



Farewell for Now— A Letter from Dr. Robert E. Smith

For the past 7 or 8 years, I have been intimately involved with the development and implementation of the ACCP Academy of Leadership and Management. I have thoroughly enjoyed this involvement, especially my association with the Academy participants and the other faculty in the program. During this time, 60 participants have graduated from the Leadership and Management Certificate Program, and more than 160 individuals have formally enrolled in the program. The experience has truly been one of the best of my career. However, I am taking a sabbatical from the program until the October 2015 Annual Meeting. During this time, my wife, Mary Lou, and I will be away in Leeds, England, on an 18-month senior couples mission for our church. We look forward to this new adventure in our lives.



As a final thought before we leave, I thought I might reflect on an article by Clayton M. Christensen, Ph.D., titled “How Will You Measure Your Life?” Dr. Christensen, a Harvard business school professor, has been recognized for other written works as well, including his books *The Innovator’s Dilemma*, *Disrupting Class*, *The Innovator’s Prescription*, and *The Innovator’s University*. These well-written and thought-provoking works describe how we might change America’s health care and educational systems to optimize health and learning outcomes.

In “How Will You Measure Your Life?”, Dr. Christensen discusses business theories and then applies them toward producing success in our personal life. Each section begins with a description and an application of two or three business theories and then concludes with how these theories might work in our personal life. At the end of the article, Dr. Christensen writes about how we often measure personal success. He states that humans usually judge the importance of individuals by the aggregate of responsibility over which they preside. Using this approach, a company president would be deemed more successful than a department head or an employee in one of the company’s many departments (i.e., wealth and status may be prominent indicators of our success in life). However, he states that “God doesn’t judge us in a similar manner.” With His infinite wisdom and mind, He judges us all on the same level—no one higher than another—and He will ask us only one question. Stated a couple of ways, God will ask us, “How many people have you helped or assisted throughout your life?” or “How much good have you done for other people?” God might refer to specific situations when He placed someone in our path and ask us, “Remember when Person A had a specific need and you could help: what did you do?” The paradox of life is that we find ourselves only when we are helping others. Perhaps we are truly happy only when we are doing the right things for other individuals.

This insight applies to both our professional and personal lives. Using this measure in our professional life, we

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.

Contents:

A Letter for Dr. Smith	1
Congratulations to the 2013 Graduates	2
Revised Curriculum at the 2013 Annual Meeting	3
Characteristics of Effective Working Groups	3
Don't Invite the Tate Family During the Holidays	4
Popular Leadership Titles in the ACCP Bookstore	5

become servant leaders. Using it in our personal life, we become better fathers, mothers, wives, husbands, brothers, sisters, and neighbors. Although the importance of serving others is essential in all components of our lives, it is perhaps most necessary in our families. A wise man once said, "No success can compensate for failure at home." Our greatest source of joy in this life is our families. "How Will We Measure Our Life?" gives us several insightful approaches to make this happen. For a 20-minute synopsis of these concepts, visit the TED Web site to hear Dr. Christensen describe how to measure your life.

See you all in October 2015.

Congratulations to the 2013 Leadership and Management Certificate Program Graduates

During last month's ACCP Annual Meeting, ACCP Past President Curtis Haas officiated at the ACCP Academy graduation ceremony honoring the 2013 ACCP Academy graduates, including 11 Leadership and Management participants.

The commencement speaker, ACCP Past President James E. Tisdale, Pharm.D., FCCP, FAPhA, FAHA, BCPS, a professor and interim head of the Department of Pharmacy Practice at the College of Pharmacy, Purdue University, and an adjunct professor at the School of Medicine, Indiana University in Indianapolis, delivered an inspiring speech that celebrated and commended the dedication and accomplishments of the graduating class.

