

Fostering Women Leaders in a Knowledge Café

A roundtable discussion featuring recognized leaders for change . . .

Noelle Chapman
Christopher Fortier
Desi Kotis
Mike Powell
Sara White
Sharon Murphy Enright, Moderator

With the impending departure of the baby boomer generation from the workforce and the anticipated retirement of senior leaders who delayed departure in the face of the economy, healthcare faces a significant shortage of experienced and qualified leaders. Today, women make up the majority of the workforce in healthcare organizations, but are a largely untapped resource for leadership positions. Heightened awareness to demographic mix and gender diversity issues is critical.


This 90-minute webinar defines the barriers and challenges, issues and development options, and provides a framework for action. A panel of pharmacy leaders will address recent research and the practical, everyday implications of the issues, including:

- nature of the leadership gender sea change
- snapshot of the impact and implications of the demographic patterns
- succession planning and development programs for emerging leadership for women
- effective recruitment, retention, and relationship issues, and
- gender style differences and leadership authenticity.

Join us to explore critical issues and learn how to integrate the concept of a Knowledge Café as a vehicle for idea sharing, sense-making and consensus building will provide a framework for community discussion within your workplace or professional association.

NOTE: This program is for informational purposes only, continuing education credits will not be provided.

Fostering Women Leaders in a Knowledge Café



March 4, 2015
4-5:30 pm ET

Fostering Women Leaders

The challenges are well known: women in business continue to face a formidable gender gap for senior leadership positions. Moreover, there are fewer and fewer women at each step along the path, although they represent the majority of entry level employees. Barriers are too well known: cultural factors, ingrained mindsets and mindlocks, and stubborn forms of behavior, including a tendency to tap a much narrower band of women leaders than is possible given the talent pool.

McKinsey. Fostering women leaders: a fitness test for your top team. January 2015

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Our Expert Panel



Michael Powell Sara White Chris Fortier

Noelle Chapman Desi Kotis

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Leading in a World of Change



What is driving change & molding future work?

Slow Pace of Fast Change




- "Gradually, then suddenly"
- Inability to grasp exponential change
- Staying aware is a challenge

6 Key Change Drivers



- Longevity
- Technology
- World as a programmable system
- Media literacy
- Organizational redesign
- Global connectivity

Changing How We Act & Think




- Sensemaking
- Adaptive thinking
- Cross-cultural competency
- Computational thinking
- New media literacy
- Transdisciplinary focus
- Design mindset
- Cognitive load management
- Social intelligence

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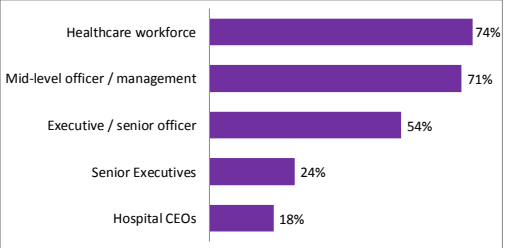
Why Focus on Developing Women Leaders?

- Talent
- Demographics
- Pragmatic realities



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Women Continue to be Underrepresented as Senior Leaders

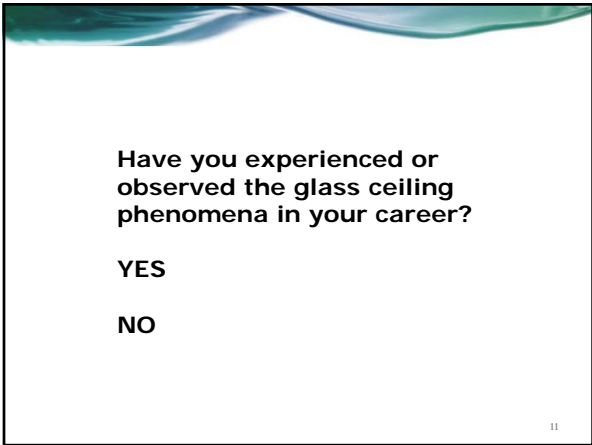


Role	Percentage
Healthcare workforce	74%
Mid-level officer / management	71%
Executive / senior officer	54%
Senior Executives	24%
Hospital CEOs	18%

Sources: Bureau of Labor Statistics (2011), IEDC Employer Information Report for Hospitals (2011), American Hospital Association (2010), American College of Healthcare Executives (2013).

