

SECTION

1

LEADING AND MANAGING

CHAPTER 1

Leadership Essentials for Pharmacists

CHAPTER 2

Management Essentials for
Pharmacists

LEADERSHIP ESSENTIALS FOR PHARMACISTS

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LEARNING OBJECTIVES

After completing the chapter, the reader will be able to

1. Describe the current state of the pharmacy profession's leadership shortage.
2. Explain possible paths to a leadership role.
3. Explain the difference between formal and informal leadership.
4. Cite common traits of an effective leader.
5. Differentiate between leadership and management.
6. Describe different leadership types and styles.
7. Suggest leadership development strategies.

KEY CONCEPTS

- ❖ The shortage of pharmacist leaders is more than four times greater than it is for pharmacists. With 70–80% of pharmacist leaders expected to retire within the next decade, the number of leadership positions available in pharmacy is growing.
- ❖ In the pharmacy profession, transition into a leadership role often happens serendipitously, resulting in what is sometimes called “accidental leadership.”
- ❖ Leadership is the process of influence in which one person is able to enlist the aid and support of others in accomplishing a common task, and the effectiveness of leaders is determined by both their level of influence and the outcomes of their decisions.
- ❖ There is a difference between holding a leadership position and being a leader. Likewise, there is a difference between having power or authority that is earned and having power or authority that is bestowed.
- ❖ Despite your title, role, or position on an organizational chart, you have the power to be a leader. Leadership is something acknowledged by others as a result of demonstrated vision, self-motivation, performance, determination,

communication skills, credibility, ethical behavior, and ability to mobilize, motivate, and achieve desired results through others. A high-level position or formal leadership role is not required for you to be perceived as a leader.

- 6 Pharmacist leaders must fuse the traits of leadership with the professionalism expected within the pharmacy profession. Professionalism is defined as the standards, behaviors, and character of an individual engaged in tasks related to his or her work or profession.
- 7 Although management is similar to leadership in many ways, as management and leadership skills often overlap, management generally focuses on more operational aspects of an organization to achieve goals. Leadership is about “doing the right things,” whereas management involves “doing things right.”
- 8 Leadership theorists have characterized a variety of leadership styles, and each style has both pros and cons.
- 9 Although several leadership styles may work, leaders will be most effective when they select a style consistent with their personality, their brand, the environment in which they exist, and the people with whom they interact. Optimally, leaders will be able to find environments in which they are able to demonstrate their preferred approach to leading others.
- 10 Growing your leadership capacity requires sustained and deliberate effort.

INTRODUCTION

Unless pharmacy students have considered the possibility of being called on to lead, they may not seek to develop the necessary skills to be successful in a **leadership** role; however, given the current state of our profession, learning about leadership is more important than ever. 1 *The shortage of pharmacist leaders is more than four times greater than it is for pharmacists. With 70–80% of pharmacist leaders expected to retire within the next decade, the number of leadership positions*

*available in pharmacy is growing.*¹ Given these trends, it is not surprising that highly trained pharmacists are targets for roles in which they will provide guidance on professional and patient care decisions. If you are a pharmacist who is good at what you do, you will likely be asked to assume leadership responsibilities. Thus, a better understanding of the concept of leadership is vital.²

Advancement to a leadership position could be part of a formal organizational succession plan or a next step in an individual pharmacist’s **career map**.³ 2 *In the pharmacy profession, transition into a leadership role often happens serendipitously, resulting in what is sometimes called “accidental leadership.”*³ Situations that may result in leadership opportunities can range from an unexpected vacancy on an executive team to recognition for a novel idea. Additional opportunities are presented in **Table 1-1**.^{4,5} Several leadership topics are addressed in this chapter, including the definition of leadership, what it means to be a leader, leadership characteristics, the differences between leadership and **management**, styles of leadership, and strategies for developing leadership competencies. This chapter and Chapter 2, “Management Essentials for Pharmacists,” serve as the introduction for this textbook, as concepts presented in these chapters will be built on in later chapters.

LEADERSHIP DEFINED

True leadership is the ability to mobilize and inspire others; it is not solely about a title or a position. As leadership authority John C. Maxwell noted, “The true measure of leadership is influence—nothing more, nothing less.”^{6(p11)} 3 *Leadership is the process of influence in which one person is able to enlist the aid and support of others in accomplishing a common task, and the effectiveness of leaders is determined by both their level of influence and the outcomes of their decisions.*^{7,8} In *Leading Minds: An Anatomy of Leadership*, psychologist and scholar Howard Gardner states, “A leader is an individual . . . who significantly affects the thoughts, feelings, and/or behaviors of a significant number of individuals.”^{9(pix)} This is perhaps the most appealing aspect of leadership—the ability to inspire and influence others in profound and compelling ways.

TABLE 1-1

Examples of Opportunities Resulting in Leadership Positions

Lead pharmacist who is asked to assume some leadership responsibilities after his or her manager or director leaves the organization suddenly.

