Leading the Pharmacy Workforce for the Future

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

www.midtools.com/pages/article/ei-quiz.htm

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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

Add slide reference if needed

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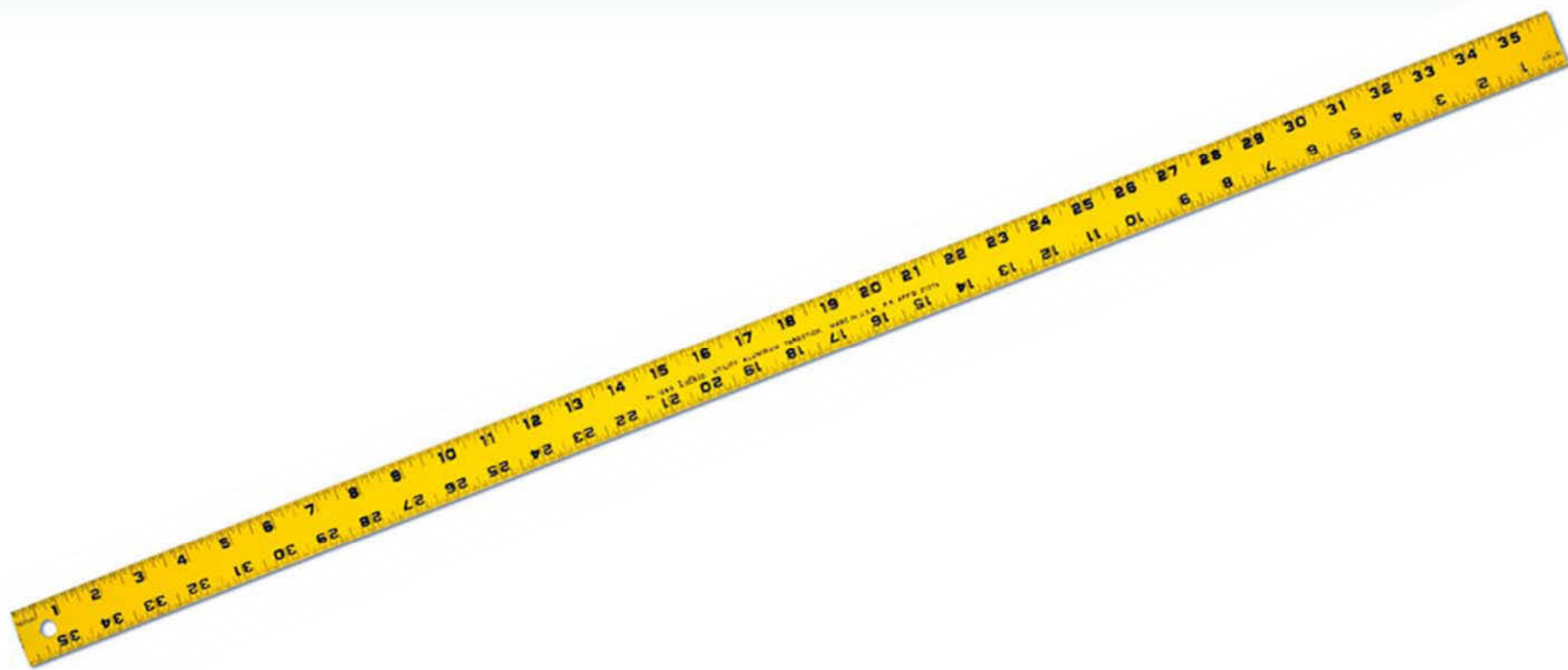
Image: www.richardnilsen.com

Goleman D. Working with Emotional Intelligence. NY: Bantam Books;1998.

