



Congratulations, Graduates!

The annual ACCP Academy Graduation Ceremony was held Tuesday, October 25, 2016, during the ACCP Annual Meeting in Hollywood, Florida. The commencement speaker was past president Gary Yee, Pharm.D., FCCP, BCOP, professor and associate dean at the University of Nebraska Medical Center in Omaha, Nebraska. ACCP president, Terry Seaton, Pharm.D., FCCP, BCPS, was the officiant.

Congratulations to the 14 individuals who completed their Teaching and Learning certificate:

- | | |
|--------------------------|-------------------------|
| ▶ Jessica L. Angleson | ▶ Deanna McMahon Horner |
| ▶ Bassem Fahmi Armanious | ▶ Andrea Kent |
| ▶ Nitish Bangalore | ▶ Angela S. Livingood |
| ▶ Christina B. Coakley | ▶ Molly A. Mason |
| ▶ Alan Goldberg | ▶ Thomasina Morris |
| ▶ Conor T. Hanrahan | ▶ Michael C. Thomas |
| ▶ Natasha Hermis | ▶ Kali M. VanLange |



Back row (left to right): Bassem Fahmi Armanious, Pharm.D.; Debbie C. Byrd, Pharm.D., MBA, BCPS (LMCP Faculty); Nitish Bangalore, Pharm.D., BCPS; Robert E. Smith, Pharm.D., (LMCP Director).

Front row (left to right): Conor T. Hanrahan, Pharm.D., BCPS; Angela Livingood, Pharm.D., CGP; Thomasina Morris, R.Ph., MHA, BCOP; Alan Goldberg, Pharm.D., BCPS.

LMCP Winter Programming Held in Jacksonville, Florida

The Leadership and Management Certificate Program (LMCP) winter programming was held February 17–18, 2017, at the Hyatt Regency Jacksonville Riverfront in Jacksonville, Florida. Here is an abbreviated schedule of the courses offered:

- ▶ Interpersonal Leadership Development (Module 2)
- ▶ Leadership, Accountability, and Personnel Evaluation (Elective)
- ▶ Leadership and Advocacy (Elective)
- ▶ Attributes of a Leader (Module 3)

If you could not attend the winter programming and need to complete these modules, please mark your calendars for the 2018 LMCP winter programming, February 16–18, at the Hyatt Regency Jacksonville Riverfront, Jacksonville, Florida.

The Doctrine of “Enough”

Robert E. Smith, LMCP Director

In chapter 6 of *The Hungry Spirit*, Charles Handy lists four elements for finding meaning in our lives:

1. Having a vision for our lives and positive criteria for success,
2. Realizing when we have done enough in one area and can then move on to a new endeavor,
3. Creating a quest for exalted or noble aspects of our lives that strengthen our spirituality, and
4. Making sure we leave a legacy and make a difference in this life.

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I wish to comment on the paradoxical doctrine of “enough” as it specifically applies to individuals moving from teaching, research, and patient care activities into management and leadership activities. To be sure, both activities can occur simultaneously, but the movement toward managing and leading people may have a diminishing effect on teaching, research, or patient care or may even require eliminating many former enjoyable activities.

We have all witnessed faculty members or clinical practitioners who accepted more and more responsibilities without dropping any of their previous activities. Doing additional committee work, teaching an additional lecture in one or two courses, taking on one or two more experiential education students each semester, accepting administrative responsibilities, expanding a clinical practice, and adding a second research project or DUE are all examples of activities that will extend a workload beyond the equivalent of 1.0 FTE to 1.25 FTE or even 1.5 FTE. We often cling to the activities we do well and for which we know we are making a difference in patients’ and students’ lives while assuming additional desired new administrative responsibilities. However, we must learn to say no to some of our former endeavors before we can be successful with new leadership responsibilities.

We know when we have had enough to eat, when the temperature is too cool or too warm, when we have had enough to drink, and even when we have prepared enough for an important presentation or examination. But we often do not know when it is time to forgo some activities of the present to move on to more challenging and personally developing future endeavors. Charles Handy concludes this section with, “The doctrine requires that we move on ... that we recognize that more of something no longer means personal growth. Most of us cling too long to the comfortable and the familiar.”