Pharmacist who is seen as an advocate for patient care and is subsequently asked to lead a new clinical expansion.

Pharmacist who shared an innovative idea with a colleague and is then asked to present this idea to others.

Pharmacist who is known for managing and completing complex problems.

Pharmacist who is frequently asked to present at Pharmacy and Therapeutics (P&T) and other high-profile medical staff meetings.

Pharmacist team member whom other team members admire.

Pharmacist whose knowledge and intelligence impress many and who is often asked to present his or her work or ideas.

Source: Data from Mark SM. Succession planning: the forgotten art. *Hosp Pharm* 2008;43:593-600. Betof E, Harwood F. *Just Promoted: How to Survive and Thrive in Your First 12 Months as a Manager*. New York, NY: McGraw-Hill; 1992.

Leadership can be found both formally and informally at any organizational level.¹⁰ **Formal leaders** have formal power—the right (authority) to hire and fire, transfer, demote or promote, and reward. Formal power is bestowed through organizational authority, and it is often the result of a position held within the organization (such as chief executive officer) or a specific assigned role affecting key outcomes (such as a designated project team leader). Informal power, however, is earned through relationships and experience. **Informal leaders**, like so many social, political, cultural, and scientific trailblazers who have transformed their nations, communities, industries, and professions, rely on the creation and articulation of a compelling **vision** of the future in order to achieve success but do so without the power and authority granted to formal leaders. They often have personal magnetism or charisma, expertise in their fields, a recognized history with the organization, or the ability to inspire others. In many cases, informal leaders have more influence on their fellow employees than formal leaders.¹¹

Issues pertaining to informal power and allegiance are part of a formal leader's responsibility. Savvy formal leaders determine which individuals possess informal power and assess how they choose to use it. They then use this information to mobilize their support or work to ensure that they do not create unnecessary obstacles. Seasoned formal leaders appreciate the value of recognizing, engaging, and involving informal leaders in decision making and other key organizational tasks.^{12,13}

In the event you are called on to serve as a leader, whether formally or informally, you will face a choice. You can accept the role and hope to rely on the power of your title and responsibilities to accomplish organizational goals, or you can cultivate leadership competencies and compel people to action by the way you think, behave, and interact with others. Given the increasingly dynamic nature of organizations, it is possible to hold a position today and lose it tomorrow. Building competencies to be both an informal and a formal leader will provide you with an expanded array of opportunities.

Transitioning into the Leadership Position

For some, the transition into leadership is exciting, as many view leadership as a chance to make a difference, grow professionally, and advance their career.¹⁴ For others, the transition may be more daunting. From either perspective, making the transition to leadership is a big step. People who say otherwise have either never done it, are too far removed from their own transition to remember accurately how challenging it was, or experienced that rare occurrence—an easy transition. This adjustment or “speed bump” is felt with most transitions; however, people grow from challenges.¹⁵ Moreover, leadership positions are not bestowed by luck; pharmacist leaders are selected because organizational administration believes they are qualified to handle the role and assume greater responsibility.¹⁶ Thus, new leaders should trust their abilities and potential and embrace the challenges of leadership, as the reward—the opportunity to inspire and affect the lives of others—is immense.

WHAT DOES IT MEAN TO BE A LEADER?

◆ *As implied in the previous discussion of formal and informal leadership, there is a difference between holding a leadership position and being a leader. Likewise, there is a difference between having power or authority that is earned and having power or authority that is bestowed.* Sociologist Max Weber contributed greatly to the literature on leadership, noting that people are perceived to be leaders or to have authority for several reasons. According to Weber, there are three origins of authority.¹⁷

- *Traditional authority* is associated with custom or tradition, such as lines of royal succession in the case of kings, queens, etc. In a more modern setting, traditional authority is based on one's position or rank. For example, the titles of director, chief, and department head represent traditional authority titles in various areas of pharmacy.
- *Bureaucratic authority* is based on rules or established laws. Bureaucratic leaders demonstrate their power by such tactics as enforcing

rules, managing information, and requiring strict codes of organizational behavior. Military pharmacies are an example of a system in which a more established, stricter code of organizational behavior may be found, largely because of the value placed on discipline and rank.

- *Charismatic authority* is based on how leaders use their powers of persuasion and sense of personal magnetism to acquire followers and, often, devotees. Charismatic leaders tend to focus on transformation and use their personalities to make change. They often possess no formal power or authority but rely on their magnetism and vision to get things done. For instance, a staff pharmacist with extraordinary public speaking skills, a strong network, and commitment to serving low-income populations could positively transform a community pharmacy's image by serving underserved individuals.

