

# Buttercups Training

## Buttercups Certificate in Management for Pharmacists

### Module 1: Introduction to Leadership and Management

#### Management and leadership – the differences

Let's begin by discussing the concepts of management and leadership. It may surprise you to learn that traditionally these aren't the same thing, although the line between the two has become rather blurred as elements of both are often incorporated into the role of the contemporary manager.

Traditionally leadership is used to describe what an individual does when change is necessary. Management, on the other hand, will describe what an individual does when conditions are stable.

Leaders are said to focus on direction setting, articulating the vision and creating something new. Managers focus on monitoring, directing and refining current performance.

In most cases managers cannot be successful without being good leaders, and leaders cannot be successful without being good managers.

When you embarked on a career as a pharmacist, you may not have realised that you would be managing a busy pharmacy, looking after the finances, supporting and empowering your team, as well as planning for the future growth of your pharmacy - yet this is what you do on a daily basis! This is leadership.

#### Definitions

Management can be defined as:

*"A process of achieving desired results through other people in a planned and economical fashion"*  
Cowling, Stanworth, Bennett, Curran and Lyons (1988)

And one of the many definitions of leadership available is:

*"A process whereby an individual influences a group of individuals to achieve a common goal"*  
Northouse (2003)

Leadership is about behaviours first and skills second. A team will follow a good leader because they trust and respect them.

#### You as a manager and leader



##### Your role models

Think about a manager you know who you'd consider to be one of your role models. What makes them effective? Try to list as many of their positive characteristics, behaviours and attitudes as you can.

Now repeat the process for a leader who you'd consider to be one of your role models - or are they the same person?

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How many different traits did you come up with? Did you have some of the following in your lists?

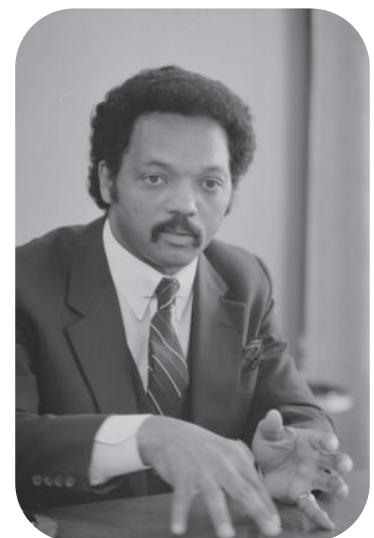
The following are the key behaviours you would expect to see in a leader and a manager:

Leader	Manager <sup>1</sup>
Shows integrity and honesty	Plans how objectives can be achieved
Can see the goal - vision	Organises the resources (human or otherwise) needed to do so
Explains decisions to the team	Commands - makes sure the plan is being followed by everyone
Builds the team	Coordinates the different elements of the task
Gives responsibility to others	Controls - ensures adjustments are made if things aren't going to plan
Motivates staff	
Displays commitment and energy	
Chooses the right thing to do	
Focuses on team interests and needs	
Sets a good example	

When you think about great leaders, either from the world stage or from your own life, past or present they tend to have certain things in common. Invariably they will have vision, energy and the ability to communicate effectively. Why? Because to reach their goal or realise their vision, they have to raise their game and then communicate enthusiastically about their vision to take others with them.

*"Leaders must be tough enough to fight, tender enough to cry, human enough to make mistakes, humble enough to admit them, strong enough to absorb the pain, and resilient enough to bounce back and keep on moving."*

*Jesse Jackson*



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#### *Leadership starts with you*

To be a good leader you need to be able to lead yourself. This means you have to take responsibility for what you do. This could be as simple as being on time, delivering what you promise others, being accountable for your actions and building healthy and productive working relationships.

As a leader it is important you know your own strengths and weaknesses so that you get the best out of the team working with you. The later sections of this module will help you to identify areas where you already have the skills necessary, as well as pinpointing your development opportunities, or the gaps in your skills.

#### *Leadership styles*

Good leaders achieve the balance between doing the job themselves and managing others to do the job. Look at the table below and consider the type of leader you are.

