

Who, Me? Improving Work Starts with You



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Objectives

- Define job crafting within the pharmacy profession
- Examine career experiences with individual and leadership resilience and growth
- Apply self-coaching skills such as reframing, value alignment, and goal-setting
- Discuss strategies to improve team engagement
- Create an action plan to move from powerless to empowered

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I work with leaders and individual contributors:

- Our jobs can feel isolating.
- A couple of years ago, I felt really "stuck." I needed a different type of career support that was beyond mentoring.
- When I started working with a coach, everything changed. Scratch that - I *changed*.

A little about me: I'm a pharmacist, faculty member, wife, mom, daughter, and sister

- I love big dogs and all sports
- I'm a foodie and ice cream is my favorite
- I'm from Massachusetts and now live outside of Chicago (If you want to hear my Boston accent, meet me at the cocktail reception)
- I'm not your typical pharmacist - I'm not a perfectionist or have a Type A personality ☺

BOLD IDEA GROUP
 The career support you've been looking for...

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Who's in the room?

A.
New-ish in your career

B.
Mid-career

C.
Experienced/
"Seasoned"

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What's your biggest challenge?

A.
None!
I have the perfect job

B.
Is it Friday yet?

C.
I'm ok...
AND I would love to optimize my career

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What We're Going to Focus On Today...



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Find Your Worksheet

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A RECENT WIN:

CURRENT CHALLENGE:

ME, MYSELF & I

WHAT'S GOING WELL	WHAT DO I WANT TO KEEP DOING	WHAT ARE MY STRENGTHS
WHAT DO I WANT	WHAT DOES SUCCESS LOOK LIKE FOR ME	WHAT'S POSSIBLE
MY OLD SOUNDTRACK	MY NEW SOUNDTRACK	

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Who's at Your Table?

Introduce Yourself

Share your recent win

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Me, Myself, & I

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Let's Recap Where We've Been

2019	Wellbeing
2020	Survivor mode
2021	Something's gotta give
2022	Quiet Quitting
2023	The Great Reshuffle
2024	What do I really want?

"The belief that you can have a meaningful career is the first step to finding one."
 Sean Aiken

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What's Not Working?

- ✘ We wear and compare busy badges
- ✘ We expect chaos over ease
- ✘ We think we know what will reduce stress levels
- ✘ We believe in "patient care comes first" but don't know where the line is
- ✘ We think that other people's needs come before our own
- ✘ We feel isolated in our feelings of overwhelm and stress levels

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It's me, hi.

I'm the problem.

It's me.

Swift, Taylor. "Anti-hero." Midnights. Republic Records, 2022

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~~"Choose a job you love and you will never have to work a day in your life."~~

"Don't try to 'do what you love' for a living, but rather 'find love in what you do'."

Marcus Buckingham

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Frustrations @work + Joy @work = DATA

Pay attention to the moments that **light you up** and that **get on your last nerve**. You are looking for patterns.

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What is Job Crafting?

- Job crafting is about **taking proactive steps and actions to redesign what we do at work**, essentially changing tasks, relationships, and perceptions of our jobs (Berg et al., 2007)
- An employee-initiated approach which enables employees to **shape their own work environment** such that it fits their individual needs by adjusting the prevailing job demands and resources (Tims & Bakker, 2010)
- Proactive behavior** that employees use when they feel that changes in their job are necessary (Petrou et al., 2012)

<https://positivepsychology.com/job-crafting/>

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Job Crafting

Type	Definition	Example
Task Crafting	Adding or dropping responsibilities	Sharing healthy recipe ideas to patients
Relationship Crafting	Reshape the type and nature of interactions	Mentor new hires
Cognitive Crafting	Change your mindset about your role	Finding meaning in 'busy' work

<https://positivepsychology.com/job-crafting/>

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Where Do I Start? Step 1

What's going well? → What do I want to keep doing? → What are my strengths?

Pick one of these questions and answer it on your worksheet:

- What's going well for you?
- What are you proud of?
- What activities/experiences really light you up?
- What were you doing when you said, "I wish every day was like this."
- What are you good at?
- What value do you bring?
- List 10 strengths. If you can't get to 10, ask a friend.

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Where Do I Start? Step 2

What do I want? → What does success look like for ME? → What's possible?

It's ok to dream big and have your feet on the ground.

- Go-to response: (examples: promotion, more income)
- What is REALLY on your mind? (examples: side hustle, running for a national office, getting another degree, leaving clinical practice, writing a book, more home time)
- Look around to get ideas but leave comparison behind
- With support and resources, what would you be doing?

