

CFPS



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2024 ANNUAL CONVENTION



Leading with a Coaching Mentality

NCPA 2024 Annual Convention and Expo
Columbus, Ohio

Speaker



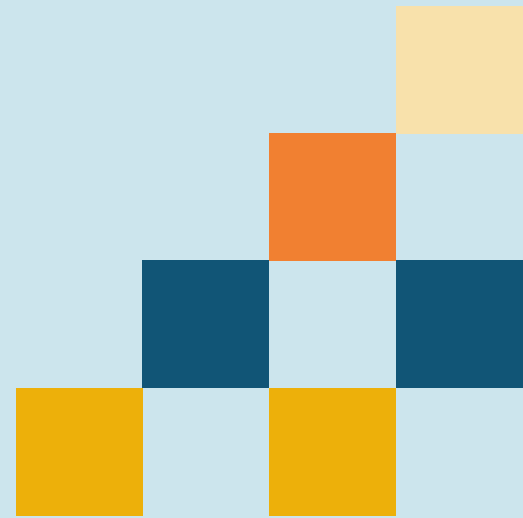
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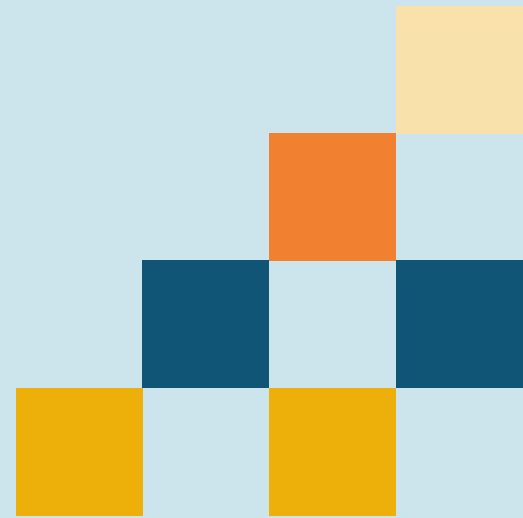
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Pharmacist and Technician Learning Objectives

1. Review the core principles of coaching leadership
2. Describe coaching techniques to enhance team performance
3. Identify opportunities to apply coaching strategies in daily operational situations and common pharmacy situations





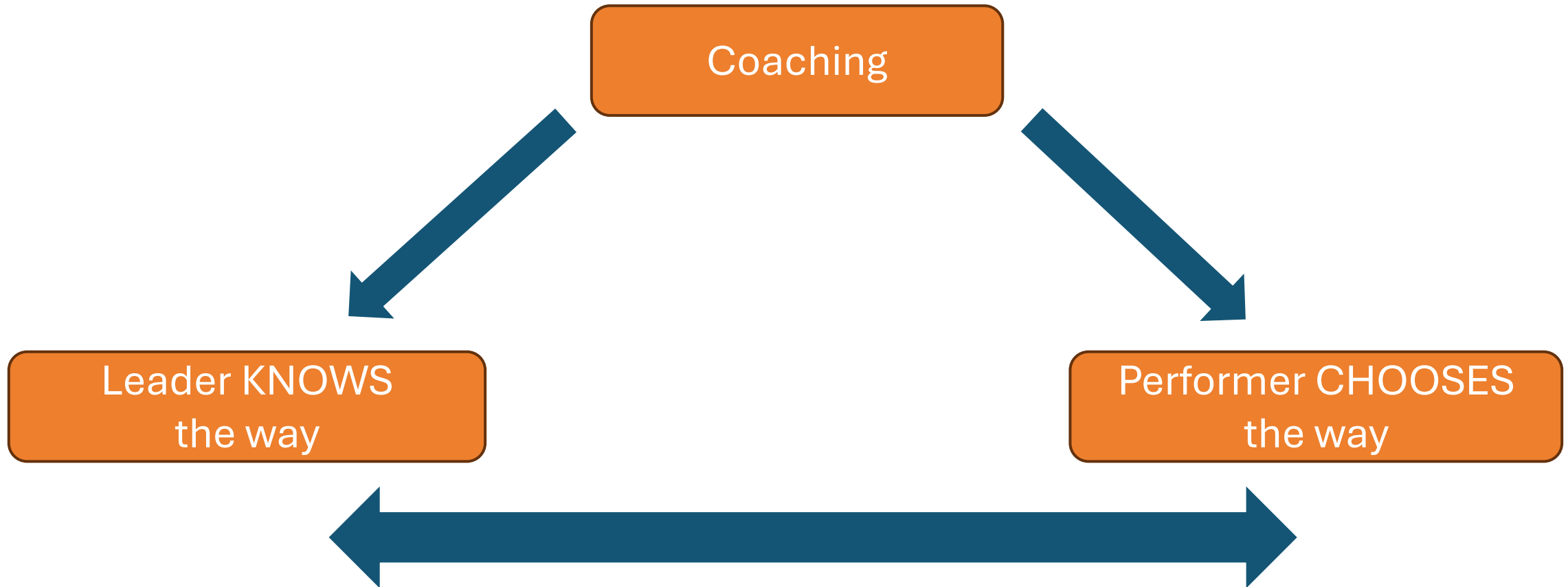
In one word, how would you describe your leadership style?

