

PHARMACY MANAGEMENT

LEADERSHIP ESSENTIALS FOR PHARMACISTS

LEADERSHIP

True leadership is the ability to mobilize and inspire others; it is not solely about a title or a position.

John C. Maxwell (a leadership authority)

«the true measure of leadership is influence – nothing more, nothing less.»

LEADERSHIP

Leadership is the process of influence in which one person is able to enlist the aid and support of others in accomplishing a common task, and the effectiveness of leaders is determined by both their level of influence and the outcomes of their decisions.

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

TYPES OF LEADERS

- 1. Formal Leaders:** have formal power- the right to hire and fire, transfer, demote or promote, and reward. It is often the result of a position held within an organization (such as chief executive officer).
- 2. Informal Leaders:** they have personal magnetism or charisma, expertise in their fields, the ability to inspire others. They are achieving success without the power and authority granted to formal leaders.

In an event you are called on to serve as a leader, whether formally or informally, you will face a choice. You can accept the role and hope to rely on the power of your title and responsibilities, or you can cultivate leadership competencies and compel people to action by the way you think, behave and interact with others.

WHAT DOES IT MEAN TO BE A LEADER?

According to Max Weber, sociologist, there are three origins of authority;

- 1. Traditional Authority;** is associated with custom or tradition, such as lines of royal succession in the case of kings, queens, etc. In a more modern setting, traditional authority is based on one's position and rank. For example; the titles of directors, chiefs, represent traditional authority titles in various pharmacy organizations.
- 2. Bureaucratic Authority;** is based on rules or established laws. Bureaucratic leaders demonstrate their power by such tactics as enforcing rules, managing information, and requiring strict codes of organizational behaviour. Military organizations are an example of a system in which a more strict code of organizational behaviour may be found.
- 3. Charismatic Authority;** is based on how leaders use their powers of persuasion and sense of personal magnetism to acquire followers. They often possess no formal power or authority but rely on their magnetism and vision to get things done.

CHARACTERISTICS OF TRUE LEADERS

What do true leaders do and how do they behave?

As mentioned earlier, true leaders have unique ability to move others to action. They can do this because of some characteristics.

Common Behaviours and Traits of an Effective Leader

- **The ability to articulate a compelling vision for the future**

If you can put a compelling vision, you can attract and inspire others, increase commitment to organizational goals, promote change etc.

For example; a meticulous pharmacist who strives to provide the safest and most efficacious care possible, develops a vision in which medication errors would be reduced to nearly 0% over the next three years. To this end, she proposes the implementation of a new automation system to promote medication safety. The articulation of her vision regarding the use of automated technology and its positive effect on patient care might inspire her colleagues.

Common Behaviours and Traits of an Effective Leader

- **Passion**

True leaders are absolutely committed to their vision and enjoy toward it. This passion gives them the energy to persist even during setbacks.

The pharmacist's passion for promoting medication safety, described early, contributed to her persistence in recruiting her colleagues in efforts to compel the administration to act on her automation proposal.

Common Behaviours and Traits of an Effective Leader

- **Integrity**

Leaders know their strengths, are honest about their limitations, establish high standards, and are consistent in their approach.

Common Behaviours and Traits of an Effective Leader

- **Encouragement of others**

«Great things require the support of others and that effective leaders harnessed the power and ideas of others»

Leaders understand the importance of engaging the collective talents of many people and facilitating teamwork and collaboration by creating an atmosphere of mutual trust and respect.

As a pharmacist leader, your success depends on your own technical and pharmaceutical knowledge but more significantly on your ability to mobilize others. Returning to our example, the pharmacist understood that without the support of her colleagues, her proposal would not have the power or momentum to gain the attention of decision makers with the organization.

Common Behaviours and Traits of an Effective Leader

- **Curiosity and daring**

Leaders are not afraid to challenge the status quo and are willing to take risks to effect important change.

They are not afraid to make mistakes in pursuing their goals and use adversity to prepare for future opportunities.

Because of the expense involved in purchasing automation, and the widespread belief that such technology would result in job cuts, the pharmacist might face an uphill battle among colleagues and administrators. Yet she continues to challenge the embedded belief systems about automation to facilitate a better understanding of its costs, benefits, and impact.

Common Behaviours and Traits of an Effective Leader

Behaviours

- Communicates well
- Listens
- Encourages
- Acts assertively
- Innovates
- Delegates, entrusts, and empowers
- Resolves conflict
- Provides good direction
- Makes others feel important
- Admits mistakes
- Stays involved
- Negotiates successfully
- Demonstrates integrity

Traits

- Decisive
- Passionate
- Competent
- Innovative
- Visionary
- Persuasive
- Optimistic
- Credible
- Responsible
- Diplomatic
- Emotionally stable
- Cooperative
- Intelligent
- Systems thinker

DISTINGUISHING BETWEEN MANAGEMENT AND LEADERSHIP

- **Although management is similar to leadership in many ways, as management and leadership skills often overlap, management generally focuses on more operational aspects of an organization to achieve goals.**
- **Leadership is about «doing the right things» whereas management involves «doing things right».**

DISTINGUISHING BETWEEN MANAGEMENT AND LEADERSHIP

- Managers do the **former**, and leaders do the **latter**.
- In a pharmacy setting, managers ensure that the work gets done, and leaders get people excited about doing it.
- Managers plan, and leaders envision an exciting future.
- Managers think critically, and leaders think creatively and strategically.

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

DEVELOPING YOUR LEADERSHIP POTENTIAL

Requires sustained and deliberate effort.

There are many strategies to develop leadership skills:

- 1. Pursue leadership roles within community organizations- being volunteer to work on a campaign to promote literacy etc. Because volunteering in such organizations provide opportunities to gain skills that would not normally be possible with one's employer.**
- 2. Volunteer for leadership roles within your professional associations- recruiting cooperate partners, or leading program planning for a local, regional, national or international pharmacy association will give you an opportunity to meet new people and network, acquire new skills.**

DEVELOPING YOUR LEADERSHIP POTENTIAL

- 3. Find one or more mentors- mentors can support leadership development by opening doors and expanding networks and by providing feedback about issues ranging from style and presence to approaches to managing conflicts. Mentors encourage you to think in new ways, model successful behaviours and attitudes, and support you through difficult situations.**
- 4. Ask for difficult assignments- challenging assignments encourage growth and can result in organization recognition. Once you have been successful with one Project you will likely be called on to work on another.**
- 5. Stay informed- reading journals to stay up-to-date about current therapies, being curious about the trends on your organization are some of the ways to learn more about your profession.**

DEVELOPING YOUR LEADERSHIP POTENTIAL

- 6. Observe others- pay attention to other leaders' traits. How do they handle oppositions? What words do they use to move others to action?**
- 7. Read about leaders- politicians, revolutionaries, inventors, groundbreaking scientists, sports figures all have lessons from which we can learn. Read their stories to learn about the techniques they employ etc.**
- 8. Take leadership tests and inventories- online tools, career offices within universities and career coaches within the community are among the resources available to suggest useful resources.**

**Do not forget, effective leadership
requires practice and patience.**