

# ACCP Academy Leadership and Management Newsletter

Volume 3  
Number 1  
December 2011

Editor: Robert E. Smith

## Book Reviews

### **Positivity**

Frederickson B. *Positivity*. New York: Three Rivers Press, 2009.

Dr. Barbara Frederickson in her book, *Positivity*, states that to flourish in life, one should have a ratio of positive to negative happenings of greater than 3:1. She supports this finding with her own 25 years of behavioral science research as well as with the findings of other behavioral scientists. Her six scientifically based findings, around which the book is written, include:

- ▶ Positivity feels good.
- ▶ Positivity broadens and opens our minds; we become more creative.
- ▶ Positivity builds internal resources to bring out the best in us.
- ▶ Positivity increases resilience in response to negativity.
- ▶ Positivity ratios above 3:1 forecast a flourishing life.
- ▶ People are able to increase or decrease their positivity ratios.

Her findings seem to be supported by other scientists. Dr. John Gottman, a leading expert on the science of marriage, discovered independently that flourishing marriages had positivity ratios of about 5:1, whereas languishing or failing marriages had ratios of less than 1:1. Dr. Robert Schwartz, a clinical psychologist, developed a mathematical model that showed optimal positivity ratios of about 4:1, whereas individuals suffering from depression showed ratios of less than 1:1. Perhaps the most interesting findings were made through the mathematical modeling of Dr. Marcial Losada. Taking the parameters of (1) positive or negative, (2) self-focused or other-focused, and (3) inquiring of others or self-advocacy, he determined that business teams with positivity ratios above 3:1 demonstrated the positive, other-focused, and inquiry dimensions. Moreover, these teams scored high on the business indicators of profitability, improved customer satisfaction, and improved positive evaluation by other members of the business unit.

The book is divided into two parts, *The Good News About Positivity*, where Dr. Frederickson describes her six findings about positivity, and *Raise Your Ratio*, where in five chapters, she delineates how a person might raise his or her positivity ratio to enhance his or her chance of living a flourishing life.

I encourage you to purchase and study this 231-page paperback (originally published in hardcover) book. The book, which is very well referenced, contains instruments and tools to enhance your own positivity and provides access to two excellent Web sites where you can determine your positivity ratio as well as find additional information related to developing a flourishing life. One of the Web sites, [www.authentic-happiness.com](http://www.authentic-happiness.com), provides you with an instrument to determine and receive a report on your top 24 strengths.

Only one in five people have a flourishing life with a positivity ratio above 3:1. One way for you to find out your ratio is to purchase the book, take the Positivity Self-Test, and then enhance your positivity using the 12 positivity tools Dr. Frederickson describes in her book.

### **Wellbeing: The Five Essential Elements**

Rath T, Harter J. *Wellbeing: The Five Essential Elements*. New York: Gallup Press, 2010.

If you are wondering about your state of personal well-being, this is a great book to read. Rath and Harter describe well-being through five essential elements—all determined by years of Gallup Organization research and study. The five elements are Career (employment and or volunteering), Social (family and friends), Financial (security, not income), Physical (health), and Community (giving back), and each is well defined and documented. The Gallup data show that only 7% of the thousands surveyed are thriving in all areas, whereas 66% are doing well in at least one area. Although obvious to many, the biggest threat to well-being is ourselves because we allow short-term decisions to override what is best for our long-term well-being.

### **Online Portfolios**

Visit the ACCP Web site [www.accp.com/academy](http://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](mailto:zmiti@accp.com).

### **Contents:**

Book Reviews .....	1–2
Leadership Vignettes .....	2–3

An individual chapter is reserved for each of the five essential elements of well-being. Although spirituality is not listed as an essential element, the authors state, "For many people spirituality drives them in all these areas. Their faith is the most important facet of their lives, and it is the foundation of their daily efforts." Some of the topics discussed in the chapters for each of the essential elements are listed below.

