



## Leadership and Management Certificate Program

### MESSAGE FROM THE PROGRAM DIRECTOR

Thank you for your interest in ACCP Academy's Leadership and Management Certificate Program. The program is designed for those who are currently in leadership or management positions or those who aspire to pursue leadership positions in the future. Today, clinical practitioners find themselves in positions that involve leadership and management responsibilities. More often than not, these individuals have received little or no formal instruction in either leadership or management theory. Effective developmental programs, such as ACCP Academy's Leadership and Management Certificate Program, will help practitioners better prepare to assume these positions.



By the end of the program, participants will be able to better lead their own lives and to guide and inspire their associates in the workplace. This enhanced ability will enable pharmacy leaders to better create the changes necessary to advance pharmacy's mission within the health care system.

I encourage you to learn more about the exciting opportunities offered by the ACCP Academy and I invite you to attend any of our sessions at the next ACCP meeting.

Sincerely,

Robert E. Smith, Pharm.D.  
Leadership and Management Certificate Program Director

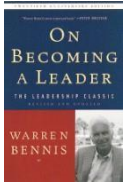
### CURRICULUM

The Leadership and Management Certificate Program curriculum includes 18.0 hours of core modules and 8.0 hours of elective programming. Elective opportunities provide instruction to meet the leadership or management needs of individual participants. Some electives will focus on a contemporary leadership approach or leadership text, while other electives will address the needs of specific leadership positions (e.g., the clinical manager, the pharmacy department head and/or associate/assistant head, the department chair/vice chair). The core modules consist of the following:

- Prerequisite Module: Leadership Primer (6 hours)
- Module No. 1: Personal Leadership Development (4 hours)
- Module No. 2: Interpersonal Leadership Development (4 hours)
- Module No. 3: Attributes of a Leader (4 hours)

## Required Readings

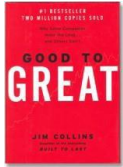
Participants must complete the following required readings:



### **On Becoming a Leader, Revised Edition**

Warren Bennis

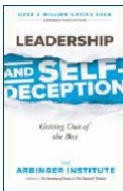
Available for purchase in the [ACCP Bookstore](#).



### **Good to Great: Why Some Companies Make the Leap...And Others Don't**

Jim Collins

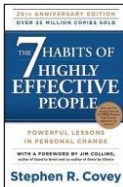
Available for purchase in the [ACCP Bookstore](#).



### **Leadership and Self-Deception: Getting Out of the Box, Third Edition**

The Arbinger Institute

Available for purchase in the [ACCP Bookstore](#).

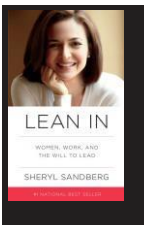


### **The 7 Habits of Highly Effective People**

Stephen R. Covey

Available for purchase in the [ACCP Bookstore](#).

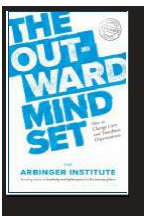
## Recommended Readings



### **Lean In: Women, Work, and the Will to Lead**

Sheryl Sandberg

Available for purchase on [Amazon](#) and other bookstores.



### **The Outward Mindset, Second Edition**

The Arbinger Institute

Available for purchase in the [ACCP Bookstore](#).

## Articles

There are also 3 Harvard Business Review articles assigned during the program:

“What Makes a Leader,” by Daniel Goleman, Nov/Dec 1998;

“What Leaders Really Do,” By John C. Kotter, Dec 2001;

“Narcissistic Leaders,” by Michael Maccoby, Jan/Feb 2000.

## LEARNING OBJECTIVES

### Prerequisite Leadership Primer I

Offered in conjunction with the ACCP Annual Meeting

4.0 CPE/Academy Credits

Description:

This foundational module is designed to provide participants with an introductory background in organizational behavior theory and fundamental philosophical concepts of leadership. Several definitions of leadership will be explored and discussed together with philosophical leadership thought. The module is meant to further stimulate each participant to seek additional study and experience in this area. Material covered will involve principles and concepts prevalent from the early 1900s to the 21st century.