Write down at least one thing under each box on your worksheet.


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Case: Pharmacist KP

KP is a long-term care pharmacist.

She likes her job, she's good at it, but some days feel like the movie Groundhog Day.

She's not necessarily interested in leaving her job, but she's ready for something new and excited to stay motivated.



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Case: Pharmacist KP Step 1

What's going well?


➔

What do I want to keep doing?

➔

What are my strengths?

<p>What went well this past year:</p> <ul style="list-style-type: none"> Great reviews Compliments from nurses Completed project for supervisor Helped a new grad with understanding daily responsibilities 	<p>Keep Doing:</p> <ul style="list-style-type: none"> Clinical med reviews Talking to patients Talking to nurses/MDs Sharing with others Special projects 	<p>What value I bring:</p> <ul style="list-style-type: none"> Reliable Trustworthy Get job done well I like to share what I learn with the team 	<p>Strengths:</p> <ul style="list-style-type: none"> Organized Friendly/approachable Communication skills Clinical knowledge Explains things well Funny
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Case: Pharmacist KP Step 2

What do I want?


➔

What does success look like for ME?

➔

What's possible?

<p>Wish List</p> <ul style="list-style-type: none"> More special projects New challenge Work more with new team members Go to a national meeting (and maybe present???) 	<p>Success</p> <ul style="list-style-type: none"> Recognition from others Satisfaction with my role Ability to help others every day Learning every day Raise every year 	<p>What's Possible</p> <ul style="list-style-type: none"> Ask team members what support they need Ask supervisor for more special projects and travel opportunities Join a committee Ask nurses/MDs what they need help with Brainstorm presentation and inservice ideas
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You Don't Have To...

- Do everything all at once
- Do everything this year
- Say yes to everything
- Reach success before someone else
- Compare your timeline to others
- Have it all figured out

"To job craft is to reframe how we relate to our job."


To think about how our work affects others.

To look at the larger purpose of our work and who it might benefit."

-My Say, Forbes

What's Possible...

- What's worth exploring?
- What is something small that may have an impact?
 - Asking my boss for an extra meeting to discuss
 - Sharing one dream with a trusted colleague
 - Asking for help in one area
 - Celebrating your wins




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Test Your Knowledge #1

Job crafting is defined as:

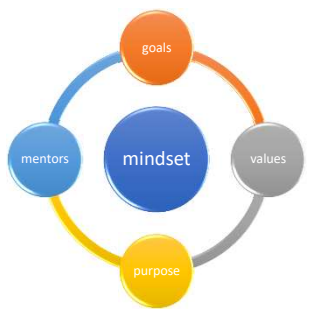

- Resigning from your current role to pursue your passion
- Asking your supervisor for a promotion
- Redesigning your current role so it fits your goals and desires
- Delegating tasks that no longer interest you



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Tools

"Careers are a jungle gym, not a ladder."
Sheryl Sandberg

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Mindset

Book Recommendation:
Soundtracks by Jon Acuff

- Is it true?
- Is it helpful?
- Is it kind?

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My Old Soundtracks

I am ~~busy~~.

I feel ~~stressed~~.

There is ~~not~~ enough time.

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My New Soundtracks

I am in control of my time.

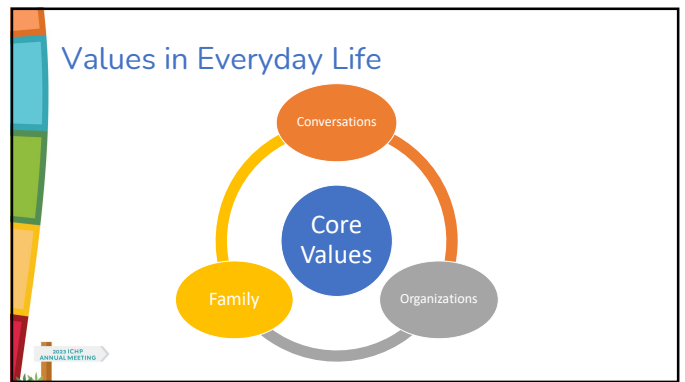
There is an abundance of time.

I am choosing how to spend my time.

What is a soundtrack that you have playing on repeat?
What is a NEW soundtrack you're willing to try instead?

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Background on Values

Values

"are the principles that give our lives meaning and allow us to persevere through adversity"

Average adult makes 35,000 decisions per day

What influences our decisions?

They're feelings and beliefs that operate in the background of our mind and influence our behavior.

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Selfway, R. B. Amptel, C. (2018). The Self-Confidence Workbook. Althea Press, Emeryville, CA, p. 28.

