



A Truth About Vision

Robert E. Smith, Pharm.D.

In my previous academic position, the university dean had a strong vision of where he wanted the school to go. Many times, we – the faculty and staff – did not understand the vision, and I believe the dean often did not know how to get to his visionary destination either. The achievement of the goal was left to the work of his subordinates. Leaders know where they would like to go but do not always know how to get there. If left to their own abilities, they may not know how to produce the final outcome, but they know it when they see it. We, their followers, often have to provide the way.

In one of my earlier academic settings, I worked for a dean who asked me to develop a new post-doctoral doctor of pharmacy program. That was the vision. I worked diligently on this endeavor, producing multiple versions of a program, none of which he liked. It became very frustrating, and I often thought, why doesn't he just do it himself? But I kept going with additional new proposals, and one day, he said that he liked it and that it was what he wanted to do. Again, I thought, why didn't he tell me this in the first place, and I would not have had to do all this difficult work. However, the truth be known, he did not know what he wanted, but he could recognize it when he saw it. In the end, there was a benefit for me. Because I had developed the new outline for a doctor of pharmacy program, I had created ownership – my ownership. I was now committed to bringing it to fruition. Without this ownership, it would have been the dean's program, and I would not have had the creative juices necessary to make the program a reality.

Lesson learned: Leaders know the direction they want to go but do not always know how to get there. They need their associates to bring their vision to a workable reality, and when they see it, they recognize what they had envisioned.

Upcoming Leadership and Management Academy Programming

The Leadership and Management Academy fall programming will be held October 7-10 at the Phoenix Convention Center in Phoenix, Arizona. Here is an abbreviated

schedule of the modules that will be offered:

- ▶ Leadership Primer, I
- ▶ Leadership Primer, II
- ▶ Leadership Perspectives from Pharmacy Leaders: A Panel Discussion (Elective)
- ▶ Personal Leadership Development (Module 1)
- ▶ Getting Things Done in Organizations (Elective)

To view a detailed schedule, please visit www.accp.com/am. If you plan to attend these sessions, all handouts will be available in your ACCP account under the "My Meetings" section. Please review these handouts and print a hard copy of those you would like to take with you to Phoenix.

For more information about the Leadership and Management Academy, please [click here](#).

A Free Lunch Pays for Itself

Robert E. Smith, Pharm.D.

Several years ago, I belonged to a men's group whose annual business meeting was only attended by about 15 of the 120 members. One year, they decided to have a lunch during the meeting, at which 65 individuals were present. I leaned over to a friend of mine and spontaneously said, "A free lunch pays for itself," referring to attaching a meal to a meeting. Over time, I attached this phrase to relationships where the free lunch was an act of kindness towards another person. These acts of kindness, while provided with no return expectations, often produce reciprocal kindnesses. In a sense, the free lunch or act of kindness pays for itself through the reciprocity of the receiver. Applying this principle to leadership, leaders who greet subordinates with sincere smiles, know their employees' interests, have learned the names of their employees' spouses and children, eat in the employees' dining room, take time for casual conversation with subordinates, do not have the closest parking place, and have eliminated most of the higher administrative perks are providing free lunches in their relationships with these individuals. In return, productivity

will increase, employee turnover will decrease, and return on investment will improve. The same will happen with students. Their desire to learn will increase as they sense how much the teacher cares for them. From kindergarten to adult education, the effect will be the same. Someone once said, "I do not care how much you know, until I know how much you care." Sincere caring for those with whom we work or for those whom we teach is in a sense providing a free lunch.

Finally, I know of an executive who spent two hours every day walking around the hospital talking with employees. This hospital received an award as one of the 100 best places to work in America.



Alumni News

Andrea Kent, Pharm.D., BScPharm, has been promoted to provincial lead for pharmacy for the Antimicrobial Stewardship Program for Nova Scotia Health Authority in Truro, Nova Scotia.

Kent states that "completing the ACCP Leadership and Management program played a part in getting this position...I learned a lot from this program and found that, although I had the leadership abilities in me, they just needed to be uncovered and refined. Thank you to those who lead it." Kent is a 2016 graduate of the Leadership and Management Academy.

