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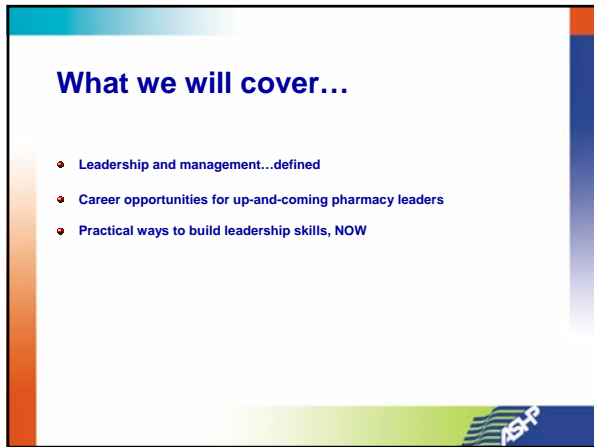
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**"You won't lag behind, because you'll have the speed.  
You'll pass the whole gang and you'll soon take the lead.  
Wherever you fly, you'll be the best of the best.  
Wherever you go, you will top all the rest."**

- Dr. Seuss



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**"A lack of leadership will mean that health-system pharmacy will no longer be in a position to enhance patient safety, to optimize medication therapies across the continuum of care, to make a real difference in the lives of the patients that we serve."**

*-Mick Hunt (2000 ASHP Presidential Address)*



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### **Close Your Eyes**



**Picture All the Pharmacy Directors You Have Encountered Since Starting Pharmacy School...**



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### Leadership Gap

Significant gap in pharmacy leadership in next 5 – 10 years

80% of pharmacy directors anticipate leaving job within 10 years

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### How did we get here?

>6,000 US Hospitals

~80% Pharmacy Directors retire in next decade

4,000 Directors Needed

Only 30% of current practitioners "considering" leadership position

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## Who will step up to the plate?



How do you feel about non-pharmacists leading our profession?



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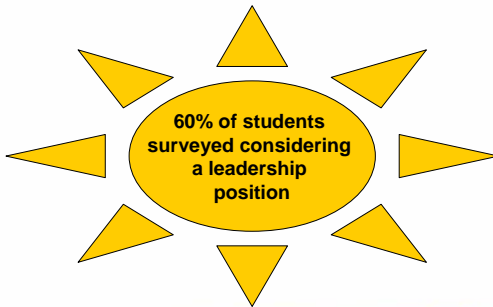
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## A ray of sunshine...



White, S.J. Will there be a pharmacy leadership crisis? 2005



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## Types of Leaders

### Assigned

- Authority over people they are leading
- Responsible for getting the job done

### Influence

- No official authority over people they are leading

2003 ASHP Leadership Conference on Pharmacy Practice Management  
Executive Summary, Am J Health-Syst Pharm, 2004.



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## Managers vs. Leaders

- Focus on Systems
- Does things right
- Administers
- Maintains
- Accepts reality
- Accepts status quo
- Short-range view
- Eye on bottom line
- Climb ladder fast

- Focus on people
- Does the right thing
- Innovates
- Develops
- Investigates reality
- Challenges status quo
- Long-range perspective
- Eye on horizon
- Is ladder on right wall?

Bennis, Warren and Goldsmith, Joan. Learning to Lead: A Workbook on Becoming a Leader, Perseus Books, Reading, MA, 1997, p. 9-10.

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Strong Leaders

New  
Technology

Rising  
Costs

Medication  
Errors

And the list goes on...  
What issues need leadership in your setting?

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American Society of  
Health-System Pharmacists®  
TOGETHER WE MAKE A GREAT TEAM

## Leadership Video

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## Navigating Professional Leadership



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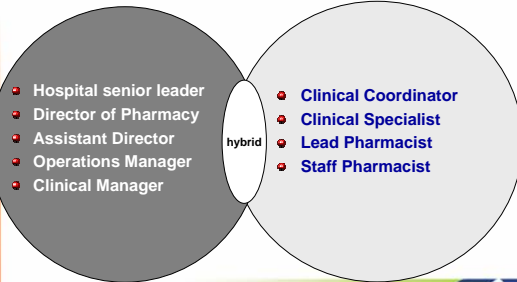
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## Health-System Leadership Options...

Administrative

Patient Care / Non-Admin



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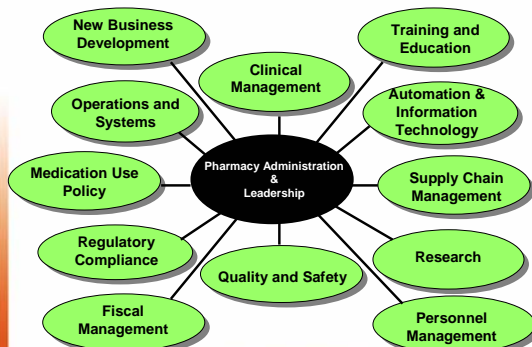
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## Practical Tips to Get “There”

Wherever “there” may be...

