Leading the Pharmacy Workforce for the Future

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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
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


Daniel Goleman, 1995

“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.resumeiduist.dvlists.com/roundtable-discussion.html

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


Improving Emotional Intelligence


Generations in the Workforce

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<th>Millennials</th>
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<td>the more they stay</td>
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www.chausa.org
Dynamic Environment

- Regulatory changes
- Business priorities
- Workforce changes
- Information systems
- Clinical initiatives

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

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

Leading Change

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

~Alexander Grashow
Developing a Framework for Leading Change

Direct ➔ Motivate ➔ Shape ➔ Sustain

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

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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

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.