Leadership style	Type of approach	Advantages	Disadvantages
<b>Autocratic</b>	Tends to direct and control proceedings closely - could be seen as bossy	Essential in urgent situations, e.g. those relating to patient safety	Could cause resentment, and staff may feel unhappy or afraid
<b>Bureaucratic</b>	'By the book'	Useful for dealing with any situation in which strict rules have to be obeyed to reach the objective, e.g. dealing with issues relating to law and ethics	If used too widely, this approach could discourage staff creativity, and stop them from putting forward ideas for improving procedures
<b>Charismatic</b>	Sometimes known as the 'cheerleader' style - energetic and likeable	Particularly good for dealing with customers	May find it difficult to deal with conflict, as this risks losing popularity
<b>Democratic</b>	Takes advice and input from some or all of the team into significant account before making a decision	Provides good motivation for staff to think for themselves and come up with ideas, and makes them feel valued as their opinions and views are considered	The main risk is that the team may be 'run by committee' and decisions take a long time
<b>Laissez-faire</b>	Very little direction - staff are left to their own devices	Ideal if staff are well-trained, skilled, and can be trusted to make the right decisions on their own, within the limits of their responsibility	Could be disastrous if there are new and/or untrained staff in the team

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Leadership style	Type of approach	Advantages	Disadvantages
People-orientated	Puts the emphasis on keeping the team, and individuals within the team, happy	Results in good relationships within the team, at least in the short term - staff want to come to work for the social aspect	If this is not combined with some focus on the task, it could result in a lack of direction and control, neglecting of customers, and team dissatisfaction in the long term
Task-orientated	Focuses on getting the job done	Essential in urgent situations, e.g. those relating to patient safety	If this continues for an extended period of time and is not combined with some focus on the people within the team, relationships could be neglected, and staff may feel that they don't matter as individuals
Transactional <sup>2</sup>	Defines tasks clearly, then motivates staff by offering rewards in exchange for achievement, and punishing those who fail	Encourages staff performance towards short-term goals	Risks neglecting staff development - if they are set a reward for reaching a certain target, they are likely to simply try to meet it, rather than aiming to surpass it
Transformational <sup>2</sup>	Focuses on staff development, aiming to enable each member of staff to reach their potential - tasks are less clearly defined, allowing staff to create their own solutions (with support)	Very influential - staff are likely to work hard towards short-term and long-term goals for a leader who invests in their development, and will use their creativity to do so	Would not be appropriate in a crisis situation



You've probably already realised that these styles often won't be completely separate from one another in practice - for example, an autocratic leader is likely to also be task-orientated. **Can you see any other likely combinations?**

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*“One of the advantages of being a Captain is being able to ask for advice without necessarily having to take it.”*

*Captain Kirk*



More often than not, Captain Kirk is a prime example of an autocratic leader, but think about the situations he finds himself in - he isn't likely to stop and consider everyone's opinions when his ship is being shot at! Whilst the table on the previous pages illustrates the various leadership styles, the reality is that the type of style (or combination of styles) adopted depends on the situation you're facing, and you need to be able to adapt accordingly.

### Leadership Models

There are plenty of great leadership models available, and you will be provided with references at the end of this module so that you can have a look at some have not been mentioned here.

The model which is most appropriate to pharmacy focuses on adapting your style to fit the situation - *Situational Leadership*®, which is also known as the “*Life Cycle Theory of Leadership*”. This was first articulated by Paul Hersey and Ken Blanchard in 1969<sup>3</sup>. Basically they said that how you lead others depends on your ability to recognise their current competence and their level of motivation. This determines how much direction and support you give them.

For example:

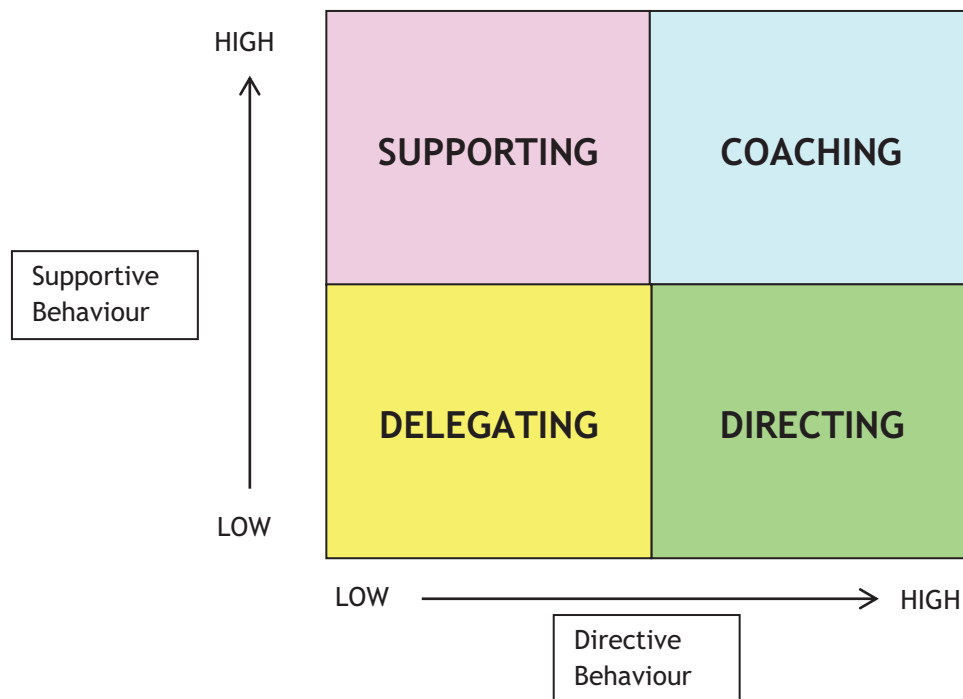
- If a team member is highly competent and highly motivated, you may only need to give them a short briefing on each task you need them to complete. They will need little direction and little support. In fact, you are able to *delegate* the task and know they will achieve the goal.
- If you have a new member in the team, then any task you give them will need more direction and probably more support too. It is likely that they will be highly motivated, but will have minimal competence.
- If an existing staff member is not quite as motivated as they should be and is given a task they have done before, but not often, then they may need to be coached.

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Consider the diagram and table below (continued overleaf):



Approach	When to use it	How to use it
<b>Directing</b>	When you have a highly motivated member of staff who has little competence or knowledge of the task you are asking them to complete	You define the task and closely supervise them, making the decisions and announcing what those decisions are (largely one-way communication)
<b>Coaching</b>	When the motivation of the team member is low - they could have some competence around the task you expect them to complete, but you know they can be unreliable and inconsistent	You define the roles and the tasks, but seek ideas and suggestions from the team member - the decisions are still yours, but communication is much more two-way. You give feedback and set action plans
<b>Supporting</b>	When the motivation is variable, but the team member has moderate to high competence in the task you need to be completed	The team member is generally self-directed, but may be hesitant or insecure, or they could be bored or apathetic about the task you have asked them to perform - you facilitate and take part in the decisions, but control of the process lies largely with the team member

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Approach	When to use it	How to use it
Delegating	When there is high motivation and high competence - the team member is confident in what they are doing, and could even be the team's 'expert'	You are still involved in the decision making process and any problem solving, but the control is with the team member, who will decide when and how to involve you



Effective leaders are able to move around the grid depending on the situation, so there is no one approach that is correct. Turn back to pages 4 and 5 for moment to see how some of the approaches in the model above relate to the styles defined earlier in the module. **Which combinations of these styles and the approaches above might fit with different situations occurring in your pharmacy?**

In reality you will probably switch styles and approaches without really thinking about it. Remember it is important to be careful about switching too often, particularly for similar situations, as this may show indecisiveness.