The Leadership and Management Academy faculty wants all enrollees and graduates to stay connected with the program. You are encouraged to submit information about your job, honors received, promotions, or any other exciting news, especially as a result of completing the Academy. Your news will be included in the next issue of the Leadership and Management Newsletter. Information can be e-mailed to Matt Merrigan, ACCP staff liaison, at mmerrigan@accp.com. An optional head shot is appreciated as well.

Are you leading or managing?

Robert E. Smith, Pharm.D.

Early in my career – I had only been a department head for about a year – the dean came into my office, and during our conversation, he stated, "Bob, you are managing this department, but you are not leading it." At that moment, I had no idea what he was talking about. In fact, it may have been ten years later before I understood his statement. Today, many individuals may be in

my shoes with regards to the meaning of leadership and management.

It has been stated that there are over 4000 definitions of leadership, but I believe these can be condensed to only one. Of course, some definitions include the important characteristics of leaders, but these characteristics only enhance effectiveness and are not the essence of leadership. Leadership relates to "Where are we going?" Management deals with "How do we get there?" To be sure, both functions are equally important for effectiveness, but leadership must come first. In my early experience, the dean was telling me that the department had no direction, that it wasn't going anywhere, and that it wasn't changing for the better. We were getting things done and classes were being taught, but the department needed to go to a higher level of accomplishment. More scholarship needed to be done, more research needed to be accomplished, and new practice models needed to be developed, but I was not leading this effort. We were doing a good job of being a status quo department, but we were only doing some of the things right. Leadership moves people from doing things right towards doing the RIGHT things right.

So if you are not moving towards your vision for change, you may be simply managing your department or simply doing some things right. Leadership brings everyone to doing the RIGHT things right.

Book Review: [Make Your Bed: Little Things That Can Change Your Life ... and Maybe the World](#), by Admiral William H. McRaven (U.S. Navy Retired)

Robert E. Smith, Pharm.D.

Organizational effectiveness almost always occurs when preceded by individual effectiveness. Many factors lead to individual or personal effectiveness, and ten of these characteristics, learned in Navy SEAL training, were outlined in a May 17, 2014 University of Texas commencement* address given by Admiral William H. McRaven (U.S. Navy Retired). At the time of his retirement, he was in command of the United States Special Operations Command (USSOCOM), headquartered at MacDill Air Force Base, Tampa, Florida. USSOCOM ensures the readiness of joint special operations forces.

Following the address, McRaven penned "Make Your Bed," in which he elaborated on each of the characteristics that can change your life or perhaps even the world. These ten things are:

1. Start your day with a task completed – make your bed.

2. You can't go it alone.
3. Only the size of your heart matters.
4. Life's not fair – drive on (“Get over being a sugar cookie”).
5. Failure can make you stronger.
6. You must dare greatly.
7. Stand up to bullies.
8. Rise to the occasion.
9. Give people hope.
10. Never, ever quit!

The book takes less than 90 minutes to read, and I would give it five stars for its inspirational and motivational content. His illustrative examples of each principle come from his personal experiences and his observations of individuals achieving more than they possibly thought they ever could. Yes, seemingly ordinary people can accomplish extraordinary things. You may feel you are able to accomplish more in your life after reading the book.

*Admiral McRaven's 2014 University of Texas Commencement Address is available on YouTube.

Keeping Track

Portfolio Assignments

The online portfolio system is available www.accp.com/academy. 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 www.accp.com/academy.

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

Call for Mentors

If you have completed the Leadership and Management Academy, you are in an ideal position to serve as a mentor to those beginning the program. Your familiarity with the principles, content, and strategies of the Academy 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.





2018 ACCP Academy Winter Programming

February 16-18, 2017
Hyatt Regency Jacksonville Riverfront
Jacksonville, Florida

The following modules will be offered:

- Interpersonal Leadership Development (Module 2)
- Attributes of a Leader (Module 3)
- Character, Virtue, and Ethics in Leadership (Elective)
- Managing conflict (Elective)

Registration will open later this fall.

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