At the end of this session the participant should be able to:

1. Describe the importance of taking personal responsibility for self-leadership in developing leadership capabilities.
2. Describe ways that you can be proactive when working with others in various settings, such as performance evaluation.
3. Produce the start of a personal mission statement, applying to both personal and work-related areas of your life.
4. Apply time management strategies, based on your mission statements, to your personal and professional leadership challenges.
5. Evaluate the use of principle-centered power in the pharmacy environment.
6. Define leadership in terms used by Gardner and Burns.
7. Describe the various attributes of leadership.
8. Apply Blake and Mouton's work on motivation to your own practice setting.
9. Describe motivation based on the work of Maslow.
10. Differentiate between motivators and hygiene factors as defined by Herzberg.
11. Describe the various components of the Transtheoretical Model as it relates to pharmacy management.
12. Apply the principles within the Transtheoretical Model to your own practice setting.
13. Discuss the need for change in pharmacy in pharmacy practice environments.

#### Pre-assignment:

None.

### Prerequisite Leadership Primer II

Offered in conjunction with the ACCP Annual Meeting

2.0 CPE/Academy Credits

Description:

This is the second installment of Leadership Primer I. This foundational module is designed to provide participants with an introductory background in organizational behavior theory and fundamental philosophical concepts of leadership. Several definitions of leadership will be explored and discussed together with philosophical leadership thought. The module is meant to further stimulate each participant to seek additional study and experience in this area. Material covered will involve principles and concepts prevalent from the early 1900s to the 21st century.

At the end of this session the participant should be able to:

14. Describe the components of becoming a leader (Warren Bennis).
15. Apply concepts and theories from the leadership literature to pharmacy settings.
16. Describe the various attributes of leadership development.
17. Apply concepts and theories from organization behavior literature to pharmacy settings.
18. Evaluate the use of principle-centered power in the pharmacy environment.

#### Pre-assignment:

None.

### **Module 1: Personal Leadership Development**

Offered in conjunction with the ACCP Annual Meeting

4.0 CPE/Academy Credits

Description:

This module enables each participant to more fully lead his or her life and, in the process, work toward developing an optimal balance between activities in the workplace and at home, service endeavors, and recreational pursuits. The course involves discussion of principles and connected practices designed to enhance personal and professional success.

At the end of this session the participant should be able to:

1. Describe the importance of taking personal responsibility for self-leadership in developing leadership capabilities.
2. Describe ways that you can be proactive when working with others in various settings, such as performance evaluation.
3. Produce the start of a personal mission statement, applying to both personal and work-related areas of your life.
4. Apply time management strategies, based on your mission statements, to your personal and professional leadership challenges.

#### **Pre-assignment:**

None.

### **Module 2: Interpersonal Leadership Development**

Offered during the Spring Academy Programming

4.0 CPE/Academy Credits

Description:

This module involves principles necessary to enhance interpersonal relationships between associates in the workplace. The concepts of win-win outcomes, self-deception, synergistic agreements, and listening to achieve understanding will be discussed in the context of health care management and delivery.

At the end of this session the participant should be able to:

1. Describe the process leading to synergistic, mutually beneficial agreements.
2. Apply the principles associated with empathic listening.
3. Describe Martin Buber's I-It/I-Thou approach to interpersonal relations and relate the concept of self-deception.
4. Describe the importance of using diversity to enhance organizational performance.

#### **Pre-assignment:**

None.

### **Module 3: Attributes of a Leader**

Offered during the Spring Academy programming

4.0 CPE/Academy Credits

Description:

This module reviews contemporary leadership literature, focusing on the most favored attributes of leaders.

At the end of this session the participant should be able to:

1. Describe the key concepts mentioned in the contemporary literature on the attributes of a leader.
2. Apply the attributes of successful leaders in your professional and personal life.
3. Develop action plans, based on program content, to use when participants return home.
4. Align actions that lead to an organization's continued success with those that promote the continued personal success of a leader.
5. Compare and contrast the leadership attributes of humility and ego.

