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ACADEMY

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An overview of the October 2014 meeting's Leadership and Management programming

The October Annual Meeting is full of programming for those in the Leadership and Management Academy. Are you just starting the program? Leadership Primer I and Leadership Primer II are the ideal place to begin. These two programs, to be offered Saturday, October 11, and Monday, October 13, provide basic introductory materials that are focused on leadership and organizational behavior. The Personal Leadership Development program on Wednesday, October 15, is another required component of the program, focusing on personal outcomes that are linked to effective leadership. Two electives are also offered: Leadership and Advocacy on Monday afternoon and Navigating White Coat and Suit Coat Leadership in Pharmacy Practice on Tuesday afternoon.

Highlighting the Leadership Electives at the Annual Meeting

The Leadership Academy will offer two electives that focus on key components of pharmacy: one will examine advocacy, and the other will explore the 2013 CAPE (Center for the Advancement of Pharmacy Education) outcomes. Bob Beardsley will teach the Leadership and Advocacy course on Monday afternoon (3:45–5:45). He will highlight the role of political involvement in getting things done including, but not limited to, dealing with the legislature and government politics. Whether you are advocating for a change in the practice act, seeking support for an educational program, or trying to protect pharmacy's interests, this session will be a great addition to your leadership program. Cynthia Boyle will discuss Navigating White Coat and Suit Coat Leadership in Pharmacy Practice on Tuesday afternoon (3:30–5:30). She will update participants on the 2013 CAPE

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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outcomes and their implications for leadership on entry-level pharmacists. The CAPE outcomes, which have a special emphasis on leadership, are important for practitioners because they influence the kind of pharmacy student coming through the pipeline in the future. Dr. Boyle will also compare and contrast the white coat and suit coat leadership situations that can be found in pharmacy practice. Great electives. Great opportunities.

Commencement and Advice to Future Leaders

Peter D. Hurd, Ph.D.

The next graduation for the Leadership and Management program will be this October at the Annual Meeting in Austin, Texas. The graduates will be praised for their accomplishments and encouraged to develop their skills. Although this ceremony doesn't usually include the proud parents and the collection of brothers and sisters found in the typical college graduation, what might be helpful advice for this special group of pharmacist leaders?

An article in *The Chronicle of Higher Education* (LaFleur F, Nussbaum J. May 8, 2009:A27) mentioned an imaginary commencement address attributed to the Chicago Tribune columnist Mary Schmich in which she sagely suggested that the graduates "wear sunscreen." She went on to point out that the benefits of wearing sunscreen have been proven by scientists, unlike the rest of her advice, which was based on her own "meandering experience."

In a commencement speech to Dartmouth graduates, Louis Erdrich said (*Dartmouth Alumni Magazine*, December 1997:13):

The College has prepared a road for you. As you walk this road, you will understand that the beauty of this road lies partly in its difficulty, just as most scenic roads traverse the roughest terrain. Don't forget, you walk in others' tracks and leave tracks as well. Make them straight. Keep your path true, for those tracks will forever show the character of your passage.

Choose the paths that are challenging, do the things that involve risk, and wear sunscreen.

My mom said, "You catch more flies with honey than with a big stick," mixing the idea of catching flies with

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

—Thomas J. Watson

honey instead of vinegar and speaking softly but carrying a big stick. Mom was good at custom-designed wisdom like this. Indeed, positive reinforcement is very effective and helps move people toward new behaviors. Catch a person doing something that is headed in the desired direction and then reward that in some way. Although punishment has its place, honey is the key to changing people's behavior in a way that will persist. Honey is more likely to lead to internalized change.

Live with a sense of urgency, but make sure that urgency is balanced. Urgency to enjoy the sunset, hug your kids, be nice to others—AND urgency in your work. Avoid spending all of your time planning, and spend some time turning those plans into action.

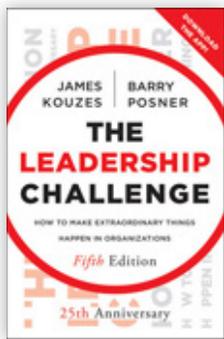
John Mellencamp, whom you probably know as a singer and songwriter, gave the May 6, 2000, commencement speech at Indiana University at the graduation of one of my children. One of his points, as I remember, was to do what you love doing. (He probably said something more like "play it like you feel it.") But what I remember was the importance of doing what you, yourself, feel compelled to do, what you love to do, and what you have chosen to do.

So, find those things that give you enjoyment and that you are compelled to do. Do them. Do them with a sense of urgency. Use honey on this journey more than the big stick. Choose how you will respond to the numerous changes in the weather that you will experience, and make this your own journey. Make the tracks that you leave reflect the best of what you have to offer, and look back with amazement and joy at what you have accomplished. And, of course, find some sunscreen.

Popular Leadership Titles in the ACCP Bookstore

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](#).



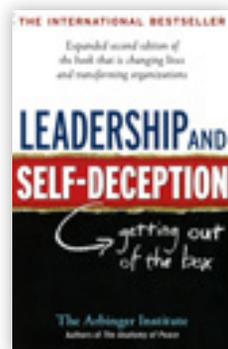
For more than 25 years, *The Leadership Challenge* has been a trusted source for learning to become a better leader, selling more than 2 million copies in over 20 languages since its first publication. [The Leadership Challenge, Fifth Edition](#), casts the authors' extensive research and enduring work in the context of today's world, proving

that leadership is a relationship that must be nurtured and that, more importantly, 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 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.

[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 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.

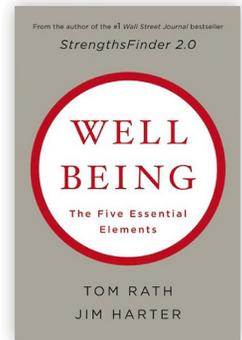
Visit the [ACCP Bookstore](#) Leadership and Administration section to learn more about these and other valuable faculty resources.



BOOK REVIEW

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.

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 wellbeing

- ▶ Financial Wellbeing
 - Is money necessary for happiness?
 - Can you buy wellbeing?
 - 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 Wellbeing
 - 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 to 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 many 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 reevaluate daily or weekly, if desired. This recommended 240-page book is an easy read and will be well worth your time.

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 end of each ACCP meeting. To view your updated progress report, visit www.accp.com/academy.

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