

Introduction

The United Kingdom Clinical Pharmacy Association [UKCPA] and Guild of Healthcare Pharmacists [GHP] joint Leadership Development Group organised a Leadership Strategy day in February 2005 attended by a wide range of national and aspiring leaders in all fields. One of the areas identified as being of benefit was this pragmatic resource pack¹ for aspiring and new leaders in pharmacy. Whilst there exists within this pack links to guide users towards relevant leadership frameworks and theories, the more tangible, exclusive and thus valuable content of pack is fed by real world experience and wisdom of those who have already succeeded in this role and their experiences have contributed to the information in this pack.

Leaders grow; they are not made.
The Peter F. Drucker

Read on, absorb, apply and succeed...

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¹ This pack was compiled by Real Reflections, a company dedicated to developing people. Contact prashantsanghani@hotmail.com for more information.

1. Preparing to apply for a Chief Pharmacist post

Feeling daunted, excited, unsure, and nervous all at the same time? Are you wondering if you should even be applying for such a revered position? Maybe you ought to let others more qualified and experienced have a go and you should sit back in your well earned comfort zone for a few more years to, you know, really consolidate all that you've achieved? After all it's not been easy to get to where you are and is now really the time to take it **all** on?

If the above paragraph feels familiar, welcome to our world! First the good news; if your passion to make more of a difference for more of your colleagues and for more patients is driving you in this direction, keep going, you're on the right path! Now here's the bad news. Get used to feelings in the paragraph above – these are healthy self-checks and if they stave off arrogance they will probably ensure your success at this level! Back now to some more good news – you get to benefit from experiences of your predecessors who have identified that it may help you make progress by reviewing three key personal developmental areas...knowledge, skills and behaviours.

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The only test of leadership is that somebody follows.

Robert K. Greenleaf

1a. Knowledge

Knowledge is power! But so are money, personality and your position in a hierarchy and although we cannot help you with money, this pack will pick up on personality and hierarchy later on. For now concentrate on the following list of key knowledge domains [sources] and applications. Research these areas; consider how they apply to pharmacy and more importantly how pharmacy can help a Trust to deal with these. Begin to recognise where they overlap, as they are not mutually exclusive. By understanding the cross application, you will save time and make better assessments of their significance. Also get used to their abbreviations/acronyms – this jargon will not go away!

Foundation Trusts [FT] and the role of Monitor

Standards for Better Health [SfBH](Governance Lead)

Clinical Negligence Scheme for Trusts [CNST] (Governance Lead)

Local Development Plan [LDP](Your director)

- *Business Plans*

Clinical Governance – you know about this one don't you?

- *Consent*
- *Duty of Care*
- *Negligence, Competency*
- *NICE compliance, NSF's*

Corporate Governance (Your governance or risk management lead)

- *Risk Management/Health and Safety/Corporate manslaughter*
- *Incident reporting system and use of data*
- *Risk assessments*
- *Assurance Framework*

Information Governance (Governance Lead)

- *Data Protection Act [DPA]/data security*
- *Freedom of Information Act [FOI]*
- *Information Governance toolkit*

Financial Governance (Director of Finance)

- *Standing Financial Instructions [SFIs]*
- *Budget planning, growth and control, Capacity planning*
- *Savings/efficiency targets*
- *Service Level Agreements [SLAs]*
- *Internal Audit*
- *Payment by Results [PbR]/Practice-based Commissioning [PBC]*

External Audit/Scrutiny/Inspection/Review (Director of Finance)

MHRA/Regional QC

- *Acute Hospitals Portfolio [AHP]*
- *Peer Review [clinical networks]*

Model Employer/Improving Working Lives [IWL](Director of HR)

- *Recruitment and Selection*
- *KSF, appraisal, development, performance management, disciplinary procedures, Employment tribunals*
- *Trade Unions/Staff Side/Joint Staffs Committees [JSC]*
- *Workforce Development Directorate [ex Confederations]*

Research Governance (R&D lead)

- *Audit or Research, ethical approval implications*

NB This list is NOT exhaustive although you will be after you've looked all of these up! A few tips may help...