- ▶ Career Wellbeing
  - The effect of engagement at work on your wellbeing
  - The effect of a bad workplace on your health
  - The effect of a good supervisor at work
  - Using your strengths at work and the effect on overall wellbeing
  - The importance of social time at work
- ▶ Social Wellbeing
  - Effect of social life on your health
  - How many hours of daily social life are important?
  - What is the effect of a best friend at work?
  - The importance of mixing social time with other areas of well-being
- ▶ Financial Wellbeing
  - Is money necessary for happiness?
  - Can you buy well-being?
  - If you spend on yourself, what should you buy?
  - How to set defaults to promote a secure financial life
- ▶ Physical Wellbeing
  - Why are exercise, diet, and sleep essential for good physical health?
  - Important defaults for proper eating
- ▶ Community Well-being
  - Is the community safe? Does it provide the amenities you desire?
  - Is well-doing the optimal achievement in life?
  - Opting in versus opting out regarding community involvement
  - Getting involved in the community

The concluding chapter, before the many appendices, is very insightful. Rath and Harter describe how a negative cycle of eating poorly, skipping exercise, being stressed at work and perhaps at home, limiting social time because of being in a hurry, focusing on money worries, and not getting enough sleep lead to negative results that often recycle on the next day. The authors' approach for eliminating the downward cycle and enhancing well-being, which is based on years of data, is uplifting to read. Certainly, many Americans would be better off if they followed the proven patterns described in this book.

The several appendices are rich with data and resources. Titles for the appendices include:

- ▶ The Wellbeing Finder: Measuring and Managing Your Wellbeing
- ▶ Daily Wellbeing: How We Spend Our Time
- ▶ Increasing Wellbeing in Organizations: The Role of Managers and Leaders
- ▶ Technical Report: Gallup's Wellbeing Metrics

The book comes with a code that enables the purchaser to access the Gallup Wellbeing Web site for 6 months without further charge. The Web site provides the reader an opportunity to determine his or her state of well-being and then to re-evaluate daily or weekly, if desired. This recommended 240-page book is an easy read and will be well worth your time.

*"The measure of leadership is not the quality of the head, but the tone of the body. The signs of outstanding leadership appear primarily among the followers."*

Max DuPree, *Leadership is an Art*

## Leadership Vignettes

### "What is a Student?"

Several years ago, I saw a mission statement on the wall of an Enterprise Rent-A-Car agency. I took the liberty to change a few words and produced the following.

- ▶ Our students are the most important people ever in this institution, either in person or otherwise.
- ▶ Our students are not dependent on us. We are dependent on them.
- ▶ Our students are not an interruption of our work; they are the purpose of it. We are not doing them a favor by serving them; they are doing us a favor by giving us an opportunity to do so.
- ▶ Our students are not an outsider to our university; they are an integral part of it.
- ▶ Our students are not cold statistics, names on transcripts or class rolls. They are flesh and blood beings with biases, prejudices, feelings, strengths, weaknesses and emotions just like us.
- ▶ Our students are not someone with whom to argue. Nobody wins an argument with a student.
- ▶ Our students are people who bring us their wants and needs. It our job to exceed their expectations.

Although the changes made in the above mission statement pertain to academic institutions, other changes could be made to create statements applicable to hospitals, community pharmacies, clinics, or any site involving the provision of services to people. How would a few changes make this document more appropriate for your practice site or place of employment?

### "Should Bosses and Subordinates Be Friends?"

Although thoughts may differ on this topic, I believe that it is entirely appropriate for such relationships to exist. Of course, when one has this opinion, it is essential that a definition of friendship be expressed. One such definition is, "mutual affection and respect," with the boundary line for behavior being impropriety.

