

The Right Stuff

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PURE OPTICS

Optometric Strategy | Business Operations | Education

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SCAN ME



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Leadership

Leadership is defined by results, not attributes of a person.

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Effective Leaders

“Effective people are not problem-minded; they’re opportunity minded. They feed opportunities and starve problems.”

Stephen Covey

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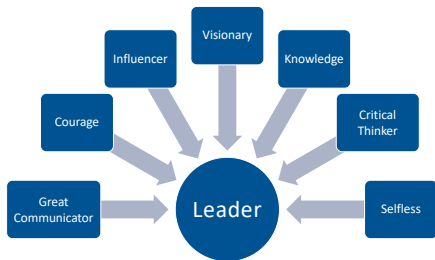
Leading People

In order to effectively lead people, you must build trust and earn your team's respect.

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Leader Imperatives



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What are additional attributes of a leader?

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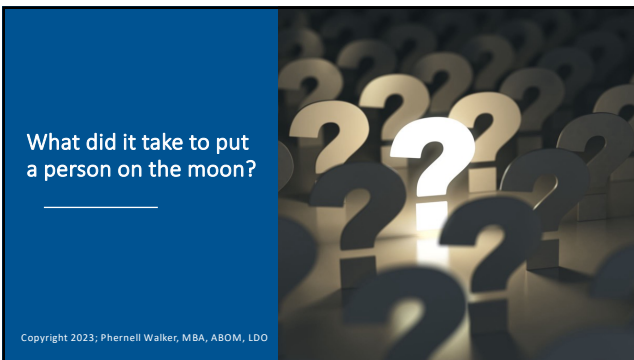
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Leader Defined

-  Responsible person for the Company's Purpose, Vision and Building teams
-  Leaders are accountable for the teams they build
-  Leaders must inspire, strategic focus and are visionaries
-  Leaders primarily focus on "What" vs. "How"

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Manager Defined

-  Responsible person for executing the business plan of an organization
-  Managers are accountable for the business outcomes
-  Managers are implementation assets
-  Managers primarily focus on "How" vs. "What"


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Peter F. Drucker

- Father of Modern Business Concepts
- Organizational Leadership
- Management
- Process

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MBO Process

- ✓ Objectives are set after considering all stakeholders
- 📊 Set objectives are quantitative and qualitative
- 🗣️ Regular feedback must be given to the employees with regards to their performance
- 👥 Employees with high performance must be rewarded
- 📈 Guiding principle should be growth and development

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Define Organizational Objectives

- 🏢 Setting organizational objectives is the first step in initiating management by objectives.
- 🎯 These objectives should be in line with the organization's vision and mission statement.

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Nobody Told Me!

- 🗣️ Communication is essential
- 📢 Inform employees about the organizational objectives
- 👥 Employees communication at all levels
- 📚 This enables the employees to understand their roles and responsibilities
- 🗣️ Communication is an important aspect in this step
- 👏 High performing employees should be given positive feedback, which is reinforced in the form of rewards

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Stakeholder Involvement

Stakeholders in the process when determining the objectives:

- Involving the employees in the decision-making process
- Define and understanding the “why” certain things are expected of them.
- This increases the commitment and the motivation of employees

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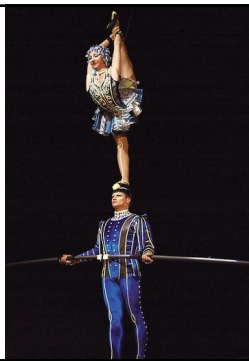
M.B.O. Method



Management By Objectives (MBO)



Equilibrium between employee and organizational objectives



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Monitor the Outcomes



Objectives need to be measured on a regular basis



Mitigate process problems before, and during the process







Critical thinking, planning, stakeholder involvement helps mitigate risk

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Parent – Child Objectives

-  Objectives have sub-objectives
-  Managers must motivate & encourage the employees to complete the sub-objectives
-  Evaluation and Feedback using a comprehensive evaluation system.
-  Employees must be given honest feedback, and high performance needs to be rewarded.


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Evaluation and Feedback



A comprehensive evaluation process must be designed and implemented



Given employee's honest feedback, and reward high performance

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Critique Versus Criticize

<u>Critique</u>	<u>Criticize</u>
<ul style="list-style-type: none"> • Seeks to to improve • Specific • Positive • Structure based 	<ul style="list-style-type: none"> • Judgmental • Negative • Direct blame • Destructive

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Management is Broad

- Business analytics
- Organizational behavior
- Marketing
- Operations
- Supply chain
- Conflict resolution
- Corporate finance
- Strategy economics



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What are some examples of manager responsibilities?



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Manager Responsibilities in Eye Care


- Practice outcomes
 - Revenue
 - EBITDA
 - Patient satisfaction
- Office process is followed
- Identify and surface problems
- Process improvement
- Liaison between the employee and the business
- Staff motivation

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Successful Manager




- Social Dynamics
- Mores
- Folkways
- Communication
- Principles of Motivation
- Maslow Hierarchy
- Process
- Critical Thinking



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Social Dynamics

-  Dynamics of a group and groups within groups
-  Gather ideas to introduce perspective
-  Influence change and behavior

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Mores

- Informal rules
- Social standards
- None written
- Severe punishment
- Social sanction upon the individuals from social and religious exclusions
- Example:
 - Waiting in line

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Folkways

Folkways are informal social conventions with no moral significance while mores are social conventions that are morally significant.