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Factors Valuable to Career Success

Women cited specific factors as more helpful to their careers than men did, including:

- Leadership abilities
- Involvement in professional or community organizations
- Networking within their organizations
- Having sponsors to endorse them
- Access to flexible work practices
- Support from family members

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Challenges to Career Advancement

Women identified challenges to career advancement:

- Lack of supportive supervisors
- Exclusion from informal networks
- Lack of senior role models "like me"
- Inhospitable culture/biased attitudes
- Failure of senior leadership to help advance someone "like me"
- The need to prioritize family over work

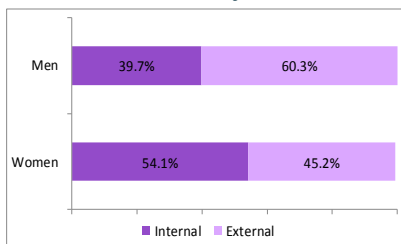
Men identified different challenges to career advancement:

- Unwillingness to change organizations / companies
- Having an ineffective leadership style
- Lack of significant general or line management experience

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Career Paths

Women are more likely to be promoted internally than hired externally.



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Gender Bias: Socialized or Personal

- Leadership competencies for a changing healthcare world
 - Relationships
 - Empathy
 - Humility
 - Control, or not
- Gender bias
 - (In)Visibility & disappearing acts
 - Microinequities



Bottom Line

Women (and men) excel with opportunity. Nurturing opportunity may be an issue . . .

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Have you felt or observed gender bias in the workplace?

YES

NO

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Leadership Competencies Where Men are Perceived to Excel



- Problem analysis/resolution
- Effective communication
- Bridges to external environment
- Innovation

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Leadership Competency Differences


<p>Where Women Excel</p> <ul style="list-style-type: none"> • Initiative • Integrity, honesty • Drives for results • Develops others • Inspires, motivates • Relationship building • Collaboration, teamwork • Champions change • Establish stretch goals 	<p>Where Men Excel</p> <ul style="list-style-type: none"> • Technical expertise • Strategic perspective 
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Zenger, Folkman 22

What? More Women?

Many factors you might think would be predictive of group performance were not. Group intelligence had little to do with individual intelligence.

Women's social sensitivity is higher. And team diversity – of every type -- is essential.



What Makes a Team Smarter? More Women . . . Woolley & Malone HBR, Jun 2011

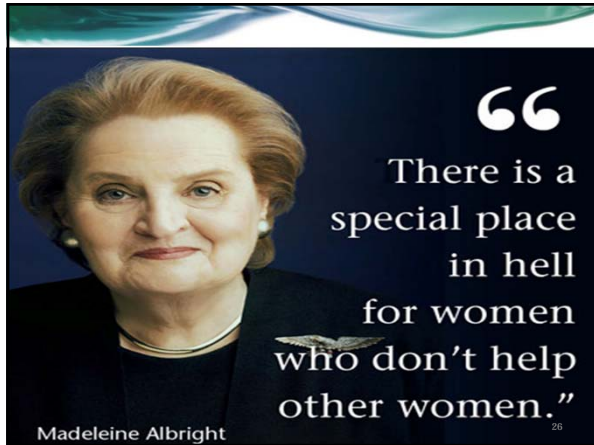
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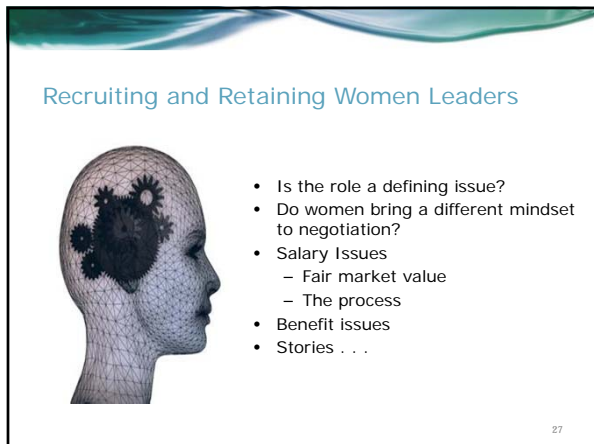
A Fitness Test for Your Top Team

- Where are the women in our talent pipeline?
- What skills are we helping women build?
- Do we provide sponsors along with role models & mentors?
- Are we rooting out unconscious bias(es)?
- Are our policies helping or hurting?

