



### 2013 Leadership and Management Spring Programming



The spring sessions of the Leadership and Management Certificate Program 2013 will be held Friday and Saturday, April 19 and 20, at the Peppermill Resort in Reno, Nevada.

The programming is conveniently structured so that participants can attend two required modules and two electives within a 2-day period. On Friday, April 19 (8:00 a.m.–5:00 p.m.), we will offer the prerequisite: Leadership Primer. On Saturday, April 20 (8:00 a.m.–noon), we will offer module 2: Interpersonal Leadership Development.

Two electives will be offered Saturday afternoon. The first elective, Leadership and Advocacy (1:30–3:30 p.m.), will be delivered by Robert Beardsley, Ph.D., professor and vice chair for education of the Department of Pharmaceutical Health Services Research at the University of Maryland, School of Pharmacy. Dr. Beardsley will describe the various elements of advocacy and give a detailed description of the federal legislative process. Participants will be able to demonstrate the necessary leadership skills and use strategies to enhance advocacy. The second elective, Leadership in Difficult Times (3:45–5:45 p.m.), will be

delivered by Peter Hurd, professor and assistant to the dean for research, St. Louis College of Pharmacy.

Take advantage of the low early-bird rates by registering for the Leadership and Management spring meeting by March 8, 2013. To register for the meeting and view the complete schedule, visit [www.accp.com/acad](http://www.accp.com/acad).

### Ten Critical Principles of Leadership

Robert E. Smith

Obedience to principles is the key to success in any endeavor. Whether the task is baking cookies, discovering a new therapeutic modality, or leading a Fortune 500 company, understanding the principles of life and being obedient to that understanding enhances your chances of success. The following list is a compilation of some of those principles.

1. The foundational principle of life and leadership is love. Life and leadership, as a component of life, are built on a foundation of proper relationships, and the foundation for these relationships is love. David Hunter (Reference 1), in his book titled *The Servant*, tells the story of John, who, suffering in many aspects of his life, agrees to attend a retreat at a Benedictine monastery. Here, Brother Simeon teaches a 3-hour lesson each morning, and on

### 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).

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Wednesday, the lesson is titled, “The Verb.” Using the Bible as his text, Brother Simeon quotes from 1 Cor. 12:4-8 (KJV), where Paul defines charity. Using dictionary definitions, he interprets Paul’s writings on charity to mean the following:

Patience	Showing self-control
Kindness	Giving attention, appreciation, and encouragement
Humility	Being authentic and without pretense or arrogance
Respectful	Treating others as important people
Selflessness	Meeting the needs of others
Forgiveness	Giving up resentment when wronged
Honesty	Being free from deception
Does not covet	Being free from envy

He then shows the retreat participants how living these principles produces a greater chance for success at work and at home. Paul finishes his treatise on charity with the following three words: “Charity never fails.” Love is the principle of life on which all proper actions are based. If we truly loved one another, most of the problems in the world would no longer exist.

- Leadership is determining the path on which you are to travel and influencing others to follow, whereas management is the process of accomplishing the necessary tasks while you are on the path. All other definitions, although they may be excellent and expound on the various characteristics of successful leaders, tie in to this definition. Leaders have a vision for where the organization should go and work diligently to influence others to follow in the same direction. Leaders focus on change; managers focus on the status quo; leaders want to do the right thing, whereas managers want to do things consistently right. Leadership is all about change. The question leaders ask is, “Where are we going?”

Management and leadership are equally important; however, you need to know where you are going before you can develop a plan to get there. Most organizations are over-managed and under-led.

- Learn to delegate, and give others the responsibility of doing almost everything you do not have to do yourself. One of the best stories illustrating this principle again comes from the Bible. When he took over the responsibility of leading the Israelites for 40 years in the wilderness, Moses did almost everything himself. He listened to all the people’s problems and attempted to provide solutions. His father-in-law, Jethro, noticing the backlog of work piling up on Moses, gave him the following advice: “This thing that thou doest is not good. Thou wilt surely wear away, both thou, and this people that is with thee: for this thing is too heavy for thee; thou art not able to perform it thyself alone” Exod. 18:17-18 (KJV). Then Jethro gave Moses counsel to divide up the responsibilities and make “rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of ten.” In other words, Jethro advised Moses to delegate everything he did not have to do himself. Also of note is that while the work was piling up on Moses, the people were growing weary of Moses’ first approach to leadership. The same counsel applies to leaders today. When you do things that others are able to do, and may even do better than you, you are taking away the opportunities for individuals to grow and develop. You also lose a chance to show trust and to enhance relationships. Remember, leadership is influencing others, and influence is based on relationships. Finally, delegation will enable the organization to get more done.
- Integrity, honesty, and moral courage (doing what is right in a moment when less integrity and moral courage may seem best) must be possessed by effective leaders. Integrity, honesty, and moral courage must be the same in your personal and professional lives. There is no such thing as business ethics, only ethics. The No. 1 characteristic followers want in their leaders is honesty. Nothing destroys a leader’s effectiveness faster than when the followers no longer trust the leader.