### Pre-assignment:

None.

## CONTINUING PHARMACY EDUCATION CREDIT



The American College of Clinical Pharmacy is accredited by the Accreditation Council for Pharmacy Education as a provider of continuing pharmacy education. To claim Continuing Pharmacy Education (CPE) credit for any of the Leadership and Management Certificate Program activities please go to [www.accp.com/ce](http://www.accp.com/ce) and sign-in, complete the relevant session evaluation, and claim your CPE.

## ONLINE PORTFOLIO

Participants must assemble a formative portfolio containing a personal mission statement, personal definition of leadership, self-assessments, and mentor assessments. The electronic portfolio will serve as the guiding and monitoring tool for professional advancement over the course of the certificate program. Portfolio development will be initiated following the completion of the prerequisite module.

Completion of the assigned portfolio activities will be required within **six months** of taking the module and prior to participating in the next module.

### Accessing Your Portfolio

Accessing your portfolio is easy! First, sign into your ACCP Account.

On your **My Account** page, locate the **My Links** section. There will be a link to each ACCP Academy program that you are currently enrolled in. In this case you would select the **Leadership and Management Certificate Program** link which will take you to the program's home page. Select the *Access Portfolio* link located at the top of the page. This will take you into your portfolio.

### Progress Reports

Keep track of your progress in the ACCP Academy by accessing your progress report. Your progress report is located within the portfolio and is updated within 14 days of the conclusion of each ACCP meeting.

## MENTORING

One-on-one mentoring is among the most effective strategies to develop the knowledge, skills, attitudes, and values of a leader. The value of such mentoring is optimized when the mentor can provide evidence-based feedback regarding an individual's performance. Therefore, each participant in the Leadership and Management Certificate Program will be asked to identify a personal mentor (preferably from his or her institution, if possible) with whom he or she will meet throughout the program. The mentor will assist each participant in applying leadership principles to the professional environment. Mentors will meet regularly with their protégés and provide opportunities for the protégé to observe and (if feasible) participate in the mentor's leadership roles and responsibilities. For more guidance on the mentoring relationship, read Robert E. Smith's [Guide to Mentoring](#).

If you are unable to find a mentor in your institution, ACCP will provide a mentor from among some of the program's graduates. Please contact Jessie Culley at [jculley@accp.com](mailto:jculley@accp.com) if you need assistance identifying a mentor. Recruiting a mentor is optional.

## NEWSLETTERS

The ACCP Academy Newsletter is a triannual electronic publication initiated to publicize ACCP Academy updates, provide resources and tips that can enhance learning, and serve as a means of exchange for those involved in the ACCP Academy Leadership and Management Certificate Program. You are invited to contribute by suggesting ideas for content and providing short items of interest. Please send your suggestions and comments to Jessie Culley at [jculley@accp.com](mailto:jculley@accp.com).

## **ENROLLMENT AND PROGRAM COSTS**

To apply for the ACCP Leadership and Management Certificate Program, apply online or download the application form. A one-time application fee of \$399.95 for members and \$699.95 for nonmembers (to offset expenses for online portfolio maintenance) will be charged upon enrollment in the certificate program. Other costs include registration fees to the Fall Annual Meeting and the cost of publications identified as required readings. Your enrollment fee includes access to all virtual programming throughout the participants time in the program.

## **PROGRAM COMPLETION DEADLINE**

The ACCP Academy requires all enrollees to complete the program within two years of attending the first module. Note, there is no prerequisite requirement, i.e. modules can be taken in any order.

## **ACCP ACADEMY GRADUATION**

To be eligible for graduation, enrollees must complete the required modules and electives. In addition, all portfolio assignments and mentor feedback (where applicable), should be completed by August 1 of the year of graduation. Notifications for graduation and an invitation to attend the official ACCP Academy Graduation Ceremony held at the ACCP Annual Meeting, will be sent out to eligible graduates on or around August 15.