





Our Agenda

- Leadership and management... defined
- Career opportunities for up-and-coming pharmacy leaders
- Practical ways to build leadership skills, NOW
- Workshop
- Leadership pearls of wisdom

Designed by the ASHP Section of Pharmacy Practice Managers in collaboration with the ASHP Pharmacy Student Forum



Where are you in your pharmacy career?

- Student – P1
- Student – P2
- Student – P3
- Student – P4
- New practitioner
- Other



Do you plan to complete a residency?

- Yes
- No



Do you consider yourself a Leader?

- Yes
- No



Learning Objectives

- Compare and contrast leadership versus management
- Describe the relationship between administrative, clinical, and other general and specialty leadership roles
- Explain the need for strong leaders in the future
- Discuss methods to build leadership skills and engage in leadership activities



What is Leadership?

“Leadership is **influence** – nothing more, nothing less.”

- John C. Maxwell

“Developing a **vision** of a goal that is capable of capturing and sustaining the commitment of the followers.”

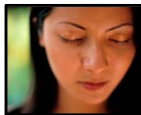
- Ken Barker

“Leadership is about making others better as a result of your presence and making sure that **impact** lasts in your absence.”

- Sheryl Sandberg



Close Your Eyes



Picture All the Pharmacy Directors and Clinical Leaders You Have Encountered Since Starting Pharmacy School...



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Leadership Gap

Significant gap in pharmacy leadership in next 5 – 10 years

75% of pharmacy directors anticipate leaving job within 10 years

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White, S.J. Enright, SM. Is there still a pharmacy leadership crisis? A seven-year follow-up assessment 2013

How did we get here?

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White, S.J. Enright, SM. Is there still a pharmacy leadership crisis? A seven-year follow-up assessment 2013

Who will step up to the plate?



How do you feel about non-pharmacists leading our profession?

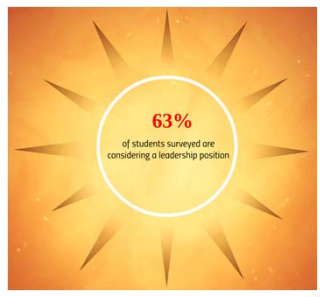


“A lack of leadership will mean that health-system pharmacy will no longer be in a position to enhance patient safety, to optimize medication therapies across the continuum of care, to make a real difference in the lives of the patients that we serve.”

-Mick Hunt (2000 ASHP Presidential Address)



A ray of sunshine...



White, S.J. Enright, SM. Is there still a pharmacy leadership crisis? A seven-year follow-up assessment 2013



Types of Leadership Roles

Assigned

Authority over people they are leading
Responsible for getting the job done

Influence

No official authority over people they are leading

2003 ASHP Leadership Conference on Pharmacy Practice Management Executive Summary, Am J Health-Syst Pharm, 2004.



Managers vs. Leaders

- Focus on systems
- Does things right
- Administers
- Maintains
- Accepts reality
- Accepts status quo
- Short-range view
- Eye on bottom line
- Climb ladder fast

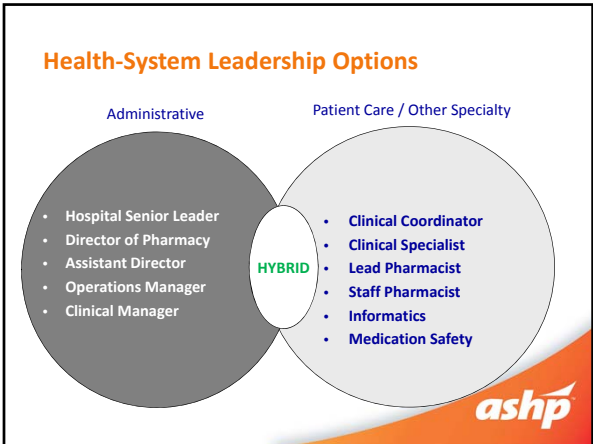
- Focus on people
- Does the right thing
- Innovates
- Develops
- Investigates reality
- Challenges status quo
- Long-range perspective
- Eye on horizon
- Is ladder on right wall?

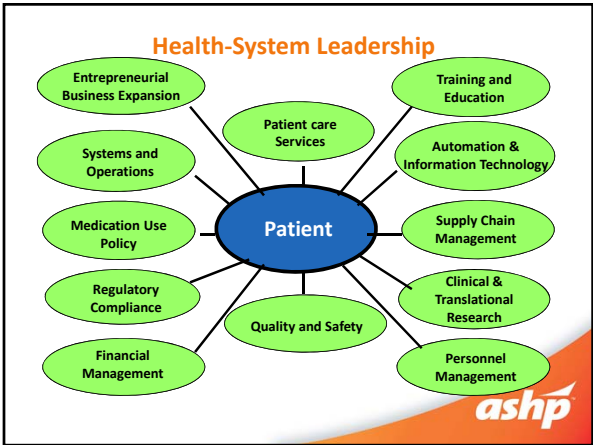
Bennis, Warren and Goldsmith, Joan. Learning to Lead: A Workbook on Becoming a Leader. Perseus Books, Reading, MA, 1997, p. 9-10.



