

ACCP Academy Leadership and Management Newsletter

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Don't Forget to Thank the Piano Player

Often, as I listen to a talented singer at a concert, my ear goes toward the person playing the piano. Often, the piano player's talent is exceptional and his/her musical skill is exquisite, yet all the accolades frequently 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 relayed a conversation with an SEC head football coach, in which this 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 that the important things are accomplished. Yet it is often the sports players, competing in the games, and the business leaders, out in front of an organization, who 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 a powerful lesson.

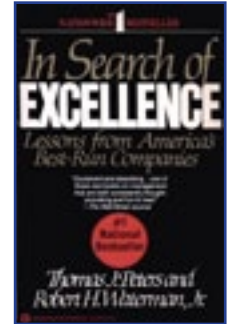
If leaders don't appreciate their support people, their leadership effectiveness will be dampened. Everyone is essential to the success of the team. No leader is an island. Someone once said, "No matter what you accomplish, someone helps you." Take the time to thank those who spend endless, unselfish 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 the piano player.

The test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function.

—F. Scott Fitzgerald

Back to the Future

More than 27 years ago, I read Tom Peters' landmark book, *In Search of Excellence*.¹ The book looked at successful companies and the eight principles that made them great. The book heralded many other books on leadership, and reading this book, perhaps more than any other event, changed the direction of my career. So one-quarter of a century later, let's look at these eight basics and see if they still apply today. We begin with a listing of these "lessons from America's best-run companies" (book subtitle) and conclude with a brief reflection on these eight principles.



1. A bias for action
2. Close to the customer
3. Autonomy and entrepreneurship
4. Productivity through people
5. Hands-on, values-driven
6. Stick to the knitting
7. Simple form, lean staff
8. Simultaneous loose-tight properties

Jim Collins confirmed a bias for action more recently in his definition of Level 5 Leadership.² Great leaders have an affinity for getting things done. Making good decisions and moving forward are essential to success in any endeavor.

Staying close to the customer seems obvious, but many talk about it, whereas few accomplish it. Patients, patients' families, physicians, nurses, other health care providers, students in training, vendors, and health care administrators are customers with whom we must be kind, patient, respectful, honest, humble, and selfless. Collins also talked about the importance of listening to customers and accepting the reality of what they tell you, even if it is negative. Be optimistic about the future, but do not ignore customer input into your products and services. A commitment to service toward our customers enhances our effectiveness as an organization.

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: zmiti@accp.com.

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The new idea either finds a champion or dies... No ordinary involvement with a new idea provides the energy required to cope with the indifference and resistance that major technological change provokes... Champions of new inventions display persistence and courage of heroic quality.

—Edward Schon, MIT

Autonomy and entrepreneurship refers to the need for continual innovation and improvement. This is still true for any organization.

The most powerful human motivator is trust. Human beings respond positively to being trusted. Productivity through people is primarily a product of trust. This basic truth is closely linked to staying close to the customer, both external and internal. Kindness, humility, patience, respectfulness, selflessness, and honesty go a long way to enhancing trust.

Hands-on, values-driven is similar to the hedgehog concept proposed by Collins. Collins suggested that organizations must have a passion and a desire for being the best in the world at what they do. Certainly, passion and being the best require a commitment to values and a hands-on philosophy for getting things done. Leaders should get out of their offices and listen to their employees and customers. Leaders should not become isolated from the reality of the business.

Collins has also confirmed sticking to the knitting or continuing to do what you do best. Collins suggests that companies that absorb activities distinctly different from their main products and services are less likely to succeed in the long run. Continue to do what you do best and make it better.

Often, for financial reasons, organizations have learned that minimal levels of organizational hierarchy are the most effective. Giving authority for developing entrepreneurial ventures within a company allows employees to use their creativity to develop new business entities and programs. These new ventures often enhance product quality, improve existing services, and enhance company revenues. Simultaneous loose-tight properties imply a strong central direction with empowered, decentralized personal autonomy. Although listed as one of the eight principles, in reality, it reflects elements of the other seven. A strong central direction requires a hands-on approach with organization-wide shared values and goals.

Several of the companies listed in Peters' book were thriving in 1983 and, during the past 27 years, have fallen in status. Perhaps they didn't stick to the principles. Implementing these eight principles seems just as valuable today as it was in 1983.

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2. Collins J. Good to Great. New York: Harper Business, 2001.

The Value of Reading Biographies

Biographies provide insight into the lives of leaders. Peering into the lives of those who preceded us informs us that they passed through the same portals of life's experience as we have. They lived in their present and therefore did not know the outcomes of their experiences before they occurred. In every sense, they were just like us—individuals going through life trying to improve one step at a time. They had hopes, dreams, desires, passions, wants, needs, fears, joys, strengths,

and weaknesses just like us. Yet they lived in times when the technological advances in science and health that we enjoy today were unavailable. Some examples of others' past experiences come to mind.

