





# Part 1

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## *Personal Roles, Goals, and Development*

“Get your ducks in a row” has always been one of my favorite expressions. Another is “begin with the end in mind.” These expressions emphasize the importance of preparation and, while they apply to groups and individuals, the latter is relevant here.

If we aspire to manage and lead individuals, projects, organizations, and change, we must first get our personal “ducks in a row.” This requires selecting roles, setting goals and acquiring and developing supportive knowledge, skills and attitudes that have proven to be effective. Helping you get your personal act together by thinking about and embracing that knowledge-skills-attitudes set is the purpose of the 11 lessons in this section.



# Lesson 1

## ***Leading, Managing, and Producing***

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*Leaders are people who do the right things;  
managers are people who do things right.  
Both roles are crucial,  
but they differ profoundly.*

— Warren G. Bennis

One model for organizations, such as healthcare systems, academic departments, or colleges of pharmacy, is that wholeness, vitality, and resiliency require attention to three different, but inextricably related, on-going functions: leading, managing, and producing. Another way of looking at leading, managing, and producing is to think of them as the three D's: deciding, directing, and doing.

The three different, but complementary, efforts essential to an organization's success, may be further explained as follows:

- Leading involves deciding what ought to be done or determining where an organization should go. When we are in a leading or deciding mode, helpful knowledge and skills include visioning, communication, honesty and integrity, goal setting and related strategizing, continuous learning, courage, calmness in crises, tolerance for ambiguity, and creativity.

*Leadership works through people and culture.*

*It's soft and hot.*

*Management works through hierarchy and systems.*

*It's harder and cooler.*

— John P. Kotter

- Managing focuses on directing who is doing what when. When we are in a managing or directing mode, useful knowledge and skills include communication, delegation of authority, planning, resource acquisition and allocation, and monitoring.
- Producing involves doing what has been decided as a result of leading and what is being directed via managing. When we are in a producing or doing mode, helpful knowledge and skills include clinical and technical competence, focus, persistence, and teamwork.

The metaphor of a three-legged stool suggests how attention to leading, managing, and producing creates a stable organization—one that cannot easily be “knocked over.” While an organization or group might temporarily survive balanced on two of the three legs, all three legs are needed for long-term survival. For example, a leaderless pharmacy department might do well for several years by balancing on two legs such as excellent management and service capabilities, but eventually be toppled because it lacked the third leg. That leg is leadership, especially the ability to see and act on changes in client and customer needs and the means to serve those needs. Leadership author Warren G. Bennis<sup>1</sup> says:

Many an institution is very well-managed and very poorly led. It may excel in the ability to handle each day all the routine inputs, yet may never ask whether the routine should be done at all.

Consider another example of the need for three strong legs, with each carrying its share of the weight. Picture a pharmacy consulting firm led by a visionary and staffed with individuals willing to produce, but lacking the managing leg, that is, effective project managers. This firm is likely to fail


because it lacks the ability to translate the vision to profitable services and deliverables.

Assuming you agree that each organization or group striving to be successful has leading (deciding), managing (directing), and producing (doing) responsibilities, consider the manner in which these corporate responsibilities might be met. More specifically; consider the matter of individual responsibility in achieving the three organizational responsibilities.

In what might be called the traditional segregated model, the three functions reside in three separate groups of personnel. The vast majority of employees or group members are the doers or producers, a distinctly different and much smaller group of managers are the directors, and one person, or perhaps a very small group, leads.

Another traditional way of viewing the production, management, and leadership functions is the linear model. An aspiring and successful individual begins in a production mode and then passes linearly through management and into leadership. Rather than being a trait that many can possess, albeit to different degrees, leadership is considered the end of the line or ultimate destination for a very few. But is this the optimum way for the modern or future organization or group to meet its leading, managing, and producing responsibilities? Probably not.

An organization will be stronger if what used to be the three organizational responsibilities now also become individual responsibilities. The goal should be to enable each member of the organization or group to be a decider, a director, and a doer. While the relative “amounts” of leading, managing, and producing will vary markedly among individuals in the organization or group, everyone should be expected and enabled to do all three in accordance with their individual characteristics.



*If you want to build a ship,  
don't drum up the people to gather wood,  
divide up the work and give orders.  
Instead, teach them to yearn for the vast and endless sea.*

— Antoine de Saint-Exupery

This shared responsibility organizational model, in contrast with the traditional segregated model, is much more likely to tap, draw on, and benefit from the diverse aspirations, talents, and skills that should be present within the organization or group. Because essentially all members are fully involved, the shared responsibility entity is in a much better position to synergistically build on internal strengths, to cooperatively diminish internal weaknesses, and to learn about and be prepared to respond to external threats and opportunities.

In conclusion, leading, managing, and doing are not defined only or even primarily by position. Instead, the principal determinate is individual knowledge, skills, and attitudes. Anyone at any level within an organization or group, can and should, exercise deciding, directing, and doing as needs and opportunities arise.