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Communication



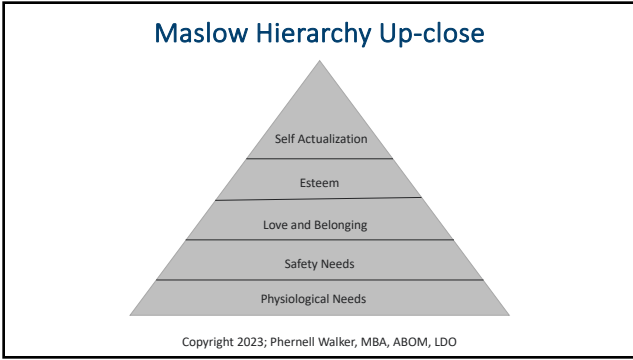
ABILITY TO SUCCESSFULLY
CONVEY AND IDEA(S)



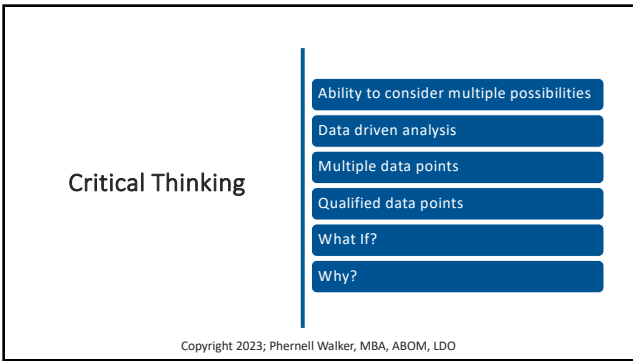
THE ABILITY TO SEND, RECEIVE
AND INTERPRET INFORMATION

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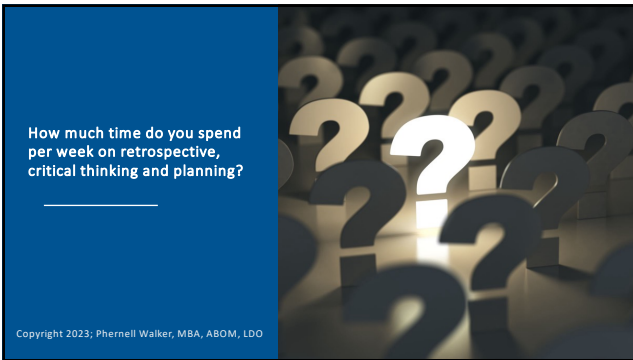
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Leadership vs. Managing



Leader
sets the speed of the pack



Focus
on the **WHAT** not the **HOW**



Success
what does it look like

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Approach to Leadership

Autocratic

Coaching

Democratic

Laissez-Faire

Pacesetter


Servant


Visionary


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Leadership Styles

















Autocratic

Coaching

Democratic

Laissez-Faire

Pacesetter

Servant

Visionary

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Autocratic


Everything is black and white. Zero grey area.

Inefficient management style as decisions are made unilaterally, the process is quick and seamless.

Growth killer

Results in unhappy, uninspired team members.

Does NOT Work long term in eye care



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Coaching



- Foster employee growth
- Focused on team development
- Mentorship
- Highly collaborative
- Suited for highly skilled leaders
- Success depends on team willingness

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Democratic



- Creativity and innovation are encouraged, valuing the process of generating new ideas.
- Collaboration creates strong solutions for complex issues.
- High employee engagement and involvement.
- Higher productivity
- A strong feeling of team accountability.

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Laissez-Faire

- "Let do" - hands-off
- Only works with highly skilled and independent team
- Autonomy - opposite of micromangement
- Employees are encouraged to make their own decisions
- Leaders' role is to act as a guide
- Encourages employee empowered
- Does NOT Work with an Un-Motivated team



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Pacesetter

- Goal-oriented, high performing individuals – and they expect the same from their team.
- "Lead by example" seriously
- First to arrive at the office and the last to leave
- Prioritize deadlines, results, and a high-quality output
- Fast-paced environment
- Quick benefits of the pacesetter leader are overshadowed by the longer-term impact

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Servant

- Priority Number One is serving their employees
- Care deeply about the relationships and dynamics of their team
- Results in reduced team burn-out
- Foster a harmonious environment
- Unfortunately, the most motivated or metrics-driven employees do not benefit

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Visionary

- Perspective - BIG PICTURE
- Inspirational vs. Day to Day
- Builds Trust - team enabler for logistics
- Charismatic
- Big ideas
- Motivational

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What is your Leadership and Management style?



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The Hat's Manager's Wear




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Team Approach



REMOVE THE WORD "I" FROM
YOUR LEADERSHIP STYLE



REPLACE IT WITH THE WORD
"WE"

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Accountability

Everyone has a right to do their job
Micro-management breaks down accountability


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Micromanagement Pitfalls



DISTRUST



LACK OF
ACCOUNTABILITY

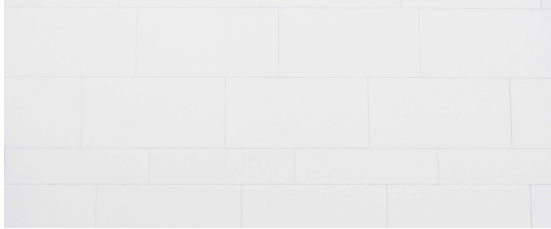


OBSTACLE
TO PROGRESS

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Group Activity



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