

ACCP Academy Leadership and Management Newsletter

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Leadership Is Teaching

Robert E. Smith, Pharm.D.

Several years ago, I attended a twice-a-month meeting that was presided over by a very capable gentleman. He did not conduct the meeting, but he assigned one of his associates to do so. The associate handled most of the business of the meeting, and near the end, he would turn the remainder of the meeting back over to the presiding individual. The presiding individual would then take 20–30 minutes and teach a principle, following which the meeting would be closed. I wondered for a long time about his leadership style, and then it dawned on me that he was teaching a principle that he wanted us to go and teach to others. By teaching us the principle, he knew he would be affecting a much larger number of people.

Most often, we do not associate the need to be a teacher with being a leader. However, teaching may be one of the most important activities of an organization's leader. First, leaders must continuously articulate the organization's mission or vision to all stakeholders, and second, they must teach the principles necessary to maximize the outcomes of the organization. By teaching and modeling principles and practices, they enable their followers to implement the behaviors necessary to produce essential organizational outcomes. The culture of an organization is often the product of the leader's ability to teach principles and his/her personal adherence to those principles, i.e., integrity. A leader who teaches and personally emulates a philosophy of patience, forgiveness, kindness, humility, respectfulness, selflessness, and honesty will produce these same behaviors in the organization's stakeholders. A leader who teaches and looks for win-win outcomes seeks first to understand others and is constantly

producing synergistic outcomes that will produce these same behaviors up and down the organization.

Leaders must actively look for teaching opportunities by wandering around the organization, greeting colleagues, watching what others do, complimenting good work, and caring for the needs and wants of others. Indeed, teaching may be the most significant thing a leader does, followed closely by his/her own personal adherence to these teachings.

“Few things help an individual more than to place responsibility upon him, and to let him know that you trust him.”

Booker T. Washington

Is it the Manager Who Makes the Difference?

This question is asked by Marcus Buckingham and Curt Coffman of the Gallup Company in their book titled *First, Break All the Rules: What the World's Greatest Managers Do Differently*, wherein they discuss 12 questions that measure the strength of a workplace. These 12 questions, taken from several thousand research questions, are the only ones that could be positively correlated to four business outcomes: productivity, profitability, retention, and customer satisfaction. Departments in which these 12 questions were answered more positively demonstrated greater employee productivity, greater

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Editor's Note: If you did not receive Volume 1, Issue 1 of the ACCP Leadership/Management Academy Newsletter, simply send an e-mail to wsirna@accp.com and request a copy. Issue 1 contains information about the mentoring program, participant assignments, and a sample career leadership track.

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“The main ingredient in stardom is the rest of the team.”

John Wooden

profitability, greater employer retention, and greater customer satisfaction. The authors stated that departments within the same company often produce differing responses to the 12 questions, and they suggest the difference is related to the effectiveness of the department manager. In other words, do the department managers focus on the leadership/management activities mentioned in each question?

The 12 questions are¹:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the past 7 days, have I received recognition or praise for good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel like my work is important?
9. Are my coworkers committed to doing quality work?
10. Do I have a best friend at work?
11. In the past 6 months, have I talked with someone about my progress?
12. At work, have I had opportunities to learn and grow?

If you are a manager, would all the associates in your department provide strong affirmative answers to the above questions? How is your present supervisor doing with regard to these 12 questions? Give yourself an exam. Rate each question on a 1–5 scale, with 1 being the poor end of the scale and 5 being the great end of the scale. With regard to the first question, if you don’t know much about what is expected of you at work, you might answer this question with a 1 or 2; however, if you are very knowledgeable about work expectations, then you might answer at the 4 or 5 level.

Simply put, according to Buckingham and Coffman, the more positively your employees answer the above 12 questions, the greater your employee productivity,

company profitability, employee retention, and customer satisfaction. We encourage you to read this book. A second book written by Rodd Wagner and James K. Harter, titled *The 12 Elements of Great Managing*, again from the Gallup Organization, has been recently published and provides further insight into the application of these 12 questions.²

References:

1. Buckingham, M. and Coffman, C. *First, Break All the Rules* (New York: Simon & Schuster, 1999). *This book is a must read.*
2. Wagner, R. and Harter, J.K. *The 12 Elements of Great Managing* (New York: Gallup Press, 2006).

