

Entrenching leadership skills in the pharmacy workforce; challenges and opportunities

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Outline

- A personal musing on the demands of appropriate assertiveness, a key component of leadership in a team environment
- Servant leadership in a caring environment



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EDITORIAL

Barriers to pharmacy practice change: Is it our nature or nurture?

CPJ/RPC • NOVEMBER/DECEMBER 2016 • VOL 149, NO 6

- **Is it our nature—Are we selecting the wrong people for pharmacy?**
- **Is it nurture—The culture we have created?**

“It may be that our public-facing culture is what drives a certain type of applicant to pharmacy—one who is less inclined toward patient care. It may be, in the community setting at least, that the corporatization of the profession has constrained our ability to live up to our own professional ideals. However, our culture is us; that is, we are the ones who create it, live in it and, for the time being, corporations are a part of the deal.”



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The relationship between personality characteristics and career anchors of pharmacists

S. van Rensburg

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S. Buys Group, Carletonville

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Potchefstroom University for CHE

ABSTRACT

The objective of this study was to assess the relationship between personality characteristics and career anchors of pharmacists. A cross-sectional survey design was used. The study population consisted of pharmacists ($n = 56$) in a corporate environment. The Myers-Briggs Type Indicator, the NEO Personality Inventory (Revised), and the Career Anchor Inventory, were used as measuring instruments. The results of the empirical study showed that personality characteristics of pharmacists were related to their career anchors. Extroversion and emotional stability were positively related to general management, service, pure challenge, and entrepreneurial challenge. Introversion, neuroticism and low openness were related to technical/functional competence and security as career anchors.



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Discovering the value of personality types in communication training for pharmacy students

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Background. The current movement in the pharmacy profession, from the product towards the patient, demands new educational approaches that support the exit-level outcomes of the South African Pharmacy Council as implemented in 2013. Patient-centred communication calls for an ability to 'walk in the patients' shoes'. Pharmacists, like others, are naturally inclined to think and treat others as they themselves perceive the world, which can result in miscommunication.

Objectives. To determine the prevalence of the 16 different Myers-Briggs Type Indicator[®] (MBTI[®]) communication styles, and compare them with the prevalence of these styles in the South African (SA) population. Furthermore, to determine the possibility of a pharmacy student interacting with a patient with a similar communication style.

Method. A novel way to sensitise pharmacists to the differences in people's experiences, behaviours and communication styles is to introduce them to type theory with the MBTI[®]. A survey design was used to determine 786 pharmacy students' communication styles, using the MBTI[®]. These students were enrolled for the subject 'Communication for pharmacists' at the largest pharmacy school in SA.

Results. More students were consistently found with Sensing Feeling preferences than in the general SA population. The possibility that a pharmacy student might consult with a patient with a similar style varied between one and 414 chances out of 10 000 consultations.

Conclusion. This study highlights the importance and possibility of using the MBTI[®] as part of communication training of pharmacy students. Sensitising students to their own preferences and those of their patients empowers them to patient-centred communication.

Afr J Health Professions Educ 2015;7(1):43-46. DOI:10.7196/AJHPE.370

“Knowing personality type will enhance the skills set needed by any pharmacist to address the specific requirements of patient-centredness.”



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RESEARCH

StrengthsFinder Signature Themes of Talent in Doctor of Pharmacy Students in Five Midwestern Pharmacy Schools

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Submitted June 26, 2014; accepted October 13, 2014; published May 25, 2015.

Objective. To describe student pharmacists' Signature Themes from the Clifton StrengthsFinder across 5 Midwestern pharmacy institutions and to compare themes by gender, institution, and undergraduate population.

Methods. Student pharmacists completed the StrengthsFinder 2.0 assessment and received their top 5 Signature Themes. Themes were organized and examined by domains (Executing, Influencing, Relationship Building, Strategic Thinking). The distribution of the themes was compared between student pharmacists and undergraduates and themes and domains were compared by institution and gender.

Results. Although results varied by institution, the top 5 themes among the 1244 of 1250 students (99.5%) who completed the assessment were: Achiever, Harmony, Learner, Responsibility, and Empathy. Female student pharmacists had more themes in Executing and Relationship Building, while males had more themes in Influencing and Strategic Thinking. Pharmacy students exhibit more Executing domain talents and fewer Influencing domain talents compared with undergraduates.

Conclusion. Signature Themes were consistent among student pharmacists across 5 Midwestern colleges of pharmacy.

“Results suggest that student pharmacists are achievement-oriented, enjoy learning, and value relationships, but may avoid confrontation and find it difficult to sell an idea.”