- Step 1: Develop a plan
- Step 2: Leverage a mentor
- Step 3: Get involved
- Step 4: Build your leadership skills



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## Step 1: Develop a Plan

- Determine goals
  - ❖ Short & long-term
  - ❖ Professional & personal
- PUT IT IN WRITING!
  - ❖ Fluid document – update regularly



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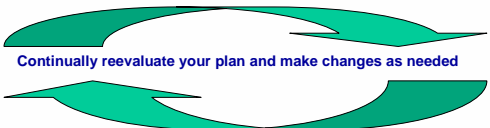
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## Put it in Writing



- Use future tense
- Critically evaluate current and future state of pharmacy practice
- Use positive language
  - ◆ Avoid negative words - "can't," "never," "won't,"



Continually reevaluate your plan and make changes as needed



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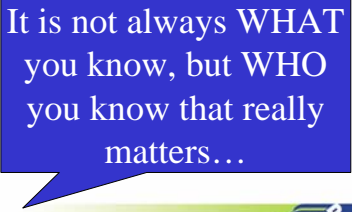
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## Step 2: Leverage a mentor

- Seek out mentors
- Be a good mentee



It is not always WHAT you know, but WHO you know that really matters...



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## So what does "Mentor" mean?

Let's look in the dictionary...



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## Mentor

men-tor  
-noun

1. A town in NE Ohio.



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## Mentor

men-tor  
-noun

1. A wise and trusted counselor or teacher.



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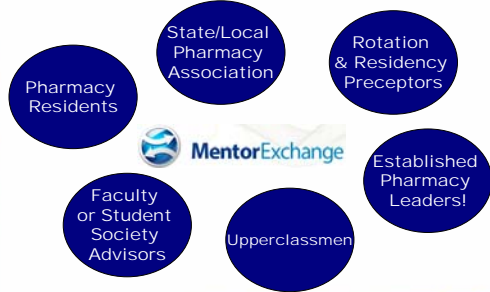
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## Where can you find a mentor?



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## Effective Mentors



- Good reflective listening
- Safe haven, confidential
- Open and honest
- Coach -- good news and bad
- Advocate
- Available and approachable
- Allow failure
- Provide candid feedback (the good, bad and ugly)
- Follow-up
- Goal-oriented
- Passionate
- Successful
- Encourage
- Involved
- Open-minded
- Sense of humor
- Share failures
- Share their network
- Connect you to learning opportunities

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## Effective Mentees



- Trust mentor
- Responsible for own growth and development
- Prepared for meetings
- Respect mentor's time
- Understand qualities you are seeking to develop
- Open to coaching
- Willing to apply change
- Goal-Oriented
- Seek challenges
- Take initiative
- Ask lots of questions
- Understand qualities you are seeking to develop
- Transparent

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## Practical Tips to Get “There”

Wherever “there” may be...

- Step 1: Develop a plan
- Step 2: Leverage a mentor
- **Step 3: Get involved**
- Step 4: Build your leadership skills



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## Step 3: Get Involved

- Explore career options
- Participate in pharmacy organizations
- Build your CV



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## Explore Career Options

- Seek out unique internships and rotations
  - ❖ pharmacy administration
  - ❖ clinical management
  - ❖ pharmacy association management
  - ❖ informatics
  - ❖ medication safety
- Meet pharmacists practicing in your area(s) of interest
  - ❖ attend state and national society meetings

\*Knoer SJ, Rough S, Gouveia WA. Student rotations in health-system pharmacy management and leadership. Am J Health Syst Pharm. 2005; 62:2539-2541.



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## Participate in Pharmacy Organizations

- ◆ **Student organizations**
  - Join a committee
  - Lead an initiative
- ◆ **State & local pharmacy association**
  - Attend meetings and CE offerings
  - Volunteer
- ◆ **National association**
  - Participate in competitions
    - (e.g. Clinical Skills Competition)
  - Apply for leadership opportunities
  - Volunteer for a committee, task force, event



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## Build Your CV...

...one brick at a time

- ◆ Leadership positions (local, state, national)
- ◆ Unique experiences (rotations, internships, jobs)
- ◆ Presentations (oral, poster)
- ◆ Professional Involvement



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## Practical Tips to Get "There"

Wherever "there" may be...

