

# ACCP Academy Leadership and Management Newsletter



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## Change in Motion

This issue of the ACCP Leadership and Management Academy Newsletter is dedicated to the concept of change, something we struggle with unless we are the one recommending or implementing the change. Almost everyone struggles with change, especially when it seems to be imposed on them by others. Stephen Covey<sup>1</sup> writes that there are three constants in life—change, changelessness or principles, and choice. Principles are universal truths that, when incorporated into our lives, increase the possibility that we will be successful. Choice is our ability to make decisions based on our understanding of the possible consequences of our alternatives. Everything we do is the result of a choice between two or more alternatives. Viktor Frankl,<sup>2</sup> an Austrian Jewish psychiatrist who was imprisoned in a Nazi prison camp during World War II and the author of *Man's Search for Meaning*, states that everything may be taken from a person, including all of his or her liberties, yet even then, he/she still has the power to choose how to respond to what has been done to him/her. In the final analysis, choice gives us the power to use universal, changeless principles to manage change.

Leadership, by definition, almost always involves change, whereas management focuses on stable and predictable policies, processes, procedures, and systems. Leaders must live in an environment of almost constant change and be able to convince others that change will be in their best interest. Two books that focus on change are Spencer Johnson's *Who Moved My Cheese*<sup>3</sup> and John Kotter's *Leading Change*.<sup>4</sup>

Recently, I reread *Who Moved My Cheese*, which begins with the following sentence: "Once, long ago in a land far away, there lived four little characters that ran through a maze looking for cheese to nourish them and make them happy." The four characters were two mice named Sniff and Scurry and two little, small-as-mice people named Hem and Haw. Every day, the two mice and the two little people would roam through the maze looking for cheese. The cheese was a metaphor for what we want in life. It could be a job, a relationship, good health, material possessions, sports activities, or spiritual tranquility. The maze represented the

place where time and energy were spent to obtain what was wanted out of life. The four characters find a large supply of cheese from which they get much nourishment and enjoyment. One day, they go to the location of the cheese and find it is no longer there. The remainder of the book deals with each character's reaction to not being able to find the cheese. The absence of the cheese represents change in the four characters' lives. As Sniff, Scurry, Hem, and Haw seek new cheese, the following change concepts are revealed.

1. Change happens. In our lives, the cheese often moves or changes. Remember, the cheese is a metaphor for what brings peace, enjoyment, and meaning to our lives.
2. Anticipate change. Because change will happen, anticipate the change and be ready for it.
3. Monitor change. Take frequent breaks to assess the things in your life that bring you peace, enjoyment, and meaning. Know when you need to modify what you are currently doing and when you need to retool for future challenges.
4. Adapt to change quickly. Let go of the past so you can more quickly move into and enjoy the future.
5. Change. When things in your life change, move and change with them.
6. Enjoy change. Life is an exciting venture, and our attitude toward it should be one of exhilaration. Change is challenging, yet a proper attitude can make it an adventure.
7. Be ready to quickly change again and again. Our lives are filled with continuous and frequent changes.

The book is a quick, 60-minute read that could alter your whole outlook on change.

John Kotter's book, *Leading Change*, discusses change from an organizational and leadership perspective. Kotter begins by describing why efforts to transform or change often fail. His eight most common reasons for failure to change, together with his eight-step process for successful change, are listed in the table that follows.

### Online Portfolios

Visit the ACCP Web site <http://www.accp.com/academy/index.aspx> to access your Academy portfolio. Current assignments, mentor setup, and mentor assessment are available online. Questions? E-mail: [wsirma@accp.com](mailto:wsirma@accp.com).

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Reasons efforts to change fail	Eight-step process of creating successful change	
Allowing too much complacency	1.	Establishing a sense of urgency
Failing to provide a powerful guiding coalition	2.	Creating the guiding coalition
Underestimating the power of vision	3.	Developing a vision and strategy
Undercommunicating the vision by a factor of 10, 100, or even 1000	4.	Communicating the change vision
Permitting obstacles to block the new vision	5.	Empowering broad-based action
Failing to create short-term wins	6.	Generating short-term wins
Declaring victory too soon	7.	Consolidating wins and producing more change
Neglecting to anchor changes firmly in the new culture	8.	Anchoring new approaches in the culture

Adapted from Kotter JP. *A Force for Change: How Leadership Differs from Management*. New York: Free Press, 1990. Available at [www.12manage.com/methods\\_Kotter\\_change.html](http://www.12manage.com/methods_Kotter_change.html). Accessed October 7, 2008.

The above table reconciles the eight reasons that efforts to change fail with the corresponding eight steps necessary to successfully create a major organizational change. Essential to the success of the eight-step approach to implementing change is the communication process between the organization's leaders and followers. The need and urgency for the change must be carefully articulated to everyone in the organization, and a guiding coalition of leaders must be in place to ensure wide organizational support for the change. A powerful vision and strategy must be prepared and artfully conveyed to all stakeholders within the organization. Empowering people to effect change requires further communicating the vision to all employees, aligning structures and systems with the vision, providing employee training as needed, and challenging supervisors who undercut the need for change.

Major change takes time to implement, and managers and employees need to see evidence that their efforts and hard work are paying off. In addition, they need to know that their change efforts are not using resources to the extent that the long-term viability of the organization is being damaged. Step 7 involves keeping the vision and the urgency for change in front of everyone while making sure that short-term gains are celebrated. As more people are brought into the change process, the momentum for further change grows. Finally, the change must be anchored in the culture of the organization. This requires continued communication throughout the organizational ranks. Individuals who champion the change are promoted to greater positions of authority to ensure long-term viability of the change.

