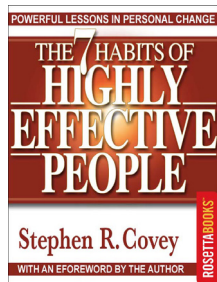


Five Personal Attributes for Effective Leadership*

1. Lead your life first. Stephen Covey's *7 Habits of Highly Effective People* will show you how to do this, in essence, Covey's principles are as follows. (1) Be responsible for yourself; be accountable; act and don't be acted on. (2) Have a purpose for your life; know where you are going; have a vision, even a personal mission statement. (3) Do what is important first; have the integrity to follow through on the important things in your personal mission statement. (4) In relationships, always go for win-win or no deal; be as concerned about the other person's needs as you are about your own. (5) Always seek to understand the other person first; being understood is one



and social-emotional aspects of your life. You can find the details of these seven habits in Covey's book.

2. Be impeccable in character and have integrity.(See article 2)

3. Understand the context in which you are leading; acquire additional broad experience and education. (See article 3)

4. Are you an extrovert or an introvert? It doesn't matter except on the extremes. Most of you who are extroverts know how to be reflective and enjoy private time; it just takes more energy and effort. Most of you who are introverts can go into a room filled with unfamiliar people and be successful in conversation; it just takes more effort and energy. However, at the extremes of both states, introverts may be too reserved, and extroverts may be obnoxious and offensive.

5. Be decisive; make decisions. If you are not making any mistakes, you are not making enough decisions.

**There are probably many more.*

Take time for personal self-improvement in the spiritual, physical, mental, and social-emotional aspects of your life.

—Stephen Covey

of our greatest needs. (6) Work for a better solution than either of your conflicting ideas, or, if you must, settle for a compromise. (7) Take time for personal self-improvement in the spiritual, physical, mental,

Reference

1. Covey SR. *The 7 Habits of Highly Effective People*. New York: Simon & Schuster, 1989.

Editor's Note

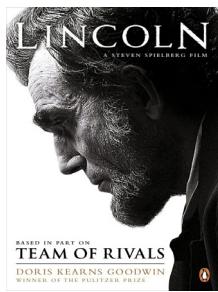
The ACCP Leadership and Management Academy Newsletter is a biannual electronic publication initiated to publicize ACCP Academy updates, to provide resources and tips that can enhance leadership skills, and to serve as a means of exchange for those involved in the Leadership and Management Certificate Program (LMCP). You are invited to contribute by suggesting ideas for content and by providing short items of interest. Please send your suggestions and comments to Robert Smith, Newsletter Editor, at smithre@auburn.edu.

Contents:

Five Personal Attributes for Effective Leadership.....	1
Impeccable Character: Without It, You Cannot Lead Effectively.....	2
Experience and Education: Two Keys to Being a Successful Leader	3
Leadership and Management Faculty.....	6
There Is Still Time to Attend the Leadership and Management Sessions in Phoenix	7
Keeping Track – Program Reminders.....	7

Impeccable Character: Without It, You Cannot Lead Effectively!

One of the most important criteria necessary for quality leadership is great character and integrity. James C. Collins discovered this when he found that the two most important qualities of a great leader are humility and a strong desire to get things done.¹ Humility is a component of charity, which also includes honesty, patience, forgiveness, respect, selflessness, and kindness. Abraham Lincoln seemed to exhibit charity. In 1907, Leo Tolstoy stated the following, as described in Doris Kearns Goodwin's book *Team of Rivals*:



Now, why was Lincoln so great that he overshadows all other national heroes? He really was not a great general like Napoleon or Washington; he was not such a skillful statesman as Gladstone or Frederick the Great; but his supremacy expresses itself altogether in his peculiar moral

power and in the greatness of his character.²

Lincoln was a humble person who asked for others' opinions, listened, pardoned, was led by others at times, enjoyed humor even if it was self-deprecating, and was kind, patient, and respectful. He forgave the many errors made by his generals and cabinet members. And he worked selflessly and diligently to accomplish his overarching goal (i.e., to save the Union). His speeches were full of wisdom gained through extensive study, pondering, and reflection. Many paragraphs from his most famous speeches

One of the most important criteria necessary for quality leadership is great character and integrity.

—Robert E. Smith, Pharm.D.

will live forever. In his 1865 Second Inaugural Address, in a paragraph that Frederick Douglass repeated at a memorial service on the evening of Lincoln's death, Lincoln said:

Fondly do we hope—ferverently do we pray—that this mighty scourge of war may speedily pass away. Yet, if God wills that it continue, until all the wealth piled by the bond-man's two hundred and fifty years of unrequited toil shall be sunk, and

until every drop of blood drawn with the lash, shall be paid by another drawn with the sword, as was said three thousand years ago, so still it must be said: "the judgments of the Lord, are true and righteous altogether."

