A little bit about me:

- Born and raised in Reading, Pennsylvania
- Currently reside in Houston, TX

1998
Pharmacy Technician

2002
Nationally Certified Pharmacy Technician

Pharmacy background:

- Hospital
  - Reading Regional Hospital
    - Narcotics, TPNs, LV preparations
  - MD Anderson Cancer Center:
    - Inventory Control
    - Inpatient Central Pharmacy
    - Lead Technician, Pediatric Satellite
    - Continuing Pharmacy Education Dept.

- Long-Term Care
  - Neighborcare Pharmacy

- Retail
  - Walgreens, CVS and Randalls
Office manager experience:

- Over 6 years as an office manager / international patient coordinator in a large dental practice in **San Jose, Costa Rica**

- Team of 7 Dentists, on-site laboratory and dental supply office
At the end of this session, you should be able to:

- Identify the 8 wastes of LEAN concepts
- Summarize DMAIC Concepts
- Explain the various methods to deliver feedback effectively

Learning Objectives
Meyers-Brigg Type Indicator 
Personality Test (MBTI)
What is MBTI?

- The Myers Briggs Type Indicator® (MBTI) assessment is a tool to increase effectiveness in your team.

- It will evaluate each participant’s dominant personality types.

- MBTI can be used to create dynamic teams within the workplace.

- The assessment is used by many organizations around the world, large and small.

Extravert vs. Introvert

1. Are you outwardly or inwardly focused? If you:
   - Could be described as talkative, outgoing
   - Like to be in a fast-paced environment
   - Tend to work out ideas with others, think out loud
   - Enjoy being the center of attention
   - Then you prefer Extraversion

   - Could be described as reserved, private
   - Prefer a slower pace with time for contemplation
   - Tend to think things through inside your head
   - Would rather observe than be the center of attention
   - Then you prefer Introversion

Figure 2: File:MyersBriggsTypes.png. (n.d.). Retrieved May 18, 2017, from https://commons.wikimedia.org/w/index.php?curid=30850659
Sensing vs. Intuition

(Figure 1)

(Figure 2)

2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer S Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer N Intuition

(Figure 2)
Thinking vs. Feeling

3. How do you prefer to make decisions? If you:

<table>
<thead>
<tr>
<th>Make decisions in an impersonal way, using logical reasoning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base your decisions on personal values and how your actions affect others</td>
</tr>
<tr>
<td>Value justice, fairness</td>
</tr>
<tr>
<td>Value harmony, forgiveness</td>
</tr>
<tr>
<td>Enjoy finding the flaws in an argument</td>
</tr>
<tr>
<td>Like to please others and point out the best in people</td>
</tr>
<tr>
<td>Could be described as reasonable, level-headed</td>
</tr>
<tr>
<td>Could be described as warm, empathetic</td>
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</table>

then you prefer

<table>
<thead>
<tr>
<th>T</th>
<th>Thinking</th>
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<tbody>
<tr>
<td>F</td>
<td>Feeling</td>
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</tbody>
</table>


Figure 2: File:MyersBriggsTypes.png. (n.d.). Retrieved May 18, 2017, from https://commons.wikimedia.org/w/index.php?curid=30859659
Judging vs. Perceiving

**Judgers**

“I made a schedule for every day of our vacation!”

**Perceivers**

“There’s a schedule for every day of our vacation?”

---

**4. How do you prefer to live your outer life? If you:**

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you’re getting into

then you prefer **J**

Judging

---

then you prefer **P**

Perceiving
My MBTI Personality Type:

**ESFJ**: Extravert, Sensing, Feeling and Judging

Extravert, Sensing, Feeling and Judging

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.


Active Learning Question # 1

Myers-Briggs Type Indicator Testing:

A. Is used to make people more effective
B. Can help your team better understand the culture of the place you work & develop new skills
C. Can help you understand your participation in teams & cope with change in the workplace
D. All of the above
Curious to find out what your personality type is?

You can find out for **FREE**!!!!

[www.16personalities.com](http://www.16personalities.com)
Providing Quality Feedback
What is Feedback?

- A useful tool for indicating when things are going in the right direction or for redirecting problem performance.

Your objective in giving feedback is:

1. To provide guidance in a useful manner
2. To support effective behavior
3. To guide someone back on track

What is Feedback?