The New Yardstick

Intellectual Quotient

Vs

Emotional Intelligence/Quotient
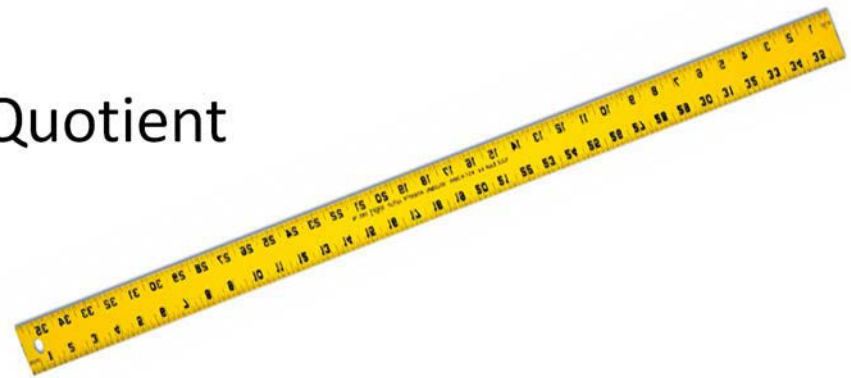
Goleman D. Working with Emotional Intelligence. NY: Bantam Books;1998.

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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

Salovey P, Mayer JD. Emotional Intelligence. Imagin Cogn Pers. 1990;9(3):185-211.

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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

Goleman D. Emotional Intelligence. NY: Bantam Books;1995.
Goleman D. Working with Emotional Intelligence. NY: Bantam Books;1998.

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❖ 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

Carnevale AP et al. Workplace basics: the skills employers want. US Department of Labor Employment and Training Administration, 1989.
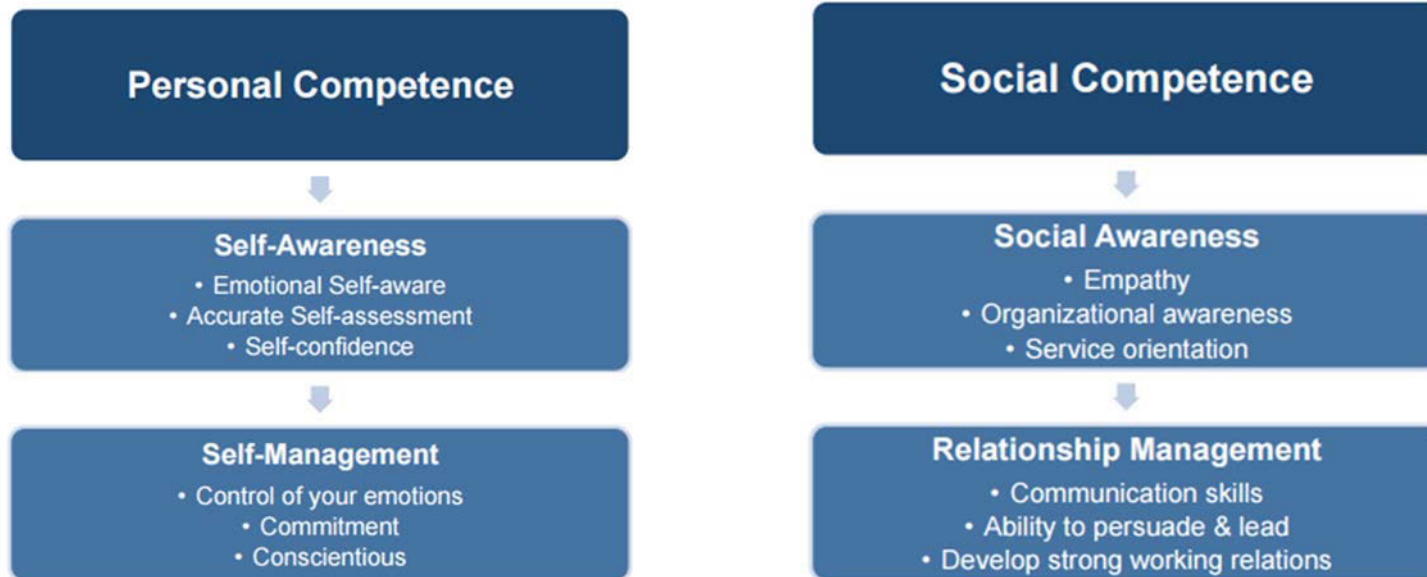
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Self-awareness

Social skills

Emotional Intelligence

Self-regulation

Empathy

Motivation

Goleman D. Working with Emotional Intelligence. NY: Bantam Books;1998.

