

Leading From the Bench: Things I Didn't Learn in Pharmacy School

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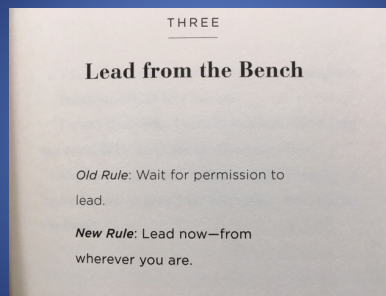
Objectives

- At the conclusion of this activity, the participant should be able to:
 - Define the concept of leading from the bench
 - Identify a challenge and list 3 steps to achieving it
 - Describe 3 successful tactics for negotiation

Disclosure

- I have nothing to disclose

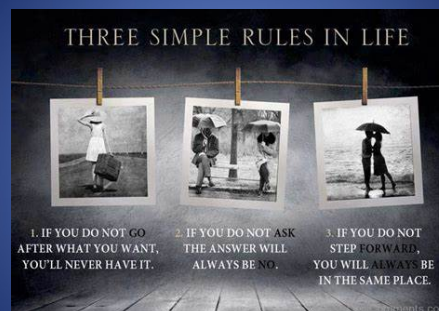
Leading From the Bench



Abby Wambach. *Wolfpack 2019*. Celadon Books

Leading From Your Bench

- If you're not a leader on the bench then you can't call yourself a leader on the field
- Leadership is not a position – it's a mindset
 - Be vocal
 - Volunteer for committee work
 - Advocate (continuously)



Leading Every Day Means Learning Every Day
There are A LOT of things I never learned in Pharmacy School

A DAY IN THE LIFE of an ordinary leader

6 AM

Activity

- Alarm goes off
- Hydrate
- Run/Bike/Yoga

Lesson

- Take care of **you**
- You can't take care of anyone else until you take care of yourself
- Make it a priority

8 AM

Activity

- Staff Meeting

Skill Set

- "Entertainer"
- Communication
 - Elevator Speech
 - Tell the "why"
- Be inclusive
- Listen to hear

9 AM

Activity

- Meeting with Neurology to discuss alteplase delivery in Code Stroke

Skill Set

- "Diplomat"
- Problem solving
- Decision making
- Negotiation

Negotiation

- Build rapport
- Listen actively
- Ask good questions
- Search for smart tradeoffs
- Make the first offer

Case in Question

- Site is interested in Comprehensive Stroke Center (CSC) certification
 - Current N= 20 patients/year
- Door to alteplase administration in under 60 minutes
- Alteplase delivered in under 15 minutes when ED Pharmacist is working (M-F 8AM – 12Midnight) but is delayed other times

Case in Question (con't)

- Providers want ED staffed with Pharmacists 24/7/365
 - Would require additional 5 FTE
 - Cost \$1 million
- How do we fix this???

10 AM

<p>Activity</p> <ul style="list-style-type: none"> • 1:1 Meeting with Director of Pharmacy 	<p>Skill Set</p> <ul style="list-style-type: none"> • “Coach” • Managing People • Leadership Behaviors • Performance Evaluations
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People don't leave bad jobs... They leave because of bad bosses, poor management, who don't appreciate their value.

LifeLearnedFeelings

11 AM

<p>Activity</p> <ul style="list-style-type: none"> • Cerner Upgrade Meeting 	<p>Skill Set</p> <ul style="list-style-type: none"> • “Computer programmer” • Decision Making • Negotiation <ul style="list-style-type: none"> – For your team – Asking of others
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12 Noon

<p>Activity</p> <ul style="list-style-type: none"> • Lunch at my desk 	<p>Lesson</p> <ul style="list-style-type: none"> • Save \$100 – \$200 /month • I control what I eat
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1 PM

<p>Activity</p> <ul style="list-style-type: none"> • Meeting on pharmacy renovation for 797 compliance 	<p>Skill Set</p> <ul style="list-style-type: none"> • “Architect/Plumber/HVAC” • Knowing regulations • Knowing your limits • Delegation • Networking
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2 PM

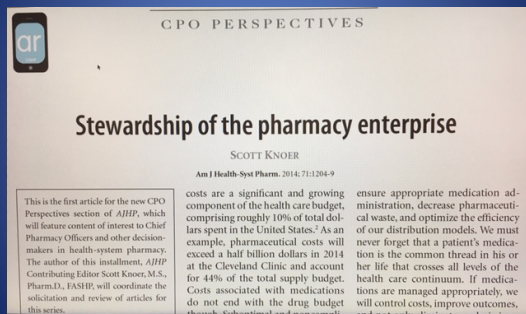
Activity

- Budget Meeting

Skill Set

- “Clairvoyant”
- Accountant
- Communication
- MORE negotiation
- Money follows the mission

Pharmacy Stewardship



3 PM

Activity

- Diversion Prevention Task Force

Skill Set /Lesson

- “Detective”
- People will disappoint you
- Don’t make it personal
- People who divert are really smart
- Using data to drive investigations

4 PM

Activity

- Meeting on Drug Shortages

Skill Set

- “Magician”
- Inventory Management
- Logistics
- Communication
- Facilitator

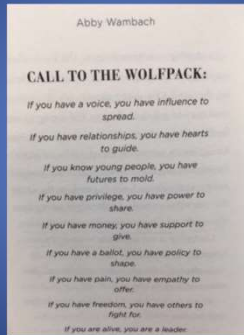
Negotiation for Salary

- Women don’t ask
 - Calculate salary differences for 35 years from now
- Women have lower expectations
 - Know what you want and why
 - Tie your skill set to the needs of the company
- Is it always “Show Me The Money”?
 - Start time, days off, education

Regardless of the Role You Play



You Are A Leader



In Conclusion

- Leadership is not a title to be earned
 - It is a philosophy of action, example and influence
- Being a leader isn't for "someday"
 - It's is for now
- Leading from the bench today will give you the profession you want tomorrow