

Follow the Leader *Your Turn!*

Leadership and Mentoring in Pharmacy Practice

Stephen Shalansky, PharmD, ACPR, FCSHP
Director, Pharmacy Operations
Coastal HSDA, Vancouver Coastal Health

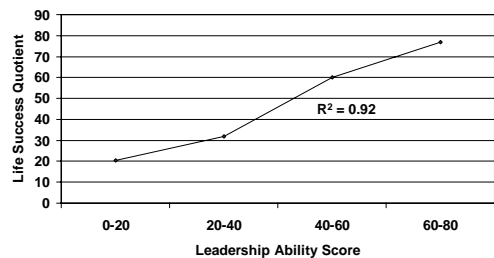
Goals and Objectives

1. To review definitions of leadership and mentoring
2. To review commonly cited traits of effective leaders
3. To review literature recommendations for being a better leader
4. To explore generational attitudes toward leadership and mentoring
5. To provide an overview of mentorship models, phases and functions
6. To provide advice on leadership and mentoring based on case studies and personal experience

Evidence-Based Review

- MEDLINE
- EMBASE
- CINAHL
- International Pharmaceutical Abstracts
- Cochrane databases
- Science Citation Index
- Search terms:
 - Leadership, mentoring, life skills, success, pharmacy, teaching

Importance of Leadership Ability



J Bogus Res 2007;14;1237-46

Mentoring 11 Year Olds

- Treat them with respect
- Gain their respect
- Establish clear boundaries
- Constructive criticism
- Praise achievements – obvious and not so obvious
- Establish self-confidence
- Teach them to learn from each other
- Let them have fun (sometimes)
- Stick up for your team

Who Were Your Mentors?

- Pharmacists
- Professors
- High school teachers
- Parents
- Sports coaches

What Made Them a Mentor for You?

- Mutual respect
- Opportunities to learn
 - Good teaching skills
 - Their own approach to work
- Helped establish your self-confidence
- Let you have some fun while learning
- Stuck up for you / protected you while you were learning

We Are All Leaders and Mentors

- CEO → Senior Executive Team
- Senior Executive Team → Directors
- Directors → Managers
- Managers → staff
- Experienced pharmacist → new pharmacist
- New grads → undergrads
- High school students → elementary students
- Grade 1 students → kindergarteners

Case Study

- You are training a new clinical pharmacist and its time to orient him your clinical specialty area
- You have briefly introduced him to the medical team in preparation for rounds tomorrow morning
- Should you let him go on rounds alone, or come along with him?
- If you decide to come on rounds with him today, when should you send him alone?

Case Study

Alone on Rounds

- The team will get to know and rely on the new pharmacist more quickly
- The new pharmacist will learn more quickly
- The new pharmacist will become independent more quickly
- Not looking over his shoulder
- You can work on other stuff

Together on Rounds

- You can act as a role model
- Provide a social support network
- Can provide encouragement based on observation
- Can "protect" him from the rest of the team

Mentoring Models

Dyad Model

- Mentor and protégé

Triad Model

- Organization, mentor, protégé
- “people are continually learning how to learn together”
- Overcomes relative shortage of senior faculty/staff

Fuller K et al. The role of the mentor in retaining junior pharmacy faculty members. Am J Pharm Ed 2008;72 (2):1-5.

Phases of Mentoring

Initiation

- Relationship begins

Cultivation

- Peak of career and psychosocial mentoring functions

Separation

- Relationship begins to change

Redefinition

- More peer-like relationship

Fuller K et al. The role of the mentor in retaining junior pharmacy faculty members. Am J Pharm Ed 2008;72 (2):1-5.

Functions of Mentoring

Career or Vocational Function

- Educating
- Coaching
- Sponsoring/supporting

Psychosocial Function

- Encouragement
- Counseling
- Collegueship
- Protecting

Fuller K et al. The role of the mentor in retaining junior pharmacy faculty members. Am J Pharm Ed 2008;72 (2):1-5.

Mentoring

"preparing tomorrow's leaders today"

Mentors

- Good teacher and motivator
- Role model
- Judged well by their peers
- Providing structure or "scaffolding" to the learning process
- Sharing knowledge that could otherwise only be attained through experience
- Supporting the protégés efforts without "rescuing" them from their failures
- Mentors provide a standard of excellence that the protégé will aspire to surpass

Walker WO, Kelly PC, Hume RF. Mentoring for the new millennium. Med Educ Online [serial online] 2002;7:15. Available from. <http://www.med-ed-online.org> .

Mentoring

Mentors

- value the career-related behaviors exhibited by their protégés

Protégés

- value the social support behaviors exhibited by their mentors"

Walker WO, Kelly PC, Hume RF. Mentoring for the new millennium. Med Educ Online [serial online] 2002;7:15. Available from. <http://www.med-ed-online.org> .

Mentor or Tormentor?

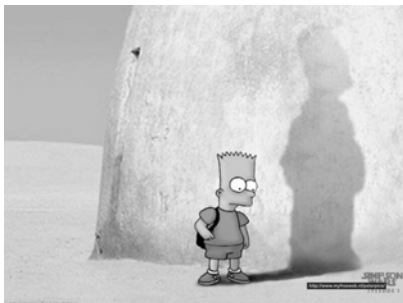
- fine line between "mentor" and "tormentor."
- Either party may enter the relationship with unrealistic expectations of time commitment or objective benefits



Walker WO, Kelly PC, Hume RF. Mentoring for the new millennium. Med Educ Online [serial online] 2002;7:15. Available from. <http://www.med-ed-online.org> .