Why did you pick this word?

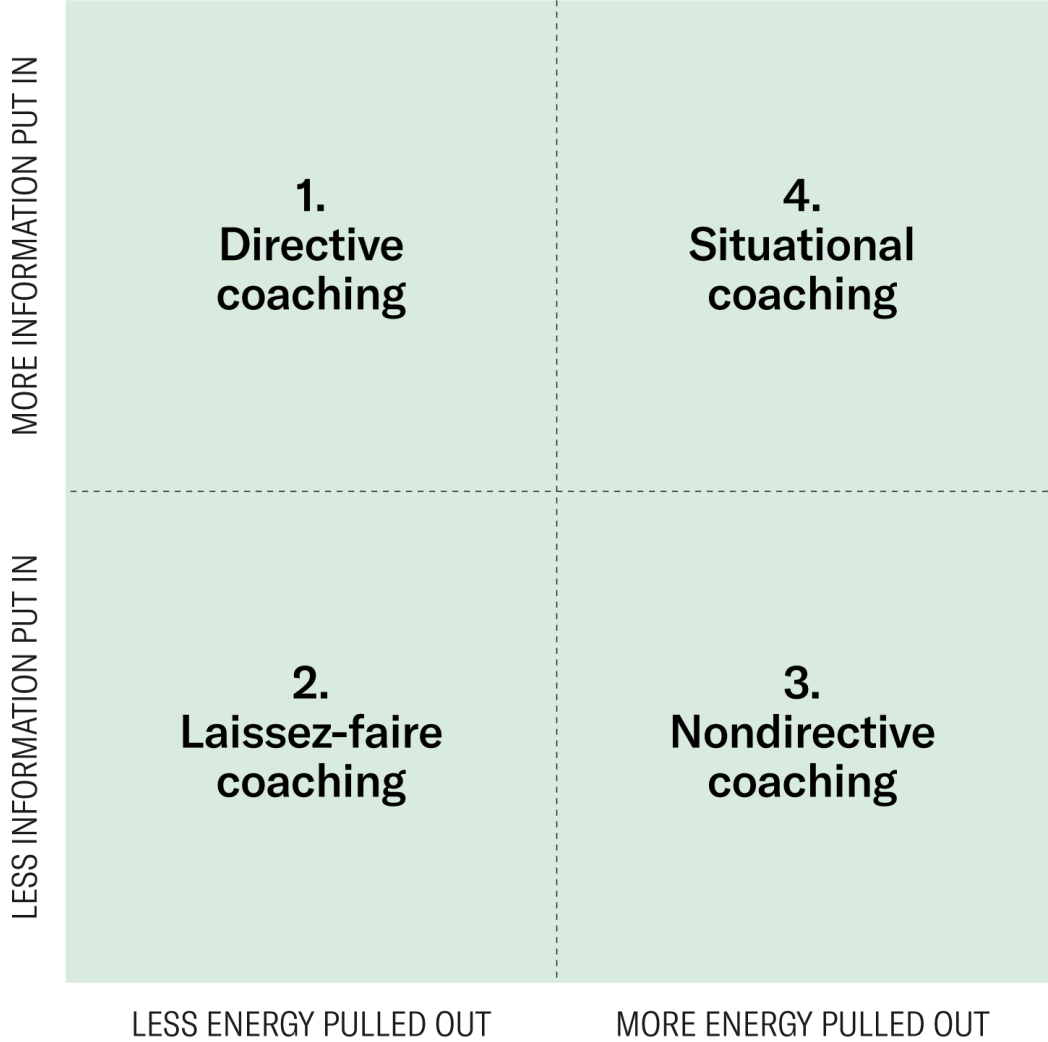
Guiding Principles of Coaching

- Coaching = Emotional Intelligence in Practice
 - Coaching > Command & Control
 - Coaching leadership = highest performing teams
 - Coaching creates more leaders
 - Adapting to external stressors on organizations requires different leadership