In their 1959 work, “The Bases of Social Power,” John French and Bertram Raven took a slightly different approach and suggested five sources of power:¹⁸

- *Reward power*: Based on a person's ability to provide material or nonmaterial inducements
- *Legitimate power*: Derived from the follower's perception that a leader has a right to lead, make demands, and expect obedience from others
- *Expert power*: Based on an individual's knowledge and expertise
- *Referent power*: Stemmed from a person's charm or appeal and a follower's desire to identify or emulate these characteristics
- *Coercive power*: Based on an individual's ability to threaten or punish

Weber's research, as well as French and Raven's, underpins the notion that leadership is not reserved for people in formal leadership roles, a concept critical for those entering the profession of pharmacy. ◆ *Despite your title, role, or position on an organizational chart, you have the power to be a leader. Leadership is something that is acknowledged by others as a result of demonstrated*

vision, self-motivation, performance, determination, communication skills, credibility, ethical behavior, and ability to mobilize, motivate, and achieve desired results through others. A high-level position or formal leadership role is not required for you to be perceived as a leader.

CHARACTERISTICS OF TRUE LEADERS

What do true leaders do and how do they behave? As discussed earlier, true leaders have a unique ability to move others to action. They do this

because they tend to possess several common characteristics (Table 1-2 lists common behaviors and traits of effective leaders):¹⁹⁻²⁴

- *The ability to articulate a compelling vision for the future:* A compelling vision can attract and inspire others, increase commitment to organizational goals, provide purpose and meaning to work activities, link current work activities to future accomplishments, and promote change.²⁵ The ability to create a compelling vision and garner widespread support to realize it is a critical leadership

TABLE 1-2 Common Behaviors and Traits of Effective Pharmacist Leaders	
Behaviors	Traits
• Communicates well	• Decisive
• Listens	• Passionate
• Encourages	• Competent
• Acts assertively	• Innovative
• Innovates	• Visionary
• Delegates, entrusts, and empowers	• Persuasive
• Resolves conflict	• Optimistic
• Provides good direction	• Credible
• Makes others feel important	• Responsible
• Admits mistakes	• Emotionally stable
• Stays involved	• Diplomatic
• Negotiates successfully	• Cooperative
• Challenges the status quo	• Intelligent
• Demonstrates integrity	• Systems thinker

Sources: Data from Hogan R, Curphy GJ, Hogan J. What we know about leadership: effectiveness and personality. *Am Psychol* 1994;49:493-504. Straub JT. *The Rookie Manager*. New York, NY: AMACOM; 2000. Broadwell MM, Dietrich, CB. *The New Supervisor: How to Thrive in Your First Year as a Manager*. Cambridge, MA: Perseus Books; 1998. Rowitz L. *Public Health Leadership: Putting Principles into Practice*. Sudbury, MA: Jones and Bartlett Publishers; 2003. Bennis W. *On Becoming a Leader*. Cambridge, MA: Perseus Books; 1989. Kouzes J, Posner B. *The Leadership Challenge*. San Francisco, CA: Jossey Bass; 2002.

competency.^{23,24} For example, a meticulous staff pharmacist who strives to provide the safest and most efficacious care possible develops a vision in which medication errors would be reduced to nearly 0% over the next three years. To this end, she proposes the implementation of a new automation system to promote medication safety. The articulation of her vision regarding the use of automated technology and its positive effect on patient care inspires support for her proposal among her colleagues, which is instrumental in convincing the pharmacy's administration not only to purchase the equipment but also to implement its use, thus promoting goal attainment.

- *Passion*: True leaders are absolutely committed to their vision and enjoy working toward it.²³ This passion gives them the energy to persist even during setbacks. The pharmacist's passion for promoting medication safety, described in the previous example, contributed greatly to her persistence in recruiting her colleagues in efforts to compel the administration to act on her automation proposal.
- *Integrity*: Leaders know their strengths, are honest about their limitations, establish high standards (such as those set by our medication safety-promoting staff pharmacist), and are consistent in their approach. They also honor their commitments, treat others with respect, and serve as role models.²³
- *Encouragement of others*: The tombstone of Andrew Carnegie, one of the twentieth century's notable leaders, reads: "Here lies a man who knew how to enlist the service of better men than himself."²⁶ Carnegie believed that great things required the support of others and that effective leaders harnessed the power and ideas of others.²⁷ Indeed, it has been said that leadership is about "creating a way for people to contribute to making something extraordinary happen."^{14,28} Leaders understand the importance of engaging the collective talents of many people and facilitating teamwork and collaboration by creating an atmosphere of mutual trust and respect. They make it possible for people to be successful

and recognize them for their accomplishments and contributions.^{23,24} As a pharmacist leader, your success depends, to some degree, on your own technical and pharmaceutical knowledge but, more significantly, on your ability to mobilize others.²⁹ Returning to our example, the pharmacist understood that without the support of her colleagues, her proposal would not have the power or momentum to gain the attention of decision makers within the organization. This reliance on the mobilization of others may represent a whole new way of thinking for those who moved to leadership roles after establishing themselves as take-charge pharmacists who solve their challenges independently.³⁰

- *Curiosity and daring*: Leaders are not afraid to challenge the status quo and are willing to take risks to effect important change. They are not afraid to make mistakes in pursuing their goals and use adversity to prepare for future opportunities.^{23,24} Because of the expense involved in purchasing automation, the training required, and the widespread belief that such technology would result in job cuts, the pharmacist faced an uphill battle among colleagues and administrators. Yet she continued to challenge the embedded belief systems about automation to facilitate a better understanding of its cost, benefits, and impact.