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Test Your Knowledge #2

Leadership and resilience can be exhibited by:

- Working longer hours so your boss will notice
- Becoming self-aware of your thoughts (“soundtracks”)
- Comparing ourselves to others’ career trajectory
- Complaining about what’s wrong at every staff meeting



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Example: Mary

Mary is a hospital pharmacist

- She feels there is no room for growth at her current job
- She works M-F, 7-3pm, 10 min away from daycare/home so she can fit in a run after work
- She wants a job with a higher salary and potential for growth


She finds a similar job and gets offered:

- Same schedule PLUS every other Saturday 7-12pm
- \$30K/yr salary increase AND 1hr+ commute each way


What do you think Mary will do?

➤ **What are Mary's top 5 personal values?**

- Making a job change is a big decision that is not solely based on values
- Values can be a filter Mary uses to help assess if this is the right fit for her




- Family
- Health
- Excellence
- Growth
- Achievement



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How Values Show Up @Work

If you find yourself really frustrated with...	Then one of your top values may be...
-How the company celebrate employee/department wins/accomplishments	Accomplishment Recognition Affirmation
-How often the department meets -How senior leaders communicate changes -What opportunities are available and how employees are selected	Teamwork Inclusiveness Connection Communication
-How new ideas are gathered -If there's a forum/opportunity for employees share new insights/ideas	Innovation
-How leaders/supervisors highlight/recognize near misses or catches -How employees are incentivized to report mistakes?	Safety



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How Do I Discover What My Values Are?

- On your own**
 - Website searches for “Values Exercise”
- Work with a coach**
 - Ask your coach to facilitate this exercise with you
- Follow a facilitated podcast**





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Goals

“If you aim for nothing, you’ll hit it every time.”



Unknown



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Why is it Hard to Write Professional Goals?

- We don't where to start
- Usually a “forced” activity
- Usually serve our organization’s needs
- We rarely articulate what **WE really desire**
- No one has really taught us **how** to write goals for our **DESIRED FUTURE SELVES** (‘smart’ teaches us components of goals)

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How to Create Realistic Goals

When you set a goal, your brain opens up a task list.
Mel Robbins
ourmindfullife.com

Professional

- **1 year:** Graduate! Find a mentor, Networking
- **3-5 years:** Professional orgs, certification, precepting

Personal

- **1 year:** Self-care, volunteering
- **3-5 years:** Sporting event, community involvement

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Your Turn! Let your brain have some fun...

Professional {
• **1 year:**
• **3-5 years:**

Personal {
• **1 year:**
• **3-5 years:**

Don't overthink it!
Start writing 1 year goals and the rest will flow.
What would make this fun?
Goal setting doesn't have to be serious!

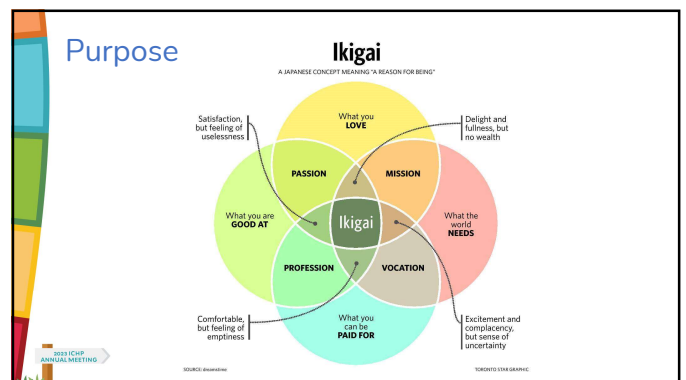
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Test Your Knowledge #3

Which of the following should be considered when creating your goals?

- Focusing only on organizational and company objectives
- Establishing a timeline of less than 1 year to complete
- Waiting for others to create your goals
- Writing both personal and professional goals

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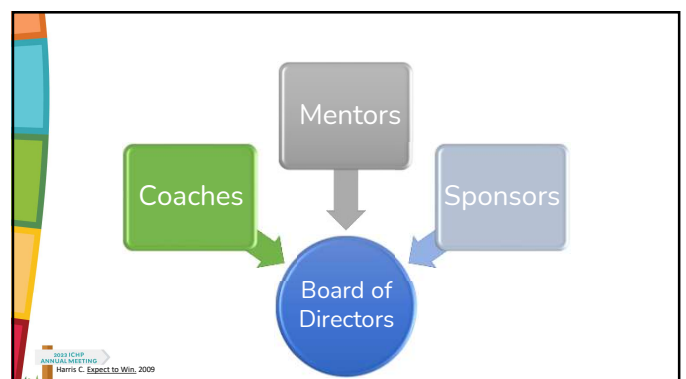
Mentors

Using the space on your worksheet, list all of your mentors – past and current.