General Ulysses S. Grant recalls an experience during the early part of the Civil War. A Confederate force of about 800 men was camped near a creek on the opposite side of a high hill, and Grant and his force of about 1000 men were on the other side. In the morning, he and his men broke camp and proceeded to the top of the hill, expecting to find the Confederates formed up and ready for battle. In Grant's own words,

As we approached the brow of the hill ... my heart kept getting higher and higher until it felt to me as though it was in my throat. I would have given anything then to have been back in Illinois, but I had not the moral courage to halt and consider what to do; I kept right on. When we reached a point from which the valley below was in full view I halted. The place where Harris (the confederate commander) had been encamped a few days before was still there ... but the troops were gone. My heart resumed its place. It occurred to me at once that Harris had been as much afraid of me as I had been of him. This was a view of the question I had never taken before; but it was one I never forgot afterwards.¹



From 1760 to 1762, Thomas Jefferson studied at the College of William & Mary. Later in his life, he would write of this experience,

It was my great good fortune, and what probably fixed the destinies of my life that Dr. William Small of Scotland was then professor of mathematics, a man profound in most of the useful branches of science, with a happy talent of communication, correct and gentlemanly manners, and an enlarged and liberal mind. He, most happily for me, became soon attached to me and made me his daily companion when not engaged in the school; and from his conversation I got my first views of the expansion of science and of the system of things in which we are placed.²



In a letter to his daughter Martha in 1787, Jefferson wrote, "Determine to never be idle. No person will have occasion to complain of the want of time who never loses any. It is wonderful how much may be done if we are always doing."² We learn the value of great teachers and the value of steady, continuous doing from these two comments by Jefferson.

Ronald C. White Jr. begins chapter 6 of his book *The Eloquent President: A Portrait of Abraham Lincoln Through His Words* with a writing by Abraham Lincoln titled "Mediation on the Divine Will," September 1862. Lincoln writes,

The will of God prevails. In great contests each party claims to act in accordance with the will of God. Both *may* be, and one *must* be, wrong. God cannot be *for* and *against* the same thing at the same time. In the present civil war it is quite possible that God's purpose is something different from the purpose of either party -- and yet the human instrumentalities, working just as they do, are of the best adaptation to effect His purpose. I am almost ready to say this is probably true -- that God wills this contest, and wills that it shall not end yet. By his mere quiet power, on the minds of the now contestants, He could have either *saved* or *destroyed* the Union without a human contest. Yet the contest began. And, having begun He could give the final victory to either side any day. Yet the contest proceeds.³



The depth of Lincoln's thoughts is depicted in this and other writings of his. Perhaps we could have similar thoughts when we are in difficult negotiations in which both parties think they are right.

Benjamin Franklin in his autobiography wrote of 13 virtues he considered essential for a happy and successful life.⁴ Franklin was not perfect in implementing all the virtues, but he actively realized his own human frailties and constantly worked at improving his ability to live by his 13 virtues. Dividing his list into personal and social virtues gives us the following.

Personal

- **Temperance:** Eat not to dullness; drink not to elevation.
- **Order:** Let all your things have their places; let each part of your business have its time.
- **Resolution:** Resolve to perform what you ought; perform without fail what you resolve.
- **Frugality:** Make no expense but to do good to others or yourself; i.e., waste nothing.
- **Moderation:** Avoid extremes; forbear resenting injuries so much as you think they deserve.
- **Industry:** Lose no time; be always employed in something useful; cut off all unnecessary actions.
- **Cleanliness:** Tolerate no uncleanness in body, clothes, or habitation.

Social

- **Tranquility:** Be not disturbed at trifles, or at accidents common or unavoidable.
- **Silence:** Speak not but what may benefit others or yourself; avoid trifling conversations.
- **Sincerity:** Use no hurtful deceit: think innocently and justly, and, if you speak, speak accordingly.
- **Justice:** Wrong none by doing injuries, or omitting the benefits that are your duty.
- **Chastity:** Rarely use venery but for health or offspring, never to dullness, weakness, or the injury of your own or another's peace or reputation.
- **Humility:** Imitate Jesus and Socrates.⁴

I never heard either of them speak ten minutes at a time, nor to any but the main point... They laid their shoulders to the great points, knowing that the little ones would follow of themselves.

—Thomas Jefferson on George Washington and Benjamin Franklin

Seeing how others tried to live their lives often helps us see how we should live ours. We would do well to follow Franklin's counsel.