Navigating Professional Leadership









Characteristics of a Leader You Admire...

- Think of the best leader you have ever known – someone you admire
- What does this person do and what qualities does this person have that you admire?



What do Effective Leaders Do?



Practical Tips to Get “There”

Wherever “there” may be...

- Step 1: Develop a plan
- Step 2: Get involved
- Step 3: Leverage a mentor
- Step 4: Build your leadership skills



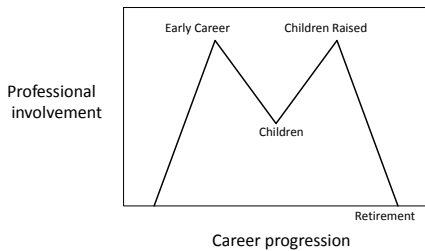
Step 1: Develop a Plan

- **Keep the end in mind**
- **Determine goals**
 - Short & long-term
 - Professional & personal
- **PUT IT IN WRITING!**
 - Fluid document – update regularly
 - Think of it as a personal mission/vision statement
 - ...or a “life plan”



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Sara White's M-shaped curve



“ Success is more than mere accomplishments, it is about making a difference, a contribution, or having an impact”

White SI. Integrating your personal life and career. Am J Health Syst Pharm. 2007 Feb; 15;64(4):358-60

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Put it in Writing

- Use future tense
- Critically evaluate current and future state of pharmacy practice
- Use positive language, avoid negative words



Continually reevaluate your plan and make changes as needed



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Step 2: Get Involved

- Explore career options
- Participate in pharmacy organizations
- Build your CV
- Balance quality and quantity of experiences

What is your legacy as a student leader?



Explore Career Options

- Seek out unique internships and rotations
 - Pharmacy administration
 - Clinical management
 - Pharmacy associations (state and national)
 - Informatics
 - Medication safety
- Meet pharmacists practicing in your area(s) of interest
 - Attend state and national organization meetings (present a poster!)
 - Volunteer or shadow a pharmacist

*Knoer SJ, Rough S, Gauvria WA. Student rotations in health-system pharmacy management and leadership. Am J Health Syst Pharm. 2005; 62:2539-2541.



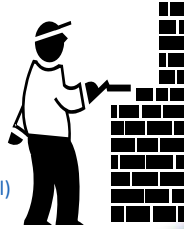
Participate in Pharmacy Organizations



Build Your CV...

...one brick at a time

- Leadership positions (local, state, national)
- Unique experiences (rotations, internships, jobs)
- Presentations (oral, poster)
- Professional Involvement
- Volunteer
- Publications (local, regional, national)
- Keep track of projects
- Think about your references



Step 3: Leverage a mentor

- Seek out mentors
- Be a good mentee
- Pay it forward

It is not always WHAT you know, but WHO you know that really matters...



How would you describe what a “Mentor” is?



Where can you find a mentor?



Effective Mentors



- Successful
- Encouraging
- Involved
- Open-minded
- Advocate
- Sense of humor
- Share failures
- Share their network
- Connect you to learning opportunities
- Good reflective listening
- Safe haven, confidential
- Available and approachable
- Allow failure
- Provide candid feedback (the good, bad and ugly)
- Goal oriented
- Passionate
- Open and honest



Effective Mentees



- Trust mentor
- Responsible for own growth and development
- Prepared for meetings
- Respect mentor's time
- Understand qualities you are seeking to develop
- Willing to apply change (open minded)
- Goal-Oriented
- Seek challenges
- Take initiative
- Ask lots of questions
- Transparent



Step 4: Build Leadership Skills

General

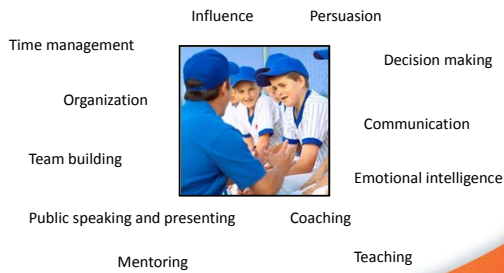
Clinical

Administrative



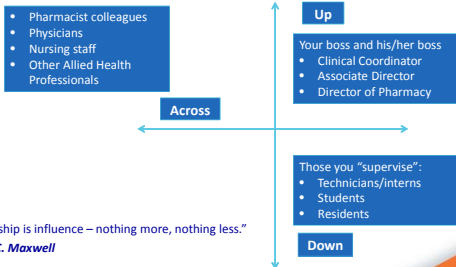
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General Leadership Skills