*"Success is peace of mind that is the direct result of self-satisfaction in knowing you did your best to become the best that you are capable of becoming."*

John Wooden

Mike Krzyzewski, coach of the Duke Blue Devils basketball team, relays a story in his book, cowritten with Donald Phillips, titled "Leading with the Heart." In 1999, Quin Snyder had been offered the head-coaching job at the University of Missouri. Coach K said that when Quin told him of the offer, his mind drifted back to the 1989 Duke Senior Basketball Banquet and to the speech given by then-senior guard Quin Snyder. Quoting from the book's text, Quin Snyder stated,

Coach, in this case, language is insufficient. Words fall short when I try to describe the emotion I feel for you. Last night, I began to remember some of the words you used to help us win games. But winning games was really secondary. They were words that you used to instill values in us that we will carry with us forever. I'd like to repeat some of those words. Commitment, integrity, toughness, honesty, collective responsibility, pride and love; all these words are Duke Basketball...But one word I saved for last, because that word meant more to me than all the rest. In a hotel room in Seattle you used the word friend. It's that word that I will always remember and cherish.

Coach K then reflects on when he used the word "friends" in talking to his players. It was after Duke had lost to Seton Hall in the semifinals of the Final Four of the NCAA Tournament. He said, at the end of his postgame talk, "One more thing before you guys leave. I want you to remember that you are a friend. I'm your friend. No matter what happens we will always be friends."

Although coaching and work experiences could be described as different, in many ways, they are not, nor should they be. I have had bosses to whom I was very close and those who kept a barrier between themselves and their employees. I don't know about you, but I worked the hardest for those who trusted me and whom I considered a friend, and from whom I felt a mutual feeling of affection and respect. Perhaps if we each reflect on our own work or practice experience, the answer to the question "Should bosses and subordinates be friends?" will be obvious.

Krzyzewski M, Phillips DT. *Leading from the Heart: Coach K's Successful Strategies for Basketball, Business, and Life*. New York: Hatchett Book Group, 2004.

## **MBWA (Management by Walking Around)**

I am not sure when this term was first expressed, but the first time I saw it was when I read *In Search of Excellence* by Tom Peters and Bob Waterman in 1983. Many leaders spend a significant time in their office supposedly "getting things done," while outside their offices, people are busy going about their activities, making the institution better. Rarely do many employees see the CEO or Director of their respective departments, except for annual or semiannual reviews or at more frequent accountability sessions.

I know a hospital CEO who, every morning, spends 2 hours walking around the hospital greeting every employee he sees. He goes into offices asking how people are doing, how their family is, what their children are achieving, where they take vacations, and other personal information. He may send a personal congratulations if he reads of an achievement in the local or state newspaper. Perhaps as he walks and visits, he learns of someone who has succeeded, and again, he sends a thank you or congratulatory note. He may ask them a question about their responsibilities and for ways in which hospital administration could better meet their needs. He often asks what improvements would make the hospital better. He visits everyone from his immediate vice presidents to individuals in the maintenance department. No one is more important than anyone else. As he walks, he develops a greater sense of gratitude for the accomplishments of everyone who works with him to achieve the hospital's mission. His focus is directed toward other people within the hospital and away from his own concerns. He realizes he is part of a team greater than himself. Often, he may stop in a patient's room, identify himself, and ask how the patient is feeling and how he personally could make things even more comfortable for the patient. He listens, he learns, he congratulates, he thanks, he loves, and, most importantly, he develops closer relationships with his associates. What could be more important? These 2 hours each day may be the most important hours he spends.

Someone once said, "If you spend more than half of your day in your office, you are spending too much time there." Leaders should delegate everything they can. Everything!! And then work on relationships inside and outside the institution.

On a personal note, I remember once when my Dean stopped by my office late on a Friday afternoon and asked for my opinion on a problem he was facing. As clear as yesterday, I remember that day. The impact is still being felt.

*"I repeat that it is not what we do, but how much love we put into doing it."*

Mother Teresa

American College of Clinical Pharmacy  
13000 W. 87th Street Parkway, Suite 100  
Lenexa, Kansas 66215  
(913) 492-3311