- *Prioritise the above! There is no set order except that Finance is always Number 1 [and these days Number 2 and 3 too!]*
- *The Chief Executive's priorities are a good template for your priorities.*
- *Most of the above are easier to grasp when you've experienced them. Think how much better Agenda for Change [deliberately not included above] now sits in your mind having been subjected to it! So, ask and get involved in any/all of the above. In particular seek opportunities to observe processes, which are otherwise, have restricted access, such as disciplinary proceedings.*

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1b. Skills

Whereas knowledge is easy to acquire [just go and read!] the expert power you develop by knowing facts is fragile. Others too can easily gain the knowledge you have or even gain more and more up-to-date knowledge. So whilst it is important to keep your knowledge base current and dynamic it is your skills that will separate you from others and mark you out as a potential leader. By the same token, whilst others will find it hard to emulate your skills, you will find it equally challenging to develop the necessary skills that by their very nature require practice, practice and a bit more practice. Again, what follows below is a list of major skills and a bulleted, indented list of related, more detailed skills. It will be in your interest to prioritise your skill development needs and to actively seek opportunities to practice them. If you haven't done so already, find a senior manager in your department or Trust who can create or introduce you to relevant opportunities. If you have a mentor, use them and their contacts. If you don't have a mentor², find one, two or three now!

Communication, communication, communication

- Active listening
- Conflict Resolution
- Negotiation
- Eloquent, persuasive, memorable presentations
- Report Writing
- Networking [a big one this!] & Learn Names!
- Face to face, telephone, email - in that order!

Financial Management

- Reading a budget statement
- Creating a forecast
- Business planning
- Marketing
- Developing services
- Managing SLAs [Service Level Agreements]

Personal Effectiveness

- Decision Making
- Developing support networks
- Time management/planning/scheduling
- Delegation/coaching
- Seeking expert assistance
- Recognising your limitations
- Being an effective team player

People Management

- Conducting effective appraisal
- Developing and progressing Personal Development Plans
- Developing enthusiasm
- Balancing learning and performance
- Making managers manage better
- Succession and sustainability [making yourself redundant!]
- Experiential learning

Take your time on this section – it becomes the backbone of [standard approaches to problem solving and decision making to last a lifetime](#)

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² There is a mentor database set up by the GHP/UKCPA Leadership Development Group access via www.pharmentor.nhs.uk

1c. Values & Behaviours and Culture

Values and behaviours need to be considered together. Behaviours are the physical displays that indicate the values you hold dear. So although behaviours stem from values, it is often easier to describe behaviours than to elucidate the values they are rooted to. You can choose to focus on behaviours, values or both but unlike knowledge and skills that are personal, values and behaviours allude to the culture of an organisation. As is always the case, you can influence the culture and/or be influenced by it. The practicalities often require you to consider what values and corresponding behaviours are promoted by the organisation, to what extent these are identifiable and measured. Assuming you agree with these values you may simply need to ensure your behaviours correspond. If the organisational values are not explicit you will need to be acutely aware of the impression you give others about your values as indicated by your behaviour. Whilst people may be more understanding if you lack specific knowledge or skills, they will judge you're a person based on your behaviour and make assumptions of the values you hold. You will also be a role model for your staff and they will seek to emulate your behaviours.

Find out your organisational values

- Identify associated behaviours
- Display these behaviours at all times

If no explicit organisational values exist

- Define your own values and associated behaviours
- Display these at all times
- Aim to develop a culture in your department or Trust based around your values.

Examples of Values

- Non-defensive
- Self-awareness
- Reflection
- Humility
- Learning from error
- Recognising and praising excellence
- Celebrating diversity

Culture

This is often described as “The way we do things around here” or “the personality of the organisation”. Is this important? The simple answer is yes. No matter what you think about the rights and wrongs of “office politics” you are about to enter them! It will be vital that you, at the very least, appreciate the type of culture of the organisation for which you're applying to be Chief Pharmacist. There are typically four types of culture [or a mixture of these] and you should aim to recognise each type...

- Is it important to know who's who in your organisation? “Power”
- Can you only get things done if you have a certain hierarchical position? “Role”
- Can you get things done because of what you know and by working with like minded people “Task”
- Is there openness to information and a spirit of everyone working together for a common goal? “Support”

That done, now consider these things...Is your department culture one that fits the organisation? Do you want it to? Do you want to alter the organisational culture? It will always be easier to fit the established culture...but you may not want an easy life!

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1d. Preparing for Interview

The application form

The main reason for filling this in is to get an interview. Remember this. You should be prepared though to get asked questions about info you have supplied

Read the Job description, Person specification and KSF outline. Make it obvious that you meet the person specification – that way you will get on the short list

Visit the organisation. This is not an option. Meet your future line manager, ask questions and find out what they need.

Complete the application and in the section where you get to describe why you are applying for the post, describe how you will provide what they need [as discovered during the visit]. Try to refrain from describing at length your past and current roles and responsibilities...these are important, but not as important as your achievements. Describe all your knowledge and skills in terms of what you have accomplished by using these attributes. Sign off this section with a comment that you look forward to discussing further what you can for the organisation at interview.

