



# People, People, People!

Rafael Saenz, PharmD, MS; Sara J. White, MS, FASHP

<b>Case 3.1</b>	<b>Informal leaders as necessary change agents</b>	<b>Page 71</b>
	Section case applies to <i>Being effective with different roles on a team</i>	
<b>Case 3.2</b>	<b>Achieving success with an angry or strong-minded person</b>	<b>Page 73</b>
	Section case applies to <i>Dealing with difficult people</i>	
<b>Case 3.3</b>	<b>Having crucial conversations when needed</b>	<b>Page 76</b>
	Section case applies to <i>Conflict acknowledgement, management, and resolution</i>	
<b>Case 3.4</b>	<b>Having influence with people who have more authority than you</b>	<b>Page 78</b>
	Section case applies to <i>Practical politics</i>	
<b>Case 3.5</b>	<b>There is no “I” in team</b>	<b>Page 80</b>
	Section case applies to <i>Competition vs. collaboration</i>	
<b>Case 3.6</b>	<b>Don’t take credit for the ideas of others</b>	<b>Page 82</b>
	Section case applies to <i>Success comes from helping others</i>	
<b>Case 3.7</b>	<b>Gaining respect from those more experienced than you</b>	<b>Page 84</b>
	Section case applies to <i>Working with people who are older or have more experience than you</i>	

## Introduction

Within the course of an average day, pharmacists need to accomplish many tasks. In any pharmacy setting, they are relied on to ensure the successful treatment of patients, see to the business of running a pharmacy, and any other requests made by their superiors. So how do they get everything done in a single day? The answer is obvious—by working effectively with people.

The personnel working in a pharmacy are the life blood of the department. They ensure the movement of medications, the monitoring of patients' treatments, and they oversee several small tasks that one person alone could never manage due to time constraints. They are the key to success as a pharmacist, manager, or leader in pharmacy. However, harnessing their abilities for the betterment of the department is not as easy as you would hope.

People are, after all, individuals with feelings, pride, motivators and a sense of personal accomplishment. The intent of this chapter is to unravel some of the complexities you will encounter when working with people as a pharmacist. While working effectively with people has many components, for the purpose of this chapter the following principles were selected and are each illustrated by a specific case, veteran mentor, and new practitioner advice. Some of the cases you are about to read may make you feel uncomfortable, but they are realistic and they are intended to simulate the emotion and raw tension that can occur when dealing with individuals that do not see things your way. In fact, many will simply make you angry. With this being said, remember that anyone can become angry, but a pharmacist will manage those emotions to achieve a favorable outcome for all. The principles are as follows:

- **Informal leaders are necessary change agents.** Every pharmacist must be a “little L” leader or “change agent” on their shift or in their clinical practice so pharmacy services can continue to evolve and thus make the best use of the pharmacist's expertise on behalf of patients. In contrast, “big L” leaders are those that have a formal title, such as store manager, director, assistant, supervisor, coordinator, etc. Working together, “little L” and “big L” leaders will be much more effective than just the “big L” leaders alone.

Think of this informal leadership as active and collaborative involvement with groups, team, or committees. A way for “little L” leaders to perfect their effectiveness is to observe the dynamics between the members of any group and ask themselves who seems to be able to influence others and why or how are they able to do so. Think about why certain people, even those with good ideas, are not very successful in teams. Successful leadership involves being prepared for each meeting by reviewing the agenda ahead of time for the topics to be discussed, reading any background material provided, and seeking input from colleagues and department formal leaders. Always be on time to meetings and if unable to attend arrange for a colleague to attend. During the meetings, listen carefully to the others' discussions, ask questions, and offer input (in a concise way, not just repeating what others have said). Don't be intimidated by the views of those with more experience. Ensuring different views is why various people are asked to participate. If a consensus does not develop, voting is the democratic process. Leaders vote their conscience, not just with the majority. Once a consensus or a decision has been made, whether it is the leaders' preference or not, they support it and do not