Coaching Leadership Model



Styles of Coaching



Directive Coaching

- Focus is on 'telling', mentorship, and advising
- Pros:
 - Transfer of information from experienced leader
 - Efficient
- Cons:
 - Inconsistency in information
 - Assumes competent leader
 - May decrease succession capacity
- Result: less/minimized energy from the performer

Laissez-Faire Coaching

- 'Hands off' approach
- Pros:
 - Less energy required of leader
 - Empowers team members
 - Allows for innovation and creativity
- Cons:
 - May produce less energy in performers
 - Risk of chaos
 - May have low accountability
- Result: unpredictable outcomes

Ibarra H, Scoular A. The Leader as a Coach. Available from: [The Leader as Coach \(hbr.org\)](https://hbr.org). Accessed on September 9, 2024.

The Economic Times. Authoritarian vs. Laissez-Faire Leadership Pros and Cons: Available from: <https://economictimes.indiatimes.com/jobs/c-suite/authoritarian-vs-laissez-faire-leadership-pros-and-cons/articleshow/104732593.cms?from=mdr>. Accessed on September 21, 2024.

Non-Directive Coaching

- Foundation is listening in a nonjudgmental approach
- Pros:
 - Performers gain problem-solving skills
- Cons:
 - Skills are difficult leadership skills to develop & require significant practice
- Result: high energy in performers

Situational Coaching

- Balance between directive and non-directive styles
- Pros:
 - Pulls out more collective energy
 - Adaptable
- Cons:
 - Difficult leadership skills to develop
 - Dependent on team readiness and capability
- Result: Better team dynamics and organizational outcomes

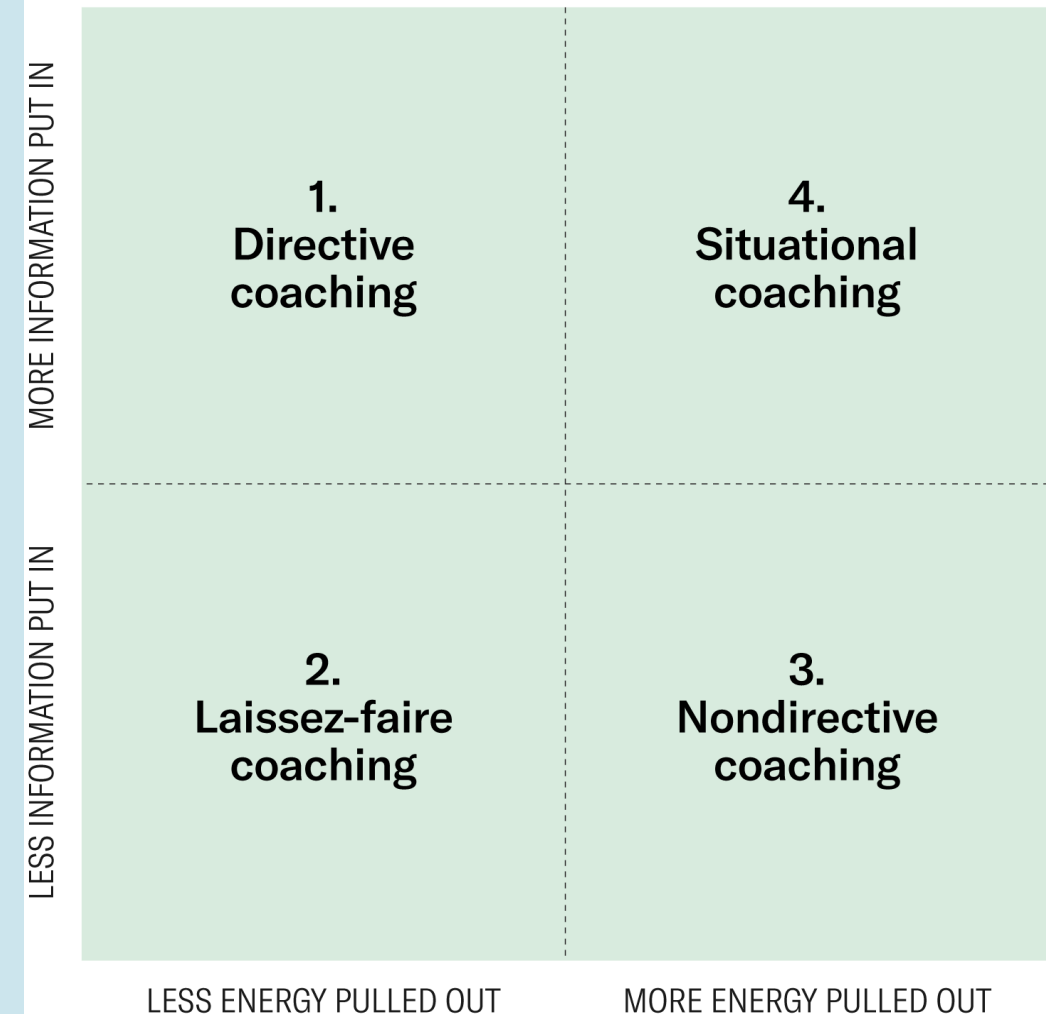
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Which type of coaching do you gravitate toward most?

