

# ACCP Academy Leadership and Management Newsletter

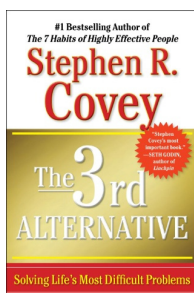
Volume 4  
Number 1  
April 2012

Editor: Robert E. Smith

## Book Review: *The 3rd Alternative*

by Stephen R. Covey

Often when one reads a sequel, it does not live up to the quality of the original work and, in many instances, repeats some of what has already been written. This book is an exception; it contains new material related to Covey's habits 4, 5, and 6 found in his 1989 bestseller *The Seven Habits of Highly Effective People*. The first 89 pages provide an easy-to-read narrative on the concepts found in second-alternative versus third-alternative thinking, and the remaining eight chapters (353 pages) depict the application of third-alternative thinking at work, at home, at school, in the law, and in the world.



Second-alternative thinking, which is “my way” versus “your way,” often leads to narrow thinking, arguments, contention, and disagreements, with the best outcome being compromise. Compromise, although often thought of as being an ideal outcome, is commonly a lose-lose situation because both parties receive less than they originally wanted. Second-alternative thinking is us against them, Democrats against Republicans, plaintiff against defendant, environmentalists against industrialists, white against black, religion against science, and on and on. In second-alternative thinking, we take on an attitude of war with the opposite party, thinking that we are right, superior, reasonable, intelligent, and good but that our opponent is less intelligent, less virtuous, irrational, and less flexible. Third-alternative thinking says that there is a better way, our way, in which we ask the question of each other, “Would you be willing to seek a mutually beneficial outcome that is better than your idea or my idea or perhaps even better than the sum of our two ideas? Would you be willing to produce a synergistic

outcome to our dilemma?” The first 89 pages of the book describe how this process evolves between two parties, and the remaining portions of the book provide several examples of the process succeeding in life's common venues.

Finally, the last chapter describes how third-alternative people must live from the inside out. Our personal character, humility, and integrity enhance our success as third-alternative individuals. The 20 items listed in chapter 10 are worth the price of the book.

Indeed, this book will put you on track to become a better spouse, partner, parent, friend, business associate, negotiator, and teacher. In fact, it should strengthen the relationships in every aspect of your life.

### Second Chances

This past semester, I caught a non-pharmacy student cheating off the examination of the student sitting next to him. He must have looked over at the other student's examination 15 times throughout the exam and for several seconds at a



time. When he handed in his exam, I told him I wanted to speak with him after all the other students had left. He was confronted on his inappropriate behavior, and he admitted openly to the improper and grossly dishonest behavior. Immediately, I could have told him that he had failed the final exam (the only exam for the 6-week course) and had therefore failed the course. But I did not. I told him to meet with me the following week.

*Character, in the long run, is the decisive factor in the life of an individual and of nations alike.*

—Theodore Roosevelt

### Online Portfolios

Visit the ACCP Web site [www.accp.com/academy](http://www.accp.com/academy) to access your Academy portfolio. Current assignments, mentor setup, and mentor assessment are available online. Questions? E-mail: [zmiti@accp.com](mailto:zmiti@accp.com).

### Contents:

Book Review: <i>The 3rd Alternative</i> .....	1–2
Book Review: <i>The Fred Factor</i> .....	2
Somewhere Along the Way .....	3
2012 Class of Graduates .....	3

*Wisdom denotes the pursuing of the best ends by the best means.*

—Frances Hutcheson

We met the following Tuesday, when I gave him an additional assignment. I asked him to watch the movie *The Emperor's Club* starring Kevin Kline (a film about academic dishonesty) and write a one- or two-page report on the powerful message portrayed in the film. He did so, and I reduced his grade for the course only 1 full grade point. We had a long discussion on what I perceived to be his strengths, and of course, we discussed the ramifications of dishonest behavior on his future life, which I believe could be very successful. Some of you might say that I overplayed the mercy card, but I do not think so.

Often in our professional and personal lives, we come across associates whose behavior is inappropriate, perhaps even dishonest. In a leadership position, we have a responsibility to help these individuals correct their deficiency and move on to greater successes. We might feel they should be dismissed, and perhaps they should be let go, with a very serious violation or if it is a repeat offense. But before we rush to judge, we should follow the advice found on the bumper sticker of a car driven by an individual who was a little rough around the edges. The bumper sticker read, "Don't judge me because I sin differently than you do."

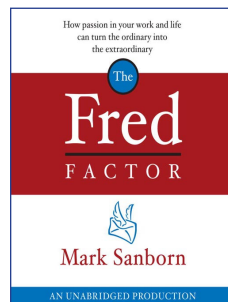
As leaders, we have a responsibility to develop the people working with us. We are all imperfect and therefore have areas in which we can improve. By example and overt instruction, we can and should work to improve the personal character and work skills of our associates. We would want our leader to do the same for us.