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Nurturing relationships: An essential ingredient of leadership

PAUL W. ABRAMOWITZ

Am J Health-Syst Pharm. 2001; 58:479-84

1. Paying attention through active listening.
2. Displaying understanding by mirroring ideas.
3. Giving others credit for their ideas.
4. Welcoming feedback and an honest exchange of information, without threat of punishment.
5. Staying accessible.
6. Being polite and courteous in everyday interactions.
7. Expressing gratitude for hard work.
- 8. Seeking to discover and nurture the unique skills that each person brings to the workplace.**
9. Showing a willingness to trust.
10. Sharing with and opening up to others.



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Ross T. Tsuyuki. Can Pharm J 2019

Leadership is....

- Vision
- Character
- Inspiration
- Exemplary
- Humility
- Decisiveness
- Communication
- Courage

Leadership is not ...

- A title
- A manager
- Narcissistic
- A vehicle for self-gain or self-interest
- A successful businessperson
- About acquiring power

“We *all* have a role to play. We need to hold our leaders accountable to the principles above. And each one of us needs to step up and lead, from within.”



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Nurturing appropriate assertiveness

- One of the most important skills to convey to new graduates in pharmacy is that of **appropriate assertiveness**. They need to learn not only how to assess prescriptions for their legal and clinical appropriateness, and to how to prepare and dispense them (including providing the necessary information to patients and caregivers), but how to engage as full-fledged members of the health team, **leading the discussion on responsible pharmacotherapy and contributing to the maximum of their abilities**. Each pharmacist is, in the individual patient encounter, a leader within the health team, responsible for a particular element of the care process, but by no means subservient or subordinate.



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But how?

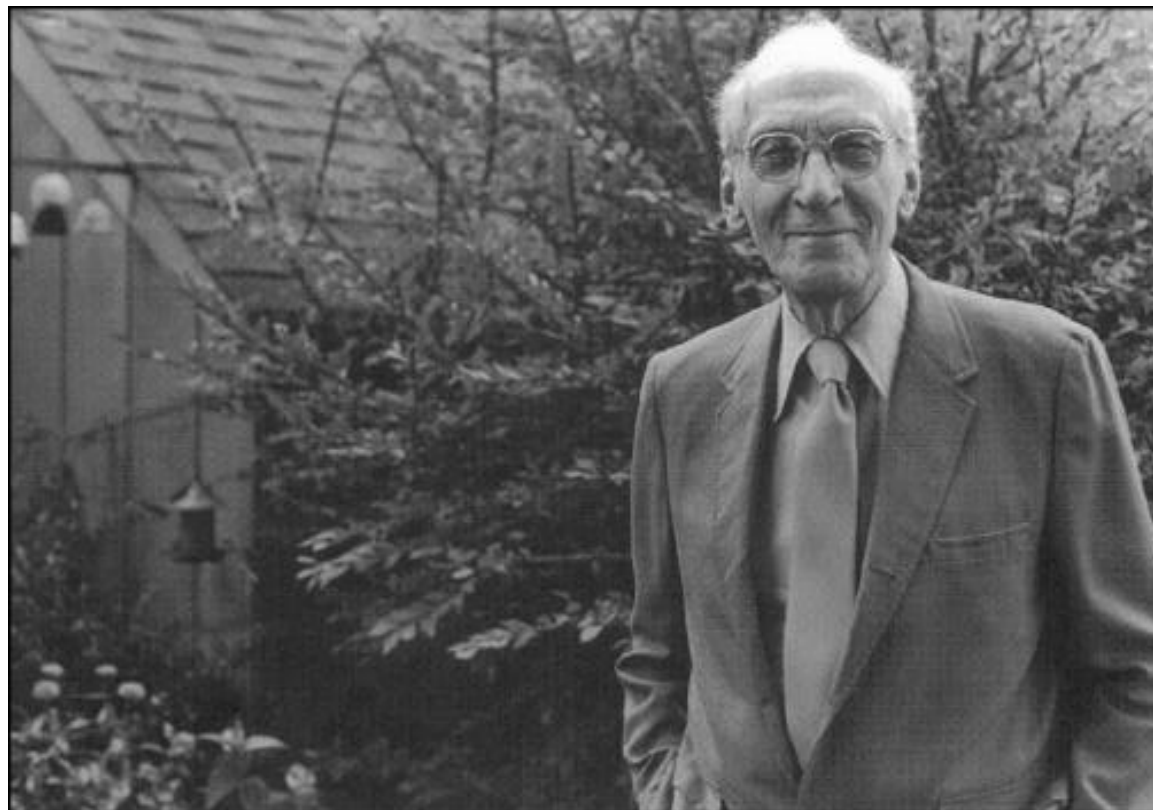
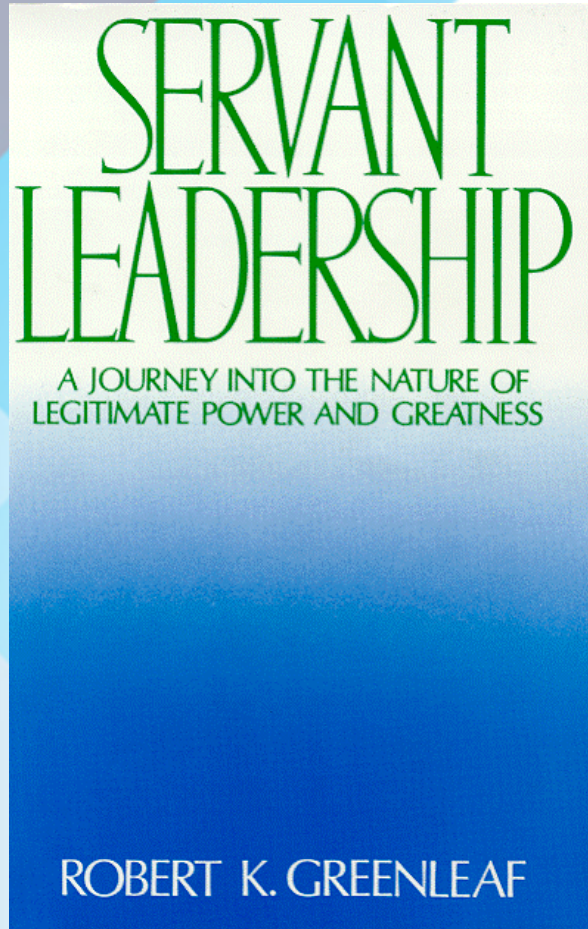
- Assertiveness demands leadership skills that are hard won over years of practice, but can be nurtured in the classroom and experiential learning opportunities.
- The same applies to those in internship, community service, and early practice roles.
- The concept can also be extended to areas of practice that are not immediately patient-facing, whether in industry, distribution, consultancy, administration, regulation or policy.
- **Leadership skills are learned through doing**, not just reading, and a critical opportunity for their development is presented by professional associations, in every sector, at branch, national and international levels.