Then, in the next paragraph, Lincoln began, "With malice toward none, with charity for all, with firmness in the right as God gives us to see the right, let us strive on to finish the work we are in, to bind up the nation's wounds, to care for him who shall have borne the battle and for his widow and his orphan, to do all which may achieve and cherish a just and lasting peace among ourselves and with all nations."³ He didn't give these speeches so that he would be remembered forever. A humble person never does. He said these words to inspire and to heal the hearts and souls of the American people. Lincoln wasn't perfect, because no one is perfect, but his flaws are overshadowed by his impeccable character and humble persona. He indeed fostered the two criteria that Col-

With malice toward none, with charity for all, with firmness in the right as God gives us to see the right.

—Abraham Lincoln

lins found prevailing in great leaders: Lincoln was humble, and he strove relentlessly to fulfill his vision.

One hundred fifty-one years since Lincoln's death, we are at a time when character, as modeled through charity, seems to take a backseat to the worship of flamboyance, celebrity, and pride. Today, we see many leaders gleaming with greed, quick to anger, and swift to publically ridicule and foster blame, making shallow promises they cannot keep, being dishonest with their constituents, and often taking credit for the accomplishments of their subordinates. We know that none of these qualities exemplifies charity. In fact, they represent the opposite. We also often see that if someone does demonstrate humility or charity, he or she is believed to be weak and not strong enough to stand up against the forces with opposite natures. Have we come so far that our leaders are reflecting the character they see in their constituents or vice versa? In politics, we see that this often seems to be the case, and in other areas, the same may be true as well.

So what can or should we do? Each of us should strive to live a life of charity toward others and to be

Experience and Education: Two Keys to Being a Successful Leader



Many years ago, I recognized that pharmacists rarely move up in their organizations past leaders in their own department. This may be because of the lack of broad experience within the organization and the general education limitations of a pharmacy education. The corporate world trains its own future leaders by giving them broad, company-wide experiences across the organization. For example, the CEO of a large pharmaceutical company probably began his career in sales calling on physicians and health organizations. After 3–4 years, that person may become a district manager for 2 years and then return to the home office as a product manager or other assignment. After several years with multiple assignments in the corporate office, this person may become a regional sales manager before becoming a general manager for a branch of the company outside the United States. After this overseas duty, the person may return to the home office for additional responsibilities before becoming a director and later a vice president. This entire process may take 25 or more years. The U.S. military uses a similar system coupled with extensive classroom and practical training. During their first 6 years of service, captains in the U.S. Army receive 6–12 months of classroom and practical training together with several assignments. Breadth of experience within an industry produces wisdom (i.e., the ability to apply knowledge), which is critical for effective leadership. Yet these types of leadership development rarely occur in pharmacy.

Breadth of experience within an industry produces wisdom (i.e., the ability to apply knowledge), which is critical for effective leadership.

–Robert E. Smith, Pharm.D.

In 2000, I gave an address as president of the American Association of Colleges of Pharmacy titled “Unleash the Greatness,” in which I spoke of the need for a strong general education foundation in the pharmacy curriculum. This general education is often called the liberal arts component of a formal education, which is the education many CEOs obtain

impeccable in character, especially in our relationships at home and work. The work of the Arbinger Institute shows us that organizations with associates having an outward mindset (i.e., focused on the needs of others such as customers, peers, supervisors, suppliers, and subordinates) are more successful and have a greater return on their investment.⁴ This outward mentality means that they see others as people with cares, concerns, desires, hopes, dreams, and strengths and weaknesses just like themselves. Seeing people in this manner enables us to have an attitude of patience, respect, selflessness, honesty, and forgiveness and for helping others rather than seeking for what others can do for us. An outward mentality focused on the needs of others will also bring us greater success in our close personal relationships. Having a charitable heart and doing things for others most often brings us great returns. This is the great paradox of life.