Figure 1: Feedback by week's end. (n.d.). Retrieved May 17, 2017, from https://img.memesuper.com/dd5ee4da28f52af5baa5744f0e5b5523_yeah-if-you-could-give-me-feedback-by-weeks-end-that-would-be-great-feedback-meme_600-437.jpeg

Figure 2: I love feedback. (n.d.). Retrieved May 17, 2017, from https://img.memesuper.com/35e199f2cbe40ad0f65ccc4c19857c5151_i-love-feedback-feedbacks-my-favorite-meme-buddy-the-elf-11704-feedback-meme_600-660.jpeg

To be an effective manager, you need to be skilled at giving out both praise and criticism.

While praise is easy to give, it is far more challenging and unpleasant to criticize your employees.
At a bare minimum, make sure to deliver your feedback in private

- Keep your tone collaborative.
- There’s nothing more humiliating than being criticized in front of your co-workers.
- Make clear that your employee still has your support and your respect.
Tips for providing constructive feedback:

1. If you can’t think of a constructive purpose for giving feedback, don’t give it at all.

2. Focus on description rather than judgment.
   - Describing behavior is a way of reporting what has occurred, while judging behavior is an evaluation of what has occurred in terms of “right or wrong” or “good or bad”.

3. Focus on observation rather than inference or assumptions / interpretations.
Tips for providing constructive feedback:

4. **Focus on behavior rather then the person.**
   - For example, “You talk to much” can be changed to “You talked considerably during the staff meeting, which prevented me from getting to some of the main points.”

5. **Provide a balance of positive and negative feedback.**
   - Use the “sandwich method”

6. **Be aware of feedback overload.**
   - Select 2 or 3 important points during a session
   - If there are too many topics, the employee may feel confused about what needs to be improved.
The 6-step method for giving constructive feedback:

1. State the constructive purpose of your feedback.
   - For example: “I have a concern about...” or “I want to discuss...”

2. Describe specifically what you have observed.
   - For example: “Yesterday when you were speaking with Mrs. Sanchez, I noticed that you slightly raised your voice.”

3. Describe your reactions.
   - For example: “She looked embarrassed and I felt uncomfortable about seeing the episode.”
The 6-step method for giving constructive feedback:

4. Give the other person an opportunity to respond.
   - For example: “Tell me, what are your thoughts?” or “What do you think?”

5. Offer specific suggestions.
   - In this case: Read visual cues and body language from the patient

6. Summarize and express your support.
   - Avoid misunderstandings and make sure your communication is clear by asking open-ended questions. Use teachback methods.
An example of delivering constructive feedback is:

A. Nancy, you snapped at Amy in the meeting. You need to control your temper.

B. Stephanie, congratulations, I’m promoting you!

C. You demonstrate a high degree of confidence when you answer customer service questions.

D. Derek, you’re starting to develop a reputation as a complainer. Try to stay more positive.
Information Break!
Lollipop moments in leadership

Drew Dudley:

Everyday leadership

TEDxToronto 2010 • 6:14 • Filmed Sep 2010

37 subtitle languages 🎧
View interactive transcript


Self Reflection Questions:

1. What are some lollipop moments that have made an impact in your life?

2. Have you ever had a scenario occur in your professional career similar to what was presented in the video?

3. After watching the video, are you planning on approaching the mentor or person that has influenced you?
LEAN Concepts:

8 Wastes
Before Waste is removed, processes are often scattered, which can negatively affect your customers:

Before Waste is removed in a kitchen (Sandwich making process example).
After Waste is removed, processes are more streamlined, resulting in more satisfied customers. You’ll also save your organization time and money:

After Waste is removed in a kitchen (Sandwich making process example).
Defects

- These are efforts that cause tasks to be reworked, scrapped or entail incorrect information.

- Pharmacy examples:
  - Lack of standards
  - Poor quality control
  - Equipment in need of repair
  - Uncontrolled inventory levels
Overproduction

- Overproduction is categorized by producing more than what is needed or producing the product sooner than it is needed.

- Pharmacy Examples:
  - Unreasonable work flows
  - Over production of “batch ready-to-use (RTU) items”
  - Producing medications for patients that have not yet arrived in the Hospital / Clinic (advance prep)
Waiting

- Waiting occurs when there is a lapse in time in between the 5 different stages.

