The *voice* of the community pharmacist.

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Unleashing Team Productivity through Strength-Based Leadership

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Disclosure Statement

There are no relevant financial relationships with ACPE defined commercial interests for anyone who was in control of the content of the activity.

Pharmacist and Technician Learning Objectives

- Review strategies for recognizing and leveraging the unique strengths and weaknesses of individuals on your team.
- Discuss the impact of team dynamics on your pharmacy's efficiencies.
- Explain how to use team performance insights to inform goal setting and workflow execution.

Assessment Questions

1. Which of the following ways of communicating with team members will increase threat responses and decrease collaboration?

A. SCARF model

B. The four tendency model

C. Communicating with team members based on our leadership positions

D. Critical conversations model

2. Which of the following statements are not true about using team dynamics strategies to manage your team.

A. It will help develop the next generation of leaders in your organization

B. It will help fulfill the need your millennial workforce have in feeling supported and developed to grow or to take on more challenges.

C. It showcases the weakness of team members that might lead them to quit.

D. Team dynamics strategies are useful for improving communication and collaboration among team members.

3. True or false. By helping a team members understand their behavior hierarchy, driving forces and strengths will enhance their goal setting for best performance on workflow execution.

A. True

B. False

My Leadership Journey
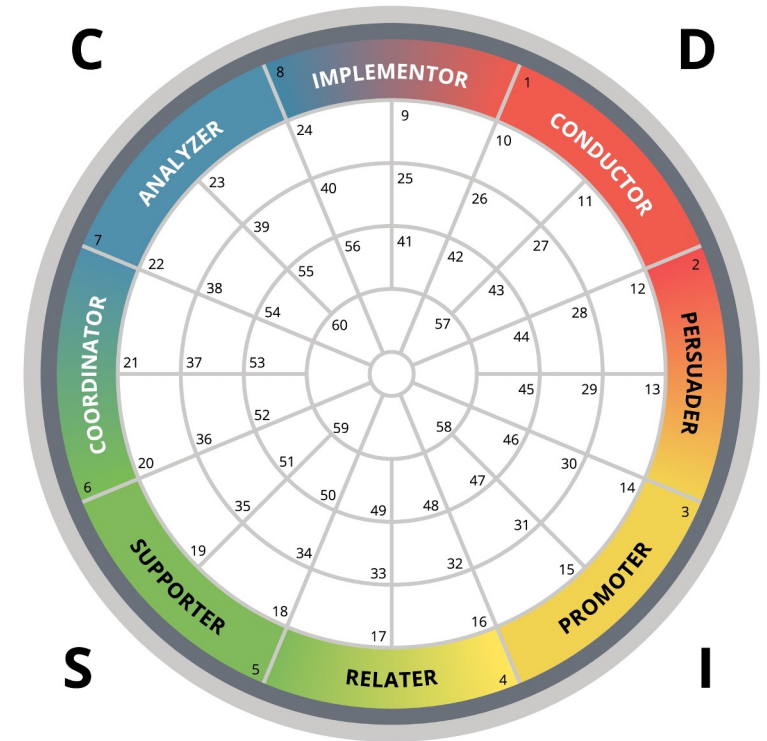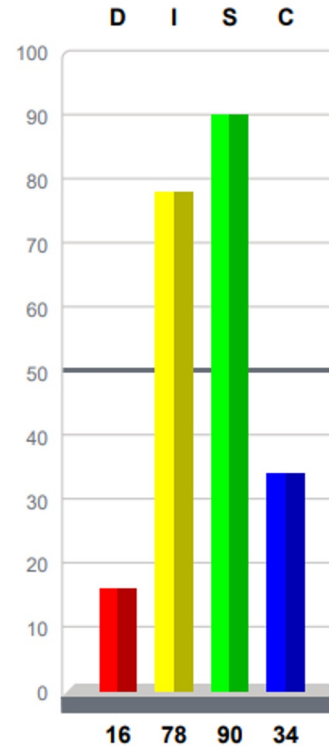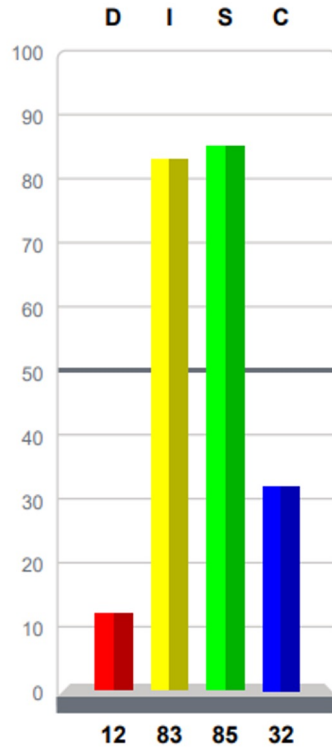
WHY is Leadership Important?