*Nothing so conclusively proves a man’s ability to lead others as what he does from day to day to lead himself.*

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–Thomas J. Watson

5. Do not micromanage. Trust people to carry out the responsibilities they have been given. Trust is the highest form of motivation, and subordinates will do wonders when they know their leaders trust them. Agree on the outcomes, perhaps providing guidelines and information about the resources available, but allow people to determine the process by which the outcomes are achieved. Schedule an accountability appointment to report on progress, and postpone only in an emergency. Always discuss the natural consequences of success and failure in completing the assignment (i.e., what will be accomplished by success, and what will be seen if failure occurs). Followers should not be fearful of making a mistake. If people are not making any mistakes, they probably are not making enough decisions.
6. Leaders should have emotional intelligence (i.e., motivation, self-regulation, empathy, self-knowledge, and interpersonal skills) (Reference 2). Focus on your strengths, and surround yourself with individuals whose strengths complement your weaknesses. Concentrate on others' individual strengths, not on fixing their weaknesses. Hire talent first, experience second. "The right people are your most important asset."

"Don't forget to thank the piano player." The effectiveness of the singer is often determined by the quality of the musicians supporting the singing. This metaphor applies to leadership because the leader's staff quite often determines his or her effectiveness and efficiency. These individuals work long and hard, often for much less pay than the leader, and they most likely play a large role in determining the leader's success. They deserve frequent thanks. Perhaps the most important two words a leader can say or write are "thank you."

Handwritten cards are best; however, frequent face-to-face appreciation is great, and e-mails or texts will work in a pinch, but don't forget to thank those who help.



*It is the giving of compliments rather than the receiving of them that truly edifies.*

—James Ferrell

7. Be responsible. If things go right, give the credit away; if things go wrong, accept the responsibility. When a glitch appears, always look at yourself first and ask, "Might I be part of the problem?" Work on your way of being so that others come first in your life, and your own interests are secondary. Support your players. Love them, encourage them, and let them know you care about them. Make their success more important than your own.
8. Have a strong work ethic—an overwhelming desire to accomplish things. The Nike motto, "Just do it" prevails in organizations that are superbly led. Leaders have a focused agenda and stay on task. Think back on a time when everything seemed to come together, and a project or plan was a tremendous success. Usually, it was because everyone, including you, worked as hard as possible to make it happen. The best way to work toward your next career is to work as hard as you can in the one you presently have.
9. Be a teacher. Listen to learn. Leaders teach through their example and deeds as well as through their words. People will notice everything you do, good and bad, and your leadership effectiveness will be determined by your followers' perceptions of your character and ability. The vision and mission of the organization must be inspirationally and clearly articulated to everyone in the organization, and that teaching starts at the top. Leaders must empathically listen to their advisers and to others within the organization. Humility, a characteristic of successful leaders, is shown by changing your own opinions and ideas because you heard a better concept from someone else. Leading by walking around and listening to others' ideas will build sincere, trusting relationships with many individuals within the organization.

10. Never forget that circumstance, luck, providence, and environmental factors always play a role in the outcome. “No matter what you accomplish, someone always helps.” When you become committed to a worthwhile project, direction, or task, then providence moves, too.

The above few words are not meant to be an all-encompassing to-do list for effective leaders. Many more principles and concepts could be added that may be as important as those provided. If you are able to successfully incorporate the above principles into your leadership style, I can promise you greater success. These principles apply to all venues in life.

**References**

1. Hunter D. The Servant. New York: Crown Business, 1998.
2. Goleman D. Emotional Intelligence, 10th anniv. ed. New York: Bantam, 2006.

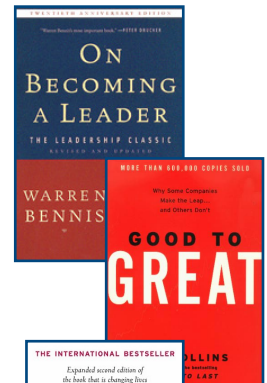


**ACCP Publications at the Onsite Bookstore in Reno**

One of the valuable benefits included with attending an ACCP meeting is the opportunity to shop at the Onsite Bookstore. In Reno, the Bookstore will be open from Friday through Monday, 7:00 a.m.–6:00 p.m., and Tuesday, 7:00 a.m.–12:30 p.m., and will be conveniently located next to the Registration Desk, just outside the Tuscany Ballroom. At the Bookstore, you will find required and recommended titles for the Leadership and Management program.

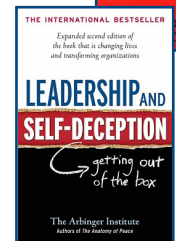
**Required Reading**

*On Becoming a Leader, Revised Edition*  
Warren Bennis



*Good to Great: Why Some Companies Make the Leap... And Others Don't*  
James C. Collins

*Leadership and Self-Deception: Get Out of the Box*  
The Arbinger Institute.



By shopping on-site, you will receive special meeting benefits. Every registrant will receive low member

*The people have a right, an indisputable, unalienable, indefeasible, divine right to that most dreaded and envied kind of knowledge – I mean of the character and conduct of their rulers (leaders).*

–John Adams

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