Since the inception of the ACCP Academy of Leadership

and Management in 2007, 60 participants have received the Leadership and Management certificate. This year, ACCP was pleased to recognize 11 new graduates of the program:

- ▶ Douglas C. Anderson Jr, Pharm.D., CACP, *Cedarville University School of Pharmacy*
- ▶ Jeb E. Ballentine, Pharm.D., *Cedarville University School of Pharmacy*
- ▶ Tracy L. Brooks, Pharm.D., BCPS, BCNSP, *Manchester University College of Pharmacy*
- ▶ Elias B. Chahine, Pharm.D., BCPS (AQ-ID), *Palm Beach Atlantic University*
- ▶ Stacey L. Curtiss, Pharm.D., *Shire Pharmaceuticals*
- ▶ Patrick J. Gallegos, Pharm.D., BCPS, *Northeast Ohio Medical University/Akron General Medical Center*
- ▶ Laura J. Hanson, Pharm.D., BCPS, CDE, *Harborview Medical Center*
- ▶ Kristi W. Kelley, Pharm.D., BCPS, CDE, *Auburn University Harrison School of Pharmacy*
- ▶ Chengqing Li, Pharm.D., M.S., BCPS, BCPP, BCNSP, *Walter Reed National Military Medical Center/Uniformed Services University*
- ▶ Christopher T. Powers, Pharm.D., BCPS, *Select Medical/University of Florida College of Pharmacy*
- ▶ Rosalyn Padiyara Vellurattil, Pharm.D., CDE, *University of Illinois at Chicago College of Pharmacy*

Current participants planning to graduate with the 2014 class of graduates must complete all of the program's required modules, electives, and portfolio assignments by August 1, 2014.



Revised Curriculum Initiated at the 2013 ACCP Annual Meeting

The ACCP Leadership and Management Certificate Program rolled out its revised curriculum at the 2013 ACCP Annual Meeting in Albuquerque, New Mexico. The new schedule was developed in an effort to support continuous participation from Academy enrollees previously unable to complete program requirements because of the increasing institutional budgetary and time constraints limiting their ability to travel to multiple meetings on an annual basis.

In response to feedback from participants, we have designed a program that allows completion of the certificate in only 1 year through attendance at two ACCP meetings: the fall annual meeting and the spring Updates in Therapeutics® meeting.

At the fall ACCP Annual Meeting, participants will now be able to complete the Leadership Primer (6.0 hours), Module 1: Personal Leadership Development (4.0 hours), and two electives (2.0 hours each).

At the spring meeting, participants can complete Module 2: Interpersonal Leadership Development (4.0 hours), Module 3: The Attributes of a Leader (4.0 hours), and two electives (2.0 hours each). The revised Leadership and Management curricular schedule is as follows:

Prerequisite: Leadership Primer (6.0 hours)

- ▶ Module 1: Personal Leadership Development (4.0 hours)
- ▶ Module 2: Interpersonal Leadership Development (4.0 hours)
- ▶ Module 3: Attributes of a Leader (4.0 hours)

Electives: Four electives: Two electives offered at the ACCP Annual Meeting and two electives offered in the spring

- ▶ Total required hours: 18.0
- ▶ Total elective/supplemental hours: 8.0
- ▶ Total CPE hours for Leadership and Management: 26.0

Details of the new curriculum and each session's learning objectives are provided at www.accp.com/academy.

Characteristics of Effective Working Groups

Robert S. Beardsley, RPh, Ph.D.

How many hours a week do you spend in working groups—committees, task forces, groups at work, groups within your community organizations? The list seems endless. Certainly, working groups are needed to help our

organizations accomplish their tasks, but how effective are they? How much time do you feel is wasted because your groups are not run efficiently? Can you remember the last time you felt that your group accomplished its tasks on time with relatively little effort? You have probably had good experiences as well as bad, but what have you done recently as a group member or leader to influence how well your groups have functioned? Hopefully, the following discussion will help you and your groups become more effective and efficient.

As with any leadership skill, it takes time and effort to learn how to run an effective group. Some leaders are good at it, whereas others need to improve their skills in this important area. The following items represent five possible strategies that may assist you in your continuing development as a leader of a working group.

