



### Congratulations to the 2015 Class of Graduates

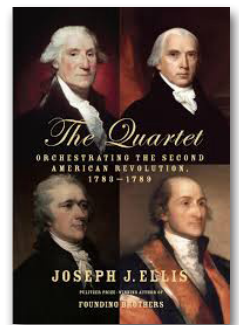
In San Francisco, ACCP will award 57 certificates to participants who have completed the requirements for one of four ACCP Academies: Teaching and Learning, Leadership and Management, Research and Scholarship, and Career Advancement. The 11 graduates from the Leadership and Management Certificate Program are as follows:

- Heba Awadallah
- Matthew Baker
- Rodney Brumbelow
- Jennifer Clements
- Brenda Darling
- Shareen El-Ibiary
- Amber Elliott
- Michelle Hilaire
- Venita Papillion
- Heather Pentecost
- Mate Soric

A ceremony to honor those completing their certificates will be held on Tuesday, October 20, from 8:00 a.m. to 9:00 p.m. in Continental Ballroom 5. Dr. Curtis Haas, director of pharmacy for the University of Rochester Medical Center (URMC) in Rochester, New York, will be the commencement speaker. ACCP President Judith Jacobi will officiate. Mentors and family are welcome to attend.

### Lessons in Leadership from the “Second American Revolution”

Margaret Meade is credited with saying, “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.” Joseph Ellis provided evidence for this statement in his most recent book, *The Quartet: Orchestrating the Second American Revolution*.<sup>1</sup>



Immediately after the American victory at Yorktown in 1781 and the signing of the Treaty of Paris in 1783, the American colonies, no longer having the overarching goal of winning the revolution from England, reverted to a confederation of 13 separate colonies—in fact, almost separate nations. The 1777 Articles of Confederation, under which the 13 colonies operated until 1787, held the colonies together throughout the war with England, but even then had little central authority to provide funds for the army or to conduct foreign policy. At the end of the war, with “the cause” won, the colonies again became independent entities fearful of a strong central government. It would be fair to say that a majority of the people residing in the colonies together with their colonial leaders believed a strong central government would provide a situation similar to what had previously existed with

### 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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England and wanted nothing to do with such an arrangement. A central government located in a colony distant from where they lived appeared to be similar to the “taxation without representation” they had experienced previously. Most believed that if a new government was to be formed, it would only require amendments to the Articles of Confederation and not a totally new constitution. A large majority desired an arrangement that would leave the colonies or states independent of each other and bound together only by an extremely weak central government. State sovereignty was preferred to a strong federal government. Fortunately for future Americans, a few men thought otherwise. The four principal players in successfully creating and ratifying the Constitution of the United States were John Jay, George Washington, Alexander Hamilton, and James Madison, with Robert Morris, Gouverneur Morris, and Thomas Jefferson performing supportive roles.

Joseph Ellis weaves a story of how these four men orchestrated the creation of the U.S. Constitution and the subsequent Bill of Rights. In the opening chapter, he states:

But my contention is that this political quartet diagnosed the systemic dysfunctions under the Articles (of Confederation), manipulated the political process to force a calling of the Constitutional Convention, collaborated to set the agenda in Philadelphia, attempted somewhat successfully to orchestrate the debates in the state ratifying conventions, then drafted the Bill of Rights as an insurance policy to ensure state compliance with the constitutional settlement. If I am right, this was arguably the most creative and consequential act of political leadership in American history.<sup>2</sup>

All four men realized that a strong central government was necessary if the newly founded country of the United States of America was to succeed. What each man contributed to their successful undertaking was unique and complemented the skills and abilities of the others. After the War, George Washington wanted nothing more than to retire to his beloved Mount Vernon and live out his life. John Jay and James Madison convinced him that his strong, positive reputation and his understanding of the need for a stronger central government made it essential for him to serve as chairman of the Constitutional Convention and eventually to become the first President of the United States. George Washington’s belief in a strong central

