team member in information sharing with the end goal of having buy-in to accomplish a common goal.
- C: Use the reward and punishment approach. If they don't do their part, they will face the consequences.
- D: Lead by example. Your team member will follow suit if they see you working hard.
- E: Help your colleague complete his/her part prior to finishing your own.
- F: Get your team member to complete their part by motivating them/providing them with inspiration.
- G: Assess the scenario. Evaluate the team member's ability and willingness to do the work and make adjustments as necessary.



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Charismatic Leaders

- *People follow others that they personally admire*
- Use charm to gain admiration of others, show concern for people
- Listen to others, make them feel that they have a voice in the decision making, show confidence in followers
- Create trust through noticeable self-sacrifice, take personal risks in the name of their beliefs.
- Famous examples: Bill Clinton, Mother Theresa



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Participative Leaders

- Facilitate information sharing with the end goal of arriving at a decision
- In the end, the definitive decision rests on the leader, but all matters and points of a decision come from the combined thoughts of the team
- Famous example: Donald Trump



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Transactional Leaders

- Establish a clear chain of command
- Motivate followers by presenting them rewards and punishments
- Famous example: Joe McCarthy



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Quiet Leaders

- leads by example
 - do not tell people what to do or force others to do things that they are not willing to do
 - do not give emotional speeches or bark orders
 - do what needs to be done, inspiring their followers to do the same
- Famous example: Rosa Parks



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Servant Leaders

- takes care of the needs of their followers first before they take care of their own
- have a responsibility towards society and those who are disadvantaged
- people served grow as individuals, becoming 'healthier, wiser, more autonomous and more likely themselves to become servants' (Greenleaf, 1977).
- Famous example: Gandhi



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Transformational Leaders

- motivate and inspire their followers
- appeal to followers' ideals and morals to motivate them in accomplishing their tasks
- Famous examples: Walt Disney, Martin Luther King, Jr

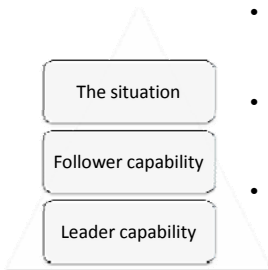


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Situational Leaders



- adjusts to whatever limitation is laid out by their subordinates and the situation itself
- need to be as dynamic as the different situations they are faced with
- Famous example: Dwight Eisenhower




HOW TO DEVELOP LEADERSHIP SKILLS

5 Easy Concepts to Incorporate into Your Daily Professional Life




1. Be Creative





“If someone has not told the leader lately that his or her ideas are crazy, the leader has not been doing much independent thinking.”

White SJ. *Am J Health Syst Pharm* 2006; 63(16): 1497-1503.



2. Have Enthusiasm

- It's contagious...



3. Consider your Emotional Intelligence Level

- “Emotional intelligence comprises *self-awareness*, self-regulation, motivation, *empathy*, and *social skills*. These qualities help confer the ability to apply different leadership styles to different situations...critical to leadership.”

White SJ. *Am J Health Syst Pharm* 2006; 63(16): 1497-1503.



4. Develop Relationships

- “When leaders are genuine and honest, they engender more trust from those they lead. The key is that the intentional actions to develop relationships must be genuine.”
- “It is necessary first to develop and maintain good relationships in the different spheres affecting pharmacy within and outside the health system because these relationships define a leader’s influence and effectiveness and serve as the basis of credibility.”

Zilz DA et al. *Am J Health Syst Pharm* 2004;61:2562-74.



Elements of Professional Relationships

- Give credit when credit is due
- Say thank you for hard work
- Listen, and take action
- Be accessible (and approachable)

Abramowitz PW. *Am J Health Syst Pharm* 2006; 63(16): 1497-1503.



5. Build Communities

- “Effective leaders value and work to build a sense of community in their workplace. Strong communities care about and support one another; they communicate effectively; they are honest; they coach and mentor one another; they share; they encourage one another; they are accountable to one another...”

White SJ. Am J Health Syst Pharm 2006; 63(16): 1497-1503.



THE “HERE AND NOW”: How Can Students Get Involved?

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Student Leadership

- Start early
- Attend often
- Observe daily
- Proceed with caution



Start Early

“When it comes to the future, there are three kinds of people: those who let it happen, those who make it happen, and those who wonder what happened.”

John M. Richardson, Jr.



Start Early

- Construct a good foundation
- Become familiar with opportunities
- Network with peers
- Build your resume, don't pad it



Attend Often

- Keep track of meeting times
- Make your interests known
- Serve on committees
- Attend state, regional, and national meetings
- Find a focus and run with it



Attend Often

- Opportunities at all levels
 - ASHP- Mid Year Clinical Meeting
 - ASP- regional meeting
 - MMSHP- local affiliate meetings
 - Legislative day- annual event
 - Student Meetings- biweekly or monthly



Observe Daily

- Learn the logistics
- Know your ABC's
- Buy a planner
- Voice your opinion



Observe Daily


- Who should you be observing?
 - Students
 - Co-workers
 - Faculty
 - Pharmacy Leaders
 - Community Leaders



Observe Daily


“It's all about people. It's about networking and being nice to people and not burning any bridges.”