79% of employees will quit after receiving inadequate appreciation from their managers.

Developing the next generation of leaders is the top challenge for **55% of CEOs** according to a recent survey.

63% of millennials believe they aren't being fully developed as leaders by their employers for management positions.

Organizations that embrace a more inclusive approach to **leadership training are 4.2 times more likely to outperform** those that restrict development to management.

Apollo Technical Engineered Talent Solutions: 25 Surprising Leadership Statistics to Take Note of (2021). Accessed December 1, 2021.
Available at: https://www.apollotechnical.com/leadership-statistics/

TTI Talent Insights®

Driving Forces

Knowledge
  Instinctive
  Intellectual
Utility
  Selfless
  Resourceful
Surroundings
  Objective
  Harmonious

Power
  Collaborating
  Commanding
Methodologies
  Receptive
  Structured
Other
  Intentional
  Altruistic
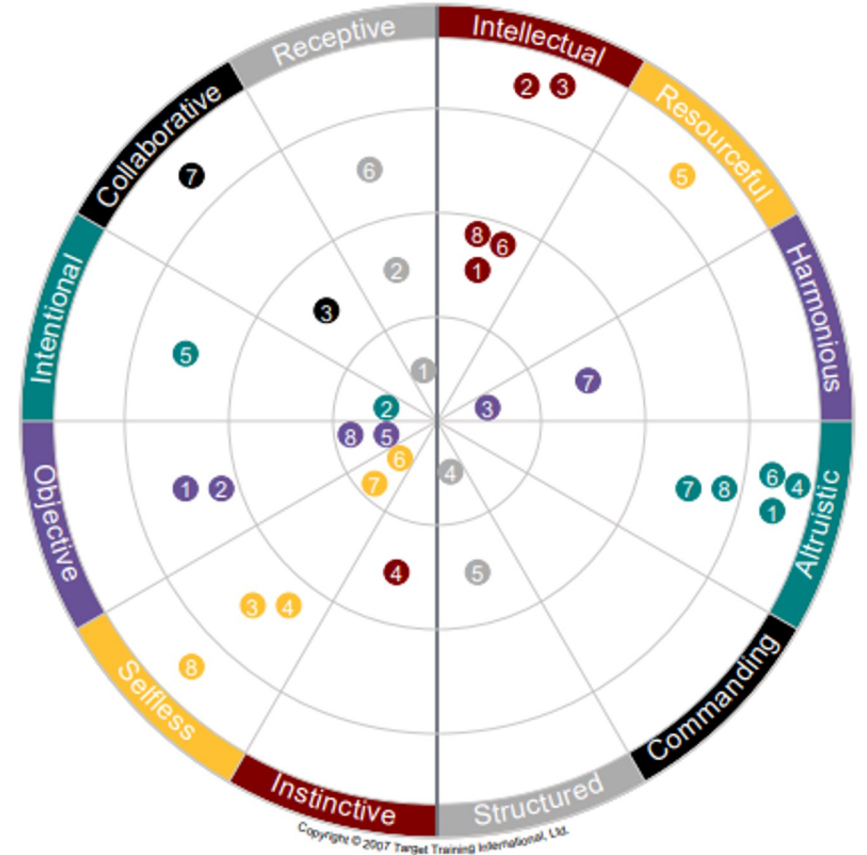
Generation Gap

- Baby Boomers (1946-1965)
  - Molded by world events ex. Vietnam War
- Generation X (1965-1980)
  - Both parents worked, children left alone (Independent adults)
- Millennial generation (1981-2000)
  - Immersed into technology from their time of birth
  - Largest population group to affect workforce
  - An overreliance on group work created cohort members who aren't accustomed to taking on individual projects and need constant feedback from leaders and managers.