◆ *Pharmacist leaders must fuse the traits of leadership with the **professionalism** expected within the pharmacy profession. Professionalism is defined as the standards, behaviors, and character of an individual engaged in tasks related to his or her work or profession.* Moreover, pharmacist leaders always consider the ethical and legal ramifications of their decisions and actions. Professionalism requires that pharmacists and pharmacist leaders commit to (1) promoting the highest standards of excellence in pharmacy practice, (2) advocating and serving the interests and welfare of patients, and (3) addressing health needs on a societal level.³¹ **Table 1-3** details the traits of pharmacy professionalism.³² For further details, refer to Chapter 5 ("Significant Laws Affecting Pharmacy Practice Management"), Chapter 6 ("Ethical Decision Making"), Chapter 17 ("Employ-

TABLE 1-3

Traits of Pharmacy Professionalism

- Accountability for actions, decisions, and work efforts
- Knowledge and skills of pharmacy profession
- Commitment to improving the skills/knowledge of self and others
- Trustworthiness
- Creativity and innovative thinking
- Ethically sound decision making
- Pride in pharmacy profession
- Service orientation
- Covenantal relationship with patients

Source: Data adapted from American Pharmacist Association Academy of Students of Pharmacy–American Association of Colleges of Pharmacy Council of Deans Task Force on Professionalism. White paper on pharmacy student professionalism. *J Am Pharm Assoc* 2000;40:96–102.

ment Law Essentials”), and Chapter 25 (“Developing Professionalism”).

DISTINGUISHING BETWEEN MANAGEMENT AND LEADERSHIP

There are some key differences between leadership and management.²² ♦ *Although management is similar to leadership in many ways, as management and leadership skills often overlap, management generally focuses on more operational aspects of an organization to achieve goals.³³ It is sometimes said that leadership is about “doing the right things,” whereas management involves “doing things right.”^{34(p7)}* In other words, leaders are concerned with the broad, general mission, or vision, of an organization, while managers are concerned with more operational details, such as budgeting, planning, hiring, and developing employees to accomplish that mission or vision. Although this is a somewhat simplistic overgeneralization, it speaks to the essential difference between management and leadership. It is one thing to be a good planner and an effective manager of human, financial, and

physical resources, but it is something quite different to inspire others to action. Managers do the former, and leaders do the latter. In a pharmacy setting, managers ensure that the work gets done, and leaders get people excited about doing it. Managers plan, and leaders envision an exciting future. Managers think critically, and leaders think creatively and strategically. Managers ensure that employees are prepared to fulfill their roles, and leaders facilitate collective and continual learning among employees to expand the ways they think and achieve results.³⁵ For further details, refer to Chapter 2 (“Management Essentials for Pharmacists”), Chapter 13 (“Achieving Results Through Others and Strategic Planning”), and Chapter 19 (“Effective Performance Management”). Although there are distinct differences between leaders and managers, many leaders possess outstanding management skills and many managers have excellent leadership qualities. **Table 1-4** provides a list of competencies for pharmacist leaders and managers, key actions used to achieve these competencies, and textbook chapters that address these competencies and key actions.³⁶ Several of

TABLE 1-4

Competencies for Pharmacist Leaders and Managers

Competency	Key Actions	Textbook Chapters Related to Competency
<p><i>Accurate self-insight:</i> demonstrating an awareness of your own strengths and development needs, as well as the affect of your own behavior on others</p>	<p>Inviting feedback, performing self-assessment, understanding impact</p>	<p>Chapter 1. <i>Leadership Essentials for Pharmacists</i> Chapter 2. <i>Management Essentials for Pharmacists</i> Chapter 24. <i>Managing Your Time</i> Chapter 25. <i>Developing Professionalism</i> Chapter 26. <i>Creating Your Personal Brand and Influencing Others</i> Chapter 27. <i>Personal Finance</i></p>
<p><i>Building business relationships:</i> using appropriate interpersonal styles and communication methods to work effectively with business partners, such as peers and external vendors, to meet mutual goals; building networks to obtain cooperation without relying on authority</p>	<p>Establishing shared goals, collaboratively developing solutions, influencing action, confirming agreement, facilitating, acknowledging contributions, establishing communication systems</p>	<p>Chapter 1. <i>Leadership Essentials for Pharmacists</i> Chapter 2. <i>Management Essentials for Pharmacists</i> Chapter 13. <i>Achieving Results Through Others and Strategic Planning</i> Chapter 21. <i>Communicating Effectively with Others</i> Chapter 22. <i>Negotiation Techniques</i> Chapter 23. <i>Managing Conflict and Building Consensus</i> Chapter 25. <i>Developing Professionalism</i></p>
<p><i>Building organizational talent:</i> attracting, developing, and retaining talented individuals; creating a learning environment that ensures associates realize their highest potential, allowing the organization as a whole to meet future challenges; creating and maintaining an environment that naturally enables all participants to contribute to their full potential in the pursuit of organizational objectives</p>	<p>Diagnosing capability and developmental needs, scanning environment for developmental assignments, demonstrating advocacy for talent, creating a learning culture, ensuring differential reward systems and processes, emphasizing retention, demonstrating inclusive behavior, demonstrating advocacy for diversity</p>	<p>Chapter 2. <i>Management Essentials for Pharmacists</i> Chapter 13. <i>Achieving Results Through Others and Strategic Planning</i> Chapter 18. <i>Successful Recruitment and Hiring Strategies</i> Chapter 19. <i>Effective Performance Management</i> Chapter 20. <i>Creating and Identifying Desirable Workplaces</i></p>

