	<p>My CPD Reflective Practice Cycle</p> <p>Title: Empowering Pharmacist Leadership through Values-Centred Leadership</p>
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Self-Appraisal:

As a Pharmacist Coach, I recognise the critical role of values-centred leadership in shaping resilient and compassionate healthcare professionals. The rationale behind focusing my CPD on Values Centered Leadership is rooted in the belief that by deepening my understanding of this approach, I can expand my peer network of leaders who also share a values based ethos, and effectively coach and train pharmacists to embrace and enhance their own values-based leadership styles. This intentional focus aligns with the growing need to support and empower ethical and compassionate leaders in the healthcare sector.

Personal Plan:

To apply and integrate Values Centered Leadership principles into my coaching practice, I plan to identify opportunities to engage in values based leadership training and/or communities of practice.

Action Taken:

I chose to enrol in the DePaul University's Values Centered Leadership program because its purpose, learning objectives, outcomes, timing and methodology aligned with my needs.

The Values Centered Leadership programs at DePaul University aims to cultivate leaders in social justice realms, including healthcare, who embody ethical, compassionate, and impactful leadership practices. Rooted in a commitment to values-driven decision-making, these programs aspire to shape leaders who navigate the complexities of healthcare with integrity, empathy, and a focus on the well-being of both individuals and communities.

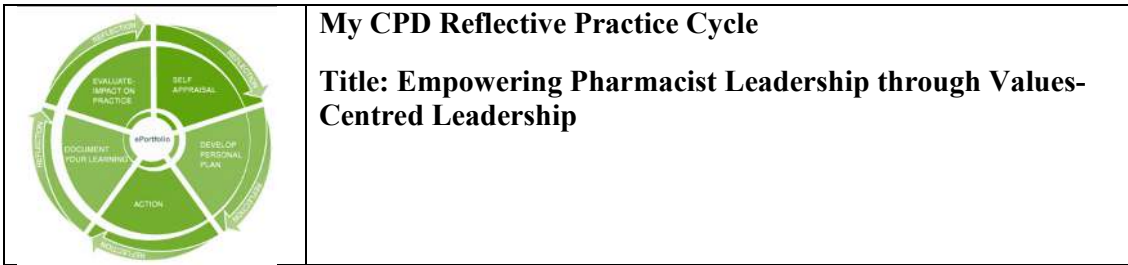
My engagement involved active participation in the self-assessments and leadership reading material, along with required participation in discussion boards, responding to reflective practice and implementation challenges each week and learning from my peers' perspectives and responses.

I successfully graduated from Level 1 programme and was accepted to the DePaul University Values Centered Leadership Level 2 program, completing all requirements within the planned timeframe. These commitments and engagements mark a significant step in aligning my coaching practice with the principles of peer support, ethical decision-making, compassionate leadership, and strategic innovation advocated by Values Centered Leadership.

Learnings through 4Front's 6Ps:

Participating in the DePaul Values Centered Leadership Course has expanded my understanding across all dimensions of 4Front's 6Ps:

Purposeful Living: The program emphasised the significance of purposeful leadership, aligning personal and professional goals to create a positive impact on healthcare systems and



communities. It also provided a number of self-assessment and reflective practices to promote purposeful living through values-based decision making and action taking.

Personal Growth: The course provided opportunities for personal growth, challenging me to explore new perspectives and strategies for values-driven leadership with a cohort of international leaders, leading in a variety of social change contexts. Of particular resonance was the focus on deepening character qualities of inspiring values-based leaders such as integrity, commitment, courage, wisdom, compassion, positivity, determination and humility. The weekly self-assessments of different aspects of leadership qualities, skills and practices helped me to more clearly see my strengths and stretches. In particular, Howard’s Multiple Intelligence assessment and Northouse’s Leadership Skills Inventory highlighted how much I have grown in areas which would have been blind-spots to me earlier in my career (such as self-awareness, emotional intelligence, systems view, conceptual skills and reflective practices) and how much impact intentional focus has had on the development (or not) of my multiple intelligences. For example, in school I had a natural aptitude for mathematics and languages, but I have not expressly developed these intelligences in the past decade, and my development in these two areas has stalled.

Professional Development:


The area that I found most valuable in the area of professional development was the role of values based leadership on ‘Leading for Safety.’ Approaches for leading for safety including

- ethical decision making, using frameworks such as putting first things first,
- recognising, facing and embracing diversity and multi-cultural issues in leadership and patient care to enable effective communication and shared understanding.
- creating a culture of honest disclosure, through applying appropriate leadership styles most aligned with this outcome. Examples of styles which deepen psychological safety and willingness to name and address mistakes and near misses (rather than hide them in shame) include transformational leadership, servant leadership and spiritual leadership.

People Partnership:

The focus on compassionate leadership and effective communication fostered valuable skills in building positive partnerships within healthcare teams and with patients. Specifically practising

- **Non-Violent Communication (NVC)** (Marshal Rosenberg) as an approach to leading difficult conversations. NVC invites us to identify our needs and feelings and to make requests of others, in a way which reduces the likelihood of triggering a fight, flight, freeze or appease stress response in the other.
- **Polarity Management** (Barry Johnson) as a way to move beyond values conflict, to help leaders and teams discern between problems which can be solved to what he

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calls polarities that can only be managed over time. Problems may have a ‘one right answer’ (either/or approach) but polarities are more complex dilemmas where every choice has impacts on multiple systems, some positive and others negative (Both... And... approach). Leading in complexity requires continual reflection and conversation on our experience of both the upside and downside of each polarity.

