



Leadership for
Healthy Living Pharmacies

TRAINEE WORKBOOK



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Symbols

Symbols used in this workbook:



Quote:

Inspiring words to help develop understanding of key leadership qualities



Write it down:

Time to think, reflect and put things into your own words



Action:

Tasks to develop and help you implement the nine leadership domains in the workplace

SECTION 1

Introduction to Management and Leadership



“Management is efficiency in climbing the ladder of success. Leadership determines whether the ladder is leaning against the right wall.” - Stephen R. Covey

How are pharmacists and pharmacy technicians perceived by the general public? What words do you think people would use to describe them? Also what leadership qualities are not common to all pharmacists and pharmacy technicians and may need to be developed? Write your thoughts in the box below when prompted.

The terms management and leadership are often confused and used interchangeably. Understanding the difference between the two is essential.



For both terms, create a list of the adjectives describing the different activities involved. An example for each is given to help you begin.

MANAGEMENT	LEADERSHIP
Implementing	Inspiring

SECTION 2

Leadership Styles



List your top 3 leadership styles. Which 3 leadership styles are you least like? What improvements might occur if you were more like your 'bottom 3'?

My **TOP 3** leadership styles are:

-
-
-

My **BOTTOM 3** leadership styles are:

-
-
-

If my leadership included more of my 'bottom 3', what improvements could result?

-
.....
-
.....
-
.....

RPS Leadership Development Framework (NHS Healthcare Leadership Model)

The Royal Pharmaceutical Society Leadership Development Framework incorporates the nine domains of the NHS Healthcare Leadership Model. These are described below along with the key words we will use during this course.

LEADERSHIP DOMAIN	KEYWORD
Inspiring shared purpose	PURPOSE
Leading with care	SUPPORTING
Evaluating information	INFORMATION
Connecting our service	CONNECTING
Sharing the vision	VISION
Engaging the team	ENGAGING
Holding to account	DEVELOPING
Developing capability	CAPABILITY
Influencing for results	INFLUENCING

The objective of this programme is to:

Create an action plan to develop your Leadership Mind-set, focussing on YOU, YOUR TEAM and BEYOND

Purpose



“Brevity is certainly key, so try using Twitter’s 140-character template when you’re drafting your inspirational message. You need to explain your company’s purpose and outline expectations for internal and external clients alike. Make it unique to your company, make it memorable, keep it real and, just for fun, imagine it on the bottom of a coat of arms.”

- Richard Branson

Your pharmacy has its own unique qualities and will no doubt have a lot to offer members of the community you serve. Consider what your pharmacy does well and what you aspire to be. Remember that for those people that you and your team deal with on a daily basis who don’t access other healthcare services, your role is crucial to their wellbeing.



Construct a mission statement to describe your pharmacy’s values. Remember to focus on the following:
● Brevity ● Purpose ● Expectations ● Unique ● Memorable ● ‘Real’

Vision



“Rowing harder doesn’t help if the boat is heading in the wrong direction.”

Kenichi Ohmae - Japanese Business Guru

Creating a vision requires imagination and creativity. Selling the vision demands compassion, belief and first-rate communication.



What’s your dream? Imagine sometime in the future what your dream job could be like.

- Who would YOU be at work?
- What kind of a TEAM would you work with?
- What kind of a PHARMACY would you work in?

Be creative and ambitious. Make it exciting! Outline your vision in the spaces below