<p><i>Change leadership:</i> continuously seeking (or encouraging others to seek) opportunities for innovative approaches to organizational problems and opportunities</p>	<p>Recognizing opportunities; valuing sound approaches; encouraging boundary breaking; addressing resistance to change; managing complexity, contradictions, and paradoxes; driving toward improvement</p>	<p>Chapter 3. <i>Leading and Managing Change</i> Chapter 4. <i>Innovation and Entrepreneurship</i></p>
<p><i>Communicating with impact:</i> expressing thoughts, feelings, and ideas in a clear, succinct, and compelling manner in both individual and group situations; adjusting language to capture the attention of the audience</p>	<p>Delivering clear messages, presenting with impact, creating clear written communications, adjusting to the audience, ensuring understanding</p>	<p>Chapter 15. <i>Understanding and Applying Marketing Strategies</i> Chapter 16. <i>Advertising and Promotion</i> Chapter 21. <i>Communicating Effectively with Others</i> Chapter 22. <i>Negotiation Techniques</i> Chapter 23. <i>Managing Conflict and Building Consensus</i></p>
<p><i>Customer focus:</i> cultivating strategic customer relationships and ensuring that the customer perspective is the driving force behind all value-added business activities</p>	<p>Seeking to understand customers, educating customers, maintaining trust, acting to meet customer needs and concerns, developing partnerships, recognizing customer service issues, creating win-win solutions</p>	<p>Chapter 11. <i>Justifying and Planning Patient Care Services</i> Chapter 12. <i>Achieving and Measuring Patient Satisfaction</i> Chapter 25. <i>Developing Professionalism</i></p>
<p><i>Driving for results:</i> setting high goals for personal and group accomplishments, measuring progress toward goals, working tenaciously to meet or exceed goals while deriving satisfaction from goal achievement and continuous improvement</p>	<p>Targeting opportunities, establishing and reaching for goals, staying focused, evaluating performance</p>	<p>Chapter 13. <i>Achieving Results Through Others and Strategic Planning</i> Chapter 19. <i>Effective Performance Management</i></p>

(continues)

TABLE 1-4 (continued)

Competency	Key Actions	Textbook Chapters Related to Competency
<p><i>Establishing strategic direction:</i> establishing and committing to a long-range course of action to achieve a strategic goal or vision after analyzing factual information and assumptions and considering resources, constraints, and organizational values</p>	<p>Gathering and organizing information, analyzing data, evaluating and selecting strategies, developing plans timelines, executing plans</p>	<p>Chapter 13. <i>Achieving Results Through Others and Strategic Planning</i> Chapter 14. <i>Pharmacy Business and Staff Planning</i></p>
<p><i>Executive presence:</i> conveying an image that is consistent with the organization's values; demonstrating the qualities, traits, and demeanor (excluding intelligence, competency, or special talents) that command leadership respect</p>	<p>Advocating for the organization, managing stress, creating an impact, exhibiting flexibility and adaptability</p>	<p>Chapter 1. <i>Leadership Essentials for Pharmacists</i> Chapter 13. <i>Achieving Results Through Others and Strategic Planning</i> Chapter 25. <i>Developing Professionalism</i></p>
<p><i>Leading through vision and values:</i> Keeping the organization's vision at the forefront of decision making and action</p>	<p>Communicating the importance of vision and values, moving others to action, modeling vision and values, rewarding others who display vision and values</p>	<p>Chapter 1. <i>Leadership Essentials for Pharmacists</i> Chapter 3. <i>Leading and Managing Change</i> Chapter 13. <i>Achieving Results Through Others and Strategic Planning</i></p>
<p><i>Managing diversity:</i> creating and maintaining an environment that naturally enables all participants to contribute to their full potential in pursuit of organizational objectives</p>	<p>Creating an equitable work environment, ensuring inclusivity of policies, recognizing diversity as an organizational asset, promoting the use of diverse resources, promoting increased diversity among the staff, setting standards of behavior based on respect and dignity</p>	<p>Chapter 17. <i>Employment Law Essentials</i> Chapter 18. <i>Successful Recruitment and Hiring Strategies</i> Chapter 20. <i>Creating and Identifying Desirable Workplaces</i></p>