“Leadership is not so much about technique and methods as it is about opening the heart. Leadership is about inspiration, of oneself and of others. Great leadership is about human experiences, not processes. Leadership is not a formula or a program, it is a human activity that comes from the heart and considers the hearts of others. It is an attitude, not a routine.”

Lance Secretan

The Art of Abundance

Robert E. Smith, Pharm.D.

Candy Paull has written a delightful book, titled *The Art of Abundance*. In the introduction to this little book, she writes, “The art of abundance is the art of awareness. It is a way to practice mindfulness in our daily living. Children practice the art of abundance naturally, but often as adults we lose our ability to explore and experience wonder. By choosing to be aware of the gifts life brings, we become lovers instead of critics, believers instead of doubters, and childlike mystics instead of world-weary cynics.” She goes on to list hundreds of examples of abundance. A few of hers and a few of my thoughts are listed below. Abundance is... Bare feet on a summer day / A field

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of wildflowers / Having a choice / A fluffy bath towel / Friends knocking at the door / New shoes / A cool breeze on a summer evening / A flock of geese winging their way south on a fall day / A screen door that keeps the bugs out / A friend who believes in you / The sound of water cascading over rock / A thank you note / A morning to sleep in / A smile / A morning walk as the sun comes up / A warm shower after a hard day of work / A single red rose. **Now create several of your own.**

Recommended Reading:

Paull, C. *The Art of Abundance* (New York: Stewart, Tabori & Chang, 2006).

Academy Portfolio Update

The ACCP Leadership and Management Academy Portfolio system is fully operational. All participants in the ACCP Leadership and Management Certificate Program should be completing, or should have already completed, the following tasks:

1. Written a Personal Mission Statement and entered it into your portfolio.
2. Written your personal definition of Leadership and Management and entered it into your portfolio.
3. Selected a mentor and begun a program in which you and your mentor meet on a regular basis. Personal reflections on these meetings should be entered into your portfolio. The portfolio may also become a personal, reflective journal where you write your feelings and thoughts about what you are learning and doing within the Academy program.
4. Begin to read the three books listed in the program readings. You might choose to discuss the contents with your mentor.

The books are:

- a. Bennis, W. *On Becoming a Leader* (Reading, MA: Perseus, 1989).
- b. Arbinger Institute. *Leadership and Self-Deception* (San Francisco, CA: Berrett-Koehler, 2000).
- c. Collins, J. *Good to Great* (New York: HarperBusiness, 2001).

“Dignity, significance, character are wholly the attributes of individual people. They have nothing to do with anything external to the person.”

Robert K. Greenleaf

To access the portfolio system, simply follow the navigation steps below.

1. Go to www.accp.com.
2. Mouse over the “ACCP Academy” link on the left-hand menu. Leadership & Management will pop out—click on “Leadership & Management.”
3. Along the top of the Leadership and Management description page, there is a black-colored menu with white letters—click on “Portfolio.”
4. Log in using your ACCP username and password.
5. Complete the portfolio assignments.

2008 Spring Practice and Research Forum

The following 2008 Spring Practice and Research Forum courses are available for credit toward the ACCP Academy Leadership and Management Certificate Program. For complete information on the Spring Forum, visit www.accp.com/sf.

Saturday, April 5, 2008

8:00 a.m. – 4:30 p.m.

Leadership Primer (prerequisite course for new enrollees only)

Sunday, April 6, 2008

2:00 p.m. – 4:00 p.m.

Leading Change: The Role in Articulating a Compelling Vision for the Future (elective)

Tuesday, April 8, 2008

9:15 a.m. – 11:15 a.m.

Recruitment and Retention: Getting Who You Need and Keeping Who You Have (elective)

Wednesday, April 9, 2008

8:00 a.m. – 12:00 p.m.

The Attributes of a Leader (required course)

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