**Coaching and Delegation will be dealt with in more detail in Modules 4 and 5.**

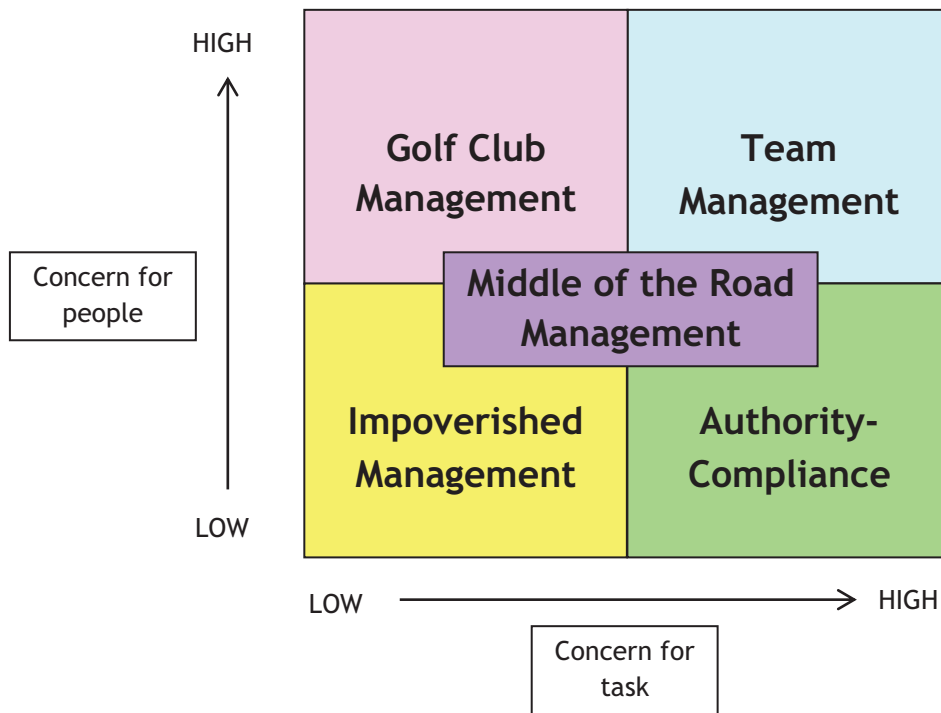
***Leadership and motivation***

As we've touched on earlier in the module, some leaders are very good at getting the job done, but not so good at keeping the team, and individuals within the team, happy. Others keep the team happy, but are never successful at getting the job done. The best leader is the one who keeps everyone committed, enthusiastic and involved *and* accomplishes the task to a high standard and on time. So, how do we achieve this?

There are lots of models which demonstrate how varying combinations of attention to the needs of team (being 'people-orientated') and attention to the demands of the task (being 'task-orientated') can be used to produce results (or not, as the case may be for certain combinations). Work carried out by Blake and Mouton in 1964<sup>4</sup> produced a grid for this - see overleaf. There is a general belief that teams led by managers/leaders who are largely people-orientated are more productive than those led by mainly task-orientated leaders, but you'll see in this section that too much emphasis on the needs of people, at the expense of the task, is likely to be counter-productive.

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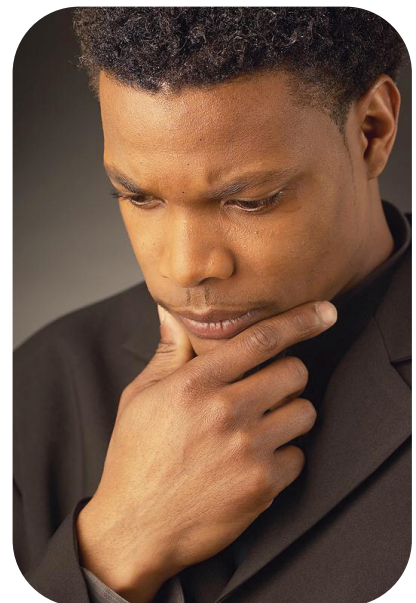
So, what does it really mean if you find yourself falling into each of these categories?

***Impoverished Management***

- Little concern for the task and little concern for the people
- Have you given up? Have you brought your domestic life to work?
- Morale is very low
- You are no longer fulfilling a leadership role and the attitudes you show will easily transmit to your team
- Results in disharmony, dissatisfaction and disorganisation

***Task Management (Authority-Compliance)***

- You are concerned solely with the task and are neglecting the relationships you have with your team
- If you are managing a crisis situation this may be appropriate, but you should make sure it doesn't last too long
- Your team need to know they matter as individuals and that you're concerned about their needs



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#### *Golf Club Management*

- The opposite of task management
- Works on the assumption that if people are happy they will work hard
- This style puts the team first and not the customers
- There is a lack of direction and control
- It can be very dissatisfying in the long term

#### *Team Management*

- A high emphasis on task and team will produce the best results
- Creates a team based on trust and respect
- The concern for your people and placing emphasis on the delivery of a quality service leads the team to approach all that they have to do with efficiency and increases productivity

In reality, most leaders will operate in the 'middle of the road'. They will have average concern for both the task and the people and will swing between the two so that sometimes the task dominates and sometimes the people do.



#### *Review*

- Looking back over the whole of this module so far, can you recognise which styles of, and approaches to, leadership are in operation in your pharmacy?
- Are they appropriate to the situation?
- Where have you seen an inappropriate style or approach used and what were the consequences?



*Now complete Assignment 1 in your assignment workbook.*