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Improving Emotional Intelligence

Personal Competence

↓

Self-Awareness
- Emotional Self-aware
- Accurate Self-assessment
- Self-confidence

↓

Self-Management
- Control of your emotions
- Commitment
- Conscientious

Social Competence

↓

Social Awareness
- Empathy
- Organizational awareness
- Service orientation

↓

Relationship Management
- Communication skills
- Ability to persuade & lead
- Develop strong working relations

Understanding Emotional Intelligence. Available at www.free-management-ebooks.com.
Accessed August 9, 2016.

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Generations in the Workforce

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

www.chausa.org

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Dynamic Environment
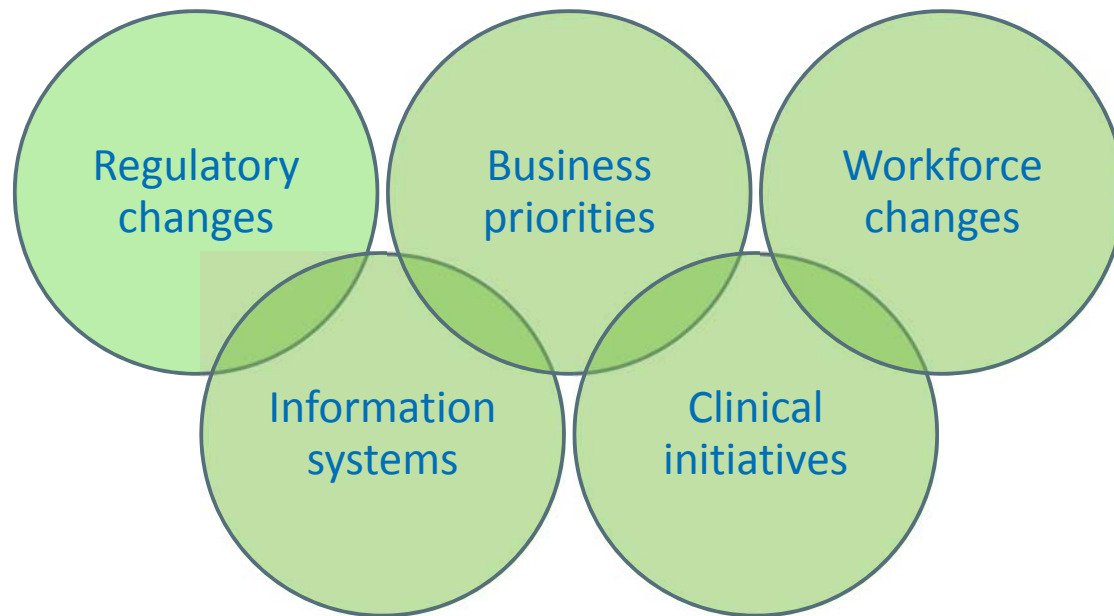
❖ List Strategies to Increase Staff Engagement

Image: www.staples.com

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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

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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

Detert JR, Burris ER. Can Your Employees Really Speak Freely? Harv Bus Rev. 2016;94:80-7.

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

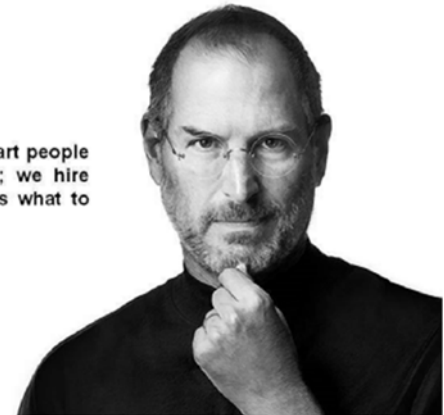Detert JR, Burris ER. Can Your Employees Really Speak Freely? Harv Bus Rev. 2016;94:80-7.

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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

It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do.

Steve Jobs

Detert JR, Burris ER. Can Your Employees Really Speak Freely? Harv Bus Rev. 2016;94:80-7.

❖ Why do my efforts to change fail?

❖ Why do my efforts to change succeed?