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Leading From a Clinical Position "Managing Up, Down, and Across"




"Leadership is influence – nothing more, nothing less."
- John C. Maxwell

1. White SJ. Leading from a staff or clinical position. *Am J Health-Syst Pharm.* 2006; 63: 2052-2056.
2. Galanter JL, Kotter JP. Managing your boss. *Harvard Business Review.* 1993; 71: 150

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Managing Across:		Managing Down:	
Be: <ul style="list-style-type: none"> Proactive A team player Professional Trustworthy 	Establish: <ul style="list-style-type: none"> Trust Record of competence Dependability 	Be: <ul style="list-style-type: none"> Reliable Consistent Fair 	<ul style="list-style-type: none"> Mentor others Lead by example Provide feedback to help others develop Recognize good work
Managing Up:			
Be familiar with the department's Mission, Vision, and Strategic Plan		Understand your boss's: <ul style="list-style-type: none"> Strengths / weaknesses Preferred style of decision-making and receiving information 	
Self-Reflect: <ul style="list-style-type: none"> Understand your strengths, weaknesses, work style, and needs 		Prioritize expectations and advocate for the most important	
Appreciate your boss's goals and pressures		Negotiate mutual expectations	
		Focus on dependability and honesty	

1. White SJ. Leading from a staff or clinical position. Am J Health Syst Pharm. 2009; 66: 2093-2096.
2. Galarraga JJ, Kotter JP. Managing your boss. Harvard Business Review. 1993; 71: 150



Clinical Leadership Skills

Team Builder and Leader



Develop People	Implement pilot program
Develop project plan	Identify areas of uncertainty and assist in adaptation to the changes
Use influence to gain interdisciplinary support (including your Director)	Evaluate program (pull data together)
Sell in terms of cost, quality, service and outcomes (advocate)	
Foster communication and collaboration among colleagues	

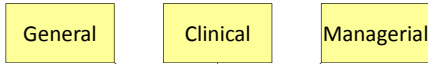


Administrative Leadership Skills

Prioritization	Business case development
Delegation	Personnel management
	Political savvy
Vision setting	Strategic thinking
	Financial acumen
Program development	
People development	
Change management	




Where can you learn these skills?



“...an organized, directed, post-graduate training program that centers on development of knowledge, attitudes, and skills necessary to function as a competent practitioner.”



Motivation to Consider Residency Training

- Residencies produce leaders...
 - ...and you want to be a more effective leader
- “Practice” skills learned in school
- Learn from top practitioners
- Career flexibility through broad experiences
- Self-awareness through feedback and coaching
- Refine general leadership skills
 - Time management
 - Communication

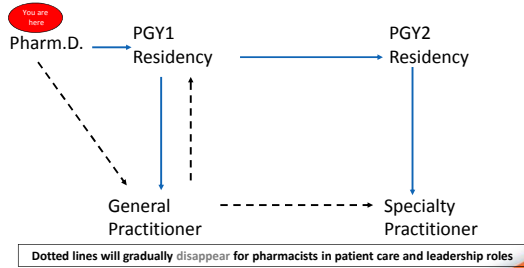


Pharmacy Residencies

- “...an organized, directed, post-graduate training program that centers on development of knowledge, attitudes, and skills necessary to function as a competent practitioner.”
- Post Graduate Year One (PGY-1) Residency
 - Hospital, Ambulatory and Community Pharmacy Practice
 - Provides broad clinical knowledge, some exposure to leadership
- Post Graduate Year Two (PGY-2) Residency
 - Clinical specialty (i.e. Emergency Medicine, Pediatrics, Infectious Disease, Oncology, etc)
 - Pharmacy Administration, Informatics, Medication Safety
 - Provides intense, focused training
- PGY-1 & 2 Administrative Residency with a Master’s Degree
 - Intense clinical AND administrative training along with a Master’s Degree in Health-System Pharmacy Administration (or equivalent degree)



Clinical & Administrative Pharmacist Career Path



Dotted lines will gradually disappear for pharmacists in patient care and leadership roles



Administrative Residency Training Programs in Focus

- Advanced leadership skills
- Strategic planning and vision setting
- Decision making skills
- Communicating with medical staff and senior leadership
- Time management
- Implementing change
- Mentoring relationships
- Medication use safety
- Practice advancement
- Personnel management
- Technology optimization
- Quality improvement initiatives
- Business acumen
- Project and team leadership
- Business coursework



Why Consider A Career in Pharmacy Administration...