- ◆ Step 1: Develop a plan
- ◆ Step 2: Leverage a mentor
- ◆ Step 3: Get involved
- ◆ **Step 4: Build your leadership skills**

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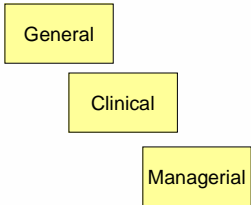
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## Step 4: Build Leadership Skills



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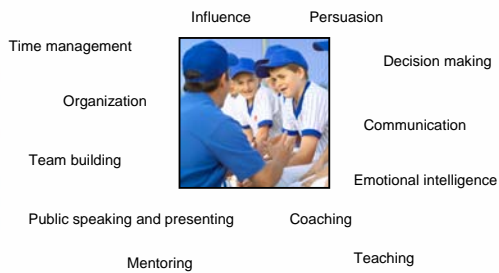
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## General Leadership Skills



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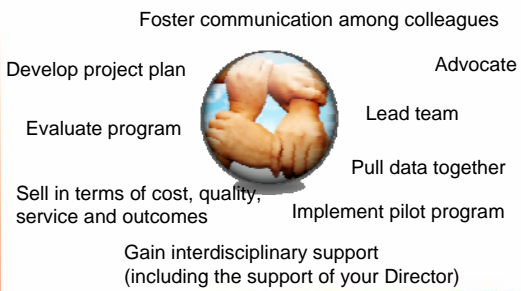
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## Clinical Leadership Skills



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## Administrative Leadership Skills

Prioritization  
Delegation  
Visionary thinking  
People development  
Change management

Personnel management  
Political savvy  
Financial acumen  
Program development

Strategic thinking



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## Oh yeah, one more thing--

Hiring...and firing



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## Where can you learn these skills?

General      Clinical      Managerial

“...an organized, directed, post-graduate training program that centers on development of knowledge, attitudes, and skills necessary to function as a competent practitioner.”

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## Pharmacy Residencies

"...an organized, directed, post-graduate training program that centers on **development** of knowledge, attitudes, and skills necessary to function as a competent practitioner."

- **Post Graduate Year One (PGY1) Residency**
  - ◆ Hospital, Ambulatory and Community Pharmacy Practice
  - ◆ Provides broad clinical knowledge, some exposure to leadership
- **Post Graduate Year Two (PGY2) Residency**
  - ◆ Clinical specialty
  - ◆ Pharmacy Administration
  - ◆ Provides intense, focused training
- **PGY1 & 2 Administrative Residency with a Master's Degree**
  - ◆ Intense clinical AND administration training along with a Master's Degree in Health-System Pharmacy Administration (or equivalent degree)



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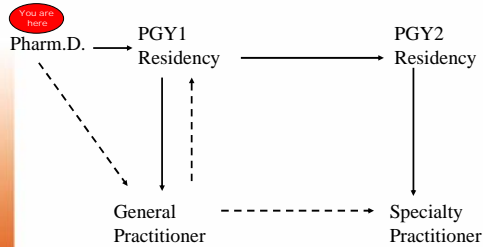
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## Clinical & Administrative Pharmacist Career Path



Dotted lines will gradually **disappear** for pharmacists in patient care and leadership roles



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## Motivation to Consider Residency Training

- **Residencies produce leaders...**  
and you want to be more effective in a leadership capacity!
- **Opportunity to "practice" the skills you've learned in school**
- **Learn from the best practitioners**
- **Career flexibility through broad experiences**
- **Self-awareness through lots of feedback**
- **Refine general leadership skills (e.g; time management, communication, etc.)**



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## Two-year Administrative Residency Training Programs in Focus

- Medication use safety
- Practice advancement
- Personnel management
- Technology optimization
- Quality improvement initiatives
- Business acumen
- Project and team leadership
- Business coursework
- Advanced leadership skills
- Strategic planning and vision setting
- Decision making skills
- Communicating with medical staff and senior leadership
- Time management
- Implementing change
- Mentoring relationships




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## Top 10 Leadership Strategies...

1. Participate in unique clerkship rotations
2. Find a mentor and develop a strong relationship
3. Explore post-graduate options –NOW
4. Get involved in pharmacy organizations
5. Develop personal goals and strategies with your mentor
6. Become a risk taker – clerkship and residency experience may be your last chance to do this in a controlled learning environment
7. Ask for “implementation” experiences on clerkships
8. Spend time with people who get things done
9. Try to find the good in every opportunity
10. Obtain the training you need to become a leader in the profession of pharmacy




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## What is Leadership?

“Leadership is influence – nothing more, nothing less.”

*- John C. Maxwell*




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**Special thanks**

 **Section of  
PHARMACY  
PRACTICE MANAGERS<sup>SM</sup>**

**Advisory Group on Leadership Development**  
Phil Brummond  
Steve Rough  
Jennifer Tryon  
Cynthia Clegg

**ASP**

TOGETHER WE MAKE A GREAT TEAM

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