<p><i>Operational decision making:</i> relating and comparing data on operational effectiveness from different sources; establishing goals and requirements that reflect organizational objectives and values, including the importance of continuous improvement; securing relevant information and identifying key issues, key people, and cause-and-effect relationships from a base of information; committing to an action after exploring alternative courses of action</p>	<p>Seeking and organizing information, analyzing data, developing and considering alternatives, gaining commitments, demonstrating decisiveness and action</p>	<p>Chapter 5. <i>Significant Laws Affecting Pharmacy Practice Management</i> Chapter 6. <i>Ethical Decision Making</i> Chapter 7. <i>Pharmacy Operations: Workflow, Practice Activities, Medication Safety, Technology, and Quality</i> Chapter 10. <i>Cents and Sensibility: Understanding the Numbers</i> Chapter 13. <i>Achieving Results Through Others and Strategic Planning</i> Chapter 14. <i>Pharmacy Business and Staff Planning</i></p>
<p><i>Organizational acumen:</i> understanding and using economic, financial, and industry data accurately to diagnose business strengths and weaknesses; identifying key issues; and developing strategies and plans</p>	<p>Analyzing, integrating, and understanding the application of financial strategies and systems</p>	<p>Chapter 3. <i>Leading and Managing Change</i> Chapter 8. <i>Purchasing and Managing Inventory</i> Chapter 9. <i>Third-Party Payment for Prescription Medications in the Retail Sector</i> Chapter 10. <i>Cents and Sensibility: Understanding the Numbers</i> Chapter 11. <i>Justifying and Planning Patient Care Services</i> Chapter 13. <i>Achieving Results Through Others and Strategic Planning</i> Chapter 14. <i>Pharmacy Business and Staff Planning</i></p>
<p><i>Process improvement:</i> acting to improve existing conditions and processes</p>	<p>Assessing opportunities, determining causes, targeting and implementing improvements</p>	<p>Chapter 7. <i>Pharmacy Operations: Workflow, Practice Activities, Medication Safety, Technology, and Quality</i></p>
<p><i>Professional or industry knowledge:</i> having a satisfactory level of technical and professional skill or knowledge in position-related areas, keeping up with current developments and trends in areas of expertise</p>	<p>Engaging in continuous learning, applying state-of-the-art technology and concepts, developing and maintaining industry awareness</p>	<p>Chapter 1. <i>Leadership Essentials for Pharmacists</i> Chapter 2. <i>Management Essentials for Pharmacists</i> Chapter 14. <i>Pharmacy Business and Staff Planning</i> Chapter 18. <i>Successful Recruitment and Hiring Strategies</i> Chapter 25. <i>Developing Professionalism</i></p>

Source: Originally published in Zilz DA, Woodward BW, Thilke TS, Shane RR, Scott B. Leadership skills for a high-performance pharmacy practice. *Am J Health-Syst Pharm* 2004;61:2562-2574. © 2004, American Society of Health-System Pharmacists, Inc. Adapted with permission. (R0914)

these competencies and key actions are discussed in Chapter 2 (“Management Essentials for Pharmacists”).

DEFINING YOUR LEADERSHIP STYLE

In the management classic *Good to Great*, author Jim Collins asserts that there is a hierarchy of executive behaviors.³⁷ Level 1 includes individuals who make their contributions independently. Level 2 comprises people who work well in team settings. Level 3 is composed of what Collins calls “competent managers,” individuals who are proficient at managing people and resources. Level 4 includes the classic definition of a leader, someone who “catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.”^{37(p20)} According to Collins, a smaller cadre of individuals achieve extraordinary success through “a paradoxical blend of personal humility and professional will.”^{37(p20)} Collins calls these individuals “Level 5 Executives.”³⁷

Unlike their often charismatic counterparts, Level 5 executives move quietly, modestly, and resolutely toward their goals. Collins uses Abraham Lincoln to illustrate the characteristics of a Level 5 executive—someone who is more focused on the organization or cause than on him- or herself and who is more driven by goals than recognition, fortune, or power.³⁷ In the pharmacy profession, an excellent example of a Level 5 leader is Gloria Niemeyer Francke. Dr. Francke graduated from pharmacy school in the early 1940s, a time when few women entered the profession. She held multiple leadership positions, including assistant director of a hospital pharmacy, first executive secretary of the American Society of Hospital Pharmacists (later renamed the American Society of Health-System Pharmacists), and chairperson of the American Pharmacists Association Advisory Group to the Office of Women’s Affairs. During her more than 60-year career, Dr. Francke actively advocated and advanced gender equality and the roles of women in pharmacy and pharmacy leadership. She was also the first female recipient of the American Pharmacists Association’s Remington Medal, considered by many as the pharmacy profession’s highest honor.³⁸