The Interview

- *The presentation*

It is very likely that you will be asked to make a presentation. You will need to be a consummate performer in this regard. If you do not find making presentations easy, practice until you do. The subject can be anything in this pack and will require you to do at least two things: 1] Express your view/opinion/vision and 2] explain how it can be applied in the organisation.

- *The questions*

Any subject found in this pack can be expected. If you have no idea never make it up: say you have not yet experience this situation/issue and explain what approach you might take, using the [skills](#) described above. Remember that as a Chief Pharmacist you will be expected to have an unassailable expert knowledge on all aspects of medicines management and the governance issues related to this.

- *Your questions*

You are likely to be asked if you have any questions. The answer is always “Yes” and the questions are never about such mundane things as salary, work environment, terms and conditions or any other selfish issues. Instead, use your experience of the visit and your knowledge of the organisation’s current achievements and challenges and ask questions that you cannot know the answer to. E.g. “I’m aware that there are capital development plans to deliver a new clinical building next year. How is that progressing?” or “I read in the annual report that the Trust gained Practice Plus accreditation for Improving Working Lives; of all the achievements that led to that success of which is the Trust most proud?” The purpose is to demonstrate a positive interest in the organisation and importantly an understanding of how it goes about things – its culture. But do not ask questions for the sake of it. Make the panel aware that you have been proactive in understanding the organisation and meeting the staff

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2. Got the job! Now what?

Your first day on the job marks the beginning of a critical period. This may be in the same trust or a new trust. Neither one situation is better than the other but here are some things to consider should you find yourself in the new post of Chief Pharmacist in:

The same trust	A new trust
<p><i>In your Department</i> Develop relations with all section heads in your department no matter how you got along previously! Ensure you treat all your staff fairly and consistently. You may need to rethink your relationship with colleagues who were previously your peers/friends. Be aware of how staff will view the “boss” always having lunch with a select few...</p> <p><i>Organisationally</i> [Re]-establish your relationship with senior trust staff [Clinical directors, Professional Leads etc.] on the basis of being head of a department and a Professional Lead...someone with a “can do” attitude who can be relied upon to make a difference. Set-up regular meetings with the Chief Executive as all heads of professional groups have a direct governance link to the Chief Executive. Your Chief Executive must be kept informed of professional issues that affect the trust and you may wish to ensure that your departmental/operational issues are understood.</p>	<p><i>In your Department</i> You must ensure all your staff are aware of your view of the trust issues and you feel they can contribute to being part of the whole organisation. Your manager and Chief Executive will expect you to be their voice and you must always be positive within your department about the direction of the trust and the challenges ahead. You will find it necessary to have excellent working relationships with all your staff. Ensure that all your managers are motivated to deliver the vision and give them time and space to voice their concerns to you. Share the development of the vision – ensure people contribute – they have to deliver it!</p> <p><i>Organisationally</i> You are the departmental mouth! What you say to all outside of your department represents what your whole department thinks. Never complain about your staff to others – it will only suggest that you are not in control. Set up regular meetings with the Chief Executive. They need to know your issues- you are the professional lead for pharmacy in the trust.</p>

What follows below are things you should do in your first [few days in the job](#) and then a section on [Standard approaches to problem solving and decision making to last a lifetime](#). In these sections, the issue old new trust/old trust are emphasised less as the points are additional to those on this page.

Leadership is getting someone to do what they don't want to do, to achieve what they want to achieve.
Tom Landry

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2a. The critical first few days, weeks and months

You may be lucky – you may be given an induction. You may be even luckier and have the time to complete it! More likely you will need to contrive your own induction programme. So here are a few ideas:

- Get hold of the departmental structure and learn all of the names of your staff. If there are hundreds learn quickly. There is nothing like a new boss calling you by your name to get you onboard.
- Now get hold of the Trust structure and ensure you call round and make appointments to meet all those senior to you and your peers across the organisation.
 - When you meet all of these people, both internal and external to the department, ask them what, if anything you can do for them as the new boss, listen [without assumptions] and make notes. Make no promises other than to bear what they say in mind as you learn more of the next few weeks.

You may be lucky – you may get a handover! You may be even luckier and find this handover is useful. More likely you will quickly need to establish what's on your plate and then do something about the enormous list. So, first things first – make the list – hold on, if you did the things above you'll have your list already! Now you have a list, try these things to help you see what needs to be done:

- Find out who was running the show until you arrived - ask them for their thoughts.
- Find out who the key stakeholders are internally and externally
- Find out who the movers and shakers are but remember– the people with the most influence are not necessarily the most influential...
- Identify “Impossible for me on my own for now” and put them on the side – be positive, these can be used to develop your PDP!
- Identify “Must Dos” – otherwise known as “Do something or consider jail” How do you do this? Walk around, observe and ask questions. Always find someone doing something ‘right’ and keep the ‘wrongs’ for a quiet talk later
- Learn the difference between “urgent” and “important”
- Hand over issues that can be handed over – remember you can only delegate the task not the responsibility!
- Find out which networks/teams can help you manage some of the issues
- Share your list with your manager and your direct reports
- *Review progress and refresh the list and communicate to all stakeholders at regular intervals – know who the stakeholders are*
- **Review progress and refresh the list and communicate to all stakeholders at regular intervals**

You may be lucky – you may know what it takes to be a reflective practitioner. You may be even luckier and be one! If not you will soon learn that a non-defensive, perpetually positive attitude is a good one to have. You may wish to develop this characteristic. If you do, you'll also need to develop an [emotional intelligence](#) that helps you understand that few other people are like this and so you'll need to be a pragmatist too and given people time and space to develop. This may sound like the beginning of the last section, so let's go there now.

Leadership is action, not position.

Donald H. McGannon

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2b. Standard approaches to problem solving and decision making to last a lifetime

This last section is about how to make sure you don't need this document any more! The key issue is of ability, yours and your departments.

<p><i>The scope of the job, you and your teams</i> You can't do it all on your own. Even with your teams there's always work left undone at the end of the day. So what's the point? Make sure you prioritise well and do the most important things today. What's left is stuff that should be able to wait for the next day. Go home with a smile on your face because you did the right things today. Stop thinking about work until the next day. The alternative is to worry about things that you cannot do or influence and to develop an unsustainable work/life balance. Here's a little quiz. Put these in the order of importance: Work, Career, Family, Friends, Holidays, Money, Power and Fame. Here's a clue: There's more than one answer but none of them start with "Work".</p>	<p><i>Ability = capability x capacity / demand</i> Ex-scientist managers like you will warm to idea of an equation for life at work! This one, like most others states the obvious and is simplistic. However it contains nuggets:</p> <ul style="list-style-type: none"> • Capability: Get rid of dead wood, enthuse and develop the rest • Capacity: You do know that a healthy full time worker only spends 75-80% of their time at work? Know your true establishment need • Demand: Chances of reducing this? Nil. So work on the other two and modernise the ways you work. EPR will force you to do this...
<p><i>It's not the job that causes stress...</i> Three bricklayers are working a few yards apart from each other. A passer by asks the first bricklayer 'What are you doing?' He gets a curt, irritated 'I'm laying bricks. Isn't it obvious? Working out here in the blazin' sun with idiots walkin' by....' As the grumbles continue, the passer by comes to the second bricklayer and asks, 'What are you doing?' The man pauses, looks up, and says, 'I am building a wall. Sorry I can't chat, foreman's watching'. The passer by then gets to the third bricklayer who is contentedly humming as he gets on with his work. 'What are you doing?' the passer by asks the man. The third bricklayer looks up, smiles, and says, 'We are building a cathedral on a fine sunny day'.</p>	<p>Knowledge, skills and... On pages three and four, there are lists of knowledge domains and skills sets we think it's important to possess to get this far. To continue successfully in your post you need to be able to update these on your own. However, you do not need to do this on your own. Use the networks, experts and mentors all around you. It is very unlikely that you are the first Chief Pharmacist trying to deal with a particular problem, so be nice to everyone and the reciprocation will take you further when you need it. Finally, the "and..." above leads to Reflection. If you haven't tried 360 degree appraisal, have a go. You can do a lot worse than find out how you come across to all those around you and this is critical for leadership development.</p>

Leadership and learning are indispensable to each other.
John F. Kennedy

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3. Top tips and comments from current Chief Pharmacists...

- Be nice to everyone, build your networks, never send an e-mail in anger, you need other people...and you will never know when that person you were cross with (even if justified!) is the one you need the most help from...
- Build your credibility – if you don't need extra money for something even if offered say so – you will be believed the next time when you say you do need the money...
- Make friends with the director of finance.
- Always believe that there must be a better way of doing this.
- Enjoy the success of your staff.
- Success is the other side of failure – don't be frightened to fail, it is the best way to learn
- Don't feel threatened by the 'bright young things'. You shine through others; there is plenty of work to go round.
- Share your knowledge experience and failures with others
- When you are up to your neck in alligators it is hard to remember that your primary objective was to drain the swamp – make time to think and plan
- Put your head above the parapet, get yourself known, get help if you need it, be brave
- Deliver on your promises and don't promise what you can't deliver
- Don't take things personally, don't be too sensitive, don't over-react, if in doubt check with a friend
- Build your support networks, invest in your friends
- Change takes time, don't be disheartened

I start with the premise that the function of leadership is to produce more leaders, not more followers.
Ralph Nader

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