

ACCP Academy Leadership and Management Newsletter

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The Doctrine of “Enough”

In Chapter 6 of his book *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 move on to a new endeavor,
3. Creating a quest for exalted or noble aspects of our lives which strengthen our spirituality, and
4. Making sure we leave a legacy and make a difference in this life.



It is about the paradoxical doctrine of *enough* that I wish to comment, as it has specific application to individuals moving from teaching, research, and patient care activities into management and leadership positions. To be sure, both activities can occur simultaneously, but the movement toward managing and/or leading people may have a diminishing effect on teaching, research, or patient care and may even require the elimination of many former, enjoyable activities altogether.

We have all witnessed the faculty member or clinical practitioner who accepted more and more responsibilities without dropping any of his/her previous activities. Taking on additional committee work, teaching an additional course or two, accepting one or two more experiential education students each semester, accepting administrative responsibilities, expanding a clinical practice, and adding a second research project or drug use evaluation are all examples of activities that will extend a workload beyond 1.0 full-time equivalent (FTE) to 1.25 FTEs or even 1.5 FTEs. We often cling to the activities we do well, where we know we are making a difference in patients' and students' lives, while we assume additional desired administrative responsibilities. We

have to learn to say no to some former endeavors before we can achieve success 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. Often, however, we do not know when it is time to forgo some of our present activities and move on to develop more challenging and personal 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.”

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

“The main ingredient of stardom is the rest of the team.”

John Wooden

Obedience to the Unenforceable

In July 1924, the editors of *The Atlantic Monthly* published the verbatim record of an impromptu speech by Lord John Fletcher Moulton. This speech, titled “Law and Manners,” was originally given before the Authors' Club in London several years before Lord Moulton's death in 1921. Lord Moulton was the first baron, Minister of Munitions for Great Britain at the outbreak of World War I, a noted judge, and a great parliamentarian and administrator. His comments are just as profound today as they were in the early 1900s.

Lord Moulton suggests that all human action falls into three domains: the enforceable, the unenforceable, and free choice. The domain of the enforceable, or positive law, is where laws binding us to obey govern our actions. Our non-obedience will bring upon us the justice prescribed by the society creating the law. The domain of free choice includes all actions over which we have complete freedom. In between these two important

Online Portfolios

Visit the ACCP Web site www.accp.com/academy to access your Academy portfolio. Current assignments, mentor setup, and mentor assessment are available online. Questions? E-mail: wsirna@accp.com.

Contents:

| | |
|--|-----|
| The Doctrine of “Enough” | 1 |
| Obedience to the Unenforceable | 1–2 |
| Book Review: Marcus Buckingham's Go Put Your Strengths to Work | 2-3 |
| First Class of Leadership and Management Graduates Recognized in Anaheim | 3 |
| Leadership and Management Academy Assignments and Portfolio Instructions | 3–4 |
| Upcoming Courses | 4 |

domains lies a large and extremely important area where neither laws nor complete freedom reigns. In this area, there are no laws mandating a certain action, nor are we free to choose our actions according to our desires. In this area runs a continuum where, at the end closest to positive law, our actions may rise out of a strong sense of duty, and at the other end, a decision to act may be more a matter of personal choice. Lord Moulton calls this domain *obedience to the unenforceable*. He states that in this domain, “the obedience is the obedience of a man to that which he cannot be forced to obey. He is the enforcer of the law upon himself.” In this domain, each of us has freedom of action, but we should not feel as if we are completely free. Because although this domain contains the actions that are right and that we should do, we are not obligated to do them. There is no one to make us carry out these right actions but ourselves. Lord Moulton also calls this area *the domain of manners*, indicating that, although it contains subcategories such as duty, respect, honor, morals, honesty, altruism, and service, each subcategory is too limited in scope, and each is included in the concept of manners.

So what does all of this mean? The strength of a society or country reflects its citizens’ ability to live within the domain of manners or obedience to the unenforceable. At one end, there is often a tendency of citizen action for a government to compose more laws to control a society and, at the other end, to increase freedom in the name of liberty. Encroachment on this middle area from either of the other two domains, positive law and free choice, weakens a country’s citizenry, weakens the trust the nation places in its citizens, and is a demonstrable indication of the extent to which the people adhere to that trust. In essence, the greater the people’s adherence to the domain of the unenforceable, the greater the moral and ethical fiber of the citizens of that society and the greater the chance of the society’s future success.

If this applies to a country, could it also apply to a corporation, hospital, professional association, or even family? Of course! The strength of a company directly relates to the employees’ adherence or obedience to the domain of manners. The collective obedience to the unenforceable determines the moral and ethical character of the organization. Once a negative deviation in behavior occurs in what was once the domain of free choice or manners, a law, rule, or regulation is passed that defines specifically what actions must be taken and, in many cases, prescribes a penalty for disobedience to the new law. The result is a loss of free choice or loss of the ability to govern oneself ethically because law now prescribes ethical behavior.

