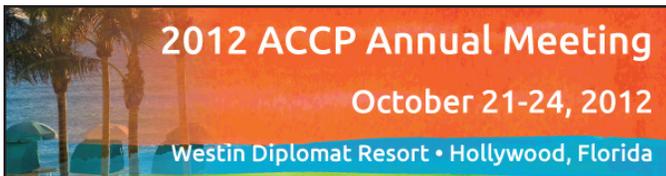


ACCP Academy Leadership and Management Newsletter

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Editor: Robert E. Smith

2012 Annual Meeting in South Florida



Don't miss Leadership and Management programming at the 2012 ACCP Annual Meeting to be held in Hollywood, Florida, October 21–24, at the Westin Diplomat Resort. The Westin Diplomat Resort is conveniently located within 30 minutes of two major regional airports, Fort Lauderdale/Hollywood International Airport and Miami International Airport, served daily by more than 10 major airlines. The program will offer two 4-hour required modules, “Personal Leadership Development” and “Attributes of a Leader” and two 2-hour elective courses at the Annual Meeting. An abbreviated schedule is summarized below:

Required Symposia

- Personal Leadership Development (module 1)
Tuesday, October 23: 1:30 p.m.–5:30 p.m.
- Attributes of a Leader (module 3)
Wednesday, October 24: 8:00 a.m.–noon

Electives

Each participant must complete five 2-hour electives to receive an LMCP certificate. The following two electives will be offered at the Annual Meeting:

- Life Balance and Well-Being (elective)
Monday, October 22: 9:15 a.m.–11:15 a.m.
- Education and Training PRN Focus Session—Residency Program Director Development: Survival Skills for New Directors
Monday, October 22: 1:30 p.m.–3:30 p.m.

For a full programming schedule, consult the ACCP Web site at www.accp.com/am.

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.

Program Completion Celebrated in Hollywood, Florida

On Tuesday, October 23, 2012, ACCP President Larry Cohen will officiate at the ACCP Leadership and Management Certificate Program's honoring of participants who have completed all the requirements for the leadership and management certificate. The commencement speaker will be ACCP Past President John E. Murphy, Pharm.D., FCCP, FASHP, a professor of pharmacy practice and science and an associate dean for academic and professional affairs at the College of Pharmacy and a professor of clinical, family, and community medicine at the College of Medicine, University of Arizona in Tucson. Dr. Murphy has served as president and a member of the Board of Directors of the American Society of Health-System Pharmacists (ASHP) and as president of the Georgia Society of Hospital Pharmacists; he has also been awarded fellow status in three organizations—ACCP, ASHP, and the American College of Clinical Pharmacology.

This ceremony will be held in Atlantic Ballroom 1 of the Westin Diplomat Resort. To receive a certificate, participants must have completed the four required modules, five electives, and all portfolio assignments by August 1, 2012. Participants unable to attend the graduation ceremony will still be recognized at the fall meeting ceremony, and their certificates will be mailed to them after the Annual Meeting. Contact Zangi Miti for further details (zmiti@accp.com).

The Leadership Development Process

Robert E. Smith

Leadership development is an accumulation of planned or serendipitous experiences over time that prepares an individual for his or her next assignment or challenge, which that individual will probably not know entirely how to do. Leadership is not learned through attending classes or reading books, although the concepts found in one's reading or by attending a class

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can provide insight into a previous experience. Experience comes through many avenues, such as early upbringing and environment; grade school and high school opportunities; college leadership activities such as clubs, fraternities, or sororities; early challenging work experiences; challenging committee assignments; lateral job changes; mistakes made; and successes achieved. Other opportunities to gain experience come through parenting, marriage, community involvement, church or religious commitments, coaching youth sports teams, leadership in service organizations and guiding youth in character building, and service organizations. Additional experience may be acquired in family outings, wilderness survival experiences, and active-learning Dale Carnegie courses and other leadership-oriented training. And of course, the leadership skills of reading, speaking, writing, and listening come only through continuous practice. Even with all of these experiences, leaders will not be totally prepared for their next assignment or leadership responsibility, as leaders seldom know exactly what to do in any given situation. History tells us they haven't in the past, and they do not now.

