



# HEALTHY LIVING PHARMACY

## LEADERSHIP TRAINING MODULE 2



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# COURSE OBJECTIVES & OVERVIEW

To help form tomorrow's leaders in community pharmacy, VirtualOutcomes have put together a leadership course. The objectives of this course includes the following:

- Explore what a Healthy Living Pharmacy is and how you can lead your team through the changes required to become one
- Explore NHS Leadership skills
- Understand your own style of management and how you can become a better leader
- Help understand your team better so that you can lead and motivate them

Module 2 looks at whether you are managing your time effectively and what changes you can make if you are not. It will also help you understand how you and your team may feel when going through change and what steps you need to implement that change.

**"A leader is one who knows the  
way, goes the way and shows  
the way"**

JOHN C MAXWELL





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# GET BUY-IN FROM YOUR TEAM

Leaders often have the best of intentions, but they get caught up in managing day-to-day tasks and putting out fires instead of working to unite their people under a shared vision.

## Consider This ...

Have you ever returned from a training session all fired up about what you are going to change only to realise that nothing has changed as you didn't have time to do anything?

To get your entire team to buy into a shared vision of an HLP, you have to

- find the time to speak to your team members about what your goal is
- discuss as a team how you are going to achieve such a shared vision
- bounce ideas off on one another and find out what role each person would like to play



## Struggling To Find The Time?

Tried everything in the book and still having trouble making effective use of your time?

Perhaps you need to make a change and using the 80/20 rule, or the **Pareto Principle**, can help.

## Understanding The Pareto Principle

Basically, it states that **20% of your efforts end up producing 80% of your results.**

It is therefore important to manage your time in such a way that focuses your attention on the key things that will produce the vast majority of your results.

Theoretically, if you have a list of ten things to do, choosing two of the tasks will give you 80% of the results.

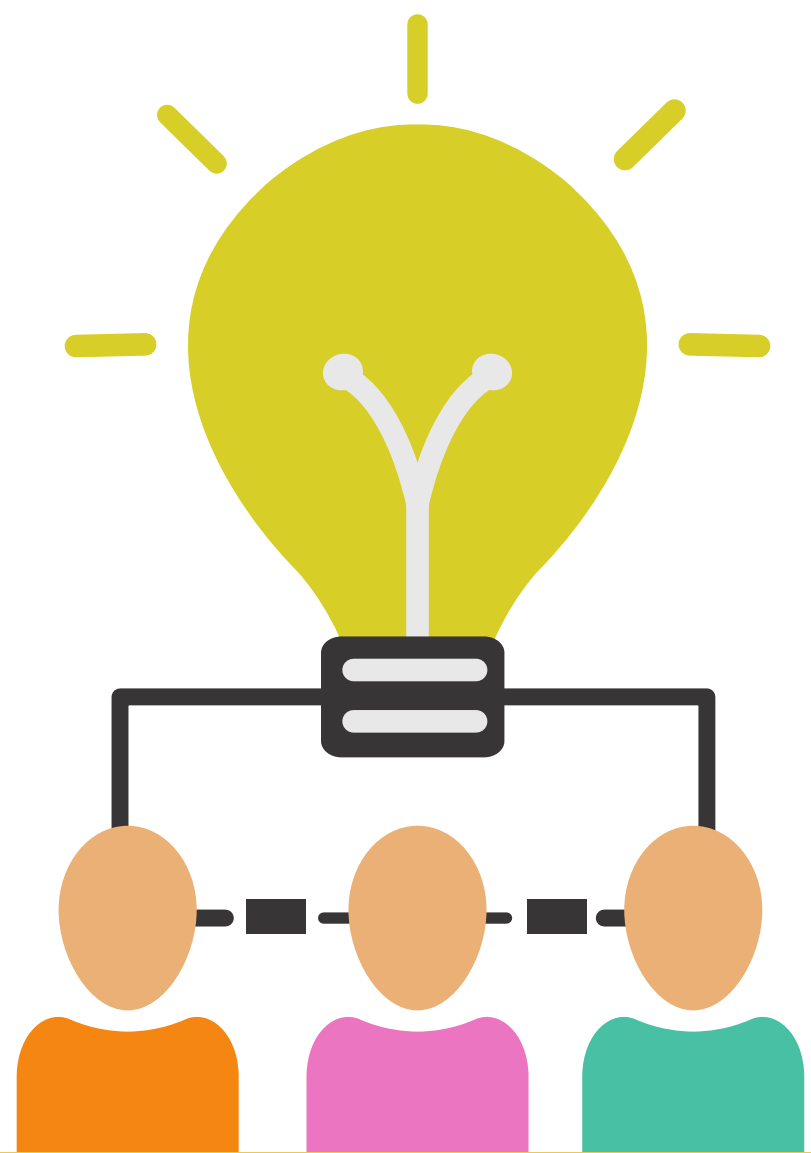
However, the **trick to effective time management** is figuring out which are the right two.



