

MANAGEMENT OR LEADERSHIP?

By Dr Monique Beedles

What is the difference between management and leadership? It's a question often debated. Sometimes, management is represented as 'bad leadership', and leadership is represented as 'good management'. There are even some who challenge whether we need leadership at all – why don't we just get on with management?

There are mixed messages and most often a whole lot of confusion. We could just dismiss this debate and wonder if it even matters what we call things, but I think the answer to this question is more straightforward:

We manage *things*, but we lead *people*.

Manage	Lead
<ul style="list-style-type: none"> • Systems • Processes • Schedules • Budgets • Plans • Inventory 	<ul style="list-style-type: none"> • People

Why is this distinction important?

It's important because the skills and capabilities required to manage things are different to those required to lead people. We don't lead budgets, or inventory, or systems. If we try to lead people in the same way that we manage our stock, we're unlikely to achieve desirable outcomes. While 'managing things' focuses on aspects such as efficiency, productivity and profitability, 'leading people' focuses more on areas such as communication, collaboration and influence.

The question of 'management versus leadership' risks creating a false dichotomy. Pharmacists need to both manage and lead.

The focus of our undergraduate training is on developing the technical

and clinical skills required to fulfill our professional roles. Much continuing professional development also focuses on keeping those technical and clinical skills up to date. But beyond these, we also need to develop our business management skills and our human leadership capabilities, which include humility, empathy and integrity.

It's a myth that leadership is only for more senior people, later in their careers. Instead, our leadership journey starts on day one, and it's never too early to develop these leadership capabilities. Unlike many other professionals, pharmacists are put in charge at a very early stage of their careers. Virtually as soon as we're registered, we're required to lead people and to manage both technical and business processes. As our roles change over time, it's important that we continue to develop these capabilities.

Three key ways that we can do this are:

- Formal training.
- On-the-job learning.
- Coaching/mentoring.

Formal training can take a number of forms, from short seminars or online training to certificates and accreditation, right through to full degrees. Many formal training programs also incorporate some kind of on-the-job learning, whether it's through case studies or industry placements.

Learning this way continues throughout our lives as we observe and learn from those around us.

Mentoring and coaching takes an individual approach to help you focus on your personal strengths and weaknesses, to guide self-reflection and to provide the perspective of an experienced person who has walked the path before you. This can augment formal training and on-the-job learning in a way that's tailored specifically for you and can be more effective for developing those key human leadership capabilities.

Combining these three approaches provides the greatest depth of learning opportunities. To further explore your current leadership capabilities and map out a learning plan for you and your team, download the free resource 'Leading from the front in your pharmacy career': Use this link or the QR code:



moniquebeedles.com/pharmacycareer.



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