- Pharmacy Examples:
  - Work absences
  - Insufficient staffing
  - Poor communication
  - Unplanned downtime
  - Unbalanced workloads

Non-utilized talent

- This type of waste is caused by under-utilizing people’s talent, skills and knowledge during workflow.

- Pharmacy Examples:
  - Experienced staff not assigned to specialty areas
  - Lack of teamwork
  - Poor management
  - Insufficient training
  - Lack of employee engagement

Transportation

- Unnecessary movement of products or materials

Pharmacy Examples:

- Poorly-designed systems
- Poor layout in high-production area
- Unnecessary/excessive steps in a process
- Sending overstock back to the warehouse or contracted distributor

Inventory Excess

- Excess products and materials not utilized or processed.

- Pharmacy Examples:
  - Poor monitoring systems
  - Mismatched production speeds
  - Misunderstood utilization data
  - Excess supply of batched medication
  - Expired medication that was not rotated

Motion waste

- Unnecessary movements by people

- Pharmacy Examples:
  - Workstation congestion
  - Poor workstation design
  - Shared tools or machines
  - Isolated or siloed operations
  - Inconsistent delivery schedules
  - Excessive distance between workstations
Extra-processing

- More work / higher quality that is required by the customer.

- Pharmacy Examples:
  - Human error
  - Excessive reports
  - Poor communication
  - “Missing” medication doses
  - Duplicated data or missing data

In summary, the 8 waste categories creates:

<table>
<thead>
<tr>
<th>D</th>
<th>Defects</th>
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<tbody>
<tr>
<td>O</td>
<td>Overproduction</td>
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<td>Motion</td>
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<td>E</td>
<td>Extra-Processing</td>
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</tbody>
</table>

Active Learning Question # 2

Which of the following is a positive outcome when eliminating waste from a workflow process?

A. Reduce staffing in certain areas
B. Increase production time for IV products
C. Implement a streamlined workflow process
D. Decrease teamwork and communication
LEAN Concepts:

DMAIC
Lean Six Sigma uses a problem solving methodology called DMAIC:

- **D** Define the problem
- **M** Measure or map out the current process
- **A** Analyze the cause of the problem
- **I** Improve / Implement & Verify the solution
- **C** Control or maintain the solution

Define the problem

- Develop a problem statement including:
  - Severity of the problem
  - Business impact
  - Specific area

- Create a “Goal Statement”

- Provide the team with access to any existing data illustrating the current situation.

- The focus of each project should be the end customer. Make sure you are truly understanding the “Voice of the Customer”
Measure or map-out the current process

- Determine the current process and to establish a baseline before making any changes.

- Collect data and uncover root causes for “waste” in the process.

- Create a plan to collect the data. Consider where to get the data, how much to get and who will do the collecting.

- Ensure your data is reliable, and not based on assumptions and opinions.
Analyze the cause of the problem

- Closely examine the process. Use the following tools to determine the value of each step in the process:

  - **Time Analysis** focuses on the actual time work is being done in the process vs. time spent waiting.
  
  - **Value Added Analysis** will look at the process through the “customer’s eyes” to uncover the cost of doing business.
  
  - **Value Stream Mapping** combines process data with a map of the value-adding steps to help determine where “waste” can be removed.
Improve / Implement & Verify the solution

- Brainstorm solutions that might fix the problem.

- Develop maps of processes based on different solutions
  - To reduce loops, waste and wait times you can draw an improved map of the process.
  - The maps can be used as a reference for new employees during training.

- Select the best solution. Employ mini-testing cycles known as “Plan Do Check Act” or PDCA.

- Implement the solution & measure improvement.
Control or maintain the solution

- Continuously improve the process using LEAN principles:
  - **Value**: Determine what steps are required (are of “value”) for the customer.
  - **Flow**: Remove waste in the system to optimize the process to achieve a smoother pace.
  - **Pull**: Ensure the process responds to customer demand (pull = want).
  - **Perfection**: Continuously pursue “perfection” within the process.

- Ensure the process is being managed and monitored properly.
Value Stream Mapping is a tool you can use to:

A. Remove waste within the system to optimize the process to achieve a smoother pace.

B. Determine what steps are required for the customer

C. Process data utilizing a map of the value-added steps to help determine where waste can be removed

D. Focus on the actual time work is being done in the process versus time spent waiting.
Questions?

Climbing the Leadership Ladder & Lean Concepts
Tiffany Bartlett, CPhT, PhTR