

# ACCP Academy Leadership and Management Newsletter

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## Leaving a Legacy as a Leader: Character Is the Key

Most of us enter a profession such as pharmacy or teaching because we want to make a difference. We want people to be better off because we have made an intervention in their lives. Something we have done or something we have said may improve the quality of life of another person. Leadership provides the same opportunity to make a difference in another person's life.

Many pharmacists feel that if they leave patient care, the opportunities to make a difference will be lessened. However, such is not the case because leaders have many opportunities to help chisel, mold, and shape others' destinies. Clinical managers and department directors are responsible for other managers, clinical/staff pharmacists, pharmacy technicians, and other personnel.

All of these individuals respond to the leader's "touch" (i.e., his/her "influence"). This influence comes about through the development of relationships in which kindness, patience, respect, selflessness, honesty, forgiveness, and humility are demonstrated as a part of the leader's daily activities. Kindness is often reflected by giving encouragement and showing appreciation for the work of others. Patience is manifested by maintaining self-control and allowing individuals to grow without excessive administrative pressure or oversight. Respectful leaders also appreciate the individuality and different work styles exhibited by coworkers. Leaders demonstrate the quality of selflessness by placing others' needs over their own. As a leader, honesty requires you to be free of deceptive words and actions and always to operate from a foundation of truth. Forgiveness allows you to excuse or pardon a wrongdoing. It has been said that praise goes to the man or woman who does not take offense when the offense was not intended, yet greater praise goes to the man or woman who does not take offense when the offense was intended.

Humility, a leadership quality discussed by Jim Collins in the book *Good to Great*<sup>1</sup> and also dealt with by David Marcum and Steven Smith in their book *Egonomics*,<sup>2</sup> may lie at the pinnacle of leadership qualities. Collins reported that

the leaders of his "great" companies demonstrated two almost paradoxical qualities that were not as obvious in the character of the leaders within the "good" companies. These two qualities were humility and a strong, disciplined will to get things done. Collins describes the humble leader as one who accepts responsibility when things go wrong but, when things go right, gives the praise and appreciation to his or her associates or coworkers. Marcum and Smith go further in their discussion of humility. They suggest that humility provides the leader with a sense of intelligent self-respect and genuine confidence. Because humble individuals listen with an open mind, they freely consider the ideas of others. They are teachable and open to the thoughts, concepts, solutions, and suggestions of their associates.

**"True humility is intelligent self respect which keeps us from thinking too highly or too meanly of ourselves. It makes us modest by reminding us how far we have come short of what we can be."**

*John Sockman*

Smith and Marcum also bring to light the influence of ego on leadership.<sup>2</sup> They state that it is ego that provides the disciplined will to get things done; the desire and drive to push forward; and the fortitude to keep going when discouragement and disappointment abound. Yet the tendency to allow ego to get out of control (i.e., exhibiting excessive pride) may impair a leader's effectiveness and result in a dangerously exaggerated sense of self-worth. The four early warning signs of loss of ego control are 1) being comparative, 2) being defensive, 3) showcasing one's achievements, and 4) seeking acceptance. Each of these negative qualities can limit a leader's effectiveness.

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- Being comparative can result in a loss of perspective regarding the leader's own abilities because the leader is always measuring him/herself against someone else's standard.
- Being defensive can cause a leader's mind to become closed to the ideas of others. Often, anger erupts, and as a result, the recognition of others' perspectives becomes limited. In addition, such defensiveness has the potential to overshadow the importance of honesty and the pursuit of truth.
- Showcasing the leader's own achievements can inhibit his or her ability to give sincere appreciation and recognition to others for group accomplishments. In other words, the leader becomes the only "bright light" in the room. Achieving recognition in this fashion provides the leader with an often fleeting external source of self-esteem.
- Seeking acceptance often prevents the leader from looking beyond his or her own perspectives because others appear, perhaps gratuitously, to have automatically accepted the leader's ideas.

Simply put, when leaders become defensive and arrogantly showcase their perceived strengths, their associates shut down the creative engines and subordinate their own ideas to those of the leader. The leader then goes forward thinking all is well, only to find out later that his or her associates' buy-in was weak or even nonexistent. Subsequent damage to an organization can occur when talented associates depart in search of a new, more humble leader.

The principles of kindness, patience, respect, selflessness, honesty, forgiveness, and humility seem to be the foundation for success in leadership. Yes, leaders have to understand the context in which they lead. They should have a keen sense of self-awareness (i.e., a healthy knowledge of their strengths and weaknesses). They must, together with their associates, create a vision for the organization. But without the personal character described above, the legacies they leave their organizations will be minimized, and their tenure in office will be shortened.

**References:**

1. Collins JC. Good to Great. New York: HarperCollins, 2001.
2. Marcum D, Smith S. Egonomics. New York: Simon & Schuster, 2007.