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# PRACTICAL EXERCISE

So how can you find the 20% which will give you the most value and the greatest return for your effort?



Write down all the tasks you need to complete in the pharmacy this week. Use separate pieces of paper or post-it notes for each one. Please keep these pieces of paper as you are going to need them again later.



Stephen Covey, an American motivational speaker, developed an excellent method of setting priorities by examining each task in terms of **urgency** and **importance**.

Now, it's time for you to look at the list of tasks you have written down and **separate them into two piles based on urgency**.

In other words, tasks that have to be done as soon as possible and tasks that can wait.

The next step is to go through the two piles and separate them into items that are **important** and items that are **not important**.

This should result in four piles of cards, representing four categories of tasks as follows:

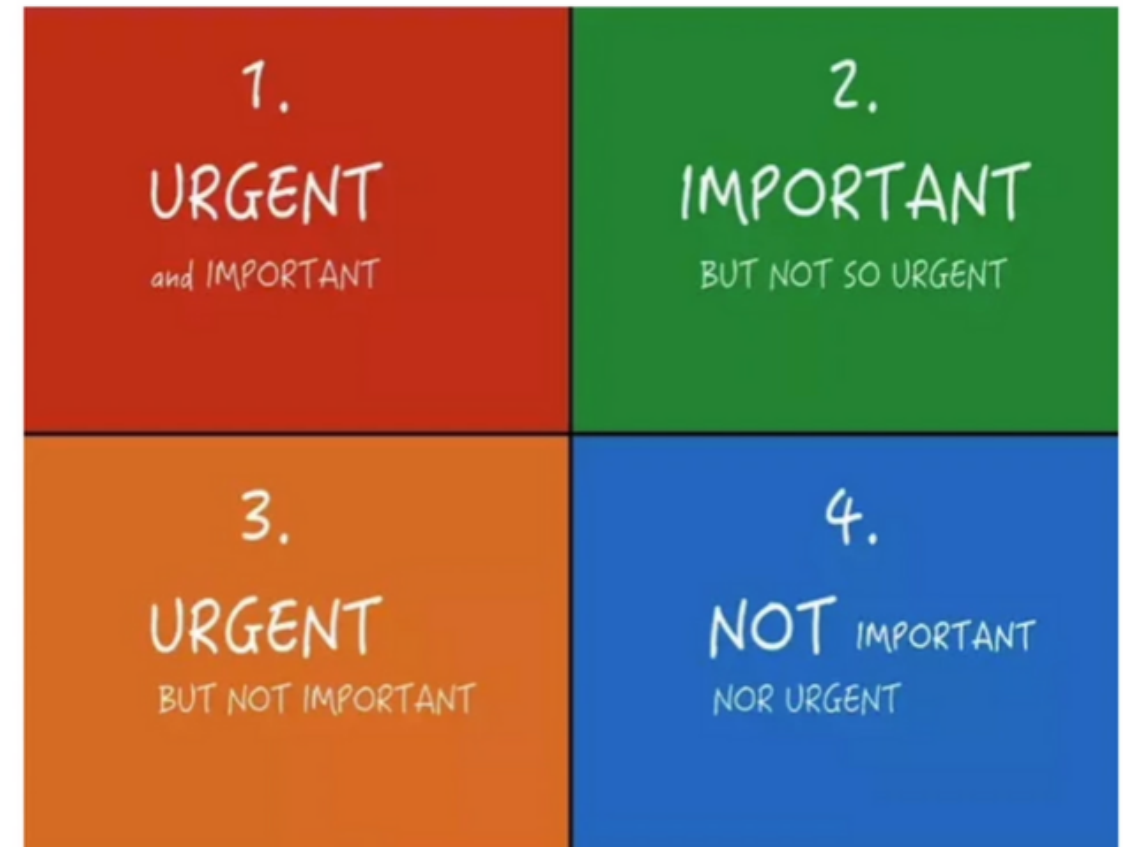
- Urgent and important
- Not urgent and important
- Urgent and not important
- Not urgent and not important



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# COVEY'S TIME MANAGEMENT GRID

This grid will allow you to manage your priorities much more effectively



The system makes use of 4 different quadrants that allow you to prioritise tasks in relation to their importance and urgency thus helping to decide whether you need to do the task now or whether you can leave it to another time or not do it at all or delegate it to someone else. Let's look at the 4 quadrants in more detail:

## Quadrant #1

This is sometimes referred to as the **quadrant of necessity** and contains your **urgent and important tasks**.

These are things that you have to get done now and could include a deadline for the pharmacy contract or a crisis within the pharmacy.