Indeed, “evil never wins,” as stated by Mahatma Gandhi. vAlthough it may seem to us that “wrong” (i.e., non-charitable behavior and poor character) wins in the short term, it always runs into resistance from “right” in the long term. And right will always win. In Gandhi’s words,

When I despair, I remember that all through history the way of truth and love [has] always won. There have been tyrants and murderers, and for a time, they can seem invincible, but in the end, they always fall. Think of it—always.⁴

The challenge for each of us is to live a life of impeccable character and integrity. Indeed, we must “do what is right even when it is personally costly or subjects the organization to criticism or liability.”⁵

References

1. Collins JC. Good to Great: Why Some Companies Make the Leap ... and Others Don't. New York: Harper Collins, 2001.
2. Goodwin DK. Team of Rivals: The Political Genius of Abraham Lincoln. New York: Simon & Schuster, 2005.
3. White RC Jr. Lincoln's Greatest Speech: The Second Inaugural. New York: Simon & Schuster, 2002.
4. Arbinger Institute. The Outward Mindset: Seeing Beyond Ourselves. San Francisco: Berrett-Koehler, June 13, 2016. Actual quote found on Goodreads.com.
5. Josephson Institute of Ethics. Training Recruits to Be Exemplary Peace Officers. Available at <http://policing.josephsoninstitute.org/>. Accessed March 28, 2016.

before beginning their careers. “Liberal arts” refers to the disciplines of literature, philosophy, mathematics, history, political science, economics, geography, sociology, psychology, astronomy, anthropology, the physical sciences, and the fine arts. This learning is usually coupled with opportunities to practice the processes of reading, writing, speaking, and listening. For those with a limited background in these areas, it is difficult to understand the context in which a person leads and is able to communicate with others. Many students go through a pharmacy education and receive a limited liberal arts background, thus minimizing their understanding of the past, their ability to interpret the present, and their sense of what may lie ahead in the future.

In 1985, *Integrity in the College Curriculum*, a task force-generated document, was published by the Association of American Colleges.¹ It was primarily intended to serve as a resource to assist liberal arts colleges and departments in developing a core curriculum. The authors listed nine areas of emphasis needed by students to develop the knowledge, skills, and attitudes necessary to navigate through life. I have provided these nine areas in the text that follows. Those of us who are beyond the time when most of our formal education occurred must be “self-directed learners” if we want to acquire this additional knowledge. Our leadership ability will be enhanced as we progress further in our own liberal arts development.

1. Inquiry, abstract logical thinking, and critical analysis: How do we know? Why do we believe? What is the evidence? Here, independent of subject matter, we are describing the process of establishing a fact, combining several facts to reach a conclusion, and perhaps even creating something that has not been seen or heard before. We should constantly ask ourselves the what, why, and how questions. One of the best ways to do this is to read extensively. John Adams, one of our founding fathers and the second president of the United States, told his son John Quincy that he should always have a poet in his pocket.² Perhaps we should always have several books on our tablet or Kindle for our continued learning.

2. Literacy: writing, reading, speaking, listening: We must continue to write and not just texts and e-mails. We do not really learn something, except for

perhaps experiences in the arts, until we write it in our own words. We should all aspire to command a vocabulary in order to express our thoughts in writing. Likewise, one of our aims should be to express ourselves effectively vocally, before either a small or a large group. We should continually improve our reading skills throughout life. Our reading should not just be magazines and social media, but also thought-provoking writings. Is it possible for us to go through a year of life and never read a book? Reading “is an invitation to take time to spend time with someone else somewhere else.”¹ Moreover, listening—the communication skill for which we receive the least amount of education and training—is vital to our growth. We

We should all aspire to command a vocabulary in order to express our thoughts in writing.

—Robert E. Smith, Pharm.D.

should learn to listen to understand others and not to always want others to understand us. Listening is the communication skill for which we receive the least amount of education and training. We should learn to listen to understand others. The greatest craving of the human soul is the desire to be understood. When we use this type of listening, vistas of communication open that we never thought possible. We can develop our minds through mastering written and oral expression, but proficiency can only come through continued practice.

3. Understanding numerical data: Most of us probably developed the ability to do this while in school; however, it is critical that we understand basic statistics and the difference between relative and absolute data when applying data to leadership situations. We must recognize when the misuse of data may manipulate or mislead.

4. Historical consciousness: It is critical that we have an understanding of history because this enables us to understand the present by knowing the past. In leadership, we often apply the lessons learned by previous generations to our situations today. An understanding of history also helps us make projections into the future. Our knowledge of political, economic, sociological, civil rights, international, and scientific history is extremely valuable in leadership.

5. Science: Although we probably understand the

science of pharmacy and perhaps medicine, do we understand the science of what surrounds us? Do we have a wonder for science and for the what, why, and how things work? Do we have an inquisitive mind to learn about things we do not understand?

