

# What Kind of Organization Would Pharmacists Create?

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# RPSGB Leadership Programme

- Sponsored by RPSGB (Wales) with the support of the National Leadership and Innovation Agency for Healthcare (NLIAH)
- 2 x 2-day workshops; 1 x 2-day introductory workshop on action learning; 6 x 1-day Action Learning Set meetings
- 24 pharmacists (mixture of hospital pharmacists, LHB pharmacists and community pharmacists)
- 3 'Action Learning Sets' – South Wales (Cardiff), West Wales (Swansea) and North Wales (Wrexham)
- A formal evaluation of the programme is being conducted by members of the Welsh School of Pharmacy, University of Cardiff

# Action Learning Research

- The learning sets generated two types of data for analysis:
  - Individual pharmacists' narratives of learning about leadership (over ten months)
  - Collective/ group dynamics reflecting the 'organization-in-the-mind' of pharmacists
- ... and provided some opportunities to understand pharmacists' learning about leadership:
  - What do pharmacists do when they lead?
  - What kind of organization would pharmacists create?

# What kind of organization would pharmacists create?

- **A passive leadership role** – an organization where it is made clear to us what we should be doing; where leadership expectations on pharmacists are minimised; and where leadership decisions can be delayed or avoided
- **A conflict free environment** – an organization where the responsibility for conflicts are managed elsewhere and where problems are neither our fault nor our responsibility
- **An emphasis on reason and being reasonable** – a contented organization that is free of upset and uncertainty. Emotion and politics are kept to a minimum.

# Some Implications for Pharmacists' Learning

- **Individual Learning:** Building confidence to engage with change and building authority within a leadership role (i.e. moving beyond individual defences and the political consequences of defensiveness in action)
- **Collective Learning:** Creating opportunities for reflection and action linked to changes in pharmacists' everyday practices. Working *together* on leadership to clarify how the professional and leadership roles fit together
- **Organizational Learning:** Becoming involved and being heard. In what ways can pharmacy be 'the front door of the NHS'? The need for a connection between learning and leading the changes to pharmacy in Health Service Organizations.

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