### Suggestions for Applying Ideas

Review examples of the distinctions between leading, managing, and producing (or deciding, directing, and doing) such as the following:

<b>TABLE 1-1. DISTINCTION BETWEEN LEADING, MANAGING, AND PRODUCING</b>		
<b>LEADING</b>	<b>MANAGING</b>	<b>PRODUCING</b>
Deciding what ought to be done	Directing how things will be done, who will do them and when	Doing what we know has to be done or what we are asked to do
What do we want to accomplish?	How can we best accomplish it	Do it
Determine if the ladder is leaning against the right wall <sup>4</sup>	Determine how to efficiently climb the ladder <sup>4</sup>	Climb the ladder and go over the wall <sup>4</sup>
Select jungle to conquer <sup>4</sup>	Sharpen machetes, write policy and procedure manuals, establish working schedules <sup>4</sup>	Cut through the jungle <sup>4</sup>

Look for and act on leadership events.

- Health system pharmacy is a rapidly changing, highly regulated, and competitive environment, where a need exists for pharmacists to seek “leadership events” at all levels of the department.<sup>2</sup> A leadership event is defined as “some situation in organizational life, which contains for an individual, an unfilled need for leadership.”<sup>3</sup>
- Examples of possible leadership events are a failing medication management process, a need to develop a new service in an outpatient clinic, a need to comply with accreditation standards, an increasingly irrelevant curriculum in a college department, and organizing a new type of employee gathering within an organization.
- The ability of a person to choose her or his view on a project or task is an important concept as it opens to the potential leader the possibility of changing other participants’ views of the task. The point: There are many ways to look at situations ranging from, at one end of the spectrum, mundane, routine and more of the same to, at the other end of the spectrum, a unique opportunity for improvement and achievement. To take possession of a leadership event implies that there will be change. Seek out opportunities for leadership events, embrace them with optimism and hope.<sup>2</sup>

Having identified a potential leadership event, move, as appropriate, through the following process:

- Confirm that your leadership is required and feasible. (Have a purpose).
- Begin with the end in mind.<sup>4</sup>
- Determine the stakeholders.
- Estimate what “costs” and “benefits” might be incurred, or perceived to be incurred, by each stakeholder.
- Have a vision. Engage others to share your event meaning and endorse your leadership.
- Sustain the network of stakeholders by communicating and reinforcing roles.

- Organize the stakeholders to achieve common goals.
- Recognize when goals have been achieved, and celebrate!
- Experience strongly indicates that each of us is surrounded by leadership opportunities, regardless of our formal position.

*Nothing is orderly until man takes hold of it.  
Everything in creation lies around loose.*

— Henry Ward Beecher

Think about the do's and don'ts of effective managing<sup>5</sup>

- Managers should be leaders. Remember “Managers do right things, and leaders do things right.”
- Stay in touch – communicate with all employees at all levels.
- Listen, consider, act, provide feedback, and give credit to those who deserve it.
- Plan – have a mission and vision. Focus on an agreed upon plan to achieve the mission and vision.
- Put yourself “in their shoes.” Have sensitivity and appropriate timing when addressing problems, issues, or change events.
- Continually guide and encourage the staff toward achieving goals within limits of the abilities and resources available.
- Emphasize quality – “we do it right the first time, every time.”
- Reward competence.
- Create and follow standards of practice and supervision in cooperation with those people affected by the standards.
- Maintain a good work climate comprised of respect, trust, and a sense of pride.
- Protect your workers from the bureaucracy to instill a sense of security.
- Build a team where everyone know their jobs but buys into mutual goals and works together to accomplish those goals.

*Manage from the left (brain);  
lead from the right.*

— Stephen R. Covey

Evaluate your managing and leading potential by comparing your personal profile to that of the highly accomplished pharmacist, Harvey A. K. Whitney

- Whitney's achievements included occupying the position of Chief Pharmacist at the University Hospital in Ann Arbor Michigan for 20 years, establishing the first pharmacy internship program (now known as a pharmacy residency program), developing a small subset of American Pharmacists Association members interested in hospital pharmacy and creating and presiding over American Society of Hospital Pharmacy as well as creating the *American Journal of Hospital Pharmacy*.
- The following are attributes needed by all leaders<sup>2</sup>:
  - Competence
  - Knowledge
  - Trustworthiness
  - Being an effective listener
  - Respecting others
  - Compassion
  - Observing fairness
  - Generosity
  - Openness
- The following practices have also been associated with effective leadership<sup>2</sup>:
  - Taking risks—drives change
  - Inspire excellence and provide clarity through a vision
  - Build and empower teams



- Foster development of talents
- Communicate effectively
- Listen and keep informed
- Develop relationships
- Lead by example
- Celebrate success

How do you stack up? Using Harvey A. K. Whitney as a benchmark, what are your managing and leading strengths and weaknesses?



*Do not desire to fit in.  
Desire to lead.*

— Gwendolyn Brooks

### Study one or more of the following sources cited in this lesson

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2. Wollenberg KG, Bush PW. Leadership. In: Brown TR, ed. *Handbook of Institutional Pharmacy Practice*. Bethesda, MD: American Society of Health-System Pharmacists; 2006:217–227.
3. Parkin J. Choosing to lead. *J Manage Eng*. 1997;(Jan./Feb.):62–63.
4. Covey SR. *The 7 Habits of Highly Effective People*. New York: Simon & Schuster; 1990.
5. Brown TR, ed. *Handbook of Institutional Pharmacy Practice*. Bethesda, MD: American Society of Health-System Pharmacists; 2006:125–132.

### Study one or more of the following supplemental sources

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*You young lieutenants have to realize that  
your platoon is like a piece of spaghetti.  
You cannot push it.  
You have to get out front and pull it.*

— George S. Patton, Jr.

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*A leader is a dealer in hope.*

— Napoleon Bonapart