



# Conference News

The 5th Annual Conference of the Hematology/Oncology Pharmacy Association was held at the Doral Marriott in Miami, Florida, June 17-20. A total of 728 participants, including pharmacists and industry representatives, participated in workshops, symposia, poster sessions, and other events.

## Influencing, Empowering Others Key to Successful Clinical Practice Leadership



Ernest R. Anderson, Jr.,  
MS, RPh

MIAMI—Although leadership and management are often used interchangeably, good leadership actually focuses on people (influencing the behavior of others), whereas management focuses on things (the process of working to accomplish goals), according to two presentations given at the 5th annual conference of the Hematology/Oncology Pharmacy Association.

"Building strong leadership skills is especially important in a clinical practice because pharmacists are some of the best people to get stuff done—and the ones who doctors and nurses come to," said Ernest R. Anderson, Jr., MS, RPh, system vice president of pharmacy, Caritas Christi Health Care, Brighton, Massachusetts, during the meeting's keynote lecture. "They trust us. Relationships are important."

Anderson said that high-impact leaders innovate, originate, focus on people and feelings, create movement, espouse a long-range view, challenge the status quo, focus on the what and the why, empower others, ask for feedback, and do the right things. "Leaders are judged on what they say *and* what they do," explained Anderson.

In addition, emotional intelligence (the ability to identify, assess, and manage the emotions of self, others, and groups) and the practice of servant leadership (a philosophy where the leader is a humble servant who ensures that other people's highest priority needs are being served) are crucial elements to workplace success.

"I think incorporating servant leadership is the best way that pharmacists can become good leaders," said Anderson. "If you serve the people that are working for you and always ask, 'How can I help you succeed?' you'll win their hearts and souls. If you make them feel important, that's the greatest way to quickly win them over. And it will make you stand out."

"I think the first step is realizing you can be a good leader," said Judy L. Chase, PharmD, FASHP, director of clinical pharmacy services at the University of Texas M.D. Anderson Cancer Center in Houston, during her presentation on leadership for those new to practice. "Start small and do a good job, look for opportunities that expand your scope of experience, and seek out mentors to help you identify appropriate opportunities."

In addition, she explained that credibility is the foundation to leadership. This can include developing strong clinical and communication skills; being



Judy L. Chase, PharmD,  
FASHP

available and dependable, flexible and adaptable; and knowing how to say "I don't know" when faced with a question or situation in which the answer is not known. "Good ways to maintain credibility include getting board certified, continuing your educa-

tion, staying in your scope of practice, and getting credentialed."

Chase said that leadership opportunities can include teaching (pharmacy, nursing, and medical staff training, pharmacy and nursing school lectures, preceptorship, and patient and family education); serving on committees within pharmacy or oncology departments, your institution, or professional organizations; getting involved with research projects; writing up presentations, posters, and articles; joining professional organizations; and mentoring or coaching others. "Early opportunities may not be perfect, but they will lead to better opportunities."

"Real leadership is not about big visions or world-changing initiatives," concluded Chase. "It is about coaching somebody better, listening better, being more positive, and just making little differences. You will all have opportunities every day. It is whether you choose to lead or not that will make the difference." ●

—Deborah Brauser