

## Appendix 1: Semi structured interview template

Interview Question	Sample Transcript Excerpts	Thematic Code
<b>PART 1</b>	<b>Attitudes towards leadership in general</b>	
1a. Let's first talk about leadership. Who are some people in society in general that you think of as leaders?	43yo F: It's hard to say, honestly. You look around and – well politicians, movie stars, everyone just seems so corrupt. 31yo M: Usually people who don't have an official position actually. I don't know but it seems that once you get the title or the job, you're just in it for yourself.	Where are the leaders?
1b. Why do you think of them as leaders?	38yo M: I think someone is a leader when they don't put their own interests ahead of everyone else. That's in short supply.	Where are the leaders?
1c. What attributes do they demonstrate that makes you think of them as leaders?	29yo F: Someone who is actually smarter than me. I'm really tired of hearing people say, "He's a great leader because I want to go have a beer with him". 30yo F: It's how they relate to people, how they motivate them. How they deal with conflict. Convince them to do something better or different.	Where are the leaders?
2a. Who are some people in society in general that claim to be leaders but who in your mind are neither good nor effective?	33yo F: There's so many people who claim to be a leader of this or that, you just tune them out after a while. 34yo F: I have to think about most politicians first. They I think like CEOs and people like that. Except for [leaders in the technology sector]. They seem like real leaders to me, really changing the world. I mean for the better	Where are the leaders?
2b. What attributes do they demonstrate that makes you think they are not good leaders?	34 yo F: I mean it's like they have to actually have an idea, right? Something new, something big, something real. 36 yo M: I always think that no one individual is the smartest at the table at every subject. Meaning that the good leader will know how to tap into the people around the table that have expertise. A bad leader won't.	Readiness for leadership
3a. When you think of leadership in general today – what are some of the main problems you believe leaders face?	29 yo M: Not working for the benefit of the people. Only working for their own benefit or corporate interests 31 yo M: It really bugs me when leaders claim to speak for everyone in a group, but they're only speaking for themselves or a small sliver of people just like them. 30 yo F: Everyone loves to rag on leaders – it's not an easy job and people complaining about every little thing doesn't make it easier.	Where are the leaders? Readiness for leadership
3b. What are some ways that you believe leaders can or should deal with these problems?	29 yo F: You've gotta have thick skin if you're a leader, right? 31 yo F: I think they just have to have a belief that what they are doing is right. 33 yo M: I think it would be good if their style, their leadership is really about bringing people together.	Readiness for leadership
4a. What do you believe to be the rewards of being a leader? Why do you think people who are leaders chose to become leaders?	35 yo M: Honestly, I don't think there are any. 33 yo F: If you have a vision, if you have an idea, then you at least have a chance to make it come to life. 37 yo M: Maybe I'm just cynical but I think they're in it for themselves, plain and simple. 46 yo F: So many just do it for themselves, to better themselves, not anyone else.	Costs vs rewards
5a. Do you think leaders are "born" or "made"?	33 yo M: A bit of both. But still, I do think there's so much more the schools could be doing to train people, make them feel confident in their skills to be a leader. 38 yo F: It comes with experience and education. You need to have passion.	Readiness for leadership
<b>PART 2</b>	<b>Attitudes towards leadership in pharmacy</b>	
6a. Let's talk about pharmacy now. Tell me a bit about your career path?	37 yo M: I've had lots of chances to take a bigger job but I always figure, what's the point, you know? It's just a lot more work, a lot more aggravation and not enough money.	Costs vs rewards
6b. What jobs have you had in pharmacy since graduation?	37 yo F: I've actually had to switch jobs – well once at least – when my boss kept bugging me to take a bigger job a leadership role. It's something I really don't want to do.	Costs vs rewards
7a. What experiences have you had as a leader, either in school or in the profession?	38 yo F: I think that's the problem. We don't get any good experiences as leaders or any way of trying out the role for ourselves in a way that doesn't count or doesn't matter. You can't just go from being a staff to being a leader without some small steps first to see how it suits you.	Where are the leaders?