What does this have to do with leadership? Leaders, although imperfect, must be obedient to what they are not forced to obey. They must enforce ethical behavior on themselves. Too often, we hear of political leaders, corporation CEOs, sports stars, and other prominent individuals who destroy their careers and place their companies in jeopardy because they do not have the moral courage to obey the principles we are all expected, yet not forced, to obey. Obedience to the unenforceable is a paramount principle of leadership success.

Moulton JF. Law and manners. Atlantic Monthly July 1924. Available at <http://www.econ.iastate.edu/classes/econ362/hallam/NewspaperArticles/LawAndManners.pdf>. Accessed December 7, 2009.

“Good ideas are not adopted automatically. They must be driven into practice with courageous patience.... Nothing worthwhile can be accomplished without determination. In the early days of nuclear power, for example, getting approval to build the first nuclear submarine—the *Nautilus*—was almost as difficult as designing and building it.”

Admiral Hyman Rickover [italics added]

Book Review: Marcus Buckingham’s Go Put Your Strengths to Work

Marcus Buckingham, coauthor of *First, Break All the Rules* and *Now, Discover Your Strengths*, has published a third book titled *Go Put Your Strengths to Work*. In this book, he outlines the six steps he believes will lead you to achieve outstanding performance. He begins by dispelling three myths, which he believes hinder performance, and teaches the reader how to identify his/her strengths.

The three myths, together with their corresponding truths, are as follows:

“Myth #1: As you grow, your personality changes.

Truth #1: As you grow, you become more of who you already are.

Myth #2: You will grow most in your areas of greatest weakness.

Truth #2 You will grow most in your areas of greatest strength.

Myth #3: A good team member does whatever it takes to help the team.

Truth #3: A good team member deliberately volunteers his/her strengths to the team most of the time.”



A strength is defined as the combination of talent + skills + knowledge. Both skills and knowledge can be learned through study and practice, but talents are innate abilities sewn into the fiber of each individual. Talents are definable by words such as empathy, responsibility, competitiveness, achiever, harmony, and, of course, many others. To show how the three characteristics of a strength interact, let us use the example of patient care. Suppose one works as a clinician in a diabetes clinic and shows great empathy, outstanding patient care skills, and a superb knowledge of diabetes. Indeed, she enjoys her work and is strengthened by the activity. She is then asked to work in an asthma clinic. Her talent of empathy together with her patient care skills will enable her to succeed and enjoy what

“Ability may get you to the top, but it takes character to keep you there.”

John Wooden

she is doing, even though she will need to increase her knowledge of asthma. Our talents may be the primary factor for our success, keeping in mind that they are always linked with our skill ability and our knowledge level. One of the best ways to identify a person’s specific talents can be through personality profiles such as the Clifton StrengthsFinder, Myers-Briggs, and the Kolbe Conative Index.

Another way to identify strengths is by how we feel when we perform a specific activity. A strength makes us feel strong and energized and is usually an activity at which we are successful. We enjoy a positive anticipation for doing the activity, and usually, we perform it close to perfection. We may even feel especially focused while doing it, and when we have completed the task, we feel a sense of fulfillment. Marcus Buckingham lists three of his strengths, one of which is interviewing someone who excels at his job.

The irony of identifying one’s strengths is that, on average, according to surveys, individuals spend only 17% of their workday playing to their strengths. The book’s value lies in Marcus Buckingham’s ability to present the reader with a means to increase this percentage significantly by working through six steps, of which we have only identified the first two. The six steps are as follows:

1. **Bust the Myths.**
2. **Get Clear.** Identify your strengths.
3. **Free Your Strengths.** How do you make the most of what strengthens you?
4. **Stop Your Weaknesses.** How do you cut out what weakens you?
5. **Speak Up.** How do you create strong teams?
6. **Build Strong Habits.** How do you make this change permanent?”

This book will enable you to more successfully play to your strengths as well as provide you with a means for increasing your enjoyment at work.

Buckingham M. Go Put Your Strengths to Work, New York: Free Press, 2007.

First Class of Leadership and Management Graduates Recognized in Anaheim

Congratulations to this year’s graduates of the ACCP Academy Leadership and Management Certificate Program. The first ACCP Academy commencement took place at the 2009 Annual Meeting in Anaheim, California. Then-President John Murphy welcomed the graduates to a special breakfast together with

Academy faculty and ACCP leadership. The ACCP Academy was established 3 years ago to provide high-quality, flexible, and accessible professional development opportunities for members of the College. In 2007, the Leadership and Management Certificate Program was introduced under the direction of Robert Smith, Professor and Assistant to the Dean for Professional Affairs at the Harrison School of Pharmacy, Auburn University. Today, there are almost 70 participants in the Leadership and Management Certificate Program.