6. Values: citizenship, leadership, and ethics: No other area in our course for further development in the liberal arts requires more emphasis than values, citizenship, and ethics. Until the end of the 19th century, the capstone of a curriculum was a senior course in moral philosophy. This course had supplanted a capstone course in theology as an approach to solidifying values. Today, American colleges and universities teach us from an almost value-free frame of reference. In a previous narrative in this issue, I discussed the importance of values and ethic in leadership. Since graduation, what have we done to strengthen our moral courage and ethical behavior? We can see the importance of teaching values and ethics in this quote from Émile Durkheim: “When mores are sufficient, laws are unnecessary; when mores are insufficient, laws are unenforceable.”³

We need to perceive the necessity of citizenship and community involvement, an activity that has declined in America by as much as 50% since World War II.⁴ As leaders, we should gain valuable experience by serving within our schools, churches, and

When mores are sufficient, laws are unnecessary; when mores are insufficient, laws are unenforceable.

– Émile Durkheim

community. Other valuable templates in our development of personal leadership include parent teacher organizations, school boards, city and county councils, community committees, neighborhood associations, religious boards, scouting, and youth sports.

7. Art or aesthetic sensitivity: Perhaps it is a stretch in logic to apply aesthetic sensitivity in leadership development. But I think not. Quoting from the authors of *Integrity in the College Curriculum*:

They [the arts] are therefore to be encouraged as providing access to realms of creativity, imagination, and feeling that explore and enlarge the meaning of what it is to be human. Without a

language of the fine arts, we hear less and see less. Without some experience in the performing arts we are denied the knowledge of disciplined creativity.¹

Music, theatrical productions, painting, ceramics, creative crafts, art and music history, and even movies enhance our view of the world and, at the very least, provide us conversational topics.

8. International and multicultural experiences: Certainly, we live in a global village, of which many of us know little. America is no longer a melting pot where we all assimilate into individuals with similar cultural ideas and concepts. Indeed, we seem to be going in the opposite direction. We have only to read Anne Fadiman’s account of the Hmong cultural clash with allopathic medicine in *The Spirit Catches You and You Fall Down* to completely understand why cultural sensitivity and understanding is important.⁵ The book depicts a 3-month-old Hmong child with epilepsy and her travels through the allopathic medical community of Merced, California. Foreign travel is also important for us to understand and appreciate the differences between what we believe and understand and what

America is no longer a melting pot where we all assimilate into individuals with similar cultural ideas and concepts.

–Robert E. Smith, Pharm.D.

others may perceive as correct. Foreign travel improves our appreciation for other people and makes us realize that people everywhere have the same basic needs and desires.

9. Study in depth: Finally, obviously, we necessarily study a subject in depth to become pharmacists at the expense of needed learning in other areas. Perhaps we need do no further work than constantly keep up-to-date on what we have already learned and discard old paradigms for new ones.

In summary, continued learning in areas where we have studied deeply, as well as learning in the liberal arts, perhaps in areas where we have studied little, will improve our capabilities as leaders. In addition, we need to expand and broaden our experiences. We can do the latter at home, at work, in the community, and in our religion, where opportunities abound

to establish relationships and help lead worthwhile endeavors.

More specifically, we might:

- Volunteer to serve on department or organization-wide committees or take the lead as chair.
- Seek public office in our community, county, or state.
- Take the Dale Carnegie course or other leadership development activity.
- Participate in our community, county, or state leadership development program.
- Enroll in liberal arts classes at a local college or online.
- Read as much as we can. "Always have a poet in your pocket."
- Find a mentor within our organization or community to assist with our journey.
- Write often. Keep a journal. Publish a paper on a personal interest or issue.
- Attend national association meetings outside pharmacy (i.e., education, public health, etc.).
- Attend local seminars on leadership topics.
- Ask to do a part-time mini-sabbatical with a VP or CEO of our hospital or company.
- Ask our supervisor or director about leading an effort on a special project within our organization.

Other ideas for enhancing our leadership skills and potential abound. In essence, for everything in life in which excellence is desired, we must practice, practice, practice. The more repetitions ("reps," as they say in sports) we make, the better and faster we will develop a skill. Leadership is no exception.

So you and I should increase our experiences, practice the skills needed to lead, and enhance our learning in the liberal arts.

References

1. Association of American Colleges (AAC). Integrity in the College Curriculum: A Report to the Academic Community. Washington, DC: AAC, 1985.
2. McCullough D. John Adams. New York: Simon & Schuster, 2002.
3. Covey SR. The 7 Habits of Highly Effective People. New York: Simon & Schuster, 1989. Also available at Goodreads.com.
4. Putnam RD. Bowling Alone: The Collapse and Revival of American Community. New York: Touchstone Books, 2001.
5. Fadiman A. The Spirit Catches You and You Fall Down: A Hmong Child, Her American Doctors, and the Collision of Two Cultures. New York: Noonday Press, 1997.