Styles of Coaching



GROW Model

Coaching Leadership Framework which can be used in MANY situations:

- **G**oal
- **R**eality
- **O**ptions
- **W**ill



What is the Goal?

- **End goal vs. Performance goal**
- What is the bigger picture?
 - What are you aiming to achieve?
 - What will you deliver?
 - What actions will you take?



What is the current Reality?

- Important to clarify **objectively and without attachment to the outcome**
- How on track is this [project/task] currently?
- How did you contribute?
- What else...?
- What would others say about [project/task]?
 - Explore other perspectives



What are the Options?

- Explore all possibilities
 - If time/resources were not a concern... then?
- Evaluate options
 - Pro/con
 - Benefits/challenges



What Will you do?

- Stage 1: Accountability
 - SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant/**R**ealistic, **T**ime Bound) goals
 - Explore expected obstacles



What Will you do?

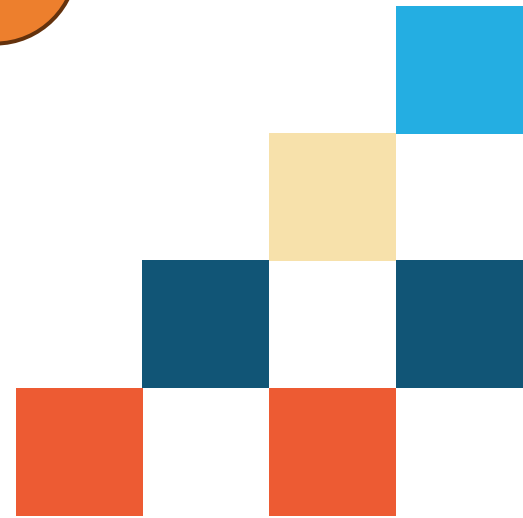
- Stage 2: Follow up & Reflection
 - Goal status:
 - Achieved/partially achieved
 - Did not achieve
 - Did not attempt
 - Constructive feedback
 - What happened?
 - What did you learn through this experience?
 - How will you use this experience?



Which is more important?

Responsibility

Accountability



Let's Practice!



Case #1: Communication Skills

A pharmacy technician, Samah, has been with the pharmacy for over a year and enjoys her job, but she consistently struggles with handling frustrated customers. Recently, a situation escalated, resulting in a formal complaint, which left Samah feeling demoralized and embarrassed. She is now seeking your guidance on how to improve her confidence and communication skills when dealing with difficult customers.



Case #2: Time Management

John, a pharmacy manager, is consistently behind on his daily tasks and often stays late to complete paperwork, which is affecting his work-life balance. He expresses feeling constantly overwhelmed, struggling to prioritize between prescription work, supervising staff, and administrative duties. This is impacting his stress levels, and he has asked for help managing his time more effectively in your performance evaluation discussion.



Case #3: Leadership Development

Raquel, a recent pharmacy school graduate, has joined your pharmacy with aspirations to one day manage or own her own pharmacy. She seeks your guidance on how to develop the leadership skills needed for future management roles, and she's particularly interested in learning how to manage a team effectively.



Case #4: Team Dynamics

Recently, there have been increasing tensions between the pharmacists and technicians due to miscommunication about roles and responsibilities during busy shifts. As the pharmacy owner, you've noticed a decline in teamwork, and errors in dispensing have increased. You want to coach the team to improve communication, collaboration, and overall efficiency during high-pressure situations.



Summary

- Coaching leadership can take on many different styles and approaches
- The GROW model is one framework to host coaching conversations
- Coaching skills require practice and adaptability



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Questions?



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