YOU

TEAM

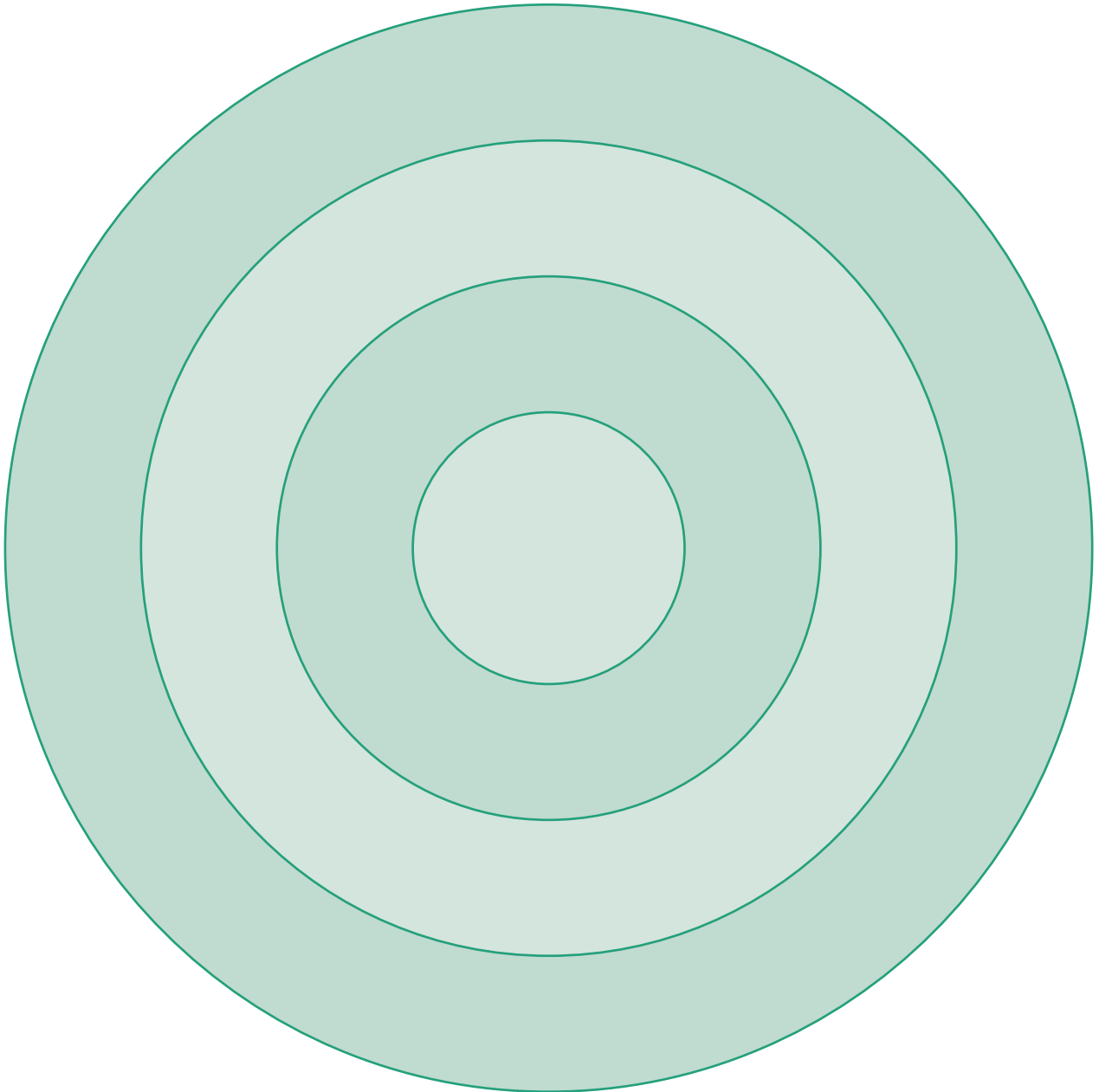
WORKPLACE (AND BEYOND)

Information



Create a 'mandala' to establish what is the FOCUS of what you do whilst at work. This is different to what you actually DO. If unsure where to begin, consider what you talk about the most.

Inner circle	VERY HIGH
Second circle	HIGH
Third Circle	MEDIUM
Outer circle	LOW



Engaging



"The man who never alters his opinion is like standing water and breeds reptiles of the mind."

William Blake - Poet, painter and printmaker

The 'Six Motivators' are:

1.
2.
3.
4.
5.
6.

Responding appropriately to feedback can mean challenging your personal values and beliefs. Recognising those values on your personal 'inner map' that are out of date and no longer helpful can help you to be more responsive and open to feedback.

The process of actively clinging to an outmoded view of reality is known as transference.