## Quadrant #2

Sometimes called the **quadrant of opportunity**, it contains tasks and activities that you believe are **important but not urgent**.

Examples of this could be HLP action planning, building relationships with your Primary Care Network or team development.

## Quadrant #3

This is also known as the **quadrant of deception** and contains things that are **urgent but not important**.

Examples include phone calls and unimportant mail, emails along with some meetings and activities.

## Quadrant #4

The **quadrant of waste** refers to tasks that are **not important and not urgent**. Examples could be chatting on the phone, checking emails on private phones.

These tasks may also be routine or the more enjoyable tasks which, if given the choice, you'd prefer to do.



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# WHICH QUADRANT ARE YOU IN?

All of us will spend time in each of the quadrants every day but Quadrant 2 is where we need to spend more of our time.

## Why Not Quadrant 1, 3 or 4?

Spending all your time in **Quadrant 1** means constantly managing crises and problems which will continue to get bigger and bigger until they consume all your time.

This, in turn, could lead to stress, burnout, and constantly putting out fires which is not good for anyone. It also means that future opportunities such as HLP does not happen.

In **Quadrant 3** you will be reacting to matters that seem urgent but only as a result of perceived urgency based on the priorities and expectations of others.

This will lead to having a short-term focus, feeling out of control, and shallow or broken relationships with your team, colleagues and other healthcare professionals.

If you spend all of your time in **Quadrant 4**, you are focusing on tasks that are adding no value to the pharmacy or local community.

This could lead to low turnover, poor customer service and an overall low team morale.

## Why Quadrant 2?

Spending time in **Quadrant 2** will allow you to focus more on building relationships, developing your team, long-term planning and preparation.

These are the things we all know we should be doing but somehow we never seem to have enough time to do it.

By focusing on quadrant 4 you will avoid crises as you are thinking ahead, thus preventing problems from happening in the first place.

To focus your time in Quadrant 2, you have to learn how to say "no" to other activities, sometimes ones that seem urgent and, you also need to be able to delegate effectively to your team.

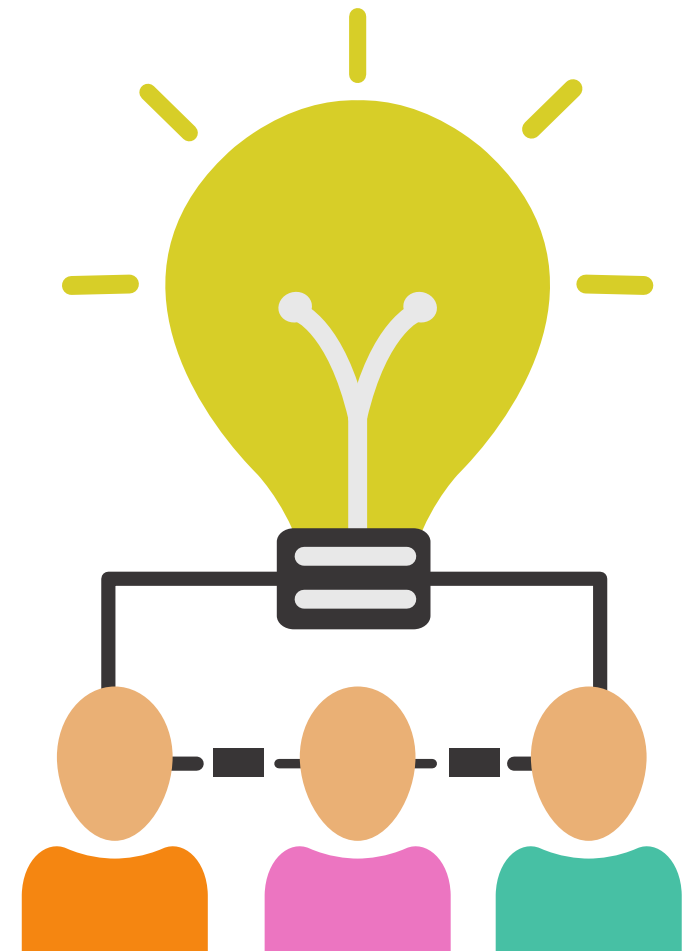




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# PRACTICAL EXERCISE

Look at your tasks you divided into 4 quadrants earlier, i.e. the 4 piles of paper or post-its



Below is a summary of the four quadrants and what you should do with them. For example, in Quadrant 4 you should limit the amount of time you spend doing these jobs and in Quadrant 3, try and avoid these tasks. With this summary in mind, review your tasks in each quadrant and see if you would like to move any of them into another quadrant.



## Did you move any tasks?

If so, it means you recognised that you either, don't need to do them as they are in Quadrant 4 and you are wasting time or you have delegated them to someone else.

By doing this, you will have freed up some of your time. While this is a theoretical exercise, you can do this at your pharmacy over a few days.