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

–James Ferrell

government and his respect by the people provided visible credibility for the need to have a constitutional convention. In addition, Washington’s involvement in the process encouraged the colonies to send their delegates to the convention. James Madison was a brilliant thinker but not a great public speaker. His skill was that he out-prepared his opponents and was almost always able to convince others that he was right. He was patient and waited for the right time to make his arguments. He was also very willing to subordinate some of his specific views to enable the overall goal of the convention to be accomplished. Politically, he was very astute but never overwhelming and arrogant. Alexander Hamilton, by contrast, often rushed right into a problem. Although he was sometimes impatient, he was a brilliant thinker and wrote most of the *Federalist Papers* (originally published as *Publius*) together with James Madison. This document served as a philosophical treatise enabling others to understand the importance of a strong central government. John Jay was a person of impeccable honesty and character. His pattern of communication always contained a well-thought-out discourse. He could explain a controversial issue in such a positive way that dissent was often difficult. He became convinced early on during his tenure as president of the Continental Congress under the Articles of Confederation that if the colonies continued under this form of government they would never rise to the stature they could attain.

Joseph Ellis provides a clear and articulate narrative of the impact these four men had on the development and ratification of the Constitution of the United States and the leadership qualities that made their involvement at this time in our history so pivotal. The book is a wonderful read.

This short narrative is meant to entice you to read the book. As you already know, reading history and biographies provides an insight into the minds of others and, when extrapolated onto the canvases of our lives, brings new meanings and perceptions, enabling us to rise to higher plateaus. It has been said that “reading is an invitation to take time to spend with someone

else somewhere else.”<sup>3</sup>

This book will do just that and provide you with an understanding of the leadership qualities of four men who shaped the America we live in today. And secondarily, the book may give you a new awareness of how you can modify your approach to leadership, thus enabling you to improve your personal effectiveness.

References:

1. Ellis JJ. *The Quartet: Orchestrating the Second American Revolution, 1783–1789*. New York: Knopf, 2015.
2. Ellis JJ. *The Quartet: Orchestrating the Second American Revolution, 1783–1789*. New York: Knopf, 2015:xv.
3. The Core Curriculum. Association of American Colleges & Universities, 1985.

## From Small Things Come That Which Is Great

Effective leadership should include the practice, practice, practice of consistent behaviors that demonstrate character and integrity. We rarely realize how the small, almost trivial events in our daily lives can add up to producing greatness in others. Steadiness in the following behaviors will empower you and your associates to make tremendous accomplishments within your organization.

1. Perform daily kindnesses toward your associates. Let them know you care for each of them personally.
  - a. Learn the names of your associates' spouses and children.
  - b. Acknowledge associates in private and in public.
  - c. Graciously respond to e-mails and texts.
  - d. Consistently say thank you.
2. Provide encouragement and show appreciation.
3. Display complete honesty in all dealings. Be free from deception.
4. Exhibit patience with associates and allow them to develop their skills and abilities at a comfortable pace.
5. Demonstrate empathy and understanding to others who might disagree with your thoughts and ideas. Always seek to understand others before you ask them to understand you.

6. Forgive others when they make mistakes or seem to offend
7. Delegate increasing responsibility to associates as their skills and abilities increase. TRUST your associates.
8. Eliminate hubris from your life. Remove excessive pride, arrogance, or sense of superiority from your way of being. Be humble. Realize that you are no better than other individuals and that you have areas for improvement.
9. Take credit for failures and pass the credit for successes on to your associates.
10. Love your associates. Treat your associates the way you would like to be treated.