The Key to Communicating
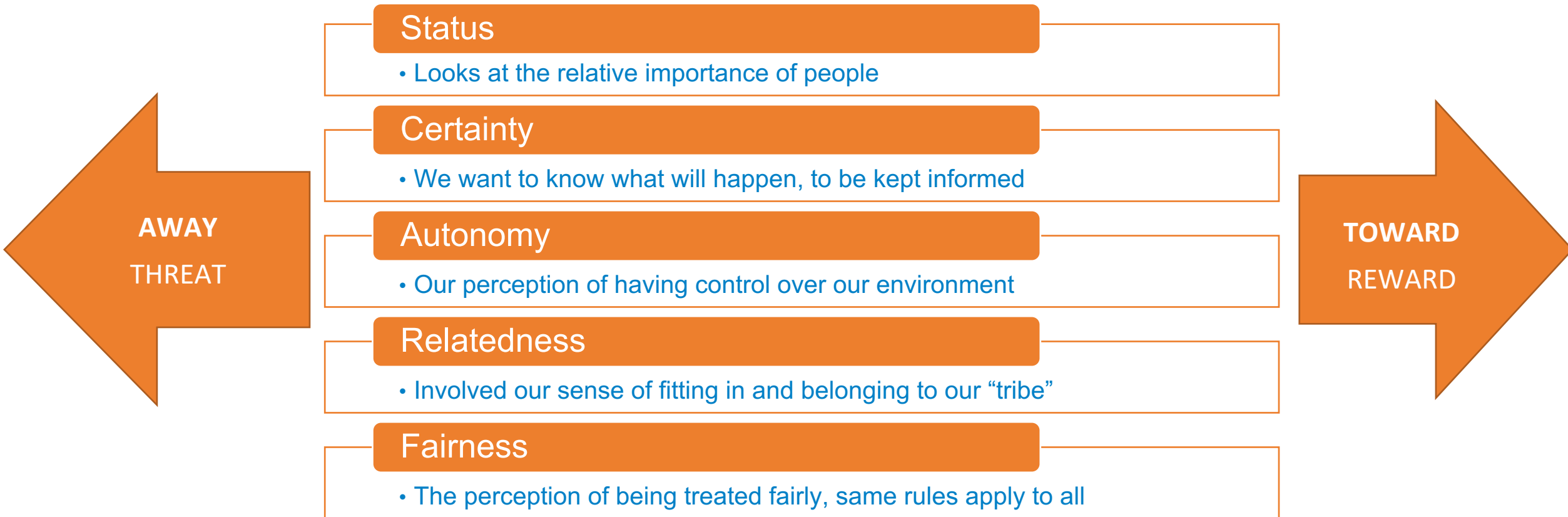
Recognize that not everyone has the
same communication style you do

Rock D. SCARF: a brain-based model for collaborating with and influencing others. NeuroLeadership Journal. 2008; 1(1).

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What is the SCARF Model?

AWAY
THREAT

TOWARD
REWARD

Status
- Looks at the relative importance of people

Certainty
- We want to know what will happen, to be kept informed

Autonomy
- Our perception of having control over our environment

Relatedness
- Involved our sense of fitting in and belonging to our "tribe"

Fairness
- The perception of being treated fairly, same rules apply to all

Rock D. SCARF: a brain-based model for collaborating with and influencing others. NeuroLeadership Journal. 2008; 1(1).