In 1776, during the Battle of Brooklyn, George Washington and his army were badly beaten by the British. In his retreat, Washington had to move his army from Brooklyn Heights across the East River into Manhattan. This seemed like an impossible task with the immense British fleet anchored off the south side of Manhattan. However, on the day of the retreat, a strong wind kept the British navy from advancing up the East River to block Washington's retreat. Thus, that evening under the cloak of darkness, he began his army's withdrawal across the river in small boats. By morning, he had still not completed his departure from Brooklyn, and in daylight, he certainly would be spotted. On that particular morning, however, there was an unusual fog on the East River, and he was able to move his army to Manhattan without the British fleet's awareness. Washington and the Revolutionary War army were successful not only because of an extreme effort on their part, but also because of providence and luck.⁵ We are often successful because of our own efforts, yet even then, someone may be helping us. Therefore, it's important to recognize the potential impact of fate, chance, and other unexpected influences.

Helen Keller spoke often of her teacher, Anne Sullivan. She described the effect of Sullivan on her life as follows:

In her separation from me, I have often remembered and taken comfort in her saying that real independence is obtained through your mind and spirit. This was the very center of Teacher's work with me, to lessen my physical dependence on her and make it possible for me to some day continue my work without her. Teacher believed in me and I have resolved not to betray her faith. Conscious of her always, I have sought for new ways to give life and get more life to men and women whom darkness, silence, sickness and sorrow are wearing away and at times it seems my teacher who touched my night to flame is still about her work using me to kindle other fires for good. Thus it is *that Teacher still journeys with me to all places where new tests are laid upon me. I am gripped by the might of the destiny she has laid out for me.* (italics added)⁶



The power of effective teaching, coaching, and/or mentoring is depicted in this statement by Keller. Into how many generations will our efforts reach?

John Wooden, one of the best American coaches of all time, fostered a philosophy he called the Pyramid of Success, which he constantly taught his basketball players. This series of life principles was built with blocks labeled enthusiasm, cooperation, loyalty, friendship, industriousness, self-control, alertness, initiative, intentness, condition, skill, team spirit, poise, confidence, competitive greatness, faith, and patience.⁷ One message he gave his players was that at the end of a contest, you should not be able to tell who won or lost by the action of the players. Wooden's definition of success was, "Success is peace of mind that is the direct result of self-satisfaction in knowing you did your best to become the best you are capable of becoming."⁷ Leaders must be always teaching through their personal example and character, the good deeds they accomplish, and the words they speak.

These are just a few examples of lessons learned through reading the biographies of other individuals. I believe great leaders must be constantly learning through their own experiences and the experiences of others. Reading the biographies of great individuals allows us to visit the lives of these people and reflect on how their thoughts, beliefs, and experiences are related to our own.

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ACCP Academy Tracks Offered at ACCP's Spring Meeting in Columbus

Take Advantage of Reduced Registration Fees for Academy Programming

Registration is now open for the ACCP Academy Programming offered in conjunction with ACCP's spring meeting, *Updates in Therapeutics 2011*, from April 8 to April 12, 2011, in Columbus, Ohio. Registration is only \$235 for ACCP full and associate members (ACCP student, resident, and fellow member registration rates begin at the low price of only \$145) who plan to attend the Clinical Practice Advancement, Leadership and Management, Research and Scholarship, or Teaching and Learning ACCP Academy tracks. Registration includes all sessions within the ACCP Academy track of the your choice, available continuing pharmacy education credit, program handouts for the ACCP Academy track sessions you attend, and daily complimentary continental networking breakfasts.

The four tracks of ACCP Academy programming will include both required modules and elective courses, according to preestablished course schedules. Each Academy will concentrate its programming over a 2-day period to enable Academy participants to minimize both travel expense and time away from their practice. An abbreviated schedule for each Academy track is summarized below. For a full programming schedule, consult the ACCP Web site at www.accp.com/ut.

ACCP Spring Meeting Academy Schedule

Academy	Courses	Schedule	
Leadership and Management	Leadership Primer	April 8	
	Interpersonal Leadership	April 9	
	Two electives (TBA)	April 9	
Research and Scholarship	Research Primer	April 8	
	Statistical Issues	April 9	
	Two electives (TBA)	April 9	
Clinical Practice Advancement	Extending Your Practice by Mentoring and Precepting	April 10	
	Learner-Centered Teaching: What Is It and How Do We Do It? (elective)*	April 10	
	Enhancing Clinical Outcomes through Application of the Breakthrough Model for Performance Improvement (elective)	April 10	
	Establishing Interprofessional and Patient-Centered Roles	April 11	
	Teaching and Learning	Planning for Effective Teaching	April 10
	Learner-Centered Teaching: What Is It and How Do We Do It? (elective)*	April 10	
	Case Writing (elective)	April 10	
	Assessing Student Learning	April 11	

*Developed by ACCP's Education and Training Practice and Research Network.

To learn more about ACCP's Spring 2011 Academy programming and to register online, please visit www.accp.com/ut.

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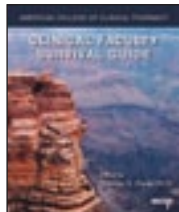
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Season's Greetings from ACCP!

Wishing our friends and colleagues a happy holiday season and a prosperous new year.