Kotter masterfully describes each of the above eight steps in individual chapters of his book. The final chapter discusses the organization of the future. Kotter outlines the need for a persistent sense of urgency; for teamwork at the top; for people who can create and communicate vision; for establishing broad-based empowerment; for enhancing delegated management; for excellent short-term performance; for eliminating unnecessary interdependence; and for creating an adaptive corporate culture.

For an excellent book devoted to the process of change, *Leading Change* by John Kotter is, in my opinion, the book to read.

1. Covey SR. *Seven Habits of Highly Effective People*. New York: Simon and Schuster, 1989.
2. Frankl V. *Man's Search for Meaning*. New York: Touchstone/Simon and Schuster, 1984 (1946).
3. Johnson S. *Who Moved My Cheese*. New York: G.P. Putnam's Sons, 1998.
4. Kotter JP. *Leading Change*. Boston: Harvard Business School Press, 1996.

## Connections

Rachel Naomi Remen, M.D., cofounder and Medical Director of the Commonwealth Cancer Help Program and Clinical Professor at the University of California–San Francisco School of Medicine, has written a wonderful little book titled *Kitchen Table Wisdom*. The book contains numerous inspiring, reflective stories from her experience as a physician and a pioneer in the mind/body health field. One of her stories, “The Task Gets Between Us,” is quoted below. As you read the narrative, ask yourself if the leadership tasks we carry out often get in the way of the relationships we have with those with whom we work.

The ways we lose each other can be very simple. One of my patients describes how he spent time with his son prior to his cancer. *“We would hike a mountain, a difficult climb, side by side, both focused on reaching the top. Then we would come down a different way, one behind the other to the car, and drive home. We did this many times. In thinking back, I have a clear memory of many of these climbs, but no memory of anything my son said to me or I to him.”*

In child psychology what this man is describing is called parallel play and is normal for children between two and three. At this age, children use the same sandbox and even the same toys, but they are playing alone, next to each other and not with each other. Rather than relate to each other, they relate to a common activity which they do in parallel.

My patient makes a great contrast between this and the way he and his son relate now. *“I can't do much just now, so we sit and talk. I ask him about his life and how he feels about it. For the first time I know what is important to him, what sort of man he is, and what keeps him going. And I talk to him too. I know now that I am important to him, that he wants to spend time with me and not because we can do physical things together. Sometimes we just sit together, being alive. The mountain got between us before. I had not known that.”*

Many people live their lives in this way, sharing homes, jobs, and even families with others, but not connecting. Is it possible to be lonely in the midst of a family, in your own home? Too often we even practice medicine this way. Side by side, patient and physician focus on the disease, the symptoms, the treatments, never seeing or knowing each other. The problem gets in the way and we are each alone.

Could it be that we even lead others this way? Side by side, working in parallel, but never able to connect. Are we alone as the leader?

Remen RN. Kitchen Table Wisdom. New York: Riverhead Books, 1996.

## Upcoming Academy Courses

The following 2008 Annual Meeting courses are available for credit toward the ACCP Academy Leadership and Management Certificate Program. For complete information on the 2008 Annual Meeting, visit [www.accp.com/am](http://www.accp.com/am).

### Leadership and Advocacy

Monday, October 20, 2008  
9:15 a.m. – 11:15 a.m.

#### Learning Objectives:

- Discuss the necessary leadership skills related to advocacy.
- Describe the federal legislative process.
- Understand the regulatory process at both the federal and state levels.
- Use strategies to enhance advocacy.

### Personal Leadership Development

Monday, October 20, 2008  
1:30 p.m. – 5:30 p.m.

#### Learning Objectives:

- Assume responsibility for leading one's professional and personal life.
- Construct and use a personal mission statement.
- Balance personal and professional activities by implementing a life leadership process.

### Case Studies in Ethical Leadership

Tuesday, October 21, 2008  
10:15 a.m. – 12:15 p.m.

#### Learning Objectives:

- Discuss the consequences of unethical decisions on the following: personal success, leadership capability, and society.
- Discuss principles of personal character and their relationship to ethical decision-making.
- Using principles of ethical decision-making, determine the best course of action for selected business challenges.
- Describe how the elements of beneficence, nonmaleficence, respect for patient autonomy, and justice come into play when making ethical decisions in the provision of health care.
- Using a process of clinical ethical reasoning, determine the best course of action for selected patients.

### Interpersonal Leadership

Tuesday, October 21, 2008  
1:30 p.m. – 5:30 p.m.

#### Learning Objectives:

- Describe the process leading to synergistic, mutually beneficial agreements.
- Relate the principles associated with empathetic listening.
- Describe Martin Buber's I-It/I-Thou approach to interpersonal relations and relate it to the concept of self-deception.
- Describe the importance of using diversity to enhance organizational performance.



## 2009 ACCP/ESCP International Congress on Clinical Pharmacy

### The Pharmacotherapy Preparatory Course

### The International Pediatric Pharmacy and Clinical Pharmacology Symposium

Placing Patients First: A Global Perspective on How Clinical Pharmacy Makes Medicines Safer

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**Orlando, Florida**

Three Meetings, One Registration!  
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