## The Value of Biography

Many of you may have recently watched the seven-part HBO miniseries titled "John Adams," or perhaps you have read David McCullough's Pulitzer Prize novel by the same name. Both were excellent, but the book was the best. Or perhaps you have read several of the following recently published books:

Each of you could create a similar but different list of books that have inspired you and brought you a greater understanding of life and its intricacies. My intent is not necessarily to have you read these books, but to entice you to read biographies and history. Of course, all writing is the perspective of the author, but these perspectives are often new to us and cause us to reflect on our own experience and draw new meaning from the thoughts and ideas we have read. It is this personal reflection that is important.

**"I cannot live without books."**

*Thomas Jefferson*

We read how these real individuals from history thought, what they said, how they said it, how they succeeded, what happened when they failed, and how they rebounded from disappointment and potential disaster. We see how they related to others and whether or not they were great oral communicators and/or great writers. We see them when they were relaxed and when the pressures of their immense responsibilities weighed on them. We gain a greater understanding of their strengths and how they managed their weaknesses. We learn of their spouses, their marriages, their lovers, and their children. We glean insights from how they reared their children and what they did when their children disappointed them. We see their paths to greatness and the successes and failures they experienced along the way. We see in their lives many things that have happened in our own, and we gain a new perspective on various aspects of life.

We see how they lived and the hardships they endured. Mental images are created of the challenges with transportation and long-distance communication. In 1800, the fastest means of communication between any two sites was the horse. We see the advancement of science and gain further

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Book Title	Author	Synopsis
Team of Rivals	Doris Kearns Goodwin	Life of Lincoln and his management of his cabinet of rivals
Almost a Miracle	John Ferling	Life of George Washington and the War of American Independence
His Excellency: George Washington	Joseph J. Ellis	Excellent biography of George Washington
The First American: The Life and Times of Benjamin Franklin	H. W. Brands	Life of Benjamin Franklin
Truman	David McCullough	Pulitzer Prize-winning biography of Harry S Truman
Founding Brothers: The Revolutionary Generation	Joseph J. Ellis	Pulitzer Prize-winning collection of stories of famous Americans during War of Independence
Abigail Adams: A Biography	Phyllis Lee Levin	A biography of Abigail Adams
Lincoln: A Life of Purpose and Power	David Carwardine	The life of Abraham Lincoln

appreciation for the world in which we now live. We realize these people did not live in the past; rather, they lived in the present, and we gain a better understanding of their present. We learn that the political, spiritual, and cultural views of generations differ and that it is a mistake to judge our 17th, 18th, 19th, and even 20th century predecessors by the values of 21st century America.

By reading biographies and history, we become better individuals, better parents, better citizens, and even better leaders. Read, read, and read some more.

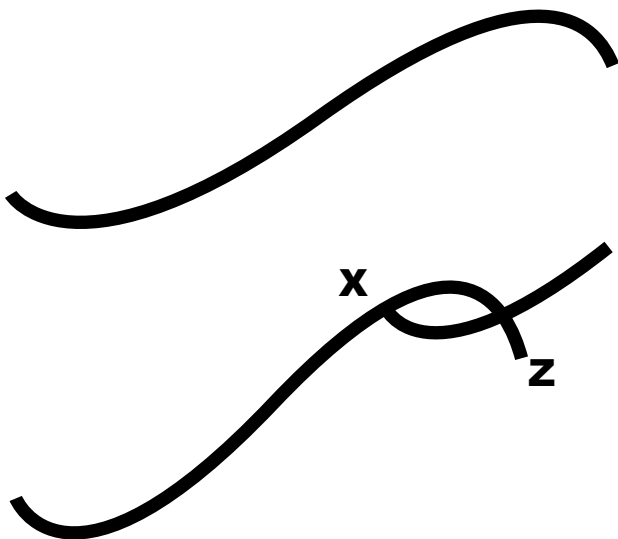
**“I am a success today because I had a friend who believed in me and I didn’t have the heart to let him down....”**

*Abraham Lincoln*

## The Road to Davy’s Bar

Let me introduce you to a concept found in an intriguing book by Charles Handy.<sup>1</sup> Mr. Handy states that he often returns to his native Ireland near the Wicklow Mountains outside Dublin. He describes it as “a bare and lonely spot, with unmarked roads, and I still get lost.” Once, he asked for directions, and a local replied, “Sure it is easy, just keep going the way you are, straight ahead, and after awhile you’ll cross a small bridge with Davy’s Bar on the far side. You can’t miss it.” Charles responded, “Yes, I understand, straight on to Davy’s Bar.” To which the direction giver replied, “That’s right. Well, half a mile before you get there, turn to your right up the hill.”

Charles said it all seemed to make sense, and he thanked the man and drove off. Within about 200–300 yards, he realized the directions made no sense, but the man was nowhere to be found. As he made his way to Davy’s Bar trying to figure out which of the roads to the right to take, he realized that the man had given him a great paradox....” By the time you know where you ought to go it is too late to go



there or if you keep on going the way you are, you will miss the road to the future.”

Charles adds, “The ways and the things that got you to where you are, are seldom those that keep you there.” Many of us keep doing the things we have always done and end up at Davy’s Bar, always missing the road we should have taken to the future. Mr. Handy reveals that this little story introduced him to the concept found in the sigmoid curve.