## **The Fred Factor: A Review**

by Mark Sanborn

*The Fred Factor*, a national best-seller written by motivational speaker Mark Sanborn with a foreword by John C. Maxwell, is popular among many circles because of its applicability to both personal and professional life.

In *The Fred Factor*, Sanborn tells the true story of an ordinary man in an ordinary job providing an exceptional model of leadership by keeping the service of others his priority. Sanborn uses Fred the mail carrier as an inspiring example of how all of us, regardless of our environment, can find opportunities to make a difference in the lives of those we serve by going the extra mile. In this text, Sanborn not only describes what a "Fred" is, but



also illustrates to his readers how they, too, can become a Fred and how they can help others become "Fredes." More importantly, Sanborn highlights *why* the journey to becoming more Fred-like is so significant: "We are most impressed and affected not by what people gain by what they give; not by what they conquer but by what they contribute" (p. 105).

In stories about Fred and others who have chosen to make a positive difference in the lives of others, regardless of recognition or reward, Sanborn highlights four basic principles that "define the essence of the Fred Factor" and can be used by "any person, in any profession, in any situation, at any time" (p. 8). These leadership principles, which center on doing the right thing for the right reasons, are as follows:

*Principle 1: Everyone Makes a Difference.* An individual can choose to make a positive difference and to be exceptional: "There are no insignificant or ordinary jobs when they're performed by significant and extraordinary people" (p. 10).

*Principle 2: Success Is Built on Relationships.* Service becomes personalized when a relationship exists and a person's needs and preferences are sought "because the quality of the relationship determines the quality of the product or service" in any job or business (p. 11).

*Principle 3: You Must Continually Create Value for Others, and It Doesn't Have to Cost a Penny.* In business, the challenge is to outthink rather than outspend the competition. In both our businesses and personal lives, our strongest opponent is mediocrity: "We compete against our own potential every day. And most of us fall short of what we are capable of doing or being" (p. 14).

*Principle 4: You Can Reinvent Yourself Regularly.* We can reinvent ourselves and our work by bringing originality to what we do: "You can make your business, as well as your life, anything you choose it to be" (p. 15).

Because *The Fred Factor* is a short (takes about an hour to read) and engaging read, it is ideal for widespread staff development across all levels of an organization. Exposing teams or departments to this story can stimulate the use of "Fred language" and the identification of "Fred-like behaviors" among staff, allowing the book and its concepts positively affect the culture of the organization.

—Written by Laura Palombi,  
Fourth-Year Student Pharmacist, University of Minnesota

*Leadership is the capacity to translate vision into reality.*

—Warren Bennis

Several years ago, I came across a poem written by James Kavanaugh. It had special meaning to me, and with permission, it is copied below. As leaders, we have to take time to smell the roses and enjoy the simple pleasures of life. If you like "Somewhere Along the Way," search for James Kavanaugh on Google, and you will have access to many more excellent poems.

## Somewhere Along the Way

James Kavanaugh

Somewhere along the way  
A persistent voice taught me I was in competition  
with every other man in the world.  
I listened carefully  
and learned the lesson well.  
It was not enough  
To find a loving wife and have average, happy kids,  
To see a sunrise and wonder at an eclipsing moon,  
To enjoy a meal and catch a trout in a silent,  
silver river,  
To picnic in a meadow at the top of a mountain  
or ride horses along the rim of a hidden lake,  
To laugh like a child at midnight  
and still wonder about the falling stars.  
It was only enough  
To be admired and powerful and to rush from  
one success to another.  
To barely see faces and hear voices, to ignore  
beauty and forget about music,  
To reduce everything and everybody to a  
stereo color pattern on the way to some new triumph,  
To rest in no victory, but to create new and  
more demanding goals even as I seem to succeed,  
Until finally I was estranged and exhausted,  
victorious and joyless, successful and ready  
to abandon life.  
Then somewhere along the way  
I remembered the laugh of a child I once knew,  
I saw a familiar boy wandering joyously in the woods,  
I felt a heart pounding with excitement at the  
birth of a new day,  
Until I was in competition with no one and  
life was clear again.  
Somewhere along the way. [1982, p. 64–5]

From: *Maybe If I Loved You More*

*In everyone's life, at some time, our inner fire goes out. It is then burst into flame by an encounter with another human being. We should all be thankful for those people who rekindle the inner spirit.*

—Albert Schweitzer

## 2012 Class of Graduates

The 2012 ACCP Academy Graduation will be held in Hollywood, Florida, this October, in conjunction with the ACCP Annual Meeting. To be eligible for graduation, enrollees must have completed 18 hours of required modules and 10 hours of electives, and all portfolio assignments must be completed by August 1, 2012. For any questions regarding portfolio assignments, progress reports, and the upcoming graduation ceremony, contact Zangi Miti at [zmiti@accp.com](mailto:zmiti@accp.com).

## The Perfect Gifts for Graduating Clinical Pharmacists!



To order go to  
<http://www.accp.com/bookstore>

American College of Clinical Pharmacy  
13000 W. 87th Street Parkway, Suite 100  
Lenexa, Kansas 66215  
(913) 492-3311

