



**ASHP Certified Pharmacy Executive Leader (CPEL<sup>SM</sup>)  
Professional and Leadership Competencies – FINAL**

The ASHP Certified Pharmacy Executive Leader (CPEL<sup>SM</sup>) Competency Framework outlines essential professional and leadership competencies. The CPEL framework was developed by an advisory group of health-system pharmacy leaders. Essential professional competencies were derived from advisory committee experiences and ASHP standards and guidelines. The initial set of leadership competencies was data from pharmacy leaders who participated in a process using Korn Ferry Leadership Architect™ where they prioritized essential competencies to address current and future healthcare challenges. An initial set of professional and leadership competencies was made available to ASHP members and their input was integrated into the below framework.

Competencies are observable clusters of related knowledge, skills and behaviors that contribute to effectiveness and success<sup>1</sup>. The application process for the CPEL focuses on professional experiences and competencies as they can be documented and are observed by others, respectively. While attributes (e.g., personality and attitudes) and drivers (e.g., values and motivations) are key elements of personal and professional success, they become observable through professional and leadership competencies and accomplishments.

Professional competencies are those related to being a leader in pharmacy practice. The competencies included in Table 1 are not exhaustive rather they are key areas where maintenance of knowledge and skills is required for effectiveness as a professional. Tables 2 and 3 include the CPEL leadership competencies that together with professional competencies are essential to leading self, people, and the organization.<sup>2</sup>

**Table 1: Professional Competencies**

The Certified Pharmacy Executive Leader (CPEL) demonstrates competence as a pharmacy professional and proactively maintains knowledge in key areas that enable their effectiveness.

- Pharmacy practice, including therapeutics and clinical application, standards of practice, accreditation and regulatory requirements, and operational aspects and issues
- Resource management, including laws and regulations, organizational personnel policies, staffing models and contracting, and performance management systems
- Patient and medication safety, including national patient safety standards and quality improvement methods
- Advocacy issues that impact pharmacy practice, within and outside the organization
- Contemporary and emerging technology and the impact it has on patients, pharmacy, and healthcare delivery
- Current and future trends in pharmacy, the organization, and the external environment, including the community and marketplace, population health, and healthcare law

<sup>1</sup> Korn Ferry Leadership Architect™ (2014-2019) research guide and technical manual.

<sup>2</sup> Organization refers to the applicant's area(s) of responsibility, such as department, clinical services, or enterprise.

The CPEL framework includes twenty (20) essential leadership competencies (Tables 2 and 3). Table 2 displays the competencies mapped to Korn Ferry’s global framework. Table 3 displays the leadership competencies and includes the behavioral descriptions using the lens of leading self, others, and the organization<sup>3</sup>.

<b>Factor: Self</b>	<b>Factor: Thought</b>	<b>Factor: Results</b>	<b>Factor: People</b>
Self-development	Customer focus	Accountability	Communication
Self-awareness	Financial steward		Purpose-driven vision
Trust	Decision making		Collaboration
Courage	Innovates		Conflict management
Ambiguity	Strategic		Inclusive
Resilience			Teamwork
Agility			Talent development

In Table 3, the descriptions of the knowledge and skills associated with a leadership competency may reside in one domain (e.g., leading self) or may be boundary spanning, with descriptions across domains. In reviewing the framework, candidates should focus on the competency’s behavioral descriptions and not the specific domain (e.g., leading people) in the framework. Additionally, candidates are encouraged to self-assess their experience and expertise in the below leadership competencies as they prepare their application. There will not be a test on the leadership competencies as a requirement of the certification. Candidates approved by the Commission will demonstrate the leadership competencies through case work as part of the certifying capstone event.

<b>Leadership Competency</b>	<b>Behavioral Description of Competency</b>		
	<i>Leading Self</i>	<i>Leading People</i>	<i>Leading the Organization</i>
Self-development	Participates in continuous personal and professional development.  Seeks stretch assignments.		
Self-awareness	Seeks to understand and incorporate knowledge of own perspectives, biases, styles, and views on others’ backgrounds and cultural norms to bring awareness of the impact on own thoughts and actions.	Proactively seeks 360 feedback and incorporates changes into ones’ actions.	

<sup>3</sup> Organization refers to the applicant’s area(s) of responsibility, such as department, clinical services, or enterprise.