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First published in 1970, but borrowing on ideas expressed as early as 1958



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- “A fresh critical look is being taken at the issues of power and authority, and people are beginning to learn, however haltingly, to relate to one another in less coercive and more creatively supporting ways. A new moral principle is emerging which holds that the only authority deserving one’s allegiance is that which is freely and knowingly granted by the led to the leader in response to, and in proportion to, the clearly evident servant stature of the leader.”

Robert Greenleaf



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Larry Spears - “Ten Characteristics of the Servant-Leader” (1998)

- Ten characteristics: listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community.



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- “The builders will find the useful pieces wherever they are, and invent new ones when needed, all without reference to ideological coloration.”

Robert Greenleaf



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Opportunities and responsibilities in pharmaceutical care

CHARLES D. HEPLER AND LINDA M. STRAND

Abstract: Pharmacy's opportunity to mature as a profession by accepting its social responsibility to reduce preventable drug-related morbidity and mortality is explored.

Pharmacy has shed the apothecary role but has not yet been restored to its erstwhile importance in medical care. It is not enough to dispense the correct drug or to provide sophisticated pharmaceutical services; nor will it be sufficient to devise new technical functions. Pharmacists and their institutions must stop looking inward and start redirecting their energies to the greater social good. Some 12,000 deaths and 15,000 hospitalizations due to adverse drug reactions (ADRs) were reported to the FDA in 1987, and many went unreported. Drug-related morbidity and mortality are often preventable, and pharmaceutical services can reduce the number of ADRs, the length of hospital stays, and the cost of care. Pharmacists must abandon factionalism and adopt pa-

tient-centered pharmaceutical care as their philosophy of practice. Changing the focus of practice from products and biological systems to ensuring the best drug therapy and patient safety will raise pharmacy's level of responsibility and require philosophical, organizational, and functional changes. It will be necessary to set new practice standards, establish cooperative relationships with other health-care professions, and determine strategies for marketing pharmaceutical care.

Pharmacy's reprofessionalization will be completed only when all pharmacists accept their social mandate to ensure the safe and effective drug therapy of the individual patient.

Index terms: Health care; Health professions; Patient care; Pharmacists; Pharmacy; Pharmaceutical services; Rational therapy; Toxicity
Am J Hosp Pharm, 1990; 47:533-43

A trajectory, not a destination



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