Estimate how much time you believe you spend in each quadrant. Keep a log over the next 2 or 3 days of all the tasks you have completed.

At the end of 3 days, compare how much time you spent in each quadrant to what you estimated. How much time did you spend in Quadrant 2?

How can you ensure that you either delegate tasks to others or stop doing them altogether?



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# LEADERSHIP, COACHING & EMPOWERMENT

So far we have looked at what a healthy Living Pharmacy is, some of the behaviours leaders exhibit, styles of leadership and how you can use your time more effectively.

## Becoming an HLP

Once you commence the journey to become an HLP, you are going to change the entire ethos of your pharmacy.

As a result, your team will be looking for every opportunity to proactively start conversations with your customers about their health.

This will be a big change for your team and, as a leader, you have to remember that people may react differently to it.

“

**Any change, even a  
change for the  
better, is always  
accompanied by  
discomforts**

- Arnold Bennett

”

## Leadership Roles

Coaching and empowering people through change are functions of effective leadership. which the full training will cover in more detail.

For now though, let's look at your role as the leader in times of change.

- Explain the change journey and share your vision
- Communicate the vision to your team
- Understand the emotional impact that change will have on your team and support them through it
- Empower people and challenge where appropriate

## Managing Change

When managing a change project, even a small one, you should expect a broad range of reactions from your team. Some will be excited or happy whilst others may be shocked, angry or worried.

To understand how you and the team may feel about changing to an HLP, we are going to look at John Fisher's Process of Transition curve but first, here's another short practical task,