McKinsey. Fostering women leaders: a fitness test for your top team. January 2015 24

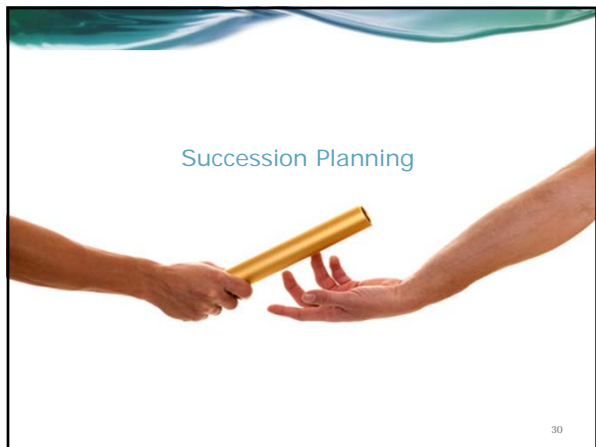













WELCOME TO THE KNOWLEDGE CAFÉ

Nothing is more powerful than sharing knowledge and creating innovative approaches for critical issues . . .


Pull up a chair; Sit down and talk; Listen and learn. You might be surprised at the outcome. . .



The logo consists of concentric circles. The outermost ring is labeled 'COLLECTIVE INTELLIGENCE'. Inside it is a ring labeled 'Living Network PATTERN'. The next ring inward is labeled 'Café Conversational PROCESS'. The center contains the letters 'WIL'. Below the circles is the text 'Integrated Design PRINCIPLES'. At the bottom is a black coffee cup with 'Knowledge CAFE' written on it.

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KNOWLEDGE CAFÉ ETIQUETTE



The diagram shows four cartoon figures sitting around a table. Each figure has a speech bubble with a specific instruction: 'CONTRIBUTE your own ideas & experience', 'LISTEN carefully to understand', 'LISTEN TOGETHER for patterns, insights and deeper questions', and 'LINK & CONNECT ideas'. There are also icons of a coffee cup and a notepad with a pencil.

- Contribute thoughtfully to the dialog
- Listen
 - to learn
 - for perception differences
 - to reflect
 - together for shared meaning

Link and connect ideas
Jot notes & Doodle on the Table

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Agenda and Discussion Flow

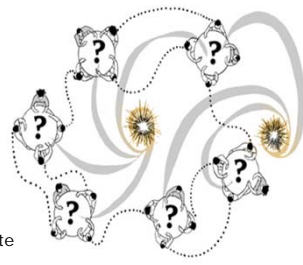
4 thought provoking presentations followed by open, creative dialog to share ideas and understanding

Host will focus dialog segments on powerful questions (20 min x 3)

Table host remains

Thought ambassadors migrate


Harvesting ideas



The diagram shows a circular flow of six question marks connected by dotted lines. A central sunburst icon is surrounded by three question marks, with arrows pointing outwards to other question marks, suggesting a central theme or question that branches into related topics.

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Dealing with Tangles:
If We Only Knew What We Know



Like Untangling a Ball of Yarn

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Resources

Additional information is available on the website at
http://www.ashp.org/knowledge_cafe

References
Speaker contacts
Slides
Knowledge Café Instructions & Resources

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FACULTY

Sharon Murphy Enright, BS Pharm, M.B.A.



Sharon Murphy Enright, BS Pharm, M.B.A., has been a consultant to health care provider organizations including hospitals, health systems and health plans, physician practice groups, long term care organizations, health care associations and group practice organizations, the investor community and to the pharmaceutical and device industries for over 30 years. She is currently President of EnvisionChange LLC, Atlanta, Georgia focusing on skills-based training for leadership development, organizational transformation and change management.

Enright has previously served as the Director of Membership Services and Director of the Division of Planning, Management and Reimbursement for the American Society of Health Systems Pharmacists before launching her own consulting firm, which was acquired by Cardinal Health in 2000, leading Cardinal's pharmacy consulting services. She has served as Senior Manager with Ernst & Young's Health Science Advisory Services (HSAS), with responsibility as national service line leader for Managed Care and Medicare Part D service offerings, and pharmacy operations consulting.

She is the recipient of the Paul Pierpaoli Lecture Award (CtSHP), Massachusetts Society of Health System Pharmacists Hospital Pharmacist of the Year Award, the John Zugich Distinguished Residency Alumni Award (Yale-New Haven Health Department of Pharmacy) and the 2015 Harvey AK Whitney Lecture Award.

Noelle RM Chapman, PharmD, BCPS



Noelle RM Chapman, PharmD, BCPS is a Pharmacy Manager and PGY1 Residency Program Director at Northwestern Memorial Hospital (NMH) in Chicago, Illinois. She received her PharmD from the University of Wisconsin and completed a PGY1 at NMH and is a graduate of the ASHP Foundation's Pharmacy Leadership Academy. Noelle is an active member of the Illinois Council of Health-system Pharmacy, American College of Clinical Pharmacology, and the American Society of Health-System Pharmacists, where she is currently serving as the immediate past Chair of the Section of Inpatient Care Practitioners. Noelle is passionate about experiential education and clinical leadership and directs many of her

efforts toward those passions.