Leadership and Management Faculty

The Leadership and Management Certificate Program will offer 8 hours of required programming and 4 hours of elective programming during the Updates in Therapeutics® meeting in Phoenix, Arizona. The Leadership and Management faculty are as follows:



Debbie C. Byrd, Pharm.D., MBA, BCPS

Dr. Byrd is the associate dean for professional affairs at the University of Tennessee. She is responsible for college-wide communications and marketing. She received her Pharm.D. degree from the University

of Tennessee, completed a pharmacy practice residency at the Regional Medical Center at Memphis, and then completed a primary care specialty residency at the National Institutes of Health. Dr. Byrd earned an MBA degree from Tennessee Technological University in May 2015. She is also a graduate of Harvard's Graduate School of Education Management Development Program and the AACP Academic Leadership Fellows Program.

Dr. Byrd's practice experience includes developing new patient care services for underserved family medicine patients at sites including a private community hospital, a rural mobile health clinic, a rural private practice, and, most recently, a large academic medical center. Her administrative leadership experience includes chairing several committees at the departmental, college, campus, and university levels and serving as director of experiential learning and director for primary care and rural primary care residency programs.

Honored as a Preceptor of Excellence, Dr. Byrd's leadership in education includes curricular redesign, faculty orientation and mentoring programs, formal resident teaching and learning program activities, and an academia and leadership APPE.



Peter Hurd, Ph.D.

Dr. Hurd is a professor and department chair of pharmaceutical and administrative sciences at the St. Louis College of Pharmacy. His research interests include public health, leadership/management, program assessment in education, learning styles and active learning, and psychosocial aspects of medication use.

Dr. Hurd's recent teaching includes courses in public health, health systems management, medical sociology, gerontology, and research methods. He has presented several workshops on personal effectiveness.

Dr. Hurd is also one of three editors for a recently published book linking public health and pharmacy, and he has published 33 professional articles and nine book chapters.



Robert E. Smith, Pharm.D.

Dr. Smith is Professor Emeritus at the Harrison School of Pharmacy, Auburn University, Auburn, Alabama. He received his B.A. degree from Arizona State University and his Pharm.D. degree from the University of Southern California. On graduation, Dr. Smith

spent 2 years in the U.S. Public Health Service, Indian Health Service at Crow Agency, Montana, where he was involved in public health-related activities involving medication therapy and other aspects of health care.

In 1971, Dr. Smith joined the faculty at Wayne State University College of Pharmacy in Detroit, Michigan. After 7 years at Wayne State University, Dr. Smith served as a faculty member, department chair, and assistant dean at Creighton University School of Pharmacy. In 1989, he was appointed as vice president for academic affairs and dean at the St. Louis College of Pharmacy, where he served until 1995. After a 1-year sabbatical at the American Association of Colleges of Pharmacy (AACCP), Dr. Smith accepted his current position at Auburn University.

Dr. Smith was elected as president-elect (1998–1999) and president (1999–2000) of AACCP. He is an invited speaker and consultant on professional and academic leadership as well as pedagogical and curricular change.

There Is Still Time to Attend the Leadership and Management Sessions in Phoenix

ACCP Academy programming will be offered in conjunction with ACCP Updates in Therapeutics® 2016,

April 8–10, in Phoenix, Arizona. Registration includes all sessions within the Leadership and Management track, continuing pharmacy education credit, and program handouts.

The Leadership and Management Certificate Program will offer its required modules according to pre-established course schedules and will concentrate its programming over a 2-day period to enable Academy participants to minimize travel expense and time away from their practice. To register on-site, visit the ACCP registration desk, located in the Phoenix Ballroom Pre-function B (third level) of the Sheraton Grand Phoenix.

Keeping Track – Program Reminders

Program Syllabus Online

Have you reviewed the Leadership and Management Certificate Program syllabus? The syllabus outlines important information to assist you as you progress through the program. To view the program syllabus, visit www.accp.com/docs/academy/leadershipandmanagement/syllabus.pdf.

Portfolio Assignments

The online portfolio system is available at www.accp.com/academy. If you have not already done so, please visit the site today to complete assignments for the modules you've completed.

Progress Reports

Progress reports are available at any time in your online portfolio. Progress reports will be updated within 14 days after the end of each ACCP meeting. To view your updated progress report, visit www.accp.com/academy.

Note: There is no prerequisite for this program (i.e., required modules can be taken in any order). Information regarding the portfolios and your status can be found at www.accp.com/academy/leadershipAndManagement.aspx.

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