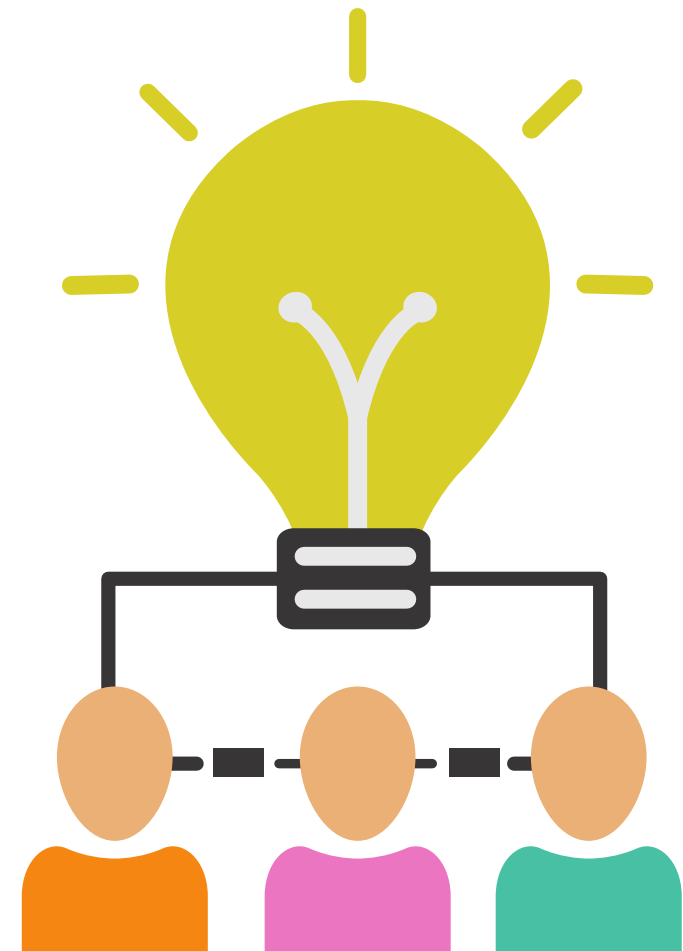




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# PRACTICAL EXERCISE

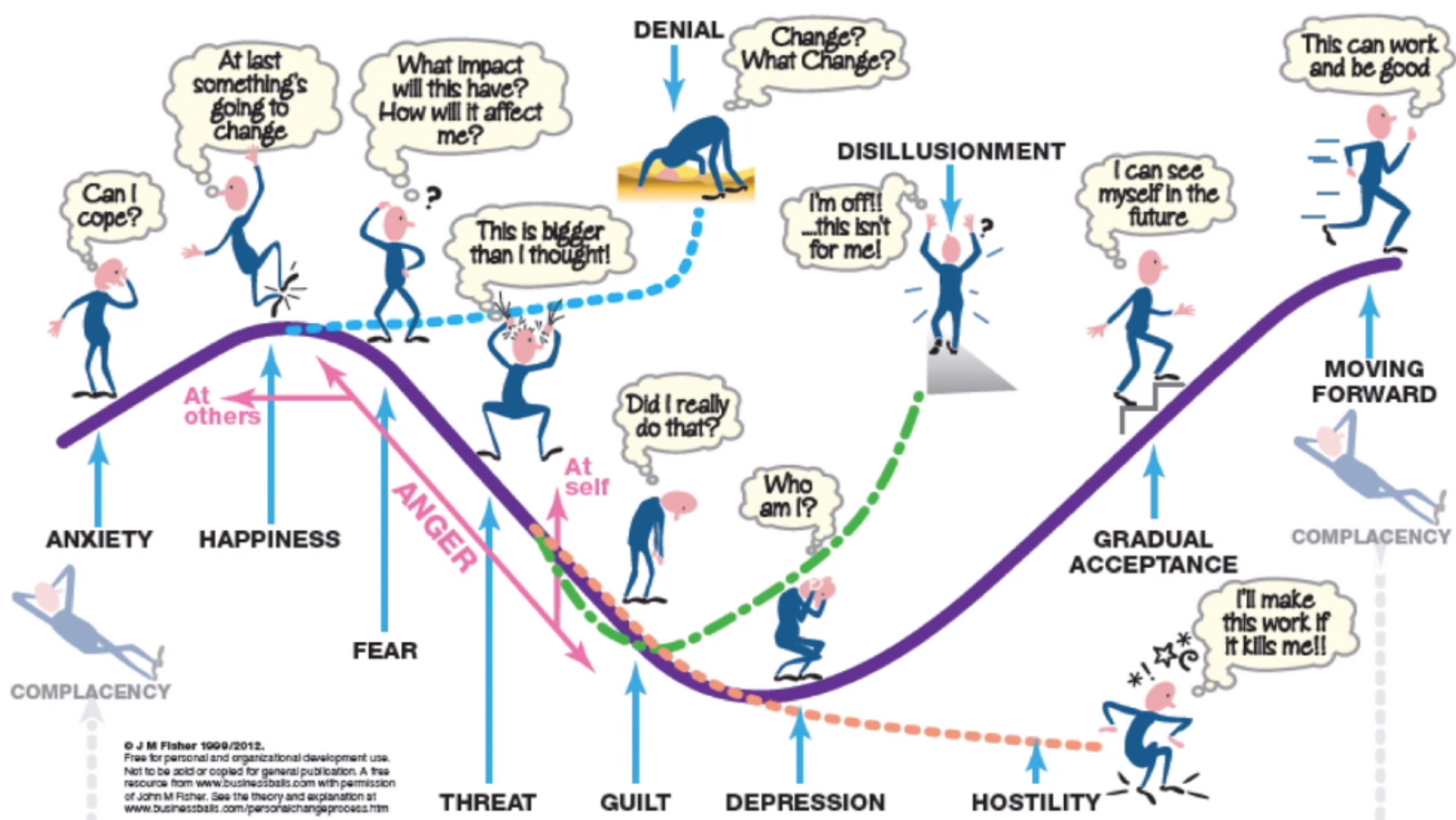
Understanding and managing  
change: Process of Transition



Think about a personal change you have gone through and consider the following questions:

- What was the change you went through?
- How did you feel emotionally at the beginning, when you were in the middle of the change and finally when you got to the end?
- What did you do that helped you get through the change? For example, did you get support from someone, did you find out more about the subject etc?

We will now look at the model in more detail and while we're exploring it, consider your journey and see whether it mirrors the different stages in the examples you used in the exercise. Please refer to the below representation of John Fisher's model.



“

In any given moment we have two options: to step forward into growth or step back into safety.

”

- Abraham Maslow



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# JOHN FISHERS PROCESS OF TRANSITION

John Fisher, a Harvard Business School Professor, presented his Process of Transition curve which explains how people respond to change through defined phases that are followed in succession until they accept the change.

## Managing Change

There are a number of emotional stages people could go through when dealing with change although the actual transition through the phases is completed subconsciously.

Some people will move through the phases faster than others, however everyone will need different things depending on the phase they are in.

This will depend largely on their personality, life experiences and how they feel about the change.

People may not go through each of the phases in the exact order of the illustration where some may even regress to an earlier stage which is dependent on their circumstances.

As the leader, it is important for you to understand which stage you and each of your team members are so you can help them move forward.



## Transition Stages

Here is a brief overview of the different stages of change with more information available in the training.

**Happiness** - You are feeling really good about the change as this will be the chance to get rid of things, systems and processes which you know don't work.

**Threat** - You are unsure about how the change is going to affect you.

**Despair** - You may feel confused and apathetic and really start to how you fit in and have no vision on how to operate.

**Acceptance** - You become more emotionally detached from the situation and begin to make sense of your environment and the change.

**Moving Forward** - You start exerting more control and make more things happen in a positive sense.

Your team may also go through **denial** which is where they will refuse to accept that the change is happening.

This also includes **disillusionment** where they decide that the change is not for them and don't want anything to do with it.