The class of graduates recognized at the Annual Meeting completed all the core required modules for their respective programs, as well as selected electives. In addition to live educational programming, the graduates developed and completed online portfolios, completed a series of required readings, and underwent evaluations by one or more mentors. ACCP congratulates each of the graduates on their accomplishments and encourages them to remain involved in the Academy through the mentoring of other participants.



Susan P. Bruce, Pharm.D., BCPS
Thomas M. Gray, Pharm.D.
Morton P. Goldman, Pharm.D., FCCP, BCPS
Deanne L. Hall, Pharm.D., CDE
David S. Hoff, Pharm.D.
Karen A. Kirschbaum, Pharm.D., BCPS
Lisa K. McKee, Pharm.D., BCPS
Andréa Watson, Pharm.D.
Cathy R. Whalen, Pharm.D.
Suzanne B. Wortman, Pharm.D., B.S., BCPS

Leadership and Management Academy Assignments and Portfolio Instructions

Individuals enrolled in the Leadership and Management Academy Certificate Program should complete the following assignments. These assignments are graduation requirements for the program.

1. Select a mentor. This may be an individual at your current practice location or someone at another site. Your current “unofficial” mentor could serve in this role. Use the [Mentoring Guide](http://www.accp.com/academy/leadershipAndManagement/otherResources.aspx) (<http://www.accp.com/academy/leadershipAndManagement/otherResources.aspx>) to construct a program whereby you and your mentor may meet during the time you are enrolled in this program. THE FIRST STEP IN SETTING UP YOUR PORTFOLIO IS

The Customer Comes Second: Put Your People First and Watch 'em Kick Butt.
[book title]

Hal Rosenbluth

TO IDENTIFY YOUR MENTOR. You can then complete the other components of the portfolio. Your mentor may begin receiving e-mails about the mentoring process, so please ask your mentor before you enter his/her name in the portfolio.

2. A note about the portfolio: Completing your individual Leadership and Management Academy Portfolio is a requirement of the program. Once you are officially enrolled in the program, you are provided an electronic portfolio site, available at the following Internet address: www.accp.com/academy/leadershipAndManagement/portfolio.aspx. Using your e-mail address as your user name and your ACCP password, you should be able to access your portfolio page.
3. Complete your personal mission statement. The guidelines for completing this important document are available through a download at the portfolio site. Taking the necessary time to complete this assignment will have a tremendous impact on your life. Include your personal mission statement in your portfolio.
4. Create a personal definition of leadership, constructed from your readings and personal philosophies about leadership and management. When the program is completed, you may wish to write a second definition and compare the two. Include these definitions in your portfolio.
5. Create and keep a leadership journal in which you reflect on the leadership experiences obtained through your readings, other experiences in this program, and leadership activities and understanding you receive in the course of your work and personal activities. You can place your interactions with your mentor here also. You may want to write between 100 and 200 words each time you make an entry in your journal. This book will become extremely valuable to you as you move into new positions. It will also create a memory of activities undertaken in this program. The mentoring partnership location in the portfolio is where you will record your journal entries.
6. The following three books will be required reading during the program: *On Becoming a Leader* by Warren Bennis, *Good to Great* by Jim Collins, and *Leadership and Self-Deception* by the Arbinger Institute. As you read the books, record in your journal the impressions you receive. Your impressions may be brief, but they should be included somewhere in your portfolio, perhaps in your reflective writings within the mentoring partnership location.
7. There are three required *Harvard Business Review* articles. They are as follows: "What Makes a Leader?" by

Daniel Goleman, November/December 1998; "What Leaders Really Do" by John P. Kotter, December 2001; and "Narcissistic Leaders" by Michael Maccoby, January/February 2000. Simply read these articles and record your thoughts in the reflective portion of your portfolio.

Once you have completed all of the above requirements and have attended the necessary number of courses, you are eligible for graduation.

Upcoming Courses

The following 2010 Spring Practice and Research Forum courses are available for credit toward the ACCP Academy Leadership and Management Certificate Program. For complete information on the 2010 Spring Practice and Research Forum, visit www.accp.com/sf.



- Friday, April 23
8:00 a.m.–4:30 p.m.
Leadership Primer (prerequisite)
- Saturday, April 24
9:00 a.m.–11:00 a.m.
Getting Ready for the Transition from Colleague to Administration (elective)
- Saturday, April 24
2:30 p.m.–4:30 p.m.
Transitioning to a Senior Employee Role (elective)
- Sunday, April 25
9:00 a.m.–11:00 a.m.
Characteristics of Effective Organizations (elective)
- Sunday, April 25
2:30 p.m.–6:30 p.m.
Interpersonal Leadership (module 2)

* Note: Although *three* Leadership and Management electives will be offered at this meeting, participants may select up to *two* for Academy credit.

“People need to be reminded more often than they need to be instructed.”

Samuel Johnson