1. **PLANNING**—Many groups do not ask “why do we exist?”; they just meet around an issue or series of issues that may or may not be understood by all members. Important activities include:
 - ▶ Define your specific purpose and stick with it (don't let other needs interfere with your core business).
 - ▶ For groups with long “life spans,” define your vision, mission, goals, and objectives.
 - ▶ Also, your group may want to develop a strategic plan and a timeline.
 - ▶ Reach a group consensus on these goals, objectives, and so forth so that everyone has input and everyone knows what needs to be done.
 - ▶ Outline a clear plan of action that will meet your goals and objectives.
 - ▶ As a leader, delegate authority to group members according to group needs and individual talents.
 - ▶ If your leadership time is limited, establish a leadership transition plan so that there is no “vacuum” when you leave.



2. IMPLEMENTATION—Once the plan is in place, consider how to implement it:

- ▶ Clearly articulate your plan to key stakeholders.
- ▶ Decide whether you need to recruit additional group members to complete your tasks.
- ▶ As the group starts its work, respect the different styles of leadership within it.
- ▶ Manage your resources effectively and openly.

3. EVALUATION—Most groups overlook this important phase:

- ▶ Evaluate each of your objectives—strengths, weaknesses, ways for improvement.
- ▶ Conduct an internal and an external review, if appropriate.
- ▶ Look for blind spots; avoid the “groupthink” mentality.
- ▶ Keep records of your evaluation to inform future planning (don’t make the same mistakes the next time).

4. MANAGEMENT OF CONFLICT—Expect some degree of disagreement/conflict:

- ▶ Be aware of the “forming-storming-norming-performing” paradigm of group development.
- ▶ Leaders need to set the ground rules for disagreement:
 1. Focus on the problem, not the individual.
 2. Abusive language will not be tolerated.
 3. Unsubstantiated assertions will not influence decisions.
 4. Be open to other ideas without judgment.
 5. No gossiping or backstabbing will be allowed.
- ▶ If tensions exist, identify reasons for the conflict.
- ▶ Develop and implement strategies to manage conflict:
 1. Establish and maintain a healthy work environment—set the tone.
 2. Establish clear communication of goals and expectations, and use rational decision-making.
 3. Anticipate areas of conflict, and be ready to intervene when necessary—especially when the group’s mission changes or new members are added.
 4. Know when and how to confront conflict (timing, fact-finding, depersonalization, limiting time).
 5. Know when and how to call attention to conflict—individuals may not realize the situation that is causing conflict.
 6. Recognize which conflicts are not yours to resolve.
- ▶ Evaluate whether the conflict has been resolved.
- ▶ In reality, conflict resolution may not be possible—maximize constructive conflict/minimize destructive conflict.

5. POTENTIAL PROBLEM AREAS FOR GROUPS—

Do any of these look familiar?

- ▶ *Floundering groups*: Review group goals, clarify group’s mission and tasks, assess commitment and priorities of group, identify reason for no action
- ▶ *Overbearing group member(s)*: Provide balanced participation; stress the need for data, not just opinion; talk to individuals outside group; assess why this behavior exists
- ▶ *Reluctant group members*: Structure discussions to encourage everyone to share ideas; ask for comments from specific people; talk with individuals outside group; assess why this behavior exists
- ▶ *Loss of group focus*: Prevent gossip; keep to agenda; some digression is healthy for the maintenance of the group, but watch the response of others to determine whether they appreciate the digression
- ▶ *Feuding group members*: Talk to individuals outside the group—what are their issues? Focus discussions on group goals, not on the position of feuding members.

Groups will continue to play an important role in our organizations, and it is up to us as group members and group leaders to make sure they function more efficiently and effectively in the future. Hopefully, attention to the above elements will assist us in this developmental process.