Level 5 leaders, as described by Collins, exhibit one of many possible leadership styles. You will

need to find a style that comports with your talents and values. Leadership approaches vary markedly, and your relationship skills, comfort with people, decision-making style, ability to handle ambiguity, and communication abilities will all influence the approach you develop and cultivate. ♦ *Leadership theorists have characterized a variety of leadership styles, and each style has both pros and cons.* These styles include

- *Affiliative:* Affiliative leaders are masters at forging relationships with others and can be especially effective at building productive teams. Although they are effective at using the power of networks and connections to accomplish goals, they sometimes find it difficult to deliver bad news that may disappoint others, including feedback about underperformance.¹⁶
- *Autocratic:* Autocratic leaders make decisions independently, without engaging or consulting others.³⁹ Although this style works well in crisis situations, it does not typically engage the thinking or talents of others.
- *Democratic:* Democratic leaders value fair process and tend to give all members of the organization an opportunity to weigh in with their preferences and recommendations.^{16,39} Democratic leaders excel in engaging others, but their commitment to collecting input and establishing buy-in can sometimes be inefficient.
- *Laissez-faire:* Laissez-faire leaders provide critical resources and information, but tend to provide little direction. This form of leadership works well with highly competent and independent individuals but may lead some people to feel abandoned or ignored.³⁹
- *Transformational:* Transformational leaders believe that social and spiritual values can be employed to raise employees to even higher levels of performance and motivation.⁴⁰ According to James Burns, who coined this term, transformational leaders include intellectual leaders who transform organizations or society by thinking in new ways, charismatic leaders who use charm and personality to promote change, revolutionary leaders who promote change by using effective methodologies, and reform leaders who focus on a

single moral issue.⁴⁰ Transformational leaders tend to be “idea” people and may need help attending to the details of their plans. In some cases, their passion can exhaust others.

- *Servant*: Servant leaders view their role as being in service to others, meeting the needs of those they lead, and helping them to grow by building individual capacity and a sense of community. Servant leaders believe that attending to the needs of employees or followers will enable them to achieve their full potential—and when potential is fully realized, the organization will benefit.⁴¹ Although the people within organizations led by servant leaders tend to feel valued and supported, some criticize the approach, suggesting that it focuses too much on developing others and not enough on setting direction to get things done.⁴²

Regardless of the leadership style you adopt, it is important to understand that styles can be situational. According to Vroom and Jago, developers of contingency leadership theory, or situational leadership theory, “a leadership style that is effective in one situation may prove completely ineffective in a different situation.”^{43(p23)} Thus, most leaders will likely encounter situations in which their default leadership style is ineffective or at least not optimal.⁴⁴ For example, a pharmacist leader who typically uses a *laissez-faire* approach to leadership will not find this style effective if the leader is asked to take over a hospital pharmacy staffed by several newly graduated pharmacists. Likewise, a transformational leader who thrives on change will probably not be successful (and likely will not be happy) in a family-owned community pharmacy with no need or interest in reorganizing or significantly revamping its products or services. There are clearly times when uncomfortable approaches are required to move through difficult situations or to be successful in an organization that does not value your preferred approach.^{29,45}

◆ *Although several leadership styles may work, leaders will be most effective when they select a style consistent with their personality, their brand, the environment in which they exist, and the people with whom they interact.*⁴⁶ *Optimally, leaders will be able to find environments in which they are able to demonstrate their preferred approach to leading others.*

Leadership requires authenticity, and we can only be authentic when we are acting in accordance with our personal and professional values.

DEVELOPING YOUR LEADERSHIP POTENTIAL

◆ *Growing your leadership capacity requires sustained and deliberate effort.* Expanding your base of experience is an essential development strategy, and there are many strategies to do this. You may decide to

- *Pursue leadership roles within community organizations:*²⁴ The varied and often underfunded needs of community organizations provide volunteers with opportunities to pursue and build skills that would not normally be possible with one’s employer. Volunteering to work on a campaign to promote literacy, managing contributions for a fund-raising event, or soliciting contributions for a local marathon are strategies to build marketing, financial, and persuasive competencies.
- *Volunteer for leadership roles within your professional associations:*²⁴ Recruiting corporate partners for a pharmacy conference or leading program planning for a local, state, regional, national, or international pharmacy association will give you an opportunity to meet new people and network, acquire new skills, and learn about how professional pharmacy organizations work. These kinds of assignments also tend to hone communication, persuasion, and negotiation skills.
- *Find one or more mentors:* The best mentors may be individuals outside of your management chain. For example, a staff pharmacist in a hospital setting may look to the director of nursing or medical director for mentorship. Mentors can support leadership development by opening doors and expanding networks and by providing feedback about issues ranging from style and presence to approaches to managing conflict. Mentors can steer you to high-profile assignments that increase your visibility, encourage you to think in new ways, model successful behaviors and attitudes, and support you through difficult situations. **Table 1-5** describes the many roles of a mentor.

