Leading the Pharmacy Workforce for the Future

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### 15 Statements to Answer

<table>
<thead>
<tr>
<th>Statement</th>
<th>Not at All</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Very Often</th>
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</thead>
<tbody>
<tr>
<td>1. I can recognize my emotions as I experience them.</td>
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<td>2. I lose my temper when I feel frustrated.</td>
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<td>3. People have told me that I'm a good listener.</td>
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<td>4. I know how to calm myself down when I feel anxious or upset.</td>
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<td>5. I enjoy organizing groups.</td>
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<td>6. I find it hard to focus on something over the long term.</td>
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<td>7. I find it difficult to move on when I feel frustrated or unhappy.</td>
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<td>8. I know my strengths and weaknesses.</td>
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<td>9. I avoid conflict and negotiations.</td>
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<td>10. I feel that I don't enjoy my work.</td>
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<td>11. I ask people for feedback on what I do well, and how I can improve.</td>
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<td>12. I set long term goals, and review my progress regularly.</td>
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<td>13. I find it difficult to read other people's emotions.</td>
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<td>14. I struggle to build rapport with others.</td>
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<td>15. I use active listening skills when people speak to me.</td>
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</table>

Learning Objectives

- Define emotional intelligence and identify strategies to improve emotional intelligence
- Evaluate methods to increase staff engagement in a dynamic work environment
- Recommend strategies and select change management techniques to effectively lead change
Image: [www.richardnilsen.com](http://www.richardnilsen.com)
The New Yardstick

Intellectual Quotient
Vs
Emotional Intelligence/Quotient

Emotional Intelligence: Defined

“A set of skills hypothesized to contribute to the accurate appraisal and expression of emotion in oneself and in others, the effective regulation of emotion in self and others, and the use of feelings to motivate, plan, and achieve in one’s life.”

Salovey and Mayer, 1990

Emotional Intelligence: Defined

“Understanding one’s own feelings, empathy for the feelings of others and the regulation of emotion in a way that enhances living.”

Daniel Goleman, 1995

“The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.”

Daniel Goleman, 1998

What are the most important characteristics you look for in interview candidates?

What questions have you found to be helpful in identifying these characteristics during the interview process?

Image: www.resumekiduit.dvrlists.com/reoundtable-discussion.html
Listening and oral communication

Adaptability and creative responses to setbacks and obstacles

Personal management, confidence, motivation to work toward goals, a sense of wanting to develop one’s career and take pride in accomplishments

Group and interpersonal effectiveness, cooperativeness and teamwork, skills at negotiating disagreements

Effectiveness in the organization, wanting to make a contribution, leadership potential

Improving Emotional Intelligence

## Generations in the Workforce

<table>
<thead>
<tr>
<th></th>
<th>Baby boomers</th>
<th>Generation Xers</th>
<th>Millennials</th>
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<tbody>
<tr>
<td><strong>Career goals</strong></td>
<td>Building a stellar career</td>
<td>Building a portable career</td>
<td>Building parallel careers</td>
</tr>
<tr>
<td><strong>Reward systems</strong></td>
<td>Money, title, recognition, the corner office</td>
<td>Freedom is the ultimate reward</td>
<td>Work that has meaning for me</td>
</tr>
<tr>
<td><strong>Feedback</strong></td>
<td>Once a year, with lots of documentation</td>
<td>Touch base regularly</td>
<td>... at the push of a button</td>
</tr>
<tr>
<td><strong>Job changes</strong></td>
<td>Puts your career behind</td>
<td>Are necessary</td>
<td>Are desirable</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>Train them too much and they'll leave</td>
<td>The more they learn, the more they stay</td>
<td>Continuous learning is a way of life</td>
</tr>
</tbody>
</table>
Dynamic Environment

- Regulatory changes
- Business priorities
- Workforce changes
- Information systems
- Clinical initiatives
List Strategies to Increase Staff Engagement

Image: www.staples.com
Increasing Engagement

- Assign ownership
- As a leader, demonstrate the characteristics you expect
- Be present and visible
- Say thank you
- Be authentic
- Hire for personal traits (sometimes technical training is required)
- Engage from Day 1 (before if you can)
- Encourage team members to speak freely

Image: www.morningrunguys.com
Can Your Employees Speak Freely?

“No matter how open you are as a manager, our research shows, many of your people are more likely to keep mum than to question initiatives or suggest new ideas at work.”

~ Detert and Burris

Why is this?

- Worry about comments being taken personally
- Worry about coming across as a know-it-all or disrespectful
- Fear of consequences
  - Embarrassment
  - Isolation
  - Low performance ratings
  - Lost promotions
  - Firing
- Sense of futility

Creating a More Vocal Culture

- Make feedback a regular, casual exchange
- Be transparent
- Reach out
- Soften the power cues
- Avoid sending mixed messages
- Be the example
- Close the loop

Why do my efforts to change fail?

Why do my efforts to change succeed?
Leading Change

“People don’t resist change, people resist loss.”

~Alexander Grashow
Adapted from *Managing Transitions* by William Bridges and Susan Bridges
Developing a Framework for Leading Change

Direct → Motivate → Shape → Sustain

Adapted from *Switch: How to Change Things When Change is Hard* by Chip Heath and Dan Heath

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Leading Change Pearls

- Communicate the “Why”
- Assess the team change capacity
- Schedule time on your calendar to allow time to celebrate the wins
- Be sure to empower action
- Effective communication is critical
  - Right audience
  - Right amount of detail
  - Right delivery method
  - Right time

Image: www.flickr.com
“When change works, it tends to follow a pattern. The people who change have clear direction, ample motivation, and a supportive environment.”

~*Switch*, by Chip Heath and Dan Heath

Image: https://bookclubforsuccess.wordpress.com
Key Takeaways

❖ Key Takeaway #1
  • Emotional intelligence consists of self-awareness, self-regulation, motivation, empathy, and social skill and can be improved.

❖ Key Takeaway #2
  • The new measure of success is focused less on technical know-how and intellectual ability and more on personal qualities.

❖ Key Takeaway #3
  • Every employee responds to change differently and processes through transitions as a different pace.