

# Management and Leadership in Pharmacy

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## Financial Disclosure:

**"I have had no financial relationship over the past 24 months with any commercial sponsor with a vested interest in this presentation"**

## Pharmacist Learning Objectives:

1. Define management and leadership and discuss them in the pharmacy setting.
2. Assess the importance of strong leadership in a successful workplace.
3. Briefly discuss the importance of goal setting in leadership and management and learn the S.M.A.R.T. approach.
4. Understand the importance of constructive feedback in facilitating growth in leadership and management.
5. Identify how an active commitment to the profession and one's community can contribute to leadership skills.

## Technician Learning Objectives:

1. Define management and leadership and discuss them in the pharmacy setting.
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## Management

man-age-ment  
/manijmant/

The process of dealing with or controlling things or people

The art of maximizing productivity by using and developing people's talent, while providing them with self-enrichment and opportunities for growth

Management is also concerned with the allocation and use of resources to accomplish tasks and achieve objectives

The act or art of managing; the conducting or supervising of something (such as a business)

Reference: Chisholm-Burns, M. A., Vetterucci, A. V., & Bingham

## Leadership

lead-er-ship  
/lĕdər-ŝhip/

The office or position of a leader

The process of influence in which one person is able to enlist the aid and support of others in accomplishing a common task

The ability to mobilize and inspire others

A leader is an individual who significantly affects the thoughts, feelings and/or behaviors of a significant number of individuals

Reference: Chisholm-Burns, M. A., Vetterucci, A. V., & Bingham

## Distinguishing between management and leadership

### Management:

Generally focuses on more operational aspects of an organization to achieve goals

"Doing things right"

### Leadership:

Refers to an individual's ability to influence, motivate, and enable others to contribute toward success.

"Doing the right things"

**Although there are distinct differences between leaders and managers, many leaders possess outstanding management skills and many managers have excellent leadership qualities.**

## Leadership and Management in the pharmacy setting

Despite there being definitions for leadership and management, they both can take on many different meanings in the pharmacy setting.

## Formal and Informal Leadership Positions in Pharmacy

Formal leaders have formal power/authority.

Formal power is bestowed through organizational authority and is often the result of a position held within the organization.

- Pharmacist in Charge
- Directors of Pharmacy
- Lead Technician
- Project Leader

Informal leadership refers to an individual's ability to be perceived as a leader because of their reputation, credibility, and influence in the workplace.

- Pharmacist who is not in a formal leadership role is known for managing complex problems so is called on to do so
- Technician whose knowledge on a topic impresses many so they are asked to present their work or ideas
- Team member who other team members admire

1. Reference: Chisholm-Burns, M. A., Vallancourt, A. M., & Shephard, M.

## Formal and Informal Leadership positions in Pharmacy

Informal leaders in many cases have more influence on their fellow employees than formal leaders.

Oftentimes astute formal leaders determine which employees possess informal power and assess how they choose to use it.

No matter what your current role - building competencies to be both a formal and informal leader will provide you with an expanded array of opportunities.

## "Accidental Leaders"

**In the pharmacy profession, transition into a leadership role often happens serendipitously.**

**If you are a pharmacy employee who is good at what you do you will likely be asked to assume leadership responsibilities.**

**Leadership has not traditionally been taught in pharmacy schools, however pharmacists and pharmacy managers must be operating as leaders in their practice and business**

**Many pharmacists may not seek to understand and develop the necessary skills to be successful in a leadership role; however, given the current state of our profession learning about leadership is more important than ever.**

1. Reference: Chisholm-Burns, M. A., Vallancourt, A. M., & Shephard, M.  
2. Reference: Wink, SJ

## The Importance of Strong Leadership in a Successful Workplace

Since employees often take cues from their leaders on how to act, strong leadership is at the base of every successful workplace.

The Importance of Strong Leadership in a Successful Workplace

10 Essential Leadership Skills

- Communication
- Motivation
- Delegating
- Positivity
- Trustworthiness
- Creativity
- Feedback
- Responsibility
- Commitment
- Flexibility

5. Reference: Doyle, A.

### Common Behaviors and Traits of an Effective Pharmacy Leader

Behaviors	Traits
<ul style="list-style-type: none"> <li>• Communicates Well</li> <li>• Listens</li> <li>• Encourages</li> <li>• Acts assertively</li> <li>• Innovates</li> <li>• Delegates, Entrusts, Empowers</li> <li>• Resolves Conflict</li> <li>• Provides good direction</li> <li>• Makes other feel important</li> <li>• Admits mistakes</li> </ul>	<ul style="list-style-type: none"> <li>• Decisive</li> <li>• Passionate</li> <li>• Competent</li> <li>• Innovative</li> <li>• Visionary</li> <li>• Optimistic</li> <li>• Credible</li> <li>• Responsible</li> <li>• Cooperative</li> <li>• Intelligent</li> <li>• Diplomatic</li> </ul>

1. Reference: Chisholm-Burns, M. A., Vallancourt, A. M., & Shepherd, M.

**Setting goals is the first step in turning the invisible into the visible.**

"Tony Robbins"

5. Reference: Robbins, T.  
6. Reference: Key, J.

### Goals

Why is setting goals important to both you and your organization?