Two quick examples come to mind in which a decision was made with uncertainty, and through providence, circumstance, luck, hard work, and chance, things worked out for the best. Ulysses S. Grant learned that maybe the enemy was just as scared of him as he was of the enemy when he delayed an attack for 1 day because of doubt and then discovered that the enemy had retreated during the night. George Washington benefited from providence and circumstance when he retreated across the East River after the British defeated his army at the Battle of Brooklyn. Under the cover of night, he organized an East River crossing of his troops. The following morning, some of his men had not been able to cross over to Manhattan. A thick fog prevailed that morning, blocking his retreat from the eyes of the British Army, and he was able to successfully get all of his defeated army across to safety. John Adams, the second U.S. president and an extremely talented individual, often felt under-recognized for his achievements. His vanity may have had something to do with this; nevertheless, John Adams believed that one should not ask, "How did the leader do it?" but rather ask, "How did it happen?" The circumstances surrounding the event often are just as important in determining success as are the skills and ability of the leader.¹

Is there a shortage of leaders? I don't know, nor do I think anyone really knows the answer to that question. However, I do know that the accumulation of experiences throughout life prepares one to achieve greater success in the future. The chance for success can be enhanced by planning experiences, not letting them come about by chance. Although leadership classes may enhance the application of principles in the future, they do not take the place of actual leadership experiences. Volunteering within your community or religious organization, seeking greater responsibilities and challenging assignments at work, participating in a wilderness survival experience, better organizing and leading your family, providing leadership principles to leading your own life, and doing the best you can in the job you have right now will all prepare you for future responsibilities. There is no magic formula to leadership. Leaders come in all shapes and styles. They all move forward producing change, not knowing exactly how any of their decisions will play out but advancing nevertheless with courage and determination.

Reference

1. McCullough D. John Adams. New York: Simon & Schuster, 2001.

The best executive is the one who has sense enough to pick the best men (people) to do what he (she) wants done, and self-restraint to keep from meddling with them while they do it.

—Theodore Roosevelt

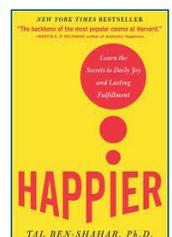
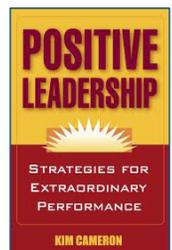
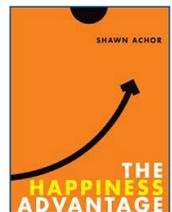
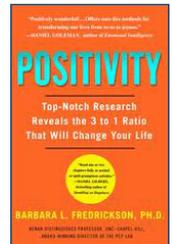
The Impact of Positivity and Well-Being

Robert E. Smith

For the past several months, I have delved into the literature on positivity and its impact on personal development and leadership effectiveness. For those of you who might desire to learn more about positivity and well-being, you are directed to four books: *Positivity* by Barbara Fredrickson, *The Leadership Advantage* by Shawn Achor, *Positive Leadership* by Kim Cameron, and *Happier* by Tal Ben Shahar. For those interested in the history of the Positive Psychology movement, Martin Seligman's book *Flourish* will satisfy your need.

We live in a world filled with negativity. One has only to watch the evening news to see evidence of crimes, wars, social unrest, divisiveness, contention, malcontent, unhappiness, disrespect, increased stress, personal suffering, and the list goes on. Shawn Achor describes what he calls a "progress paradox" in which, for the past 20 years, almost every temporal aspect (economic growth, educational levels, and technology) in our society is improving, but our personal well-being seems to be worsening.¹ Depression and stress rates are up, we are less connected to each other, and there seems to be less meaning to our lives.

According to Barbara Fredrickson, only one in five Americans are flourishing (i.e., the ratio of positive to negative events in their lives is 3:1 or greater). Sixty percent are "just going through life" with positivity ratios between 3:1 and 1:1, and one in five are depressed, with ratios of less than 1, meaning they have more negative events than positive events in their lives.² Many individuals say to themselves, I will be happy "when" I get the new raise; we go on vacation; I achieve my next promotion; I make more money; I buy the new car or other expensive item; or my relationships improve. They assume that success precedes happiness when, in reality, the opposite is true. Happiness occurs before success and increases one's chances of achieving it. Kim Cameron³ summarizes the scientific evidence that individuals who are flourishing with a positivity ratio greater than 3:1 experience longer lives (+11 years), have fewer illnesses, have a higher survival rate after a serious illness or accident, have longer marriages, work harder, have better job performance, have an increased income (30%+), have greater



mental abilities, produce better decisions, have a greater sense of creativity, are more resilient after trials and trauma, respond better to pain, and participate in more service and community activities. Losada and Heaphy⁴ determined that teams with positive ratios greater than 5.6:1 have more supportive, encouraging, appreciative behaviors than those with lower ratios. Gottman found that marriages with positivity ratios of 5:1 or greater stand a greater chance of surviving over time.⁵

