



EMPOWERING LEADERSHIP AT EVERY LEVEL

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Slido®

- This presentation will use Slido® to start the conversation.
- Please go to the following:

<https://app.sli.do/event/siHxe18mNcMWjBwgvChEch>





Objectives

- Articulate leadership behaviors for every level of leadership
- Express barriers that prevent individuals from engaging in formal leadership positions
- Evaluate scenarios to optimize leadership behaviors
- Apply strategies to optimize leadership behaviors



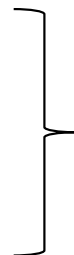
**What word comes to mind when you hear
“leadership”?**





Leadership Defined

1. The office or position of a leader
2. Capacity to lead
3. The act or an instance of leading



Not Helpful

Lead (verb) Defined

1. To guide on a way especially by going in advance
2. To direct on a course or direction
3. To have charge of
4. To direct the operations, activity, or performance of
5. To go at the head of
6. To bring to some conclusion or condition



Leadership Types

Formal (Big L)

- Hold official titles/roles
- Authority derived from position
- Responsible for strategic direction and resource allocation

Informal (Little l)

- Influence without formal title
- Often emerge through expertise, trust, or social networks

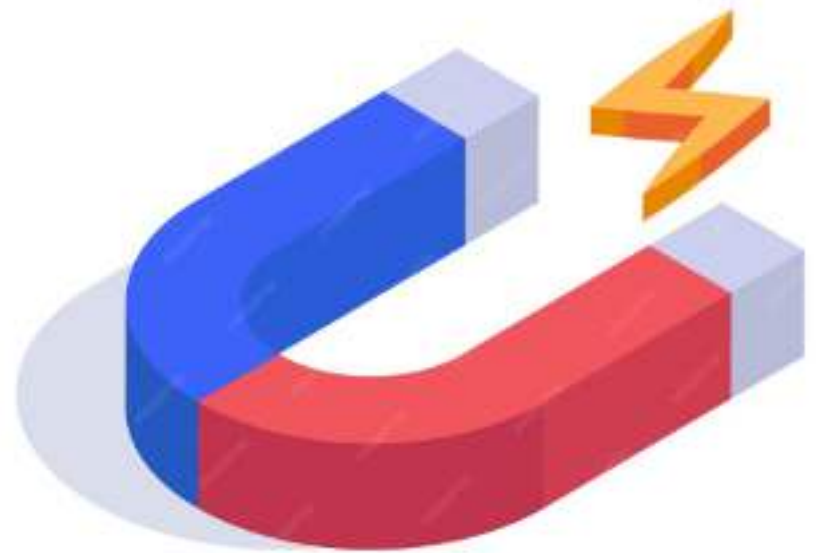
What attributes make individuals influential?



What attributes make individuals influential?



The key to successful leadership
is influence, not authority.
-Ken Blanchard





Influence

- Credibility & Trustworthiness
- Expertise & Competence
- Strong Communication Skills
- Emotional Intelligence
- Initiative & Proactiveness
- Networking & Social Capital
- Integrity & Ethical Conduct

What type of leader is
more influential?
Formal or informal?



Inspiration

- Vision
- Authenticity
- Passion & Enthusiasm
- Resilience & Optimism
- Developing & Empowering People

What characteristics of leaders are inspirational?



What type of leader is more influential? Formal or informal?





Impactful Leadership

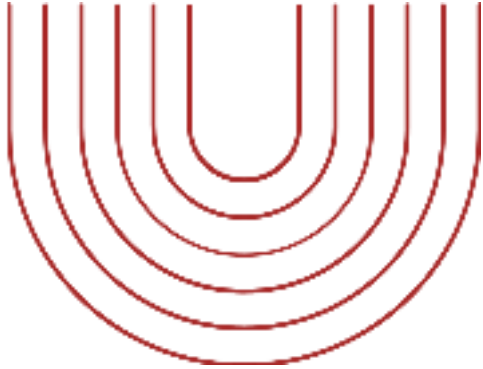
Impact = Influence + Inspiration

- Results-oriented
- Adaptability
- Execution



Leadership is the capacity to influence others through inspiration motivated by passion, generated by vision, produced by conviction, ignited by purpose.