Board of Directors

"You are the CEO of your career."
Kristina Hu

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Board of Directors

As CEO, you can benefit from having a board of directors

- Small, informal group who you can contact for support when navigating your career
- Your career is a dynamic journey
- You'll need multiple people to help guide you

Seek out individuals who:

- Actively listen and try to understand your situation
- Ask thoughtful, introspective questions (vs. having all the answers)
- Challenge your assumptions and provide a fresh perspective
- Are genuinely invested in your success
- Balance encouragement with constructive, specific feedback
- Is an expert in a subject that you want to learn more about
- Are in a position or role that you aspire to be in one day
- See the "big picture" whether it be industry trends, crafting a balanced life, etc.

2023 ICIP ANNUAL MEETING | URL: a.substack.com/p/why-you-need-a-personal-board-of

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Mentors

- Offer guidance, stories, and advice based on their lived experience
- Come from a similar industry, geography or career background
- Provide direct feedback, advice, and practical solutions to day-to-day challenges
- Derive benefits from the relationship by developing communication skills and growing their leadership equity

Mentoring is usually a two-sided relationship

Coaches

- Ask powerful questions to people so that they can come up with the answers themselves
- Take a more holistic by encompassing all areas of life and the person as a whole
- Provide less "advice" and more impartial, non judgmental feedback which should be taken as constructive criticism for achieving better results

Coaching tends to be a one-sided relationship

Sponsors

- Are more senior stakeholders, willing to use their reputation and credibility in service of their protegee
- Endorse proteges directly, using their influence, power and networking to help give them exposure to better career opportunities
- Are involved in long-term relationships as trust and credibility builds over time

Sponsorship is usually a two-sided relationship

Resource

2023 ICIP ANNUAL MEETING | URL: www.mentorshipmoment.com/blog/mentoring-vs-coaching-vs-sponsorship-finally-explained

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Mentors
provide support and advice

Coaches
help you become the person you want to be

Sponsors
use their personal capital for your benefit

Go Back to Your List of Mentors
Review the names.

Were they really a coach or a sponsor for you?

Use the circles to write:
M: Mentor
C: Coach
S: Sponsor

**What pattern do you see?
Who is missing from your Board of Directors?**

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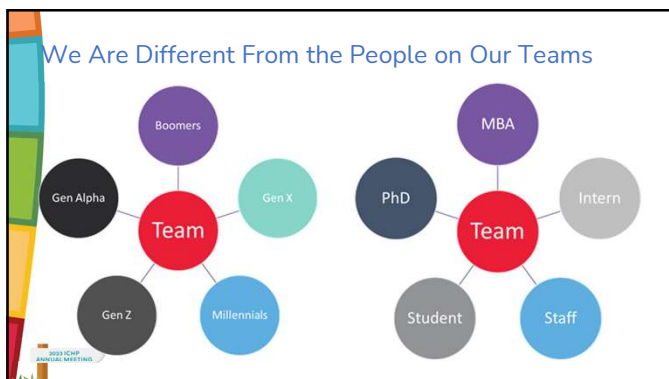
My Team

Multigenerational Teams

Listening

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Multigenerational Teams @work

CATEGORY	BUILDERS	BABY BOOMERS	GENERATION X	GENERATION Y	GENERATION Z	GEN ALPHA
Strong terms	Builder	Boomer	Gen X	Millennial	Gen Z	Gen Alpha
Leadership style	Controlling	Directing	Coordinating	Guiding	Empowering	Inspiring
Ideal leader	Commander	Thinker	Deer	Supporter	Collaborator	Co-creator
Learning style	Formal	Structured	Participative	Interactive	Multi-modal	Virtual
Influence/advice	Officials	Experts	Practitioners	Peers	Forums	Chatbots
Marketing	Print (traditional)	Broadcast (mass)	Direct (targeted)	Online (linked)	Digital (social)	In situ (real-time)

2023 ICIP ANNUAL MEETING | URL: https://generations.com.au/wp-content/uploads/2018/06/GenZ@Work.pdf

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Test Your Knowledge #4

Team engagement can be improved by:

- A. Asking everyone to track their time and activities
- B. Inviting feedback regularly
- C. Removing time for open discussion from staff meetings
- D. Focusing on team building every five years

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Who's On Your Current/Future Team?