Achor¹ has shown that student grades and success at work are only 25%–33% dependent on intelligence. The remaining 67%–75% of success in these two areas is related to three things: positively managing energy and stress in a way that stress activates you; developing a strong, positive social network; and having a belief that your behavior really matters (i.e., being proactive).

The evidence is strong that happiness improves success in almost every endeavor of life. Positive psychology is a relatively new phenomenon, with the name being formalized only as recently as 1987. Traditional psychiatry takes people with depression and anxiety and attempts to make them normal or average. Positive psychology helps a person flourish. Optimists become more optimistic, and pessimists become at least a little optimistic. Everyone moves toward the flourishing standard.

Strategies are available to improve one's positivity ratio. Exercises such as gratitude journaling, consistent exercise, random acts of kindness, increasing social contacts, meditation, disputing negative thinking, living in the moment with an eye on the future, and spending time in nature are examples of ways to enhance one's positivity. More detail is provided within the narratives of the previously listed books.

Bottom line: Positivity and happiness precede success, not the other way around. Stop saying "When I _____, I will be happy." Working on happiness and a positive life activates our brain, improves our creativity, and makes it possible for us to be more successful in our personal and professional lives.

References

1. Achor S. *The Happiness Advantage: The Seven Principles of Positive Psychology*. New York: Crown Publishers, 2010.
2. Fredrickson B. *Positivity*. New York: Crown Publishers, 2007.
3. Cameron K. *Positive Leadership*. San Francisco: Berrett-Koehler Publishers, 2012.
4. Losada M, Heaphy ED. (2004) Positivity and connectivity. *Am Behav Sci* 2004;47:740-65. Quoted in Cameron K. *Positive Leadership*.
5. Gottman JM. *What Predicts Divorce: The Relationship Between Marital Processes and Marital Outcomes*. Northampton, MA: Erlbaum, 1994. Quoted in Cameron K. *Positive Leadership*.

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

—John Quincy Adams

My father had a simple test that helps me measure my own leadership quotient: when you are out of the office he once asked me, does you[r] staff carry on remarkabl[y] well without you?

—Martha Peak

Bringing Out the Best in Others

Robert E. Smith

As a leader, you have the responsibility to bring out the very best in people, to believe in people in a way that enables them to perform up to their maximum potential. Who might have believed in you? I think back on two individuals who had a positive influence on my career. The first was my division head at the college where I received my first faculty appointment. When he was promoted to dean and an external candidate turned down an offer to take his place as the division head, he appointed me as his successor. His confidence and trust empowered me to perform beyond what I perceived I was capable of achieving. The second, the president of a freestanding college of pharmacy, trusted those who worked with him. One day, as the dean of the college, I had a managerial challenge I could not answer. I called him in his office, and he said he would be down within 30 minutes. He came down to my office, we talked for a while, and when he left, he said, "Bob, just make a decision." It immediately dawned on me that he trusted me to choose a workable option. Trust is the highest form of human motivation. When your superior trusts you, you feel capable of accomplishing almost anything. All of us who reported directly to this president worked harder and smarter than we would have had we not felt his confidence and trust. When things went well, he gave us the credit; when they did not, he accepted the responsibility. He inspired us to be greater through the love and appreciation shown us and by the example of his character.

Although you may not have supervisory responsibility over many individuals, you do—as a parent, youth sports coach, Boy/Girl Scout leader, ecclesiastical teacher, or even a friend—have opportunities to influence others toward maximum achievement. Your actions as shown through the lessons taught during teaching moments, the confidence you display in others' abilities, and the trust you place in them will make them want to accomplish their very best. Ann Sullivan taught only one person, Helen Keller. Through Ms. Sullivan's persistence and dedication as a teacher, she enabled Helen Keller to influence thousands. In essence, without Ann Sullivan, Helen Keller's magnificent achievements would not have been possible. Each of us has this same power to influence others toward greatness. It is a leader's responsibility to bring out the best in people.

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