The above list of behaviors may appear to be a soft style of leadership, whereas the bold and brash approach may seem better suited to success. In reality, the opposite is true. When one is trusted, appreciated, understood, treated as an equal, encouraged, dealt with honestly and with compassion, and responded to patiently, his or her productivity will increase proportionately. A personal experience, while anecdotal, will illustrate this premise. I once worked with a college president, who through his trust in me, empowered me to work as hard as I could to maintain and earn that trust. One day, I had a question for him, and he said he would come down to my office in about 30 minutes. He arrived as he indicated, and we discussed my problem and several possible solutions. As he walked out the door without giving me a specific solution to the problem and showing complete trust, he simply said, “Just make a decision.” This same individual was always asking me about my family. I felt he was free from deception, and there was never a hidden agenda. He always made me and others feel more important than he was to the organization. Most importantly, he



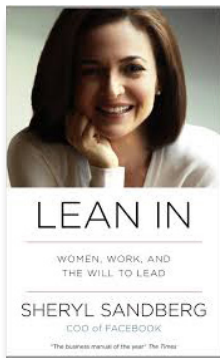
was always appreciative and gave credit for the success of the organization to others and never to himself. He was a leader who loved his associates.

In leadership discussions, we rarely mention the love of others as a way of being for successful leaders, yet it probably is the foundational principle for success in all areas of life. All successful behaviors related to interpersonal relations rest on the principle of love (i.e., patience, honesty, kindness, humility, forgiveness, respect, and selflessness). Indeed, charity may never fail, even at work.

## Could These Books Have Similarities?

What could be similar about a woman writing about leadership, and specifically women's leadership in the corporate environment, and a man recounting his life in military leadership? Would their books have similar messages despite the different life experiences? What would Sheryl Sandberg, *Lean In: Women, Work, and the Will to Lead*, 2013, and Colin Powell, *It Worked for Me: In Life and Leadership*, 2012, agree on if they sat down and talked to each other about leadership?

Sandberg, chief operating officer at Facebook and past vice president of Global Online Sales and Operations at Google, has a stock portfolio that makes her a very wealthy woman. She was born in Washington, D.C., and grew up in Florida. She attended Harvard University, earning a bachelor's degree in economics and then her MBA from Harvard. She worked for the U.S. Department of the Treasury during the Clinton administration.



Powell was a career officer in the United States Army, rising to four-star general and serving as U.S. Secretary of State under President George W. Bush. Powell was the chairman of the Joint Chiefs of Staff during the Persian Gulf War. He was born in Harlem and grew up in the Bronx. He earned a B.S. degree in geology from City College of New York and an MBA degree from George Washington University (while in the Army).

Even in their biographical information, similarities are identifiable. Both worked hard to achieve what they have today. Both have MBA degrees, and both

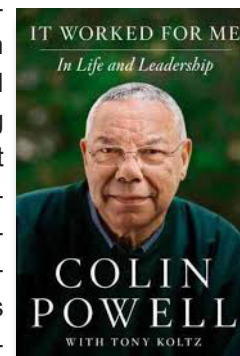
have had experiences working in the U.S. government. Looking a little deeper, both describe struggles that they have overcome in their careers. Both are recognized as compelling speakers, and both have given commencement speeches that are available on the web and worth the time to listen. To be sure, both books are a collection of stories and anecdotes that make for enjoyable reading.

Although Sandberg's book is focused on women and inequity in the workplace, some of her quotes seem applicable to all individuals interested in developing leadership skills in their careers. For example, she said that trying to do it all and expecting that it can all be done exactly right is a recipe for disappointment. Taking initiative pays off, and she suggests that "done is better than perfect". Speaking to women, she says that fear is at the root of many barriers, asking what would you do if you weren't afraid? And of course, she says that women hold themselves back by pulling back when they should be leaning in, the title of her book.

Powell clearly loved his military career, but he also said that if he wasn't solving problems, then he wasn't leading. He said that fear and failure are always present, but you need to accept that as part of life and learn to manage this reality, being scared and keeping going. For Powell, showing kindness, listening, and learning from mistakes were keys to his success.

