



Reviews/Testimonials

Pharmacy Leadership Field Guide: Cases and Advice for Everyday Situations

"This book is a must read for anyone interested in leadership. The practical cases can be easily applied to daily life for both experienced student leaders and those just beginning to think about leadership opportunities."

Sarah A. Johannes

PharmD Candidate, Class of 2012
UNC Eshelman School of Pharmacy

"I had such a great time reading this book! It's a great read for students who are interested in pharmacy leadership. Developing leadership skills is something students and residents can start early in their career to help them succeed. This guide is easy to read in case format."

Ashley Overy

Ohio Northern University
PharmD Candidate, Class of 2012
Ohio Northern University



Reviews/Testimonials

The Pharmacy Leadership Field Guide: Cases and Advice for Everyday Situations

By: DeCoske MA, Tryon JE, White SJ.

Canadian Journal of Hospital Pharmacy , VOLUME 65 , NUMBER 1 , Jan-Feb 2012

The stated purpose of this text is “to present pertinent leadership concepts using real-life cases that apply to pharmacy students, residents and new practitioners.” The text consists of 9 chapters with titles such as “Becoming a Leader”, “Leading Yourself”, and “Working Efficiently”. Each chapter is further broken down into subtopics that deal with contemporary leadership issues. Each subtopic is addressed through the use of a case in which the protagonist, a new practitioner, finds him- or herself in a challenging situation, with each scenario being set up to allow discussion of certain leadership and management skills. Advice on how to handle the challenges presented in each case is provided first by one of several veteran mentors and then by one of a number of new pharmacy leaders at an earlier stage of their career development. The text also includes additional material at the end of each chapter, such as recommended reading material, self-assessment exercises, and even a few crossword puzzles and word games based on material covered in the chapter.

This book contains a lot of accumulated leadership wisdom. It will undoubtedly be helpful to new practitioners who are interested in pursuing a leadership and/or management career path. The case studies are realistic, and, as is typically the case in the real world, each case usually requires application of a number of different leadership skills. This is both a strength and a weakness of the text. After a few cases, the advice from the mentor and the new leader begins to have a repetitive ring. While such repetition may help to reinforce the principles being presented, readers may find themselves skipping over advice that seems to add little to what has already been said about similar issues in previous cases. Each case also has a section comparing what the protagonist “might be thinking” and what he or she “might be reasoning”, a distinction that I found a bit confusing. I expected that the “might be thinking” component would identify the emotional response that a new practitioner was experiencing, whereas the “might be reasoning” part would address a reasoned response after some thought had been given to the issue, but there seemed to be a lack of consistency in terms of what appeared under these 2 headings. After a few cases, I found myself skipping over these sections.

Although there is a lot of good leadership advice in this book, the format in which it is presented makes it a bit of a challenge to stay engaged as a reader.

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Dr Hall is also an Associate Editor with the *CJHP*



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The Pharmaceutical Journal 21st May 2011 Vol 286, No. 7654 page 600.

This field guide looks at leadership in everyday pharmacy practice by using a case-based approach. Each of the nine chapters covers a contemporary leadership topic, broken down into several parts. These topics include becoming a leader, motivation, communication, embracing change and working efficiently.

A chapter begins by introducing the leadership concept. This brief overview is meant to set the stage for the main points presented in the chapter and to introduce the cases that are to be covered. These pharmacy practice leadership cases are written by the chapters' authors from personal experiences. At the end of each case, the author either makes some difficult decisions or leaves the issues unresolved. The ambiguity in the case resolution is supposed to mirror, closely, the reality of leadership.

Each case is then followed by advice from a veteran and a new practitioner, both selected from various practice settings. The veteran mentor broadens the scope of the advice to offer valuable pearls to the reader on success strategies for handling similar leadership dilemmas to those outlined in the case. These tips are based on the leadership acumen and the experience of the mentor.

The new leader offers practical advice on what has worked and what should be avoided. This "in the trenches" learning technique should guide readers to follow a logical thought process, although not necessarily to find the perfect solution. Each chapter concludes with a leadership pearls section and exercises that offer practical ways to refine skills. References, suggested additional reading and personal checklists complete the chapters.

Although many of the cases presented in this book apply specifically to pharmacy practice in the US, the book will be of value to pharmacy students and newly registered pharmacists. Many of today's pharmacy leaders have learned their skills unconsciously and informally by observing peers, by good mentoring and by participating in short training programmes. Many books and articles have been written on the subject of leadership but no specific book exists that has been written specifically with this group of professionals in mind. The key messages presented in this book will help readers to understand better the basic principles of leadership.

Laurence A. Goldberg is a pharmaceutical consultant in Bury, LA



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The Pharmacy Leadership Field Guide: Cases and Advice for Everyday Situations

MedInfoNow: Doody's Review Services

[REVIEWER'S EXPERT OPINION]

Thomas J. Johnson, Pharm.D., MBA, BCPS, FASHP(South Dakota State University)

Description

This a collection of topics and case studies related to leadership intended primarily for new practitioners, but even more senior leaders will find this book thought-provoking. The case studies and suggested action plans make the book very useful for quick reference and discussion topics.

Purpose

The authors set out to provide a guide with scenarios to help illustrate leadership situations. Overall, the authors created just that, yet the book can also be used to guide leadership topics for discussion.

Audience

The book is intended primarily for new pharmacy practitioners and students. From my perspective, this book will be most useful to help guide discussions on leadership and provide stories to consider when presented with specific situations. I also think that seasoned practitioners also will benefit by reflecting on the topics and cases and using it to improve their own leadership skills.

Features

I asked my residents to review the book with me, and they judged the book's best elements to be the case format, the questions for thought and reflection, and the specific recommendations about how to respond or react. Many leadership books do not go beyond a general concept, but this book provides specifics that are very helpful. Additionally, it is well organized, well written, and easy to understand. While the dual perspectives from a new leader and experienced leader are helpful, often the two responses are very similar. While the authors suggest that the best way to use the book is to read small parts at a time, when working through the book in a short amount of time, the multiple

perspectives are not as helpful.

Assessment

There are many leadership books, and over the years I've found that the most useful ones include specific cases or stories that illustrate concepts. This is the only book I'm aware of that specifically targets new pharmacy practitioners and provides pharmacy-specific cases and stories. The advice and specific actions given by both new leaders and experienced leaders provide additional perspective. I plan on using the book as the backbone of the leadership curriculum in our residency program to stimulate discussion and provide context for the residents.

Weighted Numerical Score: 91 - 4 Stars!



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The Pharmacy Leadership Field Guide: Cases and Advice for Everyday Situations

American Journal of Pharmaceutical Education 2011; 75 (6) Article 125.

**Reviewed By: Brandon Sucher, PharmD
Regis University School of Pharmacy**

Graduating pharmacists often find themselves in leadership positions early in their careers. In response to stakeholder feedback, the Accreditation Council for Pharmacy Education (ACPE) updated guidelines for Standard 9: The Goal of the Curriculum, with the addition of Guideline 9.3. Guideline 9.3 states, “The college or school curriculum should foster the development of students as leaders and agents of change. The curriculum should help students embrace the moral purpose that underpins the profession and develop the ability to use tools and strategies needed to affect positive change in pharmacy practice and health care delivery.” The *Pharmacy Leadership Field Guide: Cases and Advice for Everyday Situations* is a casebook designed to equip students, residents, and new practitioners with an “in-print mentor” as they face leadership challenges.

This book consists of 9 chapters from various authors, with the following titles: “Professional Leadership,” “Becoming a Leader,” “People, People, People!” “Motivating the Eeyores,” “Communication,” “Embracing Change,” “Working Efficiently,” “Leading Yourself,” and “Marketing Yourself in Pharmacy.” Each chapter is co-authored by a veteran mentor and a new practitioner leader and starts off with a 3 to 7 page brief introduction that lays the foundation for the cases and advice for the respective leadership topic covered within each chapter. Five to 9 real-life cases are included in each chapter, and cases begin by identifying the leadership principles addressed within the case. Each case is relevant to pharmacy and includes a section on what may be going on in the mind of the person of interest described in the case. Following the case, the veteran mentor and new practitioner leader co-authors each provide advice including what they have found to work well in similar situations.

At the end of each chapter is a 1 to 3 paragraph summary; a bullet list of leadership pearls; a bullet list of leadership exercises; references and/or suggested additional readings; and referral to “Success Skills” articles from the *American Journal of Health-System Pharmacy*. The “Success Skills” bonus content may be accessed via the book’s Web page or by using a Smartphone to read the QR Code (ie, 2-dimensional bar code) in each chapter. Chapters also include a potpourri of additional materials including self-assessment tools, checklists, leader-development activities, tips relevant to the leadership topic, or games (eg, crossword puzzles, word finds). Every chapter includes profiles of the veteran mentor and new practitioner leader co-authors that engages readers with their responses to interesting questions such as “What is your favorite leadership

book?” “Where do you turn for advice when you are stressed?” “Why leadership?” “What are some tips for work-life balance?”

This book may be studied chapter-by-chapter as part of a required or elective course within a pharmacy curriculum, or used as a reference when readers find themselves in a situation that stretches their leadership skills. Reviewing the table of contents or index can help readers identify the most appropriate chapter that suits their situation, ultimately providing guidance on how to make better choices and respond appropriately to challenging situations.

As a whole, this book is an easy-to-read casebook that can help individuals who need a brief overview of leadership concepts with cases applying leadership principles in a variety of pharmacy practice settings. I recommend this book to pharmacy faculty members, pharmacy residency directors, and pharmacy preceptors. Pharmacy faculty members may also consider adopting this book as a required or suggested text for courses designed to meet ACPE curricular goal guidelines for leader-development. It is a terrific book for pharmacy residency directors and preceptors desiring to facilitate discussions on how to apply leadership principles to everyday pharmacy practice situations. This book also fulfills a need in the pharmacy leadership literature for new practitioners by providing a practical resource (ie, “in-print mentor”) for new practitioners needing advice that complements existing mentor relationships. With the significant number of leadership positions available to new practitioners, it is essential for graduating pharmacists to be equipped with the tools and skills needed to succeed in these leadership positions. Therefore, a resource like this book could be of great use not only to students but to new practitioners as well.



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The Annals of Pharmacotherapy 2011 September, Volume 45
Published Online, 18 Aug 2011, theannals.com

Therapeutic Area: Leadership and management skills, with the focus being on the field of pharmacy.

Format: Softcover handbook with a foreword, preface, 9 chapters, and index.

Audience: This book is intended for use predominantly by pharmacy students who are seeking advice and guidance on leadership. It could also target pharmacy residents, as well as new pharmacists looking to enhance their leadership and management skills.

Purpose: The purpose of the book as stated by the principal authors is to “present pertinent leadership concepts using real-life cases that apply to pharmacy students, residents, and new practitioners.”

Content: The book is organized into 9 chapters, with various cases (59 total) comprising the individual chapters. The content specifically centers on management/leadership concepts as follows: Chapter 1 (professional leadership), Chapter 2 (becoming a leader), Chapter 3 (people, people, people), Chapter 4 (motivating the eeyores), Chapter 5 (communication), Chapter 6 (embracing change), Chapter 7 (working efficiently), Chapter 8 (leading yourself), and Chapter 9 (marketing yourself in pharmacy). Each case describes a new leader in a difficult situation and follows with a commentary and advice from a “veteran mentor” as well as a new pharmacy leader. All of the chapters close with some leadership pearls, exercises, biographies of the veteran and new leader pharmacists, and suggested additional readings.

Usability: When individual topics are quickly located, this book provides quick answers to common leadership issues one can encounter as a manager or leader of personnel. The leadership pearls section at the end of each chapter is another helpful aspect of the book.

Highlights: The book provides a very good review of pharmacy management and leadership case scenarios. The information provided about tactics found to be successful for these practitioners makes it useful for real-life pharmacy situations.

Limitations: This book is at times difficult to follow because of the lengthy content if an entire chapter or chapters are read in succession. This could be attributed to the diverse writing styles from the numerous authors. The mentor leaders who may cite their diverse work experiences during their careers give advice that is plausible. What will be a challenge for future editions of this book is that these management topics and concepts are more static than dynamic. A possible solution to this could be the offering of bonus content via smartphone.

Comparison with Other Related Books or Products: The book titled *Managing and Leading: 44 Lessons Learned for Pharmacists* is another recent edition to the pharmacy management tertiary literature, but it does not provide the reader with cases, as this book does. The reviewed book is unique in that its focus is on pharmacy students, it is written by both experienced pharmacy leaders and leaders with less experience in their individual careers, and it is marketed by the American Society of Health-System Pharmacists.

Reviewers' Summary: This book is an excellent resource for pharmacy students, residents, and those at the beginning of their leadership career. As the book suggests, everyone is a leader ("little L")— even those without formal leadership ("big L") roles. This reference uses real life cases in which the leader is forced to make a difficult decision from insights and successful strategies deployed in the past. We would recommend this guide to all new pharmacists, regardless of their formal leadership training.

Reviewers: Genevieve L Hayes PharmD BCPS, PGY2 Health-System Pharmacy Administration Resident, Medical University of South Carolina, Charleston, SC; and Joseph E Mazur PharmD BCPS BCNSP, Clinical Pharmacy Manager, Clinical Specialist— Medical Intensive Care Unit, Medical University of South Carolina

Conflict of interest: Authors reported none