-Mike Davidson




Proceed with Caution

- Augment educational experience
- Perfect time management skills
- Utilize your resources
- Know your limits



Proceed with Caution

- Respect other opinions
- Implement the best ideas
- Cultivate interest
- Set reasonable goals
- Ensure follow through



Student Organizations

- American Society of Health System Pharmacists
 - Missouri Society of Health System Pharmacists
 - Mid-Missouri Society of Health System Pharmacists
 - Student Society of Health System Pharmacists



Student Organizations

- American Pharmacists Association
 - Academy of Student Pharmacists
 - National
 - Regional
 - Chapter



Opportunities for Individualized Experiences

- Posters
- Internships
- Publications
- Student research



Finding a Focus

- Student Society or Chapter
- Patient Care Project
- Student Research
- Community Outreach
- Global Health



Exhibiting the End Product

- ASHP Mid-year Clinical Meeting
 - Student Society Showcase
 - Student Research Poster Contest
- ASP
 - PharmFlix Video Contest
 - Patient Care Projects




Summary

- Plan ahead
- Research areas of interests
- Explore opportunities
- Rally support
- Run with it!



**THE “IN-BETWEEN” PHASE:
Transition from Student to Resident**


Kathleen Lusk, Pharm.D.
PGY-1 Pharmacy Practice Resident
St. Luke's Hospital



Clinical


- More responsibilities
 - Increased patient load
 - Student precepting
 - Physicians depend on you

- Time management
- Develop autonomy
- Self learning



Didactic

- Informal case
- Formal case
- Journal club
- Noon conference
- Seminar presentations
- Poster presentations
- Publications
- College teaching opportunities



Research

- Resident research project
 - Choose topic
 - More active role in design and statistics
- Present research findings



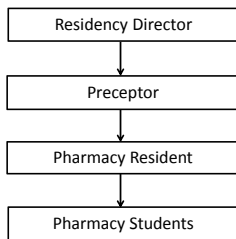
Service

- Hospital
 - Pharmacy and Therapeutics Committee
 - Medication Management Committee
- Professional
 - Pharmacy organizations




Management/Administration

- “In-between” phase

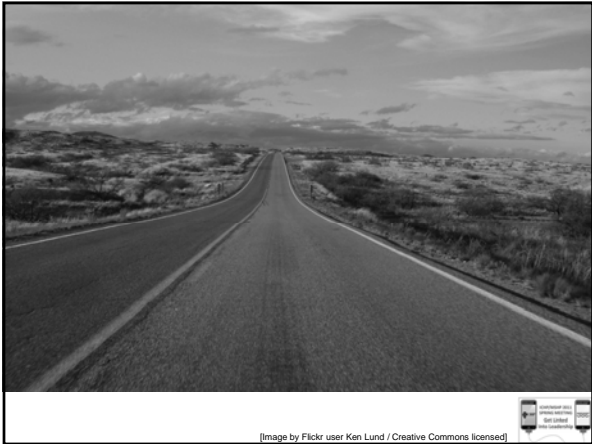


**THE "REAL DEAL":
Success in the Real World**

Eric Wombwell, Pharm.D., BCPS
Clinical Assistant Professor
UMKC School of Pharmacy












Local Leadership

State Affiliates

- Missouri
 - GKCSHP
 - MMSHP
 - StLSHP
- Illinois
 - Rock Valley Society
 - Northern Illinois Society
 - Southern Illinois Society
 - West Central Society
 - Sugar Creek Society
 - Sangamiss Society
 - Metro East Society

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State/National Committees and Task Force Groups

- Strength
- Interest

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New Practitioner Specific

- ASHP NP Forum [<http://www.ashp.org/newpractitioner>]
 - NP Advisory Group appointment (66 positions)
 - ASHP Council appointment (5 positions)
 - NP Executive Committee (5 positions)
- APhA NP Network [http://www.pharmacist.com/AM/Template.cfm?section=New_Practitioners2]
 - NP Mentor (1-2 per SoP)
 - *Transitions* Editorial Advisory Board (15 positions)
 - NP Advisory Committee (5 positions)



Informal Leadership

Research & Scholarship

- Publications
 - Case reports
 - Drug/treatment reviews
 - Professional posters
- Journal Reviewer
- Poster Judge
- Student/Resident
Poster Mentor

Clinical

- Precepting
- Maintaining Clinical Competence
- Advanced Degrees & Certifications
- Local Rx School
 - Committees
 - Lunches
- Volunteering





Questions

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