- Opportunity to influence patient care on a large scale
- Ability to lead important initiatives to advance the pharmacists scope of practice
- Ability to influence direction, funding and implementation of clinical programs
- Seek challenging and rewarding experiences that can lead to the growth and development of others
- Make a difference in the lives of our patients!





PHARMACY PRACTICE MODEL INITIATIVE
Redefining. Reconstructing. Reinventing.
A joint project of ASHP and the ASHP Foundation

Goal: Develop and disseminate a futuristic practice model that supports the effective use of pharmacists as direct patient care providers

www.ashp.org/PPMI



Factors Driving Practice Change

- US health care system faces challenges to improve health care quality and deliver cost-effective service
- Only half of eligible patients receive care
- Contributor to shortfalls is lack of time/expertise
- Pharmacists can fill the gap in health care provision

AJHP 2010;67:1624-1634



Factors Driving Practice Change

- Health care reform
- Drug therapy is becoming more complex and riskier for patients
- Recognition of pharmacists as experts on drug therapy and medication-use processes
- Patients will experience better outcomes if pharmacists take control of their professional destiny

AJHP 2009;66:713



Will You Lead the Change?

“We can lead the change that we believe in or we can just position ourselves to be forced to accept the change being put on us by others. The choice is quite clear...We’re going to lead the change.”

- William A. Zellmer, MPH



Workshop



Group Case Activity: Using Leadership Skills to Foster Change

- What do you want to do in your (first/next) job?
- Do you have the skills to influence / implement change?
- How do others perceive you?
- How do you want others to perceive you?
- How can you shape the future?



**Group Case Activity:
Things to Think About**

- Who are your key stakeholders?
- What's their WIIFM (what's in it for me)?
- What barriers might you face?
- How will you obtain buy-in?
- What are the one or two keys to your success?
- What will you measure to demonstrate value?



**Group Case Activity:
Your Sales Pitch**

- Proposal
- Benefits
- Implementation plan
- Financial implications
- Succinct concluding statement



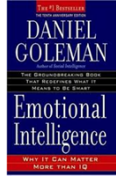
PEARLS OF WISDOM

Adapted from "If I Knew Then What I Know Now" presented by Mick Hunt, ASHP Past President at The Ohio State University Latiolais Leadership Symposium, May 14, 2015



LEARN TO MANAGE YOURSELF

- Emotional Intelligence
 - Self-awareness
 - Self-regulation
 - Motivation
 - Empathy
 - Social skills
- Work effectively with others



BUILD YOUR PROFESSIONAL COMPETENCE

- Find a mentor and develop a strong relationship
- Look for opportunities for unique rotation experiences
- Find your niche



BALANCE WORK, FAMILY, AND PERSONAL TIME

- Understand what is important in your life
- Develop personal goals and a plan to achieve them
- Don't ignore long term needs
- Find time for personal renewal; learn to



BE A POSITIVE INFLUENCE ON OTHERS

- Bring out the best in people
- Try to find the good in every person and experience
- Encourage and inspire people
- Are people better off after interacting with you?



OBTAIN FORMAL LEADERSHIP TRAINING

- Combined Health-Systems Pharmacy Administration residency
- Stand alone PGY2 residency program



QUESTIONS



Supplemental Resources

- **ASHP Foundation Leadership Resources**
www.ashpfoundation.org/Leadership
 - The Leadership Resource Center
www.ashpfoundation.org/LeadershipResources
 - Pharmacy Leadership Academy and Pharmacy Leadership Institute
<http://www.ashpfoundation.org/PLA>
<http://www.ashpfoundation.org/MainMenuCategories/CenterforPharmacyLeadership/PharmacyLeadershipInstitute>
- **Sara White's Work**
 - White SJ, Enright SM. Is there still a pharmacy leadership crisis? A seven-year follow-up assessment. *Am J Health Syst Pharm.* 2013;70(5):443-7. Available at: <http://www.ajhp.org/content/70/5/443>
 - White SJ. Will there be a pharmacy leadership crises? An ASHP Foundation Scholar-in-residence report. *Am J Health Syst Pharm.* 2005;62(8):845-55. Available at: <http://www.ajhp.org/content/62/8/845>
 - Sara White's blog on ASHP Connect: <http://connect.ashp.org/blogs/sara-white>
- **John W. Webb Award Lectures**
www.ashp.org/menu/AboutUs/Awards/WebbAward/Webb-Award-Lectures
- **ASHP Resource Centers**
www.ashp.org/menu/PracticePolicy/ResourceCenters
- **Pharmacy Practice Model Initiative (PPMI)**
www.ashpmedia.org/ppmi



Additional Resources

- Recommended readings
- Slide presentation handout



www.ashp.org/SLDW