Activity Overview

Innovation and entrepreneurship are integral for expanding pharmacy services and continually improving the quality of health care provided to patients in your health system. The interface of pharmacy personnel, a shifting market place, and technology is driving improved pharmacy services and the need to build a successful pharmacy enterprise. But, as a leader, how do you develop creative and innovative teams with an entrepreneurial mindset? Learn how to position your leadership team to build a pharmacy enterprise in your health system.

Learning Objectives

After participating in this application-based educational activity, participants should be able to

- Discuss the pressures and challenges creating the need for an entrepreneurial business.
- Describe how to work with your team to create a truly entrepreneurial business.
- Apply leadership capabilities to develop innovation and creativity in the work setting.
Leading the Pharmacy Enterprise

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Professor and Chair, Organization Behavior Department
Director of Doctoral Programs
Boston University School of Management
Boston, Massachusetts

The Problem

We assume the past is the prologue to the future. We recognize the tremendous changes of the past because we have in some sense lived them. We are even prepared for changes in the future which extends what we have seen. We are totally unprepared for the massive, unrelenting quantum changes we face. Our assumptions about what it takes to lead the enterprise are often based in past, not future realities.

Some History
Why do we need the innovation and creativity that comes from Entrepreneurial Leadership?

Everything is digitized and everyone is connected

What do you think are Chris Viehbacher’s biggest challenges?

a. Merging different cultures.
b. Shifting government regulations.
c. Integrating across multiple divisions, countries, and units.
d. Challenging the research and development process.
e. Influencing and leading those over who he has little power.

Where should he focus first and how?
The Challenge: How will our processes need to change to adapt to the emerging environment?

“Do not spend your time trying to make yesterday perfect.” Gordon Sullivan, Chief of Staff, U.S. Army (retired)

We can mass customize

We can ignore boundaries

“The Challenge: Integrated Health Systems: How are we going to work across boundaries?”

Enlarged on page 12
We can search and we can target...

The Challenge: How will we adapt as technology drives massive new linkages to multiple customers.

What are the biggest challenges that you face?

a. Coping with the changes driven by technology.
b. Responding to multiple, new, and different customers.
c. Managing cost and efficiency.
d. Influencing others over whom you have no authority.
e. Integrating across multiple health systems.

The Typical Response
A Better Response:

**Building the Team through Entrepreneurial Leader**

If all you do is catch the waves you see, you will simply spend your time trying to get better at what you have already done. You have to read the waves and surges and respond to tomorrow's realities not today's. And that is about currents, temperature, winds and a whole lot of understanding of what is happening out there.

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**Capability #1: Catch the weak signals: So everyone is aware of and can respond to new realities**

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**A Test:**

FINISHED FILES ARE THE RESULT OF YEARS OF SCIENTIFIC STUDY COMBINED WITH THE EXPERIENCE OF MANY YEARS.
How many “F”s are there?

a. 2
b. 3
c. 4
d. 5
e. 6

**Capability #2: Vision: Paint the Picture**

Question: How do you govern these people?

Answer: “I teach them correct principles and they govern themselves.”
- Joseph Smith, American religious leader

“I have a Dream” - Martin Luther King

“In the can by 11:00” - Andrew Young

“Make me believe the fighting has stopped and it will never start again.” - Gandhi

“We will receive unsolicited letters and calls saying, ‘Thanks for being in business, your helmet saved my life.’”
- Giro Strategy Statement

“From Stettin in the Baltic to Trieste in the Adriatic”
Will you walk the “I” Beam?

a. Yes  
b. No

Capability #3: Learning: Everyone Gets Smarter Faster

The Key Questions:

- How do you learn from your experiences?
- How do you share across units, so you are not wasting time relearning?

The After Action Review—We Were Soldiers Once and Young (Lieutenant Colonel Hal Moore)

- What was the intent?
- What actually happened?
- What did you learn?
- So now what do you do?
- Who else needs to know?

“Every interaction, every project, every customer is a chance to learn”

“Leverage across units, leverage up the organization”

How much money is in the middle?

<table>
<thead>
<tr>
<th>Team A</th>
<th>Team B</th>
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<tbody>
<tr>
<td>Cost of drilling per 10,000 ft.</td>
<td></td>
</tr>
<tr>
<td>Number of wells drilled</td>
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Capability #4: Network: Build and Maintain a Portfolio of Relationships

Remember the Carom shot.

Capability #5: Ground Truth—Absolute Integrity and Accountability

Stewardship and Responsibility
See clearly
– As it has been
– As it is
– As it is to come

Speak the truth
Deal justly

“Make the dead moose work for you”
Pinchas Zuckerman
“No Passengers, Nowhere to hide”

What type of culture are you building?

Becoming an Entrepreneurial Leader

• Catch the Weak Signals
• Paint the Picture
• Everyone Gets Smarter Faster
• Remember the Carom Shot
• Make the Dead Moose Work for You

Summary: You have to play at the Fifth Level of Jazz

Level 1: Play the notes
Level 2: Move with the ensemble
Level 3: Improvisation
Level 4: Work the crowd
Level 5: Bucking contest

At what level are you playing?
<table>
<thead>
<tr>
<th>Forty-Four Excuses</th>
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<tbody>
<tr>
<td>1. We tried that before.</td>
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<td>2. This place is different.</td>
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<td>3. It costs too much.</td>
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<td>5. We’re all too busy to do that.</td>
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<td>12. (They) will never buy it.</td>
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<td>18. That’s too ivory tower.</td>
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<td>19. Let’s get back to reality.</td>
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<td>20. That’s not our problem.</td>
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<td>21. Why change it if it’s still working okay.</td>
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<td>22. You’re right, but…</td>
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<td>23. You’re two years ahead of your time.</td>
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<td>24. We don’t have the personnel.</td>
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<td>25. It isn’t in the budget.</td>
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<td>26. Good thought, but impractical.</td>
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<td>27. Let’s give it more thought.</td>
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<td>28. Top management would never go for it.</td>
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<td>29. Let’s put it in writing.</td>
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<td>30. We’d lose money in the long run.</td>
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<td>31. It’s never been tried before.</td>
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<td>32. Let’s shave it off for the time being.</td>
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<td>33. Let’s form a committee.</td>
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<td>34. Has anyone ever tried it?</td>
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<td>35. What you are really saying is…</td>
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<td>36. Maybe that will work in your department but not mine.</td>
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<td>37. The executive committee will never…</td>
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<td>38. Don’t you think we should look into that further before we act?</td>
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<td>39. Let’s sleep on it.</td>
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<td>40. It won’t pay for itself.</td>
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<td>41. I know a fellow who tried that.</td>
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“The Challenge: Integrated Health Systems: How are we going to work across boundaries?

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SUGGESTED READINGS