Gen Y 1980-1994	Gen Z 1995-2009	Gen Alpha 2010-2024
<ul style="list-style-type: none"> • Largest generation in today's workforce • Value: <ul style="list-style-type: none"> • Curiosity • Collaboration • Career Advancement 	<ul style="list-style-type: none"> • Most tech-savvy generation (for now) • Value: <ul style="list-style-type: none"> • Stability • Technology/Innovation • DEI 	<ul style="list-style-type: none"> • Generation "glass" • Most racially diverse generation • Value: <ul style="list-style-type: none"> • Creativity + Passion

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Multigenerational Teams for Positive Outcomes

Effective multigenerational teams have:

- Open Communication
- Multimodal, varying frequency of feedback cycles
- Trust

Essential for safe care delivery

- Ability to ask for help and admit mistakes

Use team-building activities

- Brief (15 min group activity) Ex: What was your first job? First car?
- In-depth (retreats)

Fuels inclusion

- We all have something to offer
- Finding commonalities
- Celebrating our differences

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Moore, J., Eversly, M., Bauer, R., (May 21, 2015) "Multigenerational Challenges: Team-Building for Positive Clinical Workforce Outcomes". 2015: The Online Journal of Issues in Nursing Vol. 21, No. 2. Retrieved 3/1/2023

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Why is Listening Important at Work?

- Listening is a core tenet of safety in the workplace
 - NASA's Challenger and Columbia tragedies¹
 - In both cases, engineers initially presented concerns as well as possible solutions – a request for images, a recommendation to place temperature constraints on launch. Management did not listen to what their engineers were telling them.
 - The organizational structure and hierarchy blocked effective communication of technical problems. Signals were overlooked, people were silenced, and useful information and dissenting views on technical issues did not surface at higher levels.
- Poor listening can lead to²
 - Job turnover, burnout, job dissatisfaction, low commitment
- Listening has the power to make our colleagues feel more engaged and supported

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1. CAIB (2003). Columbia Accident Investigation Board Report Volume 1. Vol. 1, Chapter 8, p201. Available online at: http://www.nasa.gov/columbia/home/CAIB_Vol1.html
2. Rhee TD, et al. Front Psychol. 2021 Jul 26;12:696867.

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Listening in Direct Patient Care

- Shared Decision Making¹
 - When patient and provider actively participate in a decision based on shared information
 - It's essential, considered high-quality care, and improves satisfaction and adherence
 - Attentive listening makes people feel respected, important, intelligent, and creates a trusting atmosphere
- Not listening in healthcare can lead to²
 - Misdiagnosis and unnecessary tests/treatments

If this is well understood in direct patient care, how can we translate the importance of listening to other areas of our lives?

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Del Rio-Lanza AB, et al. Springerplus. 2016 Aug 22;5(1):1386. <https://doi.org/10.1007/s13662-016-0600-0>

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LISTEN SILENT

Do you have access to diverse sources and voices within your team?

- Where are the blind spots or gaps in communication?
- Do you have clear visibility of what's happening on the ground?
- Does your inner circle provide new information regularly?

Do you take other people's feedback into account when making decisions routinely?

- How often? What type of decisions?
- Who does your inner circle communicate with regularly?

What mechanisms can be used to obtain more perspectives?

- How often are staff asked for their ideas?
- How are those ideas collected?


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Test Your Knowledge #5

What is an example of an action step that would help someone feel more empowered at work?

- A. Listening to podcasts about job crafting
- B. Never asking for feedback because it could be negative
- C. Remaining silent when asked for new ideas
- D. Canceling appointments with mentors because they are probably too busy




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Your Action Plan

Invest in learning about yourself	Invest in your team	Invest in team learning
<ul style="list-style-type: none"> • You're worth it! • Your business, partnerships, teams, and internal drive will soar • Conferences, webinars, books, coaching, podcasts 	<ul style="list-style-type: none"> • Get to know them • Learn their strengths, value they bring, and uniqueness to the team and find ways to share this regularly • Find ways to increase "check-ins" – if you have too many direct reports then get creative! Who can meet with them regularly? Huddles? Group chats? 	<ul style="list-style-type: none"> • Find guest speakers on these topics • Company/department retreats • Webinars • Internal discussions/Book club

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Action Plan




My Action Plan

You are in the driver's seat of your career!


What is possible for you?

Next year or maybe at your next conversation?

You don't have to have it all figured out... **just the next best step.**



Using the space on your worksheet, write some notes on your action plan – what is the next best step for you?



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Thank you!



Q&A

Share one of your takeaways from today's session!



SCAN ME

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