Christopher Fortier, PharmD, FASHP



Christopher Fortier is the Chief Pharmacy Officer at the Massachusetts General Hospital in Boston, MA. Dr. Fortier received his Doctor of Pharmacy degree from the University of Connecticut and completed both a PGY-1 Practice Residency and a PGY-2 Health-System Pharmacy Administration Residency at the Medical University of South Carolina Medical Center. Additionally, Chris serves as an Adjunct Associate Professor at the University of Connecticut School of Pharmacy, Northeastern University School of Pharmacy, and the Massachusetts College of Pharmacy.

In 2010, Dr. Fortier was selected to represent South Carolina as a voting member at the ASHP/ASHP Foundation's Pharmacy Practice Model Initiative Summit. He currently is the UHC Pharmacy Council's Executive Committee Member-At-Large and previously served on the University HealthSystem Consortium's (UHC) Pharmacy Council's Executive Committee and the Medication Use Informatics and Technology Committee. He also served on the ASHP New Practitioners Forum Executive Committee, the ASHP Task Force on Organizational Structure, and is an Associate Faculty member for the ASHP Foundation's Pharmacy Leadership Academy. Dr. Fortier is a Fellow of ASHP and a past recipient of the ASHP New Practitioner Forum's Distinguished Service Award.

Despina Kotis, PharmD, FASHP



Dr. Kotis received her B.S. in Pharmacy at the University of Illinois in 1983 and her PharmD from the University of Illinois in 1994. She also completed the ASHP Foundation Leadership Academy program in 2008. She currently serves as Director of Pharmacy, Northwestern Medicine; Adjunct Instructor of Pharmacy Practice, Midwestern University; Adjunct Associate Professor, at Purdue University, University of Illinois, Chicago State University, and Drake University. She has received a distinguished service award from the University of Minnesota

school of Public Health. Dr. Kotis is an active volunteer on the board of directors for Illinois Council of Health System Pharmacists and nationally appointed to the ASHP Council of Pharmacy Management, House of Delegates Member, and Fellow of ASHP (FASHP).

Dr. Kotis is a strategic academic medical center leader for developing the role of the pharmacist and pharmacy technician into an integrated patient centered model. She lead the expansion of the residency program at Northwestern including a doubling of the PGY-1 class and addition of several PGY-2 programs. Dr. Kotis continues to strive to assist healthcare systems to improve with presentations regarding medication shortages, pharmaceutical waste, medication reconciliation and safety, and transitions in care.

Michael F. Powell, MS, FASHP



Michael F Powell is Executive Director, Pharmaceutical and Nutrition Care at The Nebraska Medical Center, and Associate Dean, Hospital Affairs, UNMC College of Pharmacy. Mr. Powell received BS and MS degrees in pharmacy from The Ohio State University (1974) and the University of Maryland (1977), respectively. He completed a hospital pharmacy residency at the University of Maryland Hospital from 1974-76. He has held positions as Assistant Director, Associate Director and Director of Pharmacy positions in San Antonio, Texas, Detroit, Michigan and Cleveland, Ohio. He has served as an elected officer and committee member in local and state pharmacy associations. A member of ASHP for more than 35 years, Mr. Powell has chaired both Special Interest groups

and Advisory Working Groups and served both as an elected and alternate delegate. Most recently, he completed a term as Chair of the Section of Pharmacy Practice Managers.

Sara J. White, MS, FASHP



Sara J. White completed a BS in Pharmacy from Oregon State University, MS from Ohio State University and an ASHP accredited Residency at the Ohio State University Hospitals and Clinics. She is currently a Pharmacy Leadership Coach and Faculty for the Pharmacy Leadership Academy. In 2001, she served as an ASHP Foundation Scholar-in-Residence on Pharmacy Leadership and wrote a watershed report on the crisis in pharmacy leadership within health-system pharmacy, which led to the creation of the ASHP Foundation/ASHP Center for Health-System Pharmacy Leadership.

Sara's contributions to pharmacy have been recognized by many awards, which include the Kansas Hospital Pharmacist of the Year, Kansas Pharmacist of the Year, Harold N. Godwin Lecture Award, Clifton J. Latiolais Award, John A. Webb Lecture Award, Ohio State Jack L. Beal Post Baccalaureate Award, Harvey A.K. Whitney Lecture Award and ASHP Distinguished Leadership Award.

She also served as ASHP president from 1996-1997 and has held numerous other elected positions within ASHP, including Chair of the House of Delegates and a member of the Board of Directors.