7b. What did you think went well with these leadership roles for you? What didn't go well?	35 yo F: I really didn't like it. It's all conflict, it's all fighting everyone is just always unhappy. 37 yo M: When they say it's a thankless job – they're right. 38 yo F: Once in a while, well there's someone you can help or something you can do that's better but it's still a hard job.	Readiness for leadership
7c. What did you learn about yourself and leadership in general from these experiences?	38 yo M: It's not for me. 37 yo F: I wished we had more training in school or somewhere. There's so much you have to learn and we just aren't ready. 38 yo F: It's really all about your people skills.	Education/ Readiness for leadership
8a. Who are some people in the profession today you consider to be leaders? Why do you think them as leaders?	38 yo F: Fantastic emotional intelligence skills. Really able to read people, relate to them, connect to them. 39 yo M: Knows how to manage people, motivate them, listen to them. 41 yo M: Able to get people to agree, you know? Just get along.	Readiness for leadership
8b. What attributes that makes you think of them as leaders?	39 yo F: Excellent communication skill. Passion for the job. 41 yo F: She's looking at ways to make things better. Always thinking about systems and improvement.	Readiness for leadership
9a. Who are some people in the profession that claim to be leaders but who, in your mind, are neither good nor effective?	41 yo M: Only interested in [their company's] bottom line, the profit. Not interested in the profession or pharmacists, but claims to be. 39 yo M: It's pretty easy to see through, right? These [people] who are like pharmacy cheerleaders or whatever but you know they are just in it for themselves, for more money for themselves or a title. 38 yo M: I just don't think you can be credible as a leader speaking for pharmacy, as a profession, when it's a corporation that is paying your salary. It's those corporate interests that are then more important to you.	Readiness for leadership  Where are the leaders?
9b. What attributes that makes you think this?	48 yo F: You can tell who is speaking for pharmacy and who is speaking for themselves.	Where are the leaders?
10a. Can you give me some examples of what you see as "leadership roles" in community pharmacy in particular?	43 yo M: Setting up systems with the doctors, you know, to improve communication. 42 yo F: When you're a pharmacist, you're like a captain of the ship when you're on your shift. Knowing how to manage the technicians the other staff, everything. 41 yo M: That's part of the problem. I don't think there is any role. I mean you can be an owner or a staff and there's nothing in between it seems.	Structured incentives
10b. What are some potential barriers to you taking on leadership roles?	44 yo M: The amount of money, it's just not worth it. 42 yo M: There's too much conflict, too much fighting. 29 yo F: We don't know how. I mean, it's not something we're actually taught. I might be interested, I might be good at it who knows, but we haven't been taught.	Structured incentives
10c. What would it take for you to want to take on these types of roles?	38 yo F: We need training, we need education. Not just in school but after too. 54 yo F: I think if there was a way to try it out first, just for a little while, people might learn better.	Education/ readiness for leadership
11a. What role do you think professional associations have with respect to leadership in community pharmacy?	31 yo F: Positive leadership is important for future generations going forward. If the younger generations don't have leaders, then who knows what's going to happen down the road. 38 yo F: Be our advocates as it can be hard as an individual to speak your mind. 39 yo M: All pharmacists need to unite under a single front The bodies need to become more like unions when they come to advocacy.	Where are the leaders?
11b. What role do you think educational institutions have? What about regulatory bodies?	38 yo F: They should be doing way more education in school, so that young pharmacists have the actual skills to become managers, to become leaders. 39 yo M: The problem is [the regulatory bodies]. They've let leadership of the profession be taken by the corporations, not the professionals.	Education/ Where are the leaders?
12a. Do you have any advice for us in researching this topic?	41 yo F: It's great this research is being done. It's a huge problem in pharmacy and without leaders we are doomed. 39 yo M: You gotta get to the corporate leaders. The ones who aren't pharmacists who are making the decisions for us.	Where are the leaders?
12b. Any other thoughts, ideas, questions?	29 yo M: If there were, you know, some good role models out there, someone to look up to, then maybe pharmacists my age would be interested.	Where are the leaders?