"Transference is that set of ways of perceiving and responding to the world which is usually entirely appropriate to the childhood environment, but which is inappropriately transferred into the adult environment."

M. Scott Peck - Author of 'The Road Less Travelled'

Developing



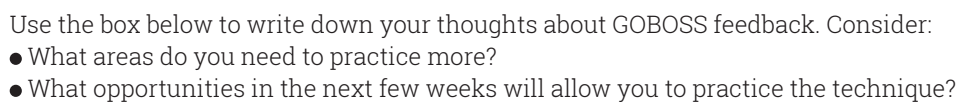
"While those employees who had a well-structured appraisal had far higher engagement than those who did not, poorly structured appraisals left staff feeling worse than if they had not had one."

Leadership and engagement for improvement in the NHS: Together We Can - The King's Fund 2012

Giving quality feedback is the cornerstone of strong leadership. It closes the gap between actual and desired performance

GOBOSS!

Get to the point
Open question
Be positive first
Observations
Specific
Strategies



SECTION 8

"The mind is everything. What you think, you become."

Our 'monkey mind' is our chattering inner dialogue. It takes us from the present moment and can distract us from the task at hand by concerning us unnecessarily with past or future events.



1. Close your eyes
2. Notice your thoughts
3. Notice how you feel
4. Notice your body from head to toe
5. Notice your breath – count five breaths
6. Count five more breaths and imagine them expanding into your whole body
7. Open your eyes



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Connecting



"If I have seen further, it is by standing on the shoulders of giants."

Sir Isaac Newton



Networking should involve three different types of contacts: **organisational**, **personal** and **strategic**. Use the spaces below to consider who these might be and how each could help in the example given.

You are the manager of a pharmacy in a large city. You discover that your population has a high rate of stroke and you believe a pharmacy screening service could be valuable.

Organisational

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Personal

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Strategic

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Capability



"20 years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbour. Catch the trade winds in your sails. Explore. Dream. Discover."

Mark Twain - Author

Developing capability means going into your stretch zone. 'Proliferative thought' can reduce personal capability and should be avoided.



Write down the four ways to break out of the spiral of proliferative thought

1.
2.
3.
4.

Coaching is one of the most useful tools to improve the capability of others.



Write down the main differences between mentoring and coaching in the panels below:

MENTORING	COACHING



"Do one thing every day that scares you."

Baz Luhrmann

SECTION 11

Influencing

Your ability to influence others is a clear mark of your leadership mind-set. How you influence others will be affected by your authenticity and their thinking style.



Write in the gaps the names of the three 'thinking styles' and provide an example of how you could appeal to each style (in brackets)

V is for (e.g.)

A is for (e.g.)

K is for (e.g.)

Remind yourself of the actions you have committed to completing over the coming weeks. Some will require you to exert influence in order to be effective.

Leadership diamond rules

- Review your 'Inner Map'
- Be in the room
- Just notice
- Don't (over)react
- Take responsibility
- Give (and accept) praise where it's due
- Embrace change
- Be authentic
- Pass it on
- Be Ethical