Baziles @LMD

"They may forget what you said, but they will never forget how you made them feel."



Case Study

Should you let the new pharmacist go on rounds alone, or come along with him?

Don't underestimate the importance of providing a social support network

Its what many trainees will value most from their mentors

How Can We be Better Leaders? Steve' List*

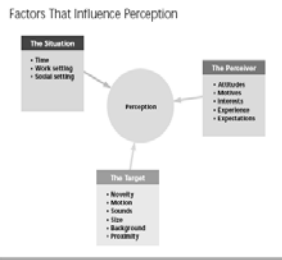
- Assume you have faults
- Learn from those you lead
- Don't be afraid to admit you don't know
- Teach how to learn
- Learn about yourself
- Accept responsibility
- Always think of the team first
- Call it the way you see it
- Show a sincere interest in what people are doing
- Know people's passions and pastimes
- Have a sense of humour
- Be an actor

* With credit to Major General Lewis McKenzie

Focus on What Defines Us As Pharmacists?

- Stick to those things that we do well
- Be careful not to cross into other professions' domains
- Grasp those roles which belong to pharmacy
- Knowing your role:
 - Gives us confidence in ourselves
 - Gives others confidence in our roles & abilities
 - Provides an excellent teaching opportunity

Perception Not Everyday is a Good Day for Mentoring



Morale in the Workplace Case Study

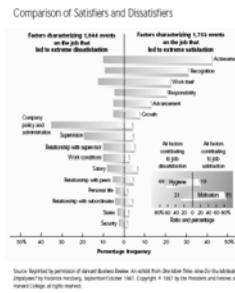
Regionalization (Centralization) has changed your workplace considerably. Your department is dealing with a large number of changes, and is forced to deal with a much larger number of pharmacy staff on a day-to-day basis. You feel that morale is suffering.

What can you do?

The Pendulum of Change The Need for a Common Theme



Happiness in the Workplace



Hockey Pool

- Sense of community
- Virtual water cooler
- Topic of conversation
 - An excuse for socializing with your fellow employees
- A way/excuse to get to know your fellow workers
- (Another) reason to enjoy your workplace

Other Ideas

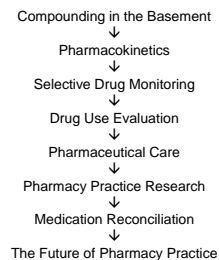
- Christmas parties
- Summer BBQs
- “fun” journal clubs
- Food at work
- Departmental charity projects
- Recognize achievements
 - Newsletters
 - Emails
- Don't assume someone else will do it!

Praise is very cost-effective!

Embrace the Next Generation



Pharmacy Groundbreakers



Case Study

You are precepting a resident on a general medicine rotation.

She seems bright, but is quite pre-occupied with her new iPhone.

Although she is well-prepared for your daily discussions, you are afraid that the focus on her new toy is deterring from her interactions with the medical team, and her ability to identify and resolve drug-related problems

What should you do?

Generation Y

(Millennials, Echo Boomers)

- Narcissistic?
- Lazy?
- Arrogant?
- Slaves to technology?



That 70's Generation *(late Baby Boomers)*

- Narcissistic?
- Lazy?
- Arrogant?
- Slaves to technology?

The Silent Generation *(my parents)*

- Narcissistic?
- Lazy?
- Arrogant?
- Slaves to technology?

Case Study *iPhone*

- Don't jump to conclusions about the younger generation before they have even had a chance to prove themselves
- Don't assume "new toys" distract from work responsibilities
- Ask politely how it works
- Take action when work is compromised

Inspire the Next Generation

*Rosa Parks sat
so Martin Luther King Jr. could walk*

*Martin Luther King Jr. walked
so Barak Obama could run*

*Barak Obama ran
so our children could fly*

Attributed to:
"A Wise Man"

**Don't tell people *how* to do things,
tell them *what* to do
and let them surprise you
with their results**

George S. Patton

**A teacher is one who makes
himself progressively
unnecessary**

Thomas Carruthers

**He who dares to teach must
never cease to learn**

Anonymous

Set an Example

Do the right thing,
even if it's a little
uncomfortable



Call it the way you see it



**Sometimes you have to
weather the storm**



**Don't be afraid
to go out on a limb**



Mentoring 11 Year Olds

- Treat them with respect
- Gain their respect
- Establish clear boundaries
- Constructive criticism
- Praise achievements – obvious and not so obvious
- Establish self-confidence
- Teach them to learn from each other
- Let them have fun (sometimes)
- Stick up for your team

Mentoring Adults

- Treat them with respect
- Gain their respect
- Establish clear boundaries
- Constructive criticism
- Praise achievements – obvious and not so obvious
- Establish self-confidence
- Teach them to learn from each other
- Let them have fun (sometimes)
- Stick up for your team

Summary

- We are all mentors
- Focus in what defines us a pharmacists
- Don't underestimate the importance of providing a social support network
- Morale in the workplace is important
 - Don't wait for someone else to do something about it
- Embrace the next generation
- Learn from those you lead
- Praise is very cost-effective