

Your Journey As A Leader

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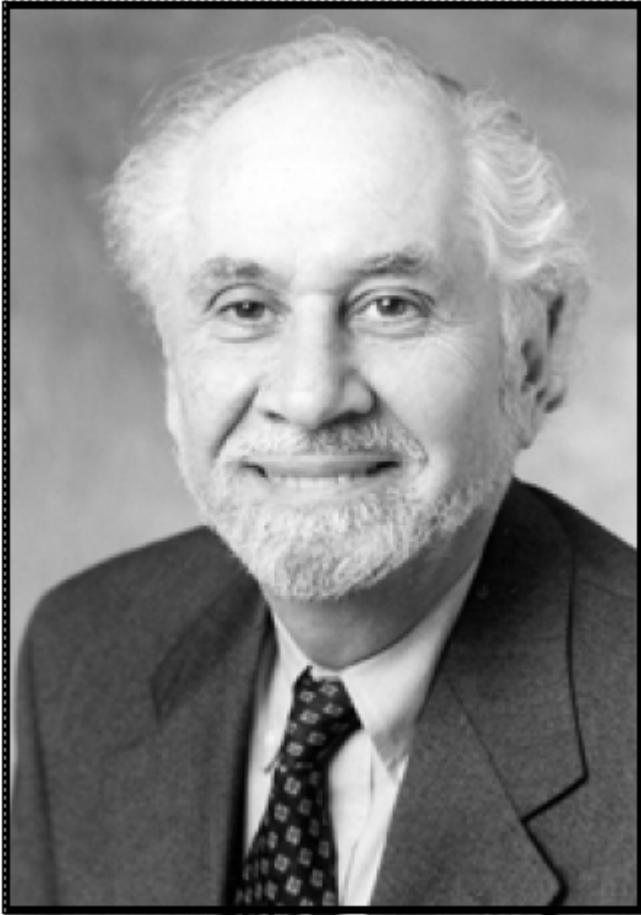
Dr. Bernard Mehl Leadership Lecture
NYSCHP Residency Research Forum

NYSCHP | New York State
Council of Health-system
Pharmacists

Conflicts

The presenter declares no financial interest/arrangement or affiliation with one or more organizations that could be perceived as a real or apparent conflict of interest in the context of the subject of this activity.

Who was Dr. Bernard Mehl?



- Loving husband of Florence, father of Spence (Lily) and Stephanie (Gary) and grandfather of Carson, Elijah and Jesse
- Esteemed educator, mentor, visionary and leader
- Director of Pharmacy at Mt Sinai Medical Center
- Faculty at Mt Sinai Medical School, St John's University and Long Island University
- Veteran of US Air Force
- NYSCHP Past-President and VP, Governmental Affairs
- Fellow of the Leon Davis Institute of Health Economics
- John Webb Visiting Professor Award
- Harvey AK Whitney Award Winner (2001)

“Only by our involvement with the total medication cycle can we attempt to guarantee safe and effective drug therapy”

Past Winners

2016 – Robert DiGregorio, PharmD, FNAP, BCACP

2017 – Joanne Meyer, BS, MS, PharmD

2018 – Kimberly Zammit, PharmD, MPH, BCPS, BCCP, FASHP

2019 – Vickie Powell, BS, PharmD, MS, FASHP

2021 – Henry Cohen, BS, MS, PharmD, FCCM, BCPP, BCGP

2022 – Leigh Briscoe-Dywer, PharmD, BCPS, FASHP

2023 – Thomas P. Lombardi, BS, PharmD, FASHP

2024 – Thomas E O'Brien, PharmD, MS, FASHP



Objectives

1. Define leadership styles
2. Describe human behaviors of a strong leader
3. Recognize personal leadership strengths and areas of improvement
4. Develop a personal strategy for involvement in leadership activities

A photograph of a sunset or sunrise over the ocean. The sky is filled with soft, horizontal clouds in shades of orange, yellow, and light blue. The sun is low on the horizon, creating a bright glow. The water in the foreground is dark and calm. Overlaid on the image is the text "What is Your Why?" in a large, bold, white sans-serif font.

**What is
Your
Why?**

**Success is never final,
failure is never fatal.
It's courage that counts**



John Wooden
(1910-2010)
Hall of Fame Basketball Coach
UCLA Bruins

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SPHP & Trinity Health Culture



Our Mission

We, Trinity Health, serve together in the spirit of the Gospel, as a compassionate and transforming healing presence within our communities.



Our Core Values

- Reverence
- Commitment to Those Who are Poor
- Safety
- Justice
- Stewardship
- Integrity



Our Vision

We will be the most trusted health partner for life.