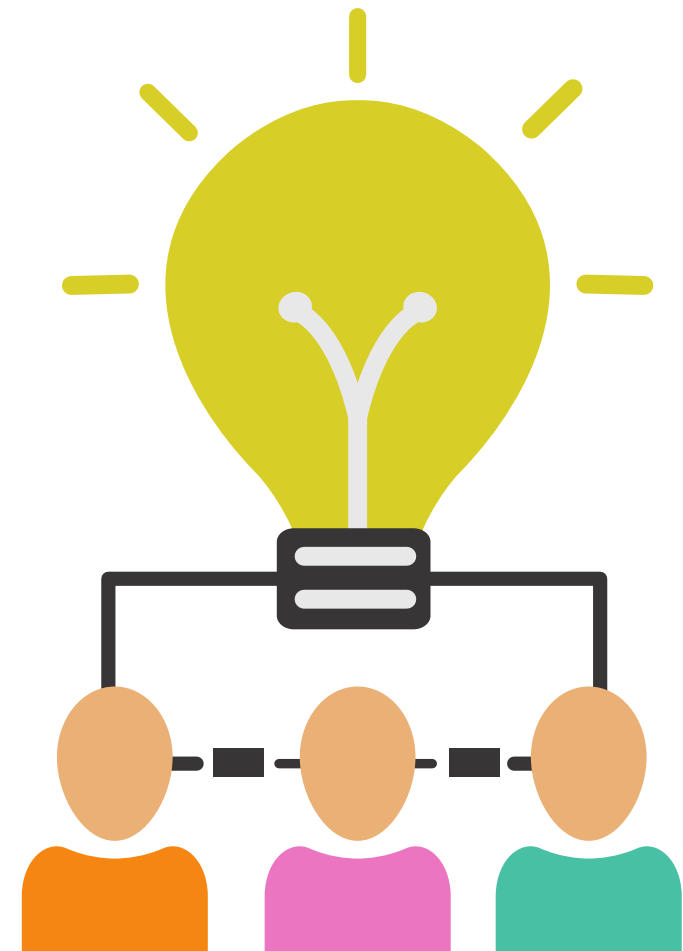




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# EXAMPLE & EXERCISE

Becoming a Healthy Living Pharmacy (HLP)



A good example to use is how people feel when moving house. When you first find your new home, you are really excited and happy but then the reality sinks in as you remember all the things you have to do, such as packing up your house and sorting out all the paperwork, among others.

The next stage is signing the papers which is when people often say they can see light at the end of the tunnel. They are now at the bottom of the cycle of change curve.

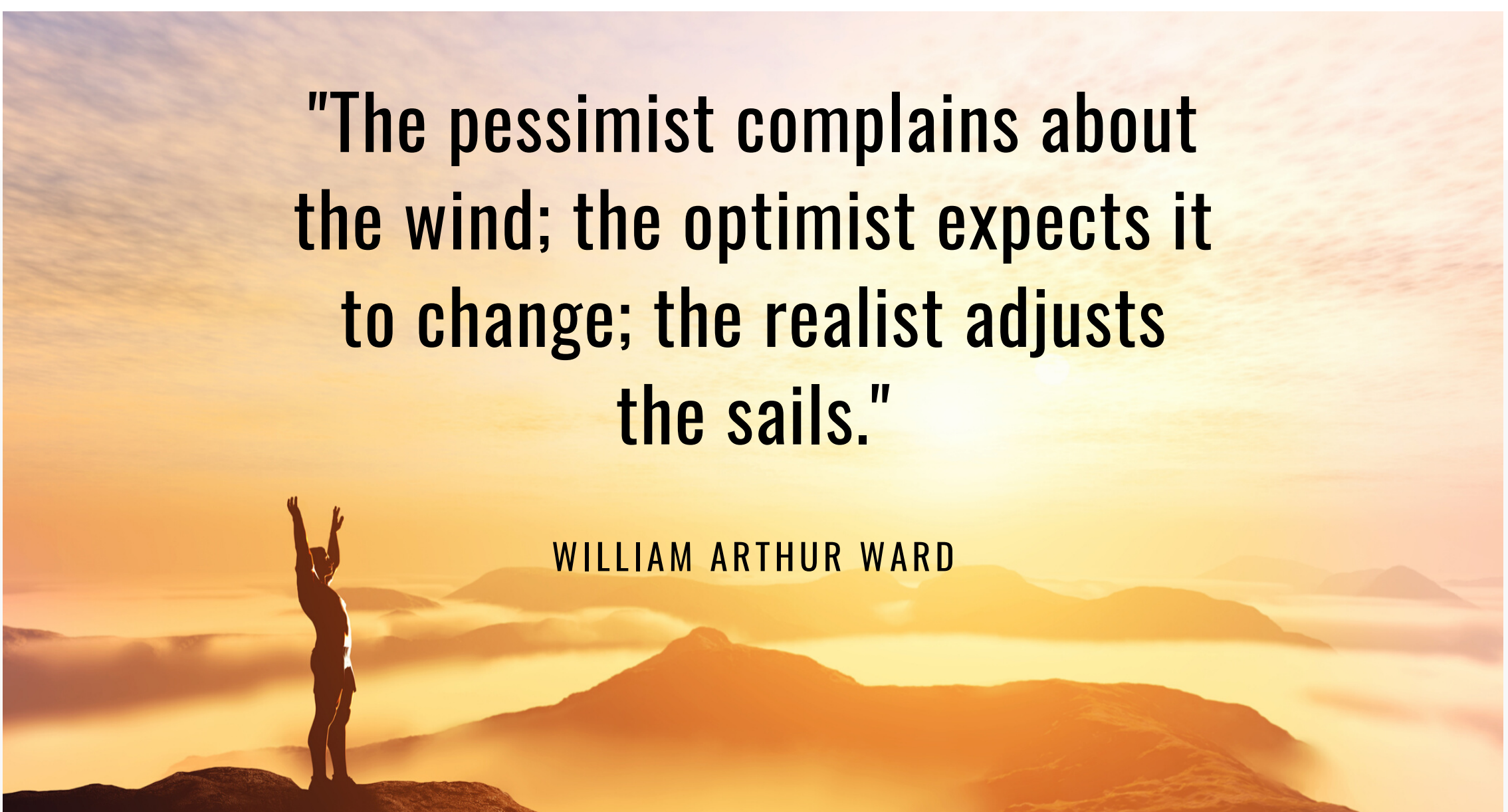
On moving day, you are starting up the right-hand side of the curve and once you are in your new house and everything is in order, you can move forward.