The sigmoid curve explains the life cycle of industries, of countries such as the British Empire and the Soviet Union, or even a single product’s life cycle. The curve describes a slow beginning prior to the upslope of the curve, acceleration to the peak of accomplishment, and then a decline from the top of the curve. The point on the curve to begin to change is somewhere near the top of the upward slope of the curve when, paradoxically, everything looks fine, as there seems to be no apparent need for change. However, within a short time, things begin to falter, profits decrease, sales decline, and we are on the downslope of the curve. Panic is everywhere, and we are scrambling to turn things around. The secret is to begin a new curve at point X and not wait until reaching point Z, where the need for change now becomes obvious. At point X, energies are high and the chance of future success is great, but at point Z, the opposite is occurring, with sagging profits, lower energies, employee layoffs, executive reassignment, and declining employee morale.

Knowing where to start the second curve requires the foresight and inspiration to begin to make changes, even when there is no apparent need for change. It will take fresh ideas from curious and innovative leaders who are always challenging the assumptions of the current curve. These leaders will ask, “If we did not exist, would we reinvent ourselves, and if so, what would we look like?”

Leaders must look over the crest in the curve and see the future. This foresight, coupled with the formation of assumptions of the future, will drive their desire to start curve 2. Their ability to establish this need for change and to bring everyone in their organization together to effectuate movement onto the second curve will help secure the future for the company. Keeping the first curve going while starting a second curve will produce tension and disruption within the organization. Great leaders will manage this disruption until the two curves cross and then transition everyone to the second curve. This process will be repeated again and again throughout the life of the organization.

Effective leaders have the foresight and courage to make changes even when times are good and there is no apparent need to change. Examples of this phenomenon occur in the pharmaceutical industry every day. Prilosec® was a great product, but its future was predicted even when its sales were at their peak, for the drug would soon become generic. Nexium® was developed as the second curve, and sales continued to soar. The time to start curve 2 was well before Prilosec was at its peak. The time to start the new curve with Nexium may have been more obvious than in most situations where success has been great, but the principle is the same. Effective leaders must predict when it is time to switch from one curve to another and then have the courage and know-how to make it happen.

### Reference:

1. Handy C. *The Age of Paradox*. Boston, MA: Harvard Business School Press, 1994.

## Leadership Experience Course Provides Practical Skills

Next Offering Scheduled June 17–20

The Leadership Experience empowers attendees by providing them with practical examples of how to lead others. Thus far, more than 150 individuals have benefited from this experience. Bill Kehoe, a past member of the ACCP Board of Regents and a department head, has attended the course and says he appreciates the real-world skills it provides.

The Leadership Experience is a 3½-day program that focuses on individual development within group situations. The next course will be held **June 17–20**, in Kansas City. During the Leadership Experience, attendees interact with one another in a business simulation and deal with managerial and organizational issues. The content of the course is based on more than 20 years of research conducted by staff at LeaderPoint, the company that presents the course in cooperation with ACCP.

“I wanted to take the course before but wasn’t able to set aside the time,” Kehoe said. “When I was a member of the Board of Regents, I was finally able to attend. I have the typical academic job of teaching pharmacotherapy, providing clinical services and research in child and adolescent psychopharmacology, and managing a large academic department.”

Kehoe’s titles are Professor of Clinical Pharmacy and Psychology, and Chairman of the Department of Pharmacy Practice at the TJ Long School of Pharmacy and Health Sciences at the University of the Pacific in Stockton, California. Kehoe said the Leadership Experience is very practical, which is exactly what many people need.

*We were able to get real-world advice on the specific kinds of issues we face. They also gave us a context within which to frame our leadership styles. I am not sure my attitude changed all that much, but now I have many more leadership tools at my disposal. I now tend to approach many of the issues that I face using the framework provided by the Leadership Experience.*

The business simulation exercise is a major component of the Leadership Experience. Attendees spend time running a company while also discussing different types of leadership styles, employee motivations, and the difference between organization and structure. Kehoe said, “Right now I use the information given to us called the ‘Cooperative System’ as a framework for pursuing a number of the things we need to accomplish in our department. I use the course’s diagrams often as I think about ways to get the work done. This has been a useful approach for me.”

The special ACCP member fee for taking this course is \$2,300, a substantial discount from the usual course tuition. Participants in the Leadership Experience can receive up to 30 contact hours of continuing education credit. Complete details about the course are available online at <http://www.leaderpoint.biz/accp.htm>. For more information, contact Wendi Sirna, Program Manager – Education at (913) 492-3311 or [wsirna@accp.com](mailto:wsirna@accp.com); or contact LeaderPoint’s Michael Laddin at (913) 384-3212, ext. 2, or [mladdin@leaderpoint.biz](mailto:mladdin@leaderpoint.biz).

## Upcoming ACCP Academy Leadership and Management Certificate Program Courses



**2008 ACCP Annual Meeting**  
**October 18–22, 2008**  
**Louisville, Kentucky**

- *Personal Leadership Development*
- *Interpersonal Leadership*
- *Two Electives*



**2009 International Congress on Clinical Pharmacy**  
**April 24–28, 2009**  
**Orlando, Florida**

- *Leadership Primer*
- *The Attributes of a Leader*
- *Two Electives*

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