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<b>Table 3: CPEL Leadership Competencies and Behavioral Descriptions</b>			
<b>Leadership Competency</b>	<b>Behavioral Description of Competency</b>		
	<i>Leading Self</i>	<i>Leading People</i>	<i>Leading the Organization</i>
Trust	Is authentic, showing consistency between words and actions.  Demonstrates honesty.  Keeps confidences.	Creates and maintains an environment of mutual trust.	
Courage	Faces difficult situations with confidence, despite potential risk.	Supports others to handle difficult issues.	
Ambiguity	Effectively deals with incomplete information, such as where the path forward is uncertain, and handles it constructively.		
Resilience	Models resilient behaviors, such as sets appropriate boundaries, utilizes strategies to recover from challenges, and develops support structures.	Creates an environment and culture that supports staff resilience, such as enabling staff to express and seek help to support wellness.	
Agility	Constructively and effectively adapts personal, interpersonal and leadership behaviors to match different situations.  Embraces change.	Enables others to effectively adapt and manage complex commitments and situations.	Continuously leverages resources to achieve results in evolving and complex situations.
Customer focus	Models behaviors of exemplary customer-service including to patients, staff, and other stakeholders.	Builds and delivers solutions that meet stakeholders' current and future needs.	
Financial steward	Demonstrates financial and business insights and expertise.  Has a clear understanding of the relationship between healthcare finance, revenue cycle management, and value.		Ensures financial management positively contributes to organizational viability  Integrates data, analysis and key financial and quality indicators to generate value for the organization and community.

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Decision-making	Proactively makes decisions based upon appropriate analysis and critical thinking.	Empower and coach others to make effective and timely decisions based upon their own analysis.	Decisions result in solutions that create value to the organization.
Innovates	Demonstrates skills to lead change, accepting potential risk associated with implementing innovative ideas.	Encourages diverse thinking and experimentation that nurtures innovation.  Promotes and supports continuous improvement.	Champions implementation of creative ideas while accepting associated risks.
Strategic	Anticipates future trends.  Takes a broad perspective in approaching issues.  Articulates a clear connection between vision and action.  Demonstrates commitment to the strategic goals.	Engaging others to develop a shared future vision and creates the roadmap towards the goals.	Creates and ensures the organization's strategic planning connects vision to action and leverages pharmacy services across the continuum of care.  Utilizes a global and broad view when approaching opportunities and challenges.
Accountability	Demonstrates ownership by holding self- accountable for own commitments and goals.	Ensures ownership by promoting others to be accountable to execute team commitments and goals.	Ensures ownership and alignment to meet organizational commitments and goals.
Communication	Demonstrates effective and authentic communications across a range of settings, modalities, and audiences.  Conveys understanding and sensitivity to diverse cultures.	Encourages the open expression of diverse ideas and opinions.  Uses compelling arguments to gain support and convince others to take action.	Aligns message with organizational mission, vision, objectives and priorities.
Purpose-driven vision	Demonstrates a compelling, passionate and relatable sense of purpose for the future.	Inspires others to use a shared vision to approach what is possible with positive energy and purpose.	Creates and sustains an organizational culture that embraces an aspirational vision with a sense of purpose.

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Collaboration	Models behaviors that balance self and others' interests.	Visibly recognizes the value and contributions of each stakeholder.  Develops and maintains cooperative relationships with key stakeholders to meet shared goals.	Creates and sustains an environment that supports collaboration.  Builds and maintains formal and informal networks, internal and external to the organization.
Conflict management	Develops a portfolio of effective strategies to handle conflict.	Proactively identifies and frames areas of potential conflict as opportunities and works through agreements equitably by integrating diverse views.	Successfully integrates perspectives and goals from parties within and external to the organization to manage conflict.
Inclusive	Demonstrates behaviors consistent with contemporary perspectives and strategies around understanding and engaging diverse viewpoints, cultures, experiences, styles, backgrounds.	Promotes an employee-focused climate values, supports, and encourages diversity, equity and inclusion.  Seeks to understand what motivates others to create an environment that increases engagement.	Champions diversity, equity and inclusion within the organization and in the community.
Teamwork	Maintains knowledge of strategies and tools for building teams and improving their effectiveness.	Forms diverse teams and leverages individuals' diverse perspectives and strengths to achieve results.  Creates a shared culture and feeling of belonging.	Create an environment that supports engagement aligned to individual and organizational goals.
Talent development		Cultivates and encourages their team members' continuous personal and professional development.  Identifies, develops, mentors, and sponsors existing and future leaders to achieve organizational and personal goals.	Supports organizational goals with an engaged and high-performing workforce.  Recruits the best talent and develops staff to meet current and future organizational and community needs, including succession planning.