I ask myself “When is enough, enough?” all the time.

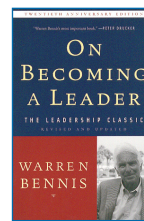
References:

1. Handy C. The Hungry Spirit. New York: Broadway Books, 1998.

LMCP Required and Recommended Readings

The LMCP curriculum provides a series of required and recommended readings to accompany the live modules and portfolio assignments. These publications can be purchased from the [ACCP Bookstore](#).

Required Readings



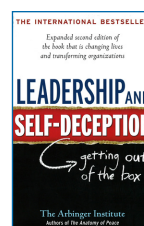
On Becoming a Leader, Revised Edition

Warren Bennis



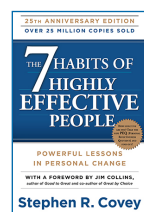
Good to Great: Why Some Companies Make the Leap ... And Others Don't

Jim Collins



Leadership and Self-Deception: Getting Out of the Box, Second Edition

The Arbinger Institute



The 7 Habits of Highly Effective People

Stephen R. Covey

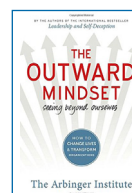
Recommended Readings



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

Sheryl Sandberg

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



The Outward Mindset

The Arbinger Institute

Keeping Track

Portfolio Assignments

To access the online portfolio system, please [click here](#). If you haven't already done so, please visit the site today to begin assignments for the modules you've completed.

Online portfolio assignments must be completed within 6 months of completing a module.

Progress Reports

Progress reports are available any time in your online portfolio and are updated within 1 week after the end of an ACCP meeting. To view your progress report, visit the [LMCP web page](#).

[Click here](#) to view the LMCP syllabus.

Save the Date!



Stay in Touch

The LMCP faculty encourages all enrollees and graduates to stay connected with the program. Send us information about your job, honors received, promotions, or any amazing things that you've recently done, especially as a result of completing the LMCP. Your news will be included in the next issue of the LMCP newsletter. Please e-mail your information to Matt Merrigan, ACCP staff liaison, at mmerrigan@accp.com. Photos are encouraged as well.

Call for Mentors

If you have completed the LMCP, you are in an ideal position to serve as a mentor to those beginning the program. Your familiarity with the LMCP's principles, content, and strategies will enable you to provide

valuable feedback. And, of course, because the best way to learn anything is to "teach" it, serving as a mentor will enhance your professional growth. If you are interested, please e-mail Matt Merrigan, ACCP staff liaison, at mmerrigan@accp.com.

Don't Forget to Thank Your Piano Players

Robert E. Smith, LMCP Director

As I listen to a talented singer at a concert, my ear often goes toward the person playing the piano. Often, their talent is exceptional and their musical skill exquisite, yet all the accolades usually go to the person singing. The singer certainly would not sound as accomplished without the music coming from the piano. Behind every successful person, there may be a score or more of supportive personnel without which success could not be achieved. This is true everywhere in life. In a recent conversation, a person related a conversation with an SEC head football coach in which the person stated that at a younger age, he had played on a college football scout team for 3 years. The coach told him a great football team would not be successful without a superb scout team. Administrative assistants keep department heads, hospital administrators, CEOs, and others on schedule and ensure the important things are accomplished. Yet the sports players who compete in the games and the business leaders who are out in front of an organization often receive the attention and praise. A nursing professor put the following question on a midterm examination: "What is the name of the person who cleans our building?" The question was worth 10 points out of 100. When students complained about the question, the professor was adamant about its importance. Many in the class learned an effective lesson.

If leaders don't appreciate their support people, their leadership effectiveness will be dampened. Everyone is essential to the team's success. No leader is an island. Someone once said, "No matter what you accomplish, someone helps you." Take the time to thank those who spend endless, unselfish hours completing the important, but less glamorous tasks that make a team or organization successful. Your success will depend on it. Don't forget to thank your piano players.

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