Leading Change

"People don't resist change, people resist loss."
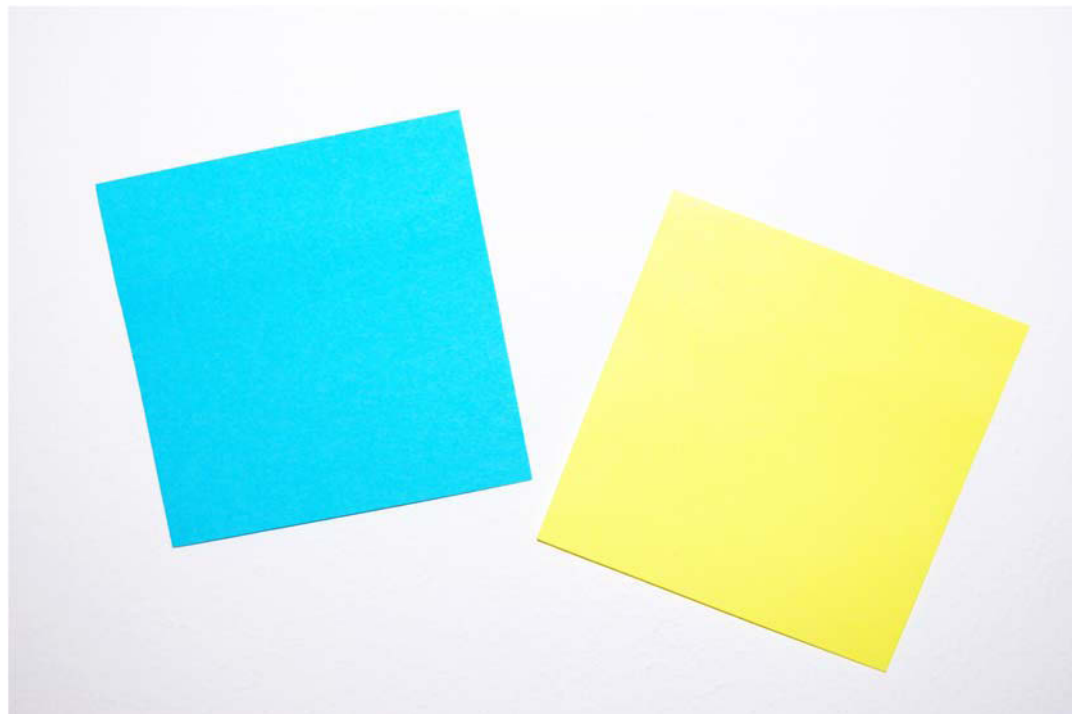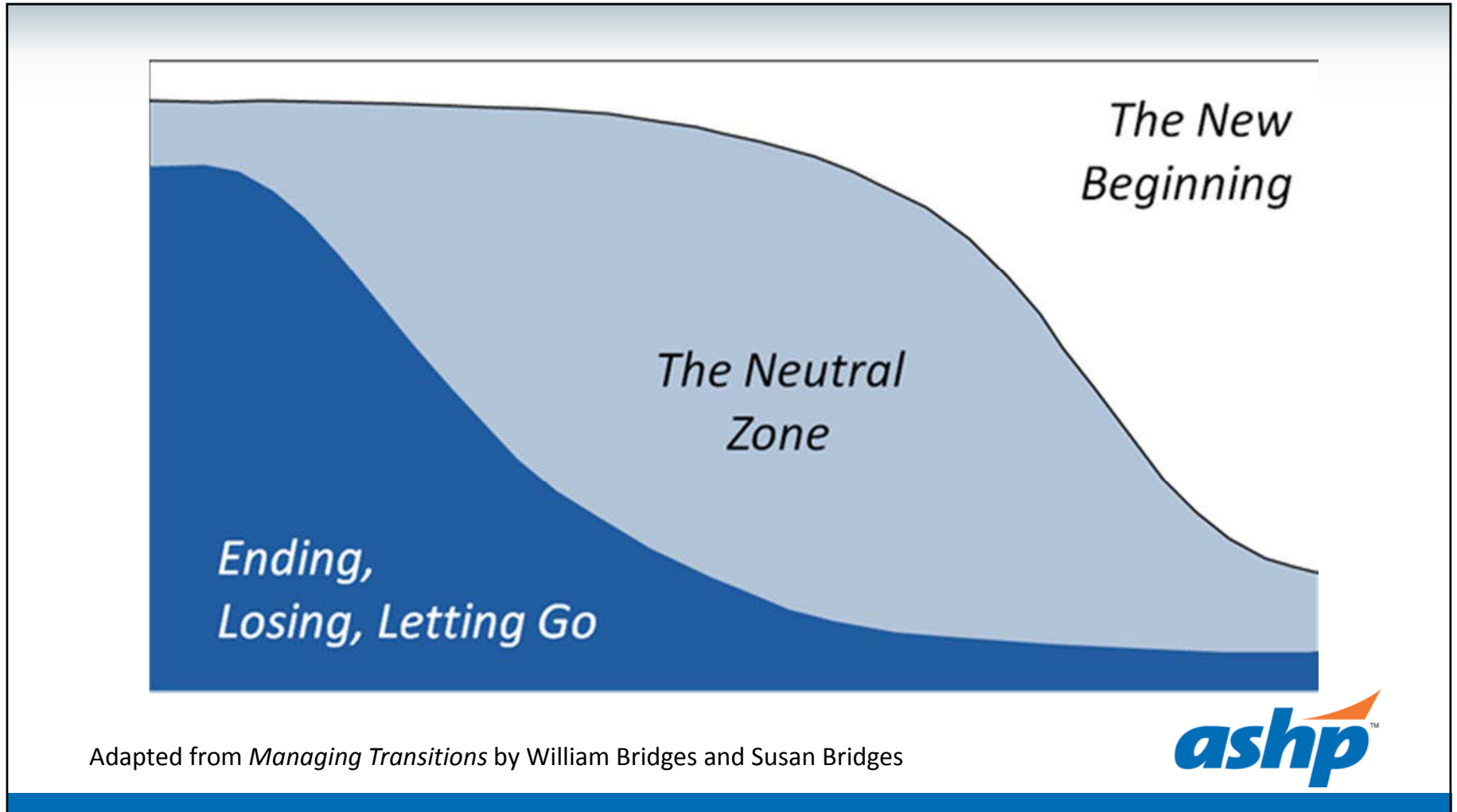
~Alexander Grashow