Our Actions

As a Trinity Health colleague, I will:

- Listen to understand.
- Learn continuously.
- Keep it simple.
- Create Solutions.
- Deliver outstanding service.
- Own and speak up for safety.
- Expect, embrace and initiate change.
- Demonstrate exceptional teamwork.
- Trust and assume goodness of intentions.
- Hold myself and others accountable for results.
- Communicate directly with respect and honesty.
- Serve every person with empathy, dignity and compassion.
- Champion diversity, equity and inclusion.



Our Promise

We Listen.
We Partner.
We Make it Easy.

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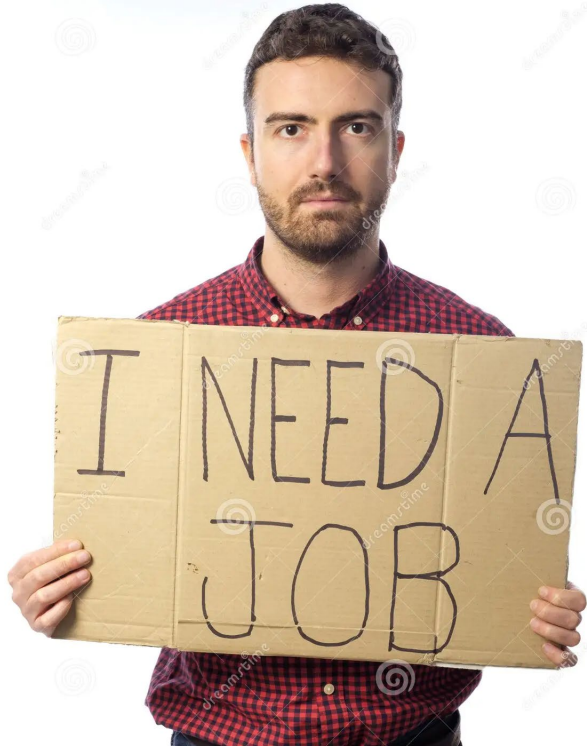
Three



good



things



TEAM BUILDING

MANAGER

Solutions

WORK

Results

PEOPLE

SUCCESS

TOGETHER

Management

Business Performance

SKILLS

TRAINING

MOTIVATING

TEAM

MANAGE

VALUE-ADD

LEADERSHIP

STRATEGY

RESULTS

PEOPLE

Employees

COACHING

Improve

Cooperation

TEAMWORK

Solutions

RELATIONSHIPS

MOTIVATE

VISION

VALUE

SUCCESS

Performance

GOALS

STRATEGY

Manage

How to choose a leadership style?

- Needs to feel authentic to you
- What do I value more, goals or relationships?
- Do I believe in structure or freedom of choice?
- Would I rather make a decision on my own or collectively as a group?
- Do I focus on short or long-term goals?
- Does motivation come from empowerment or direction?
- What does a healthy team dynamic look like to me?

Leadership Styles

1. Autocratic

5. Pacesetter

2. Bureaucratic

6. Servant

3. Democratic

7. Visionary

4. Laissez-faire

8. Coaching

Autocratic

- “Authoritarian style of Leadership” (Military)
- Focused on results and team efficiency
- Leader – Makes decisions alone or small trusted group, expects employees to do exactly as asked. Demonstrates self-confidence and are self-motivated

Benefits

- Promote productivity through delegation
- Provide clear and direct communication
- Reduce employee stress by making decisions quickly on their own

Challenges

- Prone to high stress
- Feel responsible for everything
- Perceived lack of flexibility

Bureaucratic

- Focusses on fixed duties within a hierarchical structure, each employee has defined set of duties
- Works in finance & government
- Leader – expect team members to precisely follow rules, detailed oriented, task-focused, value structure/rules, strong-willed, self-disciplined.

Benefits

- Efficient in organizations that need to follow strict rules and regulations
- Separate work from relationships to avoid clouding the team's ability to hit goals

Challenges

- Does not promote creativity
- Feels restricting to some employees
- Slow to change
- Does not thrive in environment that needs to be dynamic

Democratic

- Focusses on team participation (Participative)
- Fosters higher level of employee engagement and workplace satisfaction
- Leader – asks for input, considers feedback, then makes decision, value group discussion, provide all information when making decision, promotes sharing of ideas, characteristically rational and flexible

Benefits

- Employees feel empowered, valued and unified
- Power to both to retention and morale
- Requires less managerial oversight
- Employees are part of a decision-making process

Challenges

- Potential to be inefficient and costly
- Lengthy time to:
 - Organize group discussions
 - Obtain ideas/feedback
 - Discuss possible outcomes
 - Communicate decisions
- Add social pressure to the team who do not like to share ideas in group settings

Laissez-faire

- Focusses on delegation, providing little or no supervision
- May be useful when all team members are highly-experienced, well trained and require little oversight
- Leader – little time managing, more time on projects

Benefits

- Encourages accountability, creativity and a relaxed work environment
- Leads to higher retention rates

Challenges

- Does not work well for new employees who need guidance and hands-on support in the beginning
- Employees may not feel properly supported

Pacesetter

- Focusses on achieving fast results
- Not useful for teams that require mentoring and feedback
- Leader – focus on performance and accountability, sets high standards, hold team members accountable for achieving goals

Benefits

- Pushes employee to hit goals and accomplish business objectives
- Promotes high energy and dynamic work environments

Challenges

- Can lead to miscommunications and stressed-out employees
- Employees are always pushed towards the goal or deadline

Servant

- Focusses on employee satisfaction and collaboration
- Leader – people-first mindset, believe team members feel personally and professionally fulfilled, MUST have excellent communication skills

Benefits

- Capacity to boost employee loyalty and productivity
- Improve employee development and decision-making, culture of trust and creative future leaders

Challenges

- Leaders can become burnt out, puts the needs of the team above their own
- Hard time to be authoritative when needed

Visionary

- Focusses on rapid growth or transformation/restructure
- May be useful for small, fast-growing organizations and or large organization experiencing transformation and/or restructuring
- Leader – powerful ability to drive progress and change through inspiration and earning of trust, inspirational, optimistic, innovative and magnetic

Benefits

- Help companies grow
- Unites teams
- Improves outdated technologies and practices

Challenges

- May miss important details or other opportunities
- May miss recognizing their team secondary to focus on the “big picture”

Coaching

S: Specific
M: Measurable
A: Achievable
R: Relevant
T: Time-bound

- Focusses on SMART goals and feedback
- Provides regular feedback with challenging projects
- Leader – quickly recognize team strengths/weaknesses/motivations, set clear expectations, creates positive, motivating environment, self-aware, offers guidance instead of commands

Benefits

- Positive in nature
- Promote development of new skills
- Empowers team members
- Fosters a confident culture
- Seen as valuable mentors

Challenges

- Time consuming
- One-on-One
- Difficult in a deadline driven environment

Strategies for choosing Your Style

1. Adopt and use different leadership styles in different situations
2. Seek a Mentor
3. Ask for feedback
4. Experiment
5. Be authentic



The Theory of the Dipper and the Bucket



Clifton D. How Full Is Your Bucket? Gallup Press, New York, 2004





1992 Team USA Basketball Team "The Dream Team"



Position	#	Name	Age	Ht	Wt	From
PF	4	Christian Laettner	22	6' 11"	235 lbs	Duke Blue Devils
C	5	David Robinson	26	7' 1"	235 lbs	San Antonio Spurs
C	6	Patrick Ewing	29	7' 0"	240 lbs	New York Knicks
SF	7	Larry Bird	35	6' 9"	220 lbs	Boston Celtics
SF	8	Scottie Pippen	26	6' 8"	210 lbs	Chicago Bulls
SG	9	Michael Jordan	29	6' 6"	198 lbs	Chicago Bulls
SG	10	Clyde Drexler	30	6' 7"	222 lbs	Portland Trail Blazers
PF	11	Karl Malone	28	6' 9"	256 lbs	Utah Jazz
PG	12	John Stockton	30	6' 1"	175 lbs	Utah Jazz
SF	13	Chris Mullin	28	6' 7"	215 lbs	Golden State Warriors
PF	14	Charles Barkley	29	6' 6"	250 lbs	Phoenix Suns
PG	15	Magic Johnson	32	6' 9"	220 lbs	LA Lakers



Coaches		
HC	Chuck Daly	Detroit Pistons
AC	P.J. Carlesimo	Seton Hall Pirates
AC	Mike Krzyzewski	Duke Blue Devils
AC	Lenny Wilkens	Cleveland Cavaliers

C	Center
PF	Power Forward
SF	Small Forward
SG	Shooting Guard
PG	Point Guard
HC	Head Coach
AC	Asst Coach

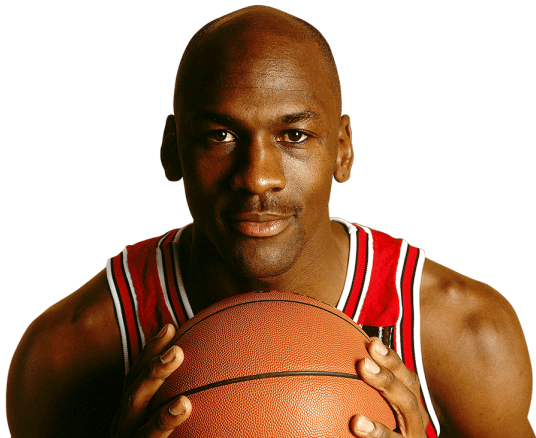
How Many Games Did Team USA Lose?

Game	Date	Opponent	USA pts	Op Pts	Differential
1	June 28, 1992	Cuba	136	57	79
2	June 29, 1992	Canada	105	61	44
3	June 30, 1992	Panama	112	52	60
4	July 1, 1992	Argentina	128	87	41
5	July 3, 1992	Puerto Rico	119	81	38
6	July 5, 1992	Venezuela	127	80	47



- But, how many games did the Dream Team lose?
- Their first game

Talent wins the games, but teamwork and intelligence wins championships



Michael Jordan
Chicago Bulls

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The 7 C's to Build a Winning Team

1. **C**ulture
2. **C**ontagious
3. **C**onsistent
4. **C**ommunicate
5. **C**onnect
6. **C**ommitment
7. **C**are

- The Big **C**
–**C**oaching
- The Other Big **C**
–**C**haracter



The Leadership Secrets of Santa Claus. Walk The Talk.com. Flower Mound, TX, 2003

The Leadership Secrets of Santa Claus

First Rule of Being
Santa Claus!

**It's Not Easy
Being
Santa Claus**



8 Rules For A Successful Workshop

1. Build a wonderful workshop

- Make the mission the main thing
- Focus on your people as well as your purpose
- Let values be your guide

2. Choose your reindeer wisely

- Hire tough so you can manage easy
- Promote the right ones...for the right reason
- Go for the diversity advantage

3. Make a list and check it twice

- Plan your work
- Work your plan
- Make the most of what you have

4. Listen to the elves

- Open your ears to participation
- Pay attention to how you're perceived
- Walk awhile in THEIR shoes

8 Rules For A Successful Workshop

5. Get beyond the red wagons

- Help everyone accept the reality of change
- Remember: the customer is really in charge
- Teach “The Business” of the business

6. Share the milk and cookies

- Help them see the differences they make
- Do right by those who do it right
- Expand the reinforcement possibilities

7. Find out who’s naughty and nice

- Confront performance problems...Early
- Coach “The Majority In The Middle”
- Don’t Forget “The Super Stars”

8. Be good for goodness sake

- Set the example
- Establish guidelines and accountability
- Remember that everything counts

Leadership Through Mentoring

- Mentor \ MEN-tor \ noun
 1. A trusted counselor or guide
 2. Tutor, coach
- Role of a mentor
 - Provide guidance, advice, feedback and support
 - Serve as a role model, teacher, counselor, advisor, sponsor, advocate and ally
- Characteristics
 - Good listener
 - Flexible
 - Value diversity and perspectives
 - Knowledgeable
 - Nonjudgmental
 - Able to provide constructive feedback
 - Honest and candid
 - Able to network and find resources

Leadership Through Mentoring

- Identify Mentors & Leaders you would like to emulate
- Mentor a student
- Mentor a resident
- Mentor student posters at MCM
- Mentor resident posters at MCM
- Join the New Practitioners forum
- Become involved in your local, state and national organizations
- ASHP Guided Mentorship Program:
 - <https://www.ashp.org/pharmacy-student/career-resource-center/career-development/guided-mentorship-program?loginreturnUrl=SSOCheckOnly>



James Thomas Anthony Valvano
(1946-1993)
American Basketball Coach

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"How do you go from where you are to where you wanna be? And I think you have to have enthusiasm for life. You have to have a dream, a goal and you have to be willing to work for it."

"No matter what business you're in, you can't run in place or someone will pass you by. It doesn't matter how many games you've won."

"Don't give up, Don't ever give up"

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Conclusions

1. Being a leader is about the actions you take,
Not your title
2. You have dreams and goals –
You need to be willing to work for it.
3. You need to recognize that you cannot just keep doing the same things, even though you have become very good at them. If you do, you will be passed. Take every opportunity.
4. Identify mentors and be a mentor

Conclusions

5. Build your strong team and workshop
6. Show your team respect and loyalty
7. Through applying various leadership styles, you can take yourself and your team to extraordinary heights.

**8. DON'T GIVE UP,
DON'T EVER GIVE UP**



Questions

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