TABLE 1–5

Mentoring Roles

Elements	Description of Mentor's Activities/Responsibilities
Sponsorship	Opens doors that would otherwise be closed
Coaching	Teaches and provides feedback
Protection	Supports the protégé and/or acts as a buffer
Challenge	Encourages new ways of thinking and acting, and pushes the protégé to stretch his or her abilities
Exposure and visibility	Steers the protégé into assignments that make him or her known to top management
Role modeling	Demonstrates the kind of behaviors, attitudes, and values that lead to success
Counseling	Helps the protégé with difficult professional dilemmas
Acceptance and confirmation	Supports the protégé and shows respect
Friendship	Demonstrates personal caring that goes beyond business requirements

- *Ask for difficult assignments:*²⁴ Challenging assignments encourage growth and can result in organizational recognition. Once you have been successful with one project, you will likely be called on to work on another. This trend will expand your knowledge and experience base, provide you with opportunities to try new things, and increase your connections with others. For example, a pharmacist may request to be included on a team assigned to develop new practice guidelines for chronic disease management.
- *Stay informed:* A solid grasp of the context in which one works is required for strategic thinking. Learning about your pharmacy's expansion plans, reading journals to stay abreast of current therapy, using a professional organization Listserv to converse about the effect of a medication, reviewing financial statements to learn more about your organization's financial stability, and introducing yourself to colleagues at professional meetings are just some of the ways to learn more about your profession and the trends affecting it.
- *Observe others:* Pay attention to the traits and behaviors of leaders you admire. How do they handle opposition? What words do they use to move others to action? Where do they invest their time and energy? We can learn a great deal by studying role models.
- *Read about leaders:* Politicians, revolutionaries, inventors, groundbreaking scientists, sports figures, corporate leaders—all have lessons from which we can learn. Read their stories to learn about the techniques they employ, the words they use, and the behaviors they exhibit.
- *Take leadership tests and inventories:* A number of leadership style assessment tools can be illuminating.^{47,48} Online tools, career offices within universities, and career coaches within

the community are among the resources available to suggest useful resources. The more you understand your personal strengths and interests, the better you will be positioned to develop a leadership style that feels right for you.

- *Do not wait to be ready*: We all need stretch assignments, so do not wait to be fully proficient before tackling assignments. Act with confidence and be ready to ask others for support in the event you need it.

SUMMARY

*Leaders can conceive and articulate goals that lift people out of their petty preoccupations . . . and unite them in pursuit of objectives worthy of their best efforts.*⁴⁹

—John W. Gardner

As a pharmacist, it is likely that you will be called upon to lead. Effective leadership, like any other skill, requires practice and patience. This chapter provides an introduction to leadership and the need for leaders within the pharmacy profession. This chapter also discusses the differences between leadership and management and addresses critical aspects of the leadership role, including (1) formal and informal power, (2) leadership types and styles, and (3) strategies to build leadership competencies. The future of pharmacy is highly dependent on future pharmacist leaders. Thus, the development of successful leaders is imperative to the profession of pharmacy. This textbook, which is written and reviewed by pharmacist leaders, managers, and human resource experts, will elaborate on this cultivation in the following chapters.

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Abbreviations

P&T: Pharmacy and Therapeutics

Case Scenarios

CASE ONE: Your colleague, Juno Cerrone, was recently appointed the pharmacist manager for a retail setting that, according to corporate officials, needs “a serious makeover.” Juno has several ideas and plenty of energy, but his newly acquired staff seems almost hostile to the idea of changing established approaches. “They all know that I’m the boss,” he explains to you, “but they refuse to give me the respect I deserve.” What can he do to turn things around?

CASE TWO: Lucy Spiegel is a pharmacist at a small hospital pharmacy experiencing regular medication errors. Despite frequent expressions of concern to her pharmacy colleagues, there is a general sense of apathy toward solving the problem, and the pharmacist manager seems unconcerned. Each error seems to have a unique set of circumstances, and there does not seem to be a clear pattern. Dr. Spiegel is frustrated by this, but because she is not in a formal leadership role, she is unsure about what can evoke real change. What strategies might she employ?

CASE THREE: As a pharmacist manager, you are committed to cultivating your employees’ talents. You are increasingly impressed by Dr. Daniels, a newly graduated pharmacist who is passionate about his profession. His ideas are creative, salient, and on point. On the down side, he can be overly direct and even condescending in his communication with others. You see tremendous leadership potential in Dr. Daniels if he can conquer some of his interpersonal communication challenges. What can you do to help him reach his potential?

CASE FOUR: After years of financial success and community recognition for being “the only 24/7 pharmacy in the county,” changing demographics and a poor economy have made it necessary to move to a more traditional service model. Your staff has traditionally taken pride in being part of an organization perceived as responsive and has asked you to reconsider your decision. Leaders within the community have made the same request. How should you respond?



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