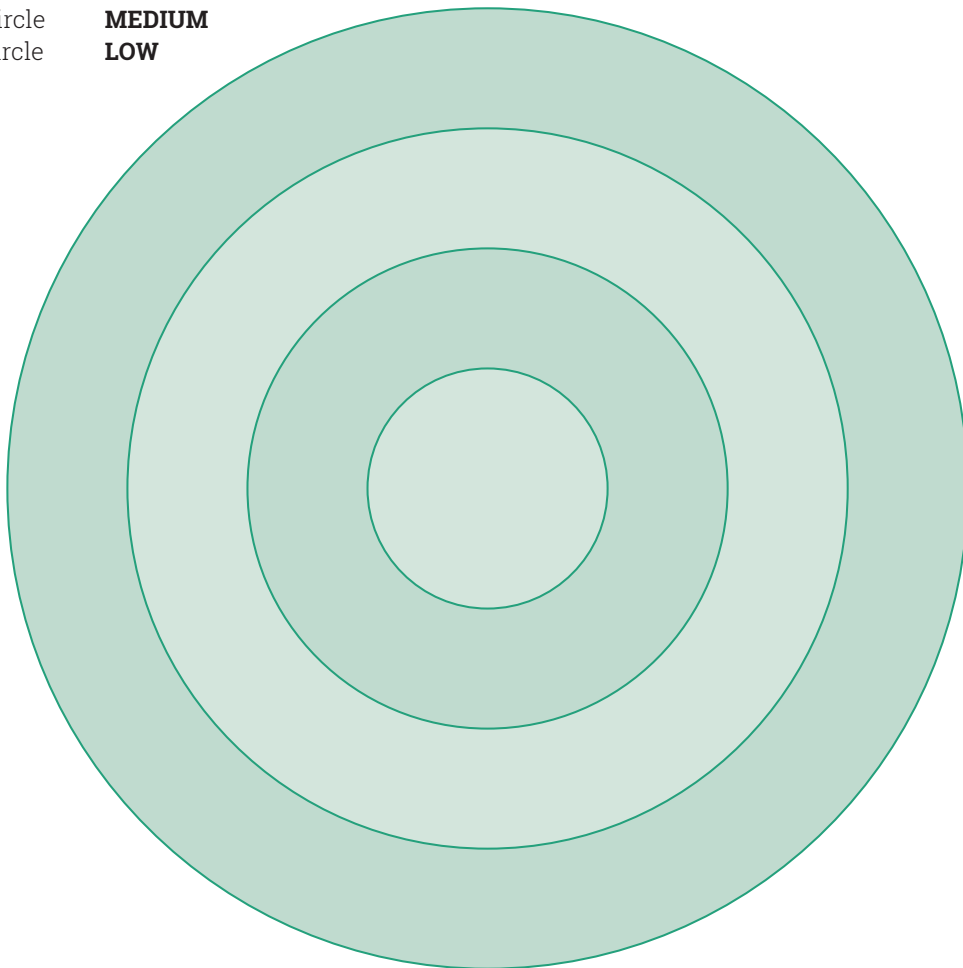


Team mandala



As you implement your action plan, use the mandala below to gather information about the activities of your team. Becoming a Healthy Living Pharmacy requires you to work differently, not to do lots of extra work. The mandala can help identify what your team can do differently to meet the objectives of being a Healthy Living Pharmacy

Inner circle	VERY HIGH
Second circle	HIGH
Third Circle	MEDIUM
Outer circle	LOW



Action plan

Developing your leadership mindset

**LDF1: PURPOSE**

I will refine my pharmacy's **mission statement** after consultation with my team

Deadline:

**LDF2: SUPPORTING**

I will use the **3-minute focus exercise** times in the next week(s)

Deadline:

**LDF3: INFORMATION**

I will undertake a **mandala exercise** for my team

Deadline:

**LDF4: CONNECTING**

I have identified the following potential **network contacts** who I will approach within the next week(s)

NETWORK	NAME	ROLE	OBJECTIVE
Organisational			
Personal			
Strategic			

Deadline:

**LDF5: VISION**

I will arrange a meeting with my team to **share the vision** for them and the business

Deadline:

**LDF6: ENGAGING**

I will undertake an **anonymous feedback exercise** with my team and review and plan actions based on my findings

Deadline:

**LDF7: DEVELOPING**

I will use the **GOBOSS** feedback technique times in the next week(s)

Deadline:



LDF8: CAPABILITY

I undertook the following 3 activities which were in my personal 'stretch zone'

TIMESCALE	ACTIVITY	DATE COMPLETE
Today		
This week		
This month		



LDF9: INFLUENCING

I will plan with my team a health promotion event that encompasses the elements of the 'VAK' system. The activities that will appeal to each element are:

Visual:

Auditory:

Kinaesthetic:

Deadline:



BE ETHICAL

My one commitment to being ethical this year is:

.....



**"What you think, you become.
What you feel, you attract.
What you imagine, you create."**

Buddha

**"How wonderful it is that nobody need wait a single
moment before starting to improve the world."**

Anne Frank

Notes

Notes section with horizontal lines for writing.

Handwriting practice area with 20 sets of dotted lines on a light green background.



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