Powell had a very interesting twist on balance, saying that being busy and working hard were important, but cautioning that leaders avoid being so busy that your staff and your followers lack time to do the things they need to do as they accomplish your assignments. In Sandberg's chapter about the myth of doing it all, she included a quote from Powell that encouraged people to try to work normal hours when they can (you can't in a crisis), enjoy family time, and include personal time. She did say that finding someone to work for as wise as General Powell can be difficult.

Sandberg writes that the challenges people face in developing their careers include balance, getting paid, self-confidence, and finding help from others. Powell starts his book with a set of rules, usually with a story to illustrate the rule, which include: remain calm—be kind; have a vision—be demanding; don't take counsel

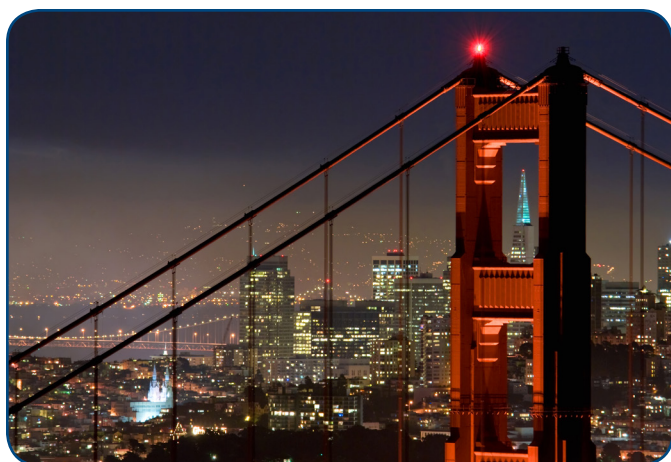


of your fears or naysayers; perpetual optimism is a force multiplier.

Both talk about personal growth and the importance of encouraging this in others. If this sounds interesting, read their anecdotes and learn from their insights. Their books help identify the challenges and rewards of leadership.

## Looking Forward to San Francisco

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This year's annual meeting, the ACCP Global Conference on Clinical Pharmacy, will be held October 17–21, 2015, in the “City by the Bay,” San Francisco, California. Global Conference attendees will have the opportunity to experience the unique charm, cultural diversity, exotic cuisine, and dramatic coastal panorama offered by this captivating destination. Stretched out over a series of hills, San Francisco features sweeping views of the city's many landmarks, including the Golden Gate Bridge, Alcatraz, and Coit Tower. Meeting attendees can spend their evenings indulging in the city's wide choice of dining options, exploring eclectic neighborhoods like the Castro District or Chinatown, or experiencing its world-renowned contemporary and modern art museums, theaters, and popular tourist attractions, including the San Francisco Museum of Art, Fisherman's Wharf, Alcatraz Island, and Golden Gate Park.

Global conference attendees can also look forward to the stylish guestrooms and state-of-the-art meeting facilities offered at the Hilton San Francisco Union Square, ACCP's headquarters hotel. Located in the heart of downtown San Francisco, the Hilton San Francisco Union Square is one of the largest and tallest hotels on the West Coast, featuring three towers with guest rooms and suites offering exquisite views of the city and easy access to Nob Hill, Chinatown, and fantastic shopping, dining, and entertainment opportunities at Union Square. To learn more about what San Francisco and the Hilton San Francisco Union Square have to offer, visit [www.accp.com/gc](http://www.accp.com/gc).

## Keeping Track

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### Mentoring Reminder

One-on-one mentoring is among the most effective strategies to develop the knowledge, skills, attitudes, and values of a leader. Therefore, each participant is asked to identify a personal mentor (preferably from his or her institution, if possible) with whom he or she will meet throughout the program. There is an area in your Leadership & Management Portfolio to enter this type of information.

### Portfolio Assignments

The online portfolio system is available at [www.accp.com/academy](http://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 are available at any time in your online portfolio. 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](http://www.accp.com/academy).

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