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Four Communication Styles

Thinker

Feeler

Doer

Intuitor

Alessandra T. Charisma: Seven Keys to Developing the Magnetism that Leads to Success. Business Plus; 2000.
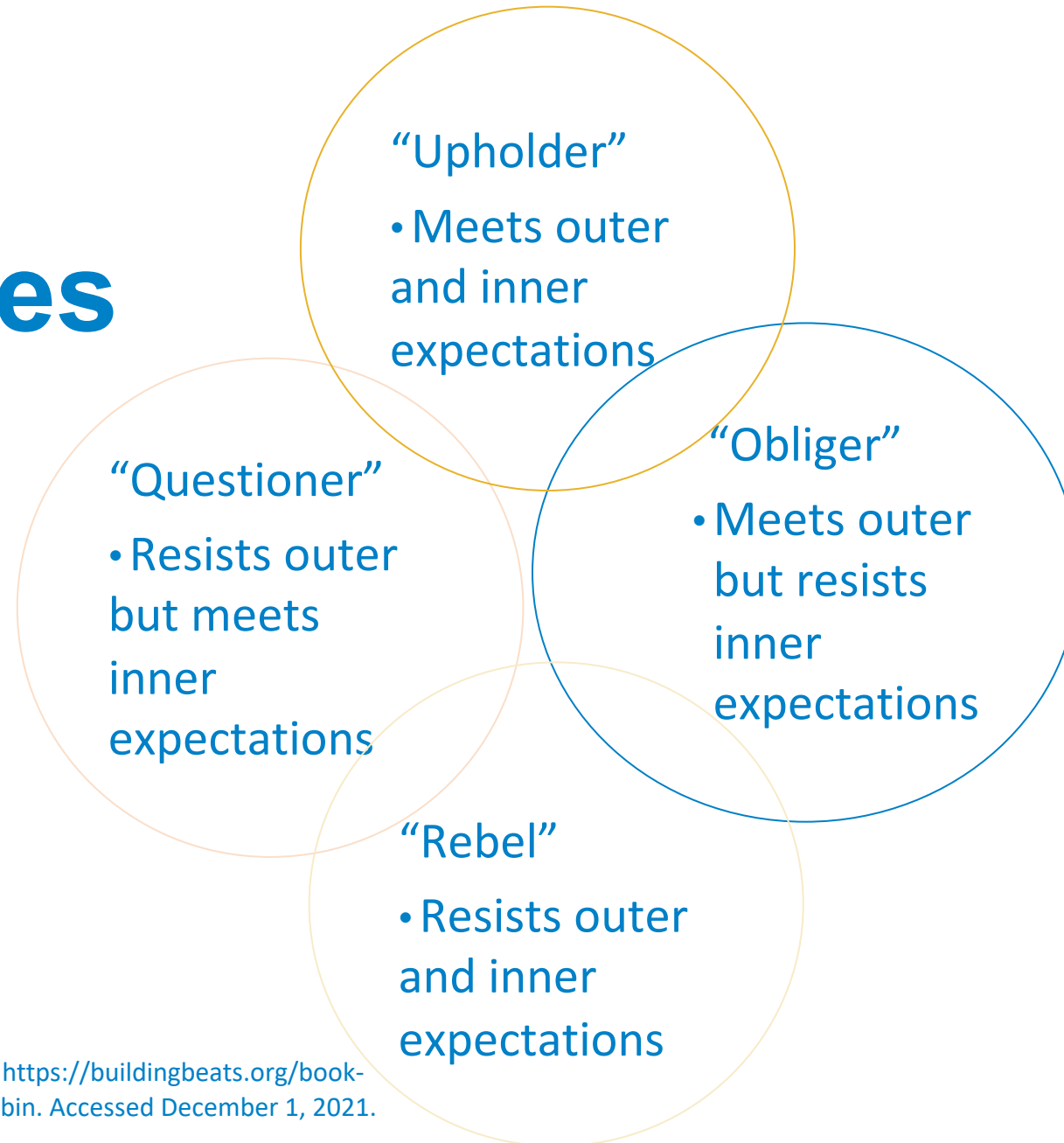
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Four Tendencies

"Upholder"

- Meets outer and inner expectations

"Questioner"

- Resists outer but meets inner expectations

"Obliger"

- Meets outer but resists inner expectations

"Rebel"

- Resists outer and inner expectations

The Four Tendencies by Gretchen Rubin. Available at: https://buildingbeats.org/book-notes/2018/8/17/the-four-tendencies-by-gretchen-rubin. Accessed December 1, 2021.

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Feedback and Critical Conversations

Types of Feedback

- Positive Feedback – reinforces a desired behavior

- Negative Feedback – magnifies undesired behaviors

- Constructive Feedback – addresses areas of improvement to become "even better"
  - Problem identification discussion
  - Solutions-focused

- Setting Expectations and Timing
  - Immediate, Annual Review, Coaching Conversations
    - All must be documented

Mavenlink. The Manager's Guide to Building A Positive Feedback Culture. Available at: https://blog.mavenlink.com/feedback-culture-how-to-create-positive-improvement-for-managers. Accessed December 1, 2021.

Effective Constructive Feedback

- Deal with observable behaviors

  - Practical, timely, and concrete

- Feedback as part of the overall communication process and 'developmental dialogue'

  - Use skills such as rapport or mirroring, developing respect and trust with the learner

- Provide the learner with the opportunity to reflect on performance

  - Self-awareness is key to understanding ourselves better, being at peace with who we are and proactively managing our thoughts, emotions, and behaviors

How to Give Feedback. Available at: https://faculty.londondeanery.ac.uk/e-learning/feedback/barriers-to-giving-effective-feedback. Accessed December 1, 2021.
What is Self-Awareness and Why Does it Matter? Available at: https://positivepsychologyprogram.com/self-awareness-matters-how-you-can-be-more-self-aware/. Accessed December 1, 2021.

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The Critical Conversations Model

1 Identify and describe the problem and impact

2 Ask for the individual's view and acknowledge the problem

3 Agree that a problem exists

4 Create an action plan and discuss consequences

5 Set up a follow-up date for evaluation

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Critical Conversations Model

➤ When I see or hear _____
Objective observation of an incident _____

➤ It makes me feel _____
  • Feelings with honestly and tactfulness

➤ Because I need _____

➤ I would like you to _____ OR would you be open to discuss a solution?

  • State the requests that you have
  • Open the discussion and ask for a solution

People + Process = Performance

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Any Questions?

Need more assistance or training?
info@avantinstitute.com

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