Think about how you and your team currently feel about becoming an HLP pharmacy and then to plot where you are on the graph and where you think each member of your team is.

**"The pessimist complains about the wind; the optimist expects it to change; the realist adjusts the sails."**

WILLIAM ARTHUR WARD





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# EDUCATE, INFORM & SUPPORT

We talked earlier about some people moving faster through the phases than others while some may get stuck in certain stages.

As a leader, you may need to actively move team members through some of the phases as change could become extremely challenging for the entire team if someone is stuck at any of them.



## How to help your team members

By providing education, information and support, you can help people transition through the curve and emerge on the other side.

Everyone has different preferences when it comes to how they like to be communicated with, and, how they process information.

Therefore, having an understanding of the different personality types within your team can have a massive impact on how you can support them through the change process.

You will learn all about personalities in the next part of the training which is available for your pharmacy on the website.

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If you get a team member stuck in the any of the first phases as shown on the screen you should consider the following:

- Have they been given all the necessary information to understand the vision and, therefore can see the benefits for themselves, their customers and the business?
- Have they been given enough time to accept the change? They may need more time but will move through to acceptance at a steady pace.

If you have a team member who initially embraces the change then drops back into the bottom of the curve you need to consider.

Did they get so excited by the change that they missed the detail of what the change involved?

If this is the case, you may need to follow up again with the information and vision that has already been offered in order for the change to take hold long-term.





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# EDUCATE, INFORM & SUPPORT

## How to deal with change resistance

When dealing with resistance to change, make sure you don't do any of the following:

**Fight the resistance**  
**Take it personally**  
**Lose your confidence**  
**Delay it by any means**



It's quite normal for your team to feel some resistance to change so let them talk and share their concerns.

You can also help encourage them to come up with ideas as collaboration is essential to managing a successful pharmacy team.



## Support & Training of team members

At this point you should think about the support and training each member of your team may require to help deliver your HLP vision.

**For example:**

Would it be beneficial for everyone to become **health champions** to gain confidence in talking to people and delivering public health campaigns?



Or, could one of your team become an **MECC (Making Every Contact Count Champion)** and coach the team to start proactive conversations with people about their health?

Perhaps part of your vision is to help support your local community to improve their health by stopping smoking.

Here, you can find out whether your local public health team supports a stop smoking service and if they do, train team members as smoking advisors.



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# EDUCATE, INFORM & SUPPORT



## John Kotter's Change Model

In this all-encompassing training course on leadership, you will also learn all about John Kotter's change model. He identified EIGHT steps that need to be taken to successfully manage change. We've listed them below:

**1**

**Establish a sense of urgency** - Prepare your team for the upcoming change and motivate them to offer their contribution.

**2**

**Form a powerful guiding coalition** - This step is dedicated to bringing together a competent team with the right skills and qualifications.

**3**

**Create a clear vision** - The right vision can help achieve change successfully by inspiring and guiding team actions and decisions.