1. Goals Give You Focus
2. Goals Help You Measure Progress
3. Goals Help You Stay Motivated
4. They Help You Beat Procrastination
5. You Achieve Even More

7. Reference: Doran, G.

### Why is goal setting important in leadership?

1. Setting goals helps leaders stay focused on what truly matters
2. Being a leader, setting goals means having a bigger picture/vision
3. You have a bullseye for your team to focus and prioritize
3. Effective leaders make their team feel challenged but not overwhelmed leading to higher performance

7. Reference: Doran, G.

### Goals

SMART Goals

- S: Specific
- M: Measurable
- A: Achievable
- R: Relevant
- T: Time-bound



7. Reference: Doran, G.T.

## Setting Goals the SMART Way for Your Pharmacy

- It's easier for your business to succeed when you have clearly defined objectives that are based in reality.
- Ensure your whole team understands why it is important to meet your stated goals.
- Create an action plan to help you attain your goals.
- Deciding if you are willing to accept the sacrifices can oftentimes be more challenging than determining if you want the result.
- Meet regularly to measure progress.
- Celebrate Accomplishments.

Reference: Baskin, J. & Detenhouwer, J.

## Communication and Feedback

- Communication is one of the essential leadership skills and arguably the most important management competency.
- Feedback is a critical communication skill for managing employees and accomplishing desired goals.
- Feedback can serve as both a preventative and corrective measure.
- All employees require feedback about things that are working well and aspects of their performance that may need improvement.
- It is not uncommon to hear employees say that they only receive feedback during their annual evaluations.
- Skills in the area of feedback can be the least taught and the most difficult to master.

## Feedback vs Evaluation

### Feedback

- Provides information on actions that were directly observed and the effect of those actions
- Ongoing, frequent, face-to-face, in small doses

### Evaluation

- Generally scheduled to judge a performance
- An evaluation should not contain any feedback that the team member is hearing for the first time

1. Reference: Chahidi-Burns, M. A., Vallencourt, A. M., & Shepherd, M.

## Goals of Feedback

1. Provide information with the intention of narrowing the gap between actual and desired performance
2. Encourage learners to think about their performance and how they might improve
3. Effect changes in the learner's thinking, behavior, and performance
4. Enable learners to repeat positive behavior or improve their performance
5. Focus on Improvement

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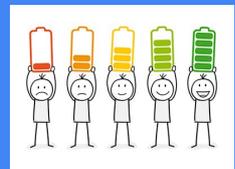
## Effective and Constructive Feedback

- If executed properly effective feedback can have a major impact on efficiency in the workplace and employee engagement.
- It is imperative that managers develop a comprehensive understanding of what constitutes effective feedback to impact employees and improve the learning process.
- Essential for managers to understand that each employee comes from a unique perspective and that every work interaction comes out of this point of view.
- Providing feedback in the right way makes it more effective for employees and fosters kindness and creates an environment of teachability.

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1. **Specific**
2. **Timely**
3. **Meaningful**
4. **Candid**
5. **Easy to Understand**
6. **Focused on the future**
7. **Recurring**
8. **Tied to an action plan**

### Key Values to Effective Feedback



## Active Commitment

To the Profession and One's Community

Growing your leadership capacity requires sustained and deliberate effort

1. Gain Different Perspectives
2. Build Relationships
3. Master New Skills
4. Increase self confidence, self esteem, and life satisfaction

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## Pharmacist Learning Assessment

1. Despite there being a definition for leadership and management, these skills can take on many different meanings in the pharmacy setting. TRUE OR FALSE
2. Since employees often take cues from their leaders on how to act, strong leadership is at the base of every successful workplace. TRUE OR FALSE
3. What does the "S" in the acronym S.M.A.R.T setting of goals stand for?

## Pharmacist Learning Assessment

4. What are the key values to effective feedback?

- A. Timely
- B. Specific
- C. Vague
- D. Both A&B
- E. All of the Above

5. An active commitment to the profession and one's community can help:

- A. Gain different perspectives
- B. Build relationships
- C. Master new skills
- D. All of the above

## Technician Learning Assessment

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