Don’t Invite the Tate Family During the Holidays

You’ve heard of the Tate family that pervades every organization:

- ▶ There is Dick Tate, who wants to run everything.
- ▶ Poten Tate wants to be a big shot.
- ▶ Ro Tate tries to change everything.
- ▶ Agi Tate stirs up trouble whenever possible.
- ▶ Irri Tate always lends Agi Tate a hand.
- ▶ Whenever new ideas are suggested, Hesi Tate and Vegi Tate pour cold water on everything.
- ▶ Imi Tate tries to mimic everyone.
- ▶ Devas Tate loves to be disruptive and throw people off track.

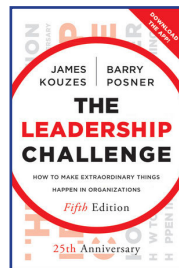
But in the end, it is Facili Tate, Cogi Tate, and Medi Tate who seem to save the day and get everyone to pull together.

—Unknown Original Author

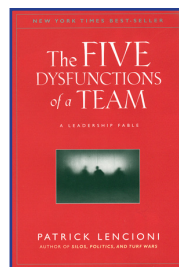
Popular Leadership Titles in the ACCP Bookstore

[Note to Designer: please add thumbnails for 3 titles]
The ACCP Bookstore devotes a section to leadership and administration materials that have been chosen to provide clinical pharmacists in leadership or management positions, or those pursuing leadership positions, with resources for developing leadership and management abilities. The following paragraphs list some of the most-requested books available in the [ACCP Online Bookstore](#).

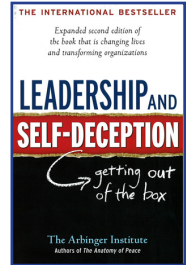
For more than 25 years, *The Leadership Challenge* has been a trusted source for learning to become a better leader, selling more than 2 million copies in over 20 languages since its first publication. *The Leadership Challenge, Fifth Edition* casts the authors' extensive research and enduring work in the context of today's world, proving that leadership is a relationship that must be nurtured and, more importantly, that it can be learned. *The Leadership Challenge, Fifth Edition* features more than 100 all-new case studies and examples that show The Five Practices of Exemplary Leadership model in action around the world. The book also focuses on the toughest organizational challenges that leaders face today and addresses the changes in how people work and what people want from their work. This is an indispensable resource and a must-read for leaders at all levels.



The Five Dysfunctions of a Team offers an instructive leadership fable exploring the fascinating, complex world of teams. This fable serves as a timeless reminder that leadership requires as much courage as it does insight. Throughout the story, the author focuses on the five dysfunctions that go to the very heart of why teams, even the best ones, often struggle. The author outlines a powerful model and gives actionable steps that can be used to overcome the common hurdles encountered when building a cohesive, effective team. This is a compelling fable with a powerful, yet deceptively simple message for all who strive to be exceptional team leaders.



Leadership and Self-Deception, Second Edition maintains the first edition's central insight—that the key to leadership lies not in what we do but in who we are—which has proved to have powerful resonances, not only for those involved in organizational leadership, but also for readers in their personal lives. New to this edition is a section that outlines the many ways in which readers have been using *Leadership and Self-Deception*, focusing on five specific areas: hiring, team building, conflict resolution, accountability, and personal growth and development. Using an entertaining story to expose the subtle psychological processes that conceal our true motivations and intentions from us and trap us in a box of endless self-justification, even when convinced we're doing the right thing, the book ultimately shows us the way out. Readers will discover how to consistently tap into and act on their innate sense of what's right, dramatically improving their relationships.



Visit the [ACCP Bookstore](#) Leadership and Administration section to learn more about these and other valuable faculty resources.

Keeping Track

Portfolio Assignments

The online portfolio system is available at www.accp.com/academy. If you have not already done so, please visit the site today to begin assignments for the courses you've completed. Online portfolio assignments must be completed within 6 months of participating in a module.

Progress Reports

Progress reports, previously e-mailed to you, are now available in your online portfolio at any time. Progress reports will be updated within 14 days after the conclusion of each ACCP meeting. To view your updated progress report, visit www.accp.com/academy.

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