Products and Services:

The program emphasised coaching skills as core skills to grow ourselves as effective leaders, develop the capacity of our teams and empower our patients to be proactive about managing their own health and wellbeing.

This aspect of the program validated my ability to develop and deliver coaching services and leadership training that align with the evolving needs of pharmacists and the broader healthcare landscape. Core leadership skills which most of us have very little explicit training in, aligned with 4Front’s STEPS™ Leadership Framework

- Seek to Understand (Questioning and Listening skills)
- Then be Understood (Non-Violent Communication skills)
- Empathise (gain rapport and demonstrate you genuinely care, emotional intelligence)
- Problem-Solve (Goal setting skills, polarities management)
- Safety Net (Next steps, What ifs, Accountability, Supports)


Prosperity:

Values Centered Leadership principles are integral to creating prosperous healthcare environments that prioritise well-being (of leaders, teams, patients, communities etc), collaboration (between all stake-holders, in service of person-centred care), and positive organisational impact (thriving social enterprises, creating net value for all stakeholders, including people, profit and planet).

Evaluate Impact on Practice

DePaul University’s Values Based Leadership Programme Objectives include:

- **Ethical Decision-Making:** Instill a strong ethical foundation in healthcare leaders, empowering them to navigate complex moral dilemmas with clarity and principled decision-making.
- **Cultivate Compassionate Leadership:** Develop leaders who prioritize empathy and compassion in their interactions with patients, colleagues, and the broader healthcare community, fostering a culture of care and understanding.
- **Enhance Communication Skills:** Equip leaders with effective communication strategies that promote transparency, collaboration, and constructive dialogue, fostering a positive and cohesive healthcare environment.

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- Strategic Vision and Planning: Develop the ability to create and implement strategic visions that align with the values of healthcare, ensuring sustainable and patient-centered practices.
- Team Building and Collaboration: Foster skills in team building and collaboration, encouraging leaders to create inclusive and cohesive healthcare teams that work collaboratively toward common goals.
- Crisis Management: Provide leaders with the tools to effectively manage crises in healthcare settings, emphasizing resilience, adaptability, and a values-driven approach during challenging times.
- Continuous Learning and Adaptation: Cultivate a mindset of continuous learning and adaptation, encouraging healthcare leaders to stay informed about evolving industry trends, technological advancements, and best practices.

The Desired Outcomes of DePaul University’s Values Centred Leadership Programme are:

- Leadership Integrity: Graduates of the Values Centered Leadership programs are expected to demonstrate unwavering integrity in their leadership roles, consistently aligning their actions with ethical principles and values.
- Compassionate Patient Care: Healthcare leaders will contribute to a healthcare environment where compassionate and patient-centered care is prioritized, resulting in improved patient experiences and outcomes.
- Effective Team Dynamics: Leaders will facilitate the development of high-performing, collaborative healthcare teams, fostering a positive workplace culture that enhances both employee satisfaction and overall team effectiveness.
- Strategic Innovation: Graduates will be equipped to lead strategic initiatives that drive innovation in healthcare, ensuring the delivery of high-quality, cutting-edge services that respond to the evolving needs of patients and communities.
- Positive Organizational Impact: The programs aim to produce leaders who have a positive and enduring impact on the organizations they lead, creating environments that are not only efficient and effective but also rooted in the principles of ethical leadership and social responsibility.

Through the lens of the PSI Core Competencies, the impact of completing this programme on my practice as ‘The Pharmacist Coach’ include:

- **Demonstrates Leadership** (Leadership Integrity): The program reinforced the importance of leadership integrity, aligning actions with values, contributing to my mastery of this competency.
- **Confidently Makes Sound Decisions and Solves Problems** (Ethical Decision Making): The emphasis on ethical decision-making principles enriched my ability to guide pharmacists in making sound, values-driven choices.

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- **2.1 Applies a Person-Centered Approach** (Compassionate Patient Care): The program deepened my understanding of compassionate leadership, enhancing my ability to guide pharmacists in applying person-centered approaches in patient care.
- **2.2 Practices Legally and Ethically** (Ethical Decision Making): The program's focus on ethics further strengthened my commitment to practicing legally and ethically as a coach and mentor.
- **2.4 Adapt to Change and Innovation** (Strategic Vision, Innovation, and Planning): The program equipped me with strategic vision and innovation tools, aiding in my ability to guide pharmacists in adapting to change and fostering innovation.
- **3.4 Contributes to Continuous Quality Improvement and Risk Management** (Crisis Management and Continuous Learning and Adaptation): The program's emphasis on crisis management and continuous improvement directly contributed to my mastery of this competency.
- **4.6 Leads for Safety** (Enhanced Communication Skills and Positive Organizational Impact): Improved communication skills and a focus on positive organizational impact align with leading for safety within healthcare settings.

In conclusion, my participation in the Values Centered Leadership program at DePaul University has significantly elevated my coaching practice, aligning it with the principles of ethical and compassionate leadership. This intentional focus further supports me to shape healthcare leaders who not only possess the necessary skills and knowledge but, more importantly, embody a values-centred approach that contributes to the betterment of healthcare systems and the well-being of those they serve. It gives me confidence that the methodologies and frameworks I use and teach in my practice are grounded in best practices in values-based leadership, coaching, wellbeing and pharmacy.

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