Image: www.clipartbest.com

The New Beginning

The Neutral Zone

Ending, Losing, Letting Go

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 Health 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

If you want to go fast, go alone.
If you want to go far,
GO TOGETHER.

African Proverb

SYMPHONY OF LOVE
Photo by Nisha Gill

Image: www.flickr.com

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"When change works, it tends to follow a pattern. The people who change have clear direction, ample motivation, and a supportive environment."
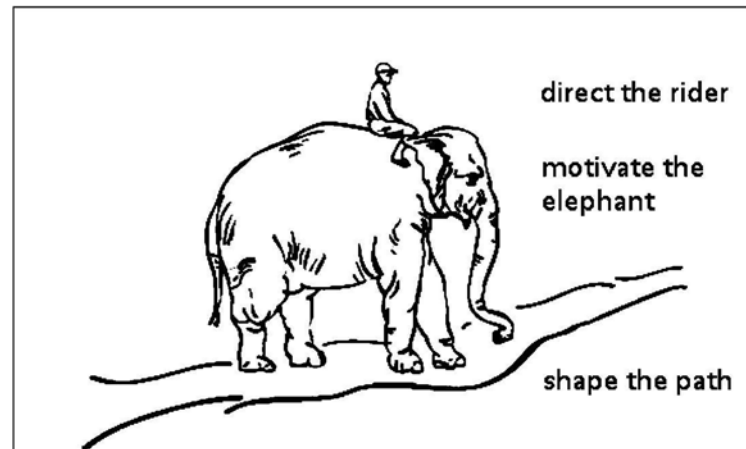
~*Switch,* by Chip Heath and Dan Heath

Image: https://bookclubforsuccess.wordpress.com

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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.