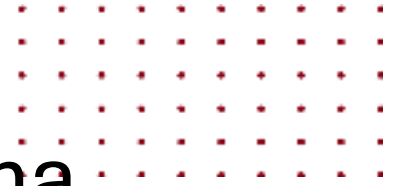
-Myles Munroe



Choose Your Own Adventure



Case 1: The Rounds Redesign Dilemma



- Prior to rounding as the ICU pharmacist, you hear...

To keep rounds within one hour, we will shorten the medication discussion sections

Decision Point 1: How Do You Respond to the New Rounding Structure?

A:

- Diplomatically express concerns

B:

- Accept the change for now

A: Diplomatically express concerns

- The nurse manager looks thoughtful. “I appreciate you raising that. Maybe we can do something brief—but what would that look like?”
- The attending watches closely, appearing curious
- A resident quietly nods, clearly relieved you said something

A:

- Offer a quick proposal

B:

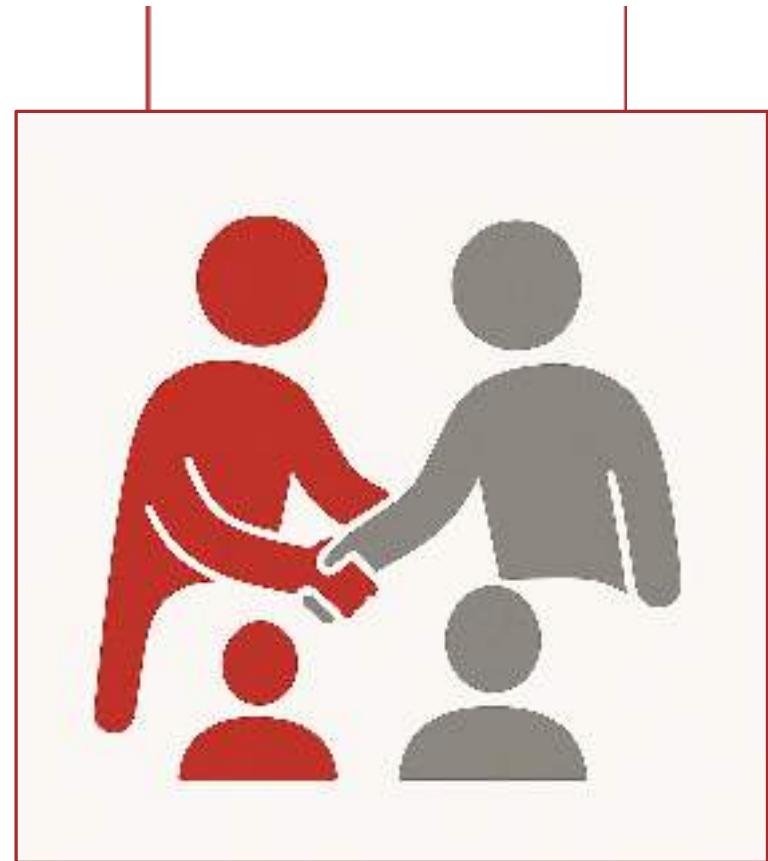
- Suggest a later discussion



Ending A

The team uses your 30-second approach during rounds. Surprisingly, it works well—concise, predictable, and focused.

The nurse manager pulls you aside afterward: “That helped a lot. Would you be willing to help build the final version of this process?”



Leadership Identity Unlocked:

THE COLLABORATOR

Ending B

During rounds, discussions vary in length. Some are too short, some too long. It's clear a framework is needed. Afterward, you and the nurse manager meet.

Together, you co-create a simple template that balances efficiency and safety.



Leadership Identity Unlocked:

THE STRATEGIC PARTNER

B: Accept the change for now

- Rounds begin, the pace is brisk
- For stable patients, this works well—quick updates, clear next steps
- But for a more complex patient with renal failure, the team nearly misses adjusting medication doses until you speak up
- The attending catches your eye, giving a grateful nod
- After rounds, the nurse manager asks: “How did you feel about the new format?”

A:

- Speak honestly and constructively

B:

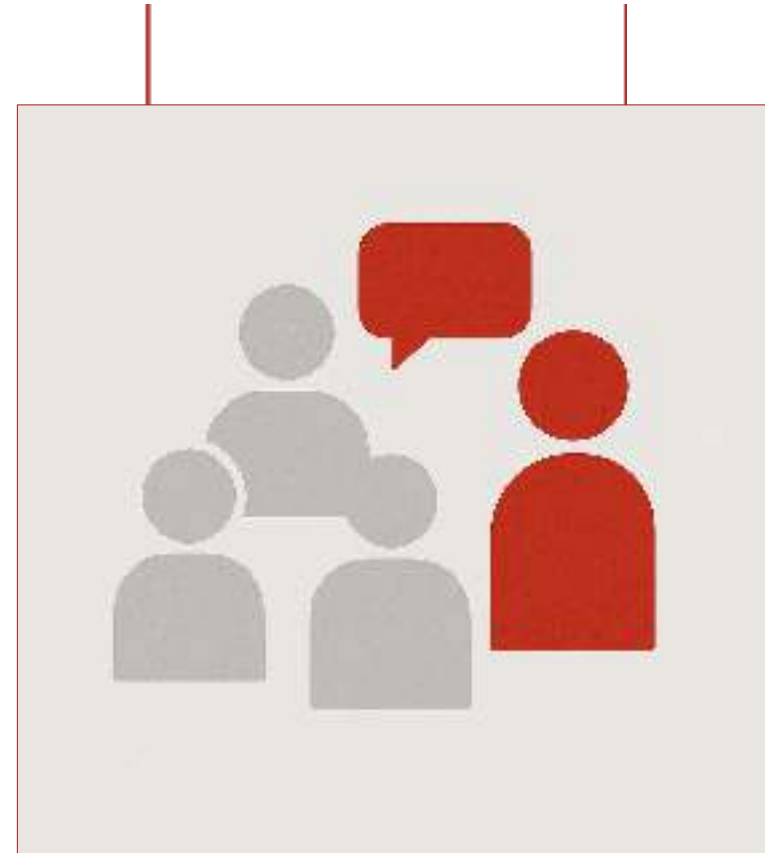
- Keep feedback minimal



Ending C

The nurse manager nods: “That’s really helpful. I didn’t realize how many med-related steps were tied to rounds.”

She invites you to help pilot a medication-focused add-on for complex patients during rounds tomorrow.



Leadership Identity Unlocked:

THE CONSTRUCTIVE ADVOCATE



Ending D

Over the next week, the streamlined process continues. It works well most of the time, though occasionally medication issues are caught later than ideal. A few days later, the nurse manager reaches out again, asking: "If you ever want to revisit the rounding workflow, I'd value your input."



Leadership Identity Unlocked:

THE QUIET OBSERVER



Leadership Identities

- The Collaborator
- The Strategic Planner
- The Constructive Advocate
- The Quiet Observer



Discussion

Case 2: The Potassium Shortage Shuffle

- First thing Monday morning, your pharmacy operations manager announces a hospital-wide shortage of IV potassium chloride
- Formal guidance is in progress and not yet distributed
- During rounds, the team asks you how they should alter therapy plans



Decision Point 1: How Do You Respond to the Teams Initials Questions?

A:

- Offer interim guidance

B:

- Wait for official policy

A: Offer Interim Guidance

- The attending nods, “thanks, that helps us get started, could we create something simple the whole team can follow today until we get the official document?”
- The resident looks relieved
- Nursing seems appreciative of the clarity

A:

- Offer a quick proposal

B:

- Suggest a later discussion



Ending A

The team adopts your tiered approach during rounds. It keeps decisions consistent, reduces unnecessary IV use, and prevents delays.

Later, the operations manager emails you: "Thanks for stabilizing things this morning. Could you help refine the final guidance this afternoon?"



Leadership Identity Unlocked:

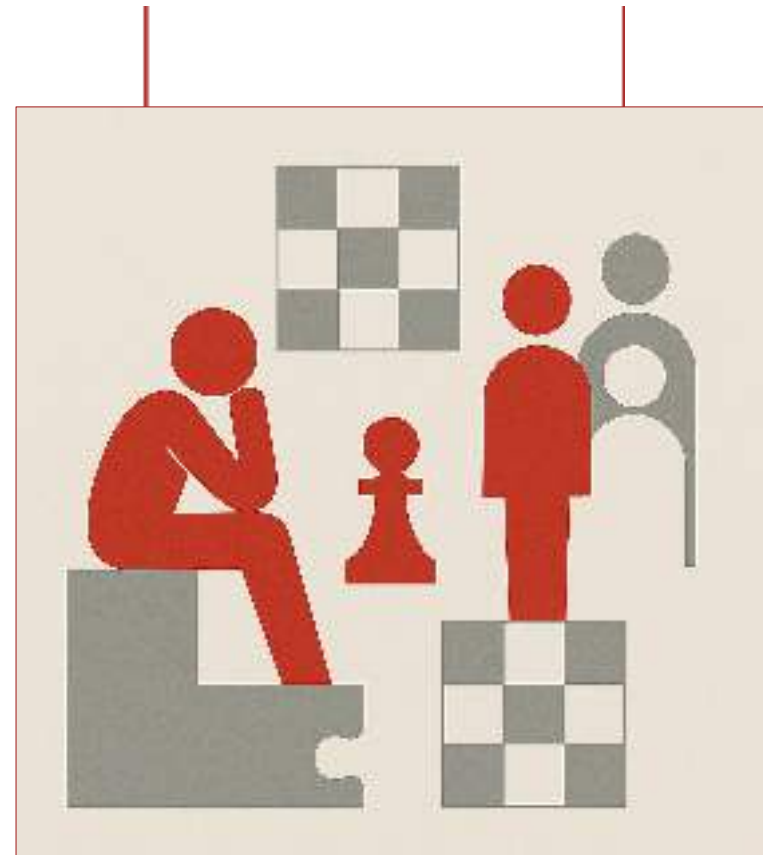
THE ADAPTIVE CLINICIAN



Ending B

During rounds, decisions vary by provider comfort level. Some patients are switched to oral potassium quickly, while others remain on IV unnecessarily.

After rounds, you meet with the attending and together build a straightforward decision aid that the medicine service adopts the next day.



Leadership Identity Unlocked:

THE DELIBERATE STRATEGIST

B: Wait for Official Guidance

- The attending pauses, “I understand, but we still need to make decisions today Potassium is a daily issue on this service - Any suggestions on how to navigate this in the meantime?”
- The residents look uncertain, and nursing seems worried about inconsistent messaging

A:

- Keep it general

B:

- Keep it neutral



Ending C

The team uses your clinical reasoning to guide decisions for the day. Later, when formal guidance is released, your earlier communication aligns well with it. Leadership thanks you for helping maintain consistency during ambiguity.



Leadership Identity Unlocked:
THE THOUGHTFUL STEWARD





Ending D

The team feels cautious but proceeds case-by-case. A few borderline decisions take longer than usual, but no safety issues arise.

Later that day, the official guidance arrives and provides the clarity the team needed.

The attending thanks you for staying grounded and not overcomplicating the situation.



Leadership Identity Unlocked:

THE CALM STABILIZER



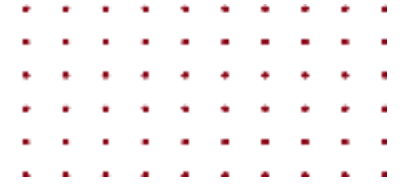
Leadership Identities

- The Adaptive Clinician
- The Deliberate Strategist
- The Thoughtful Steward
- The Calm Stabilizer



Discussion

Case 3: The EMR Transition Tangle



- It's go live day for your brand new EMR
- As expected, the transition is bumpy
- Meanwhile, two leaders communicate conflicting expectations:
 - One encourages flexibility and adapting as issues arise.
 - The other insists on strict adherence to the training materials to ensure safety and consistency during the stabilization period.



Decision Point 1: How Do You Support Your Team?

A:

- Create quick reference tool

B:

- Escalate issues through formal channels

A: Create Quick Reference Tool

- Staff seem relieved
- Nurses thank you for the clarity
- Providers ask if you can help refine the reference sheet later
- Leadership notices the positive response and asks how you developed it

A:

- Continue working on reference tools

B:


- Utilize formal channels



Ending A

The updated reference tool spreads quickly across units. Staff say it “saved the morning.”

Leadership asks if you’d be willing to help develop a formal set of EMR transition resources.



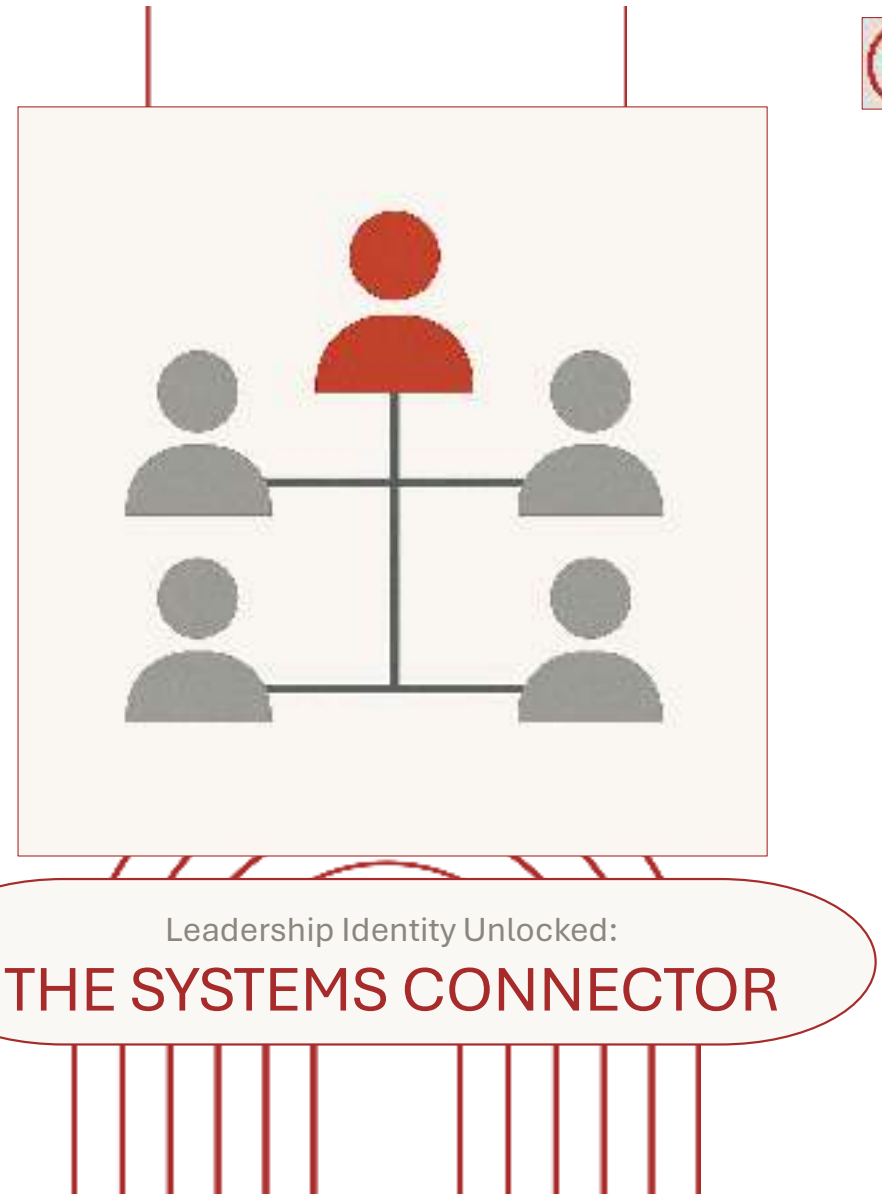
Leadership Identity Unlocked:

THE PRACTICAL GUIDE



Ending B

Your documentation helps the EMR team identify patterns and push out rapid-cycle fixes. Staff appreciate that their frustrations were heard and acted on.



B: Utilize Formal Channels

- You reassure staff that their concerns are valid and that you're advocating for system-level improvements
- Staff appreciate your transparency, but some still feel overwhelmed in the moment
- A nurse asks, "But what do we do right now?"

A:

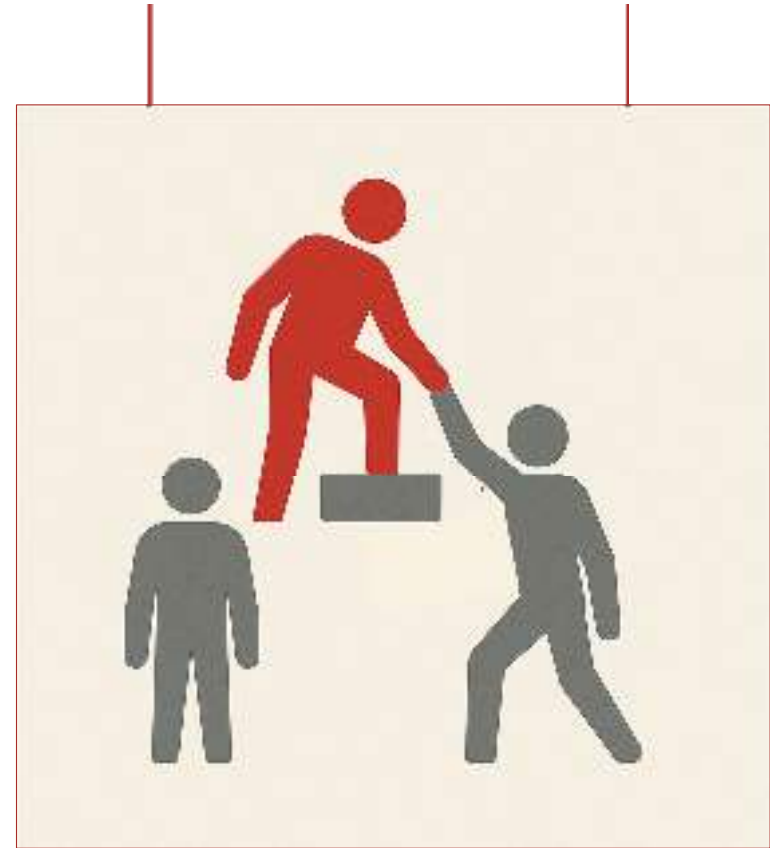
- Real-time troubleshooting

B:

- Refer to available materials

Ending C

Staff feel supported and less anxious. When official updates roll out later in the day, they align closely with the issues you escalated.




Leadership Identity Unlocked:
THE GROUNDED SOLVER



Ending D

The team slows down but becomes more deliberate. Errors are avoided, and leadership appreciates your commitment to safety during a chaotic transition.



Leadership Identity Unlocked:

THE STABILITY ANCHOR





Leadership Identities

- The Practical Guide
- The Systems Connector
- The Grounded Solver
- The Stability Anchor

Discussion



Conclusion

- Both real and perceived barriers exist for formal leadership
- Every pharmacist is a leader—whether it is formal or informal
 - Numerous attributes influence your personal leadership style
 - No one leadership style is right or wrong
 - Different leadership styles can be adopted for different situations or teams
- Impactful leaders are found at every level of leadership



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