**4**

**Communicate the vision** - Tell your team about your vision and listen to their ideas and feedback. Ensure you lead by example in everything you do.

**5**

**Empower others to act on the vision** - Ensure that team members have their own part of the vision to deliver. One member may need to become the health champion and coach the rest of the team.

**6**

**Plan and create short-term wins** - Set achievable short-term targets, i.e. create your healthy living zone or training by a certain date.

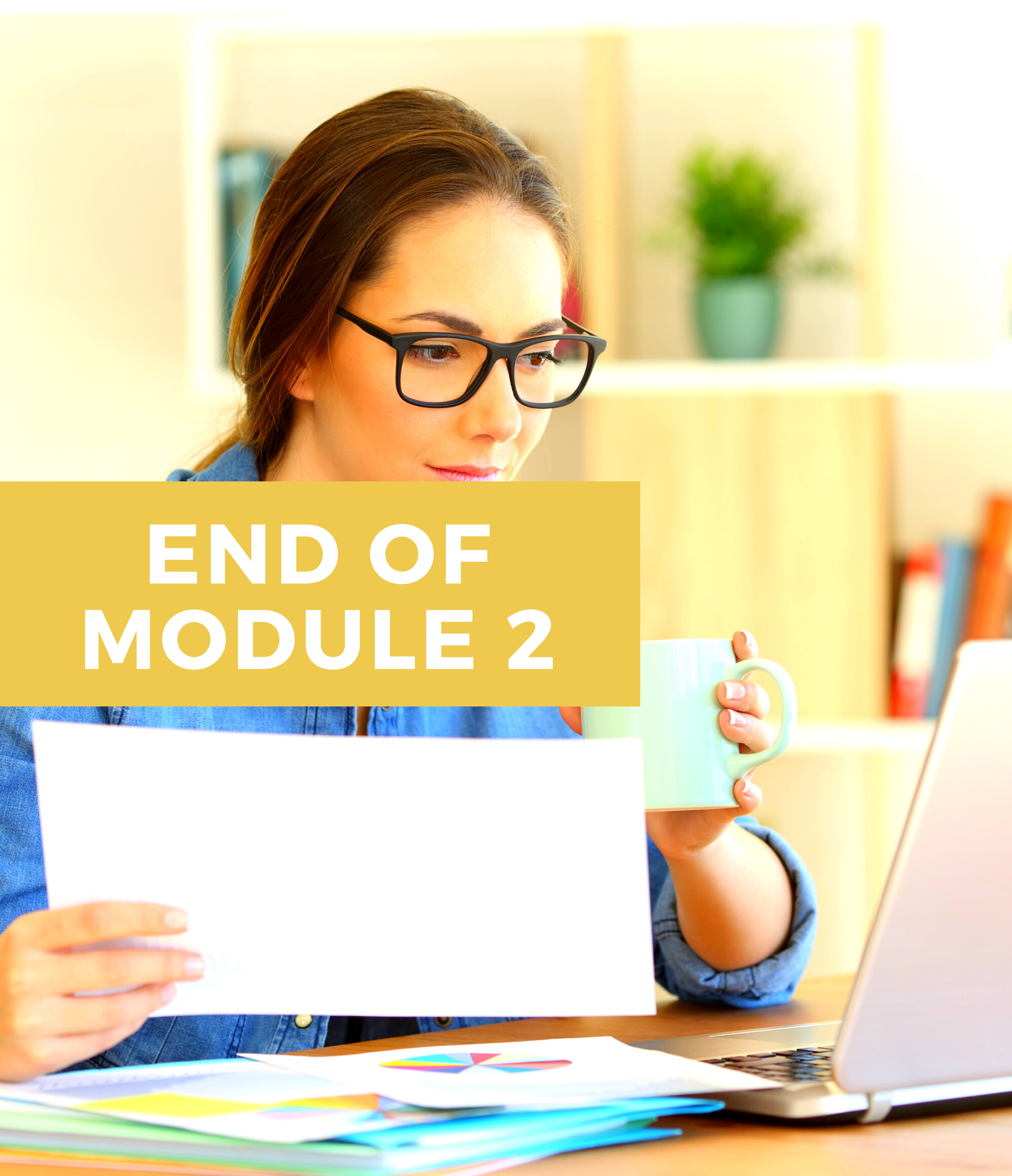
**7**

**Consolidate improvements and produce still more change** - In this step make sure that you review where you are and build on it.

**8**

**Institutionalise new approaches** - This is the final step of the process and focuses on the change becoming the norm. For example, making it compulsory for new staff members to do MECC training.





# END OF MODULE 2

## Thank you for reading our eBook

We have come to the end of Module 2 and if you're anything like us, you can't wait to get started on the full course. The information you learned in this eBook is just the beginning as there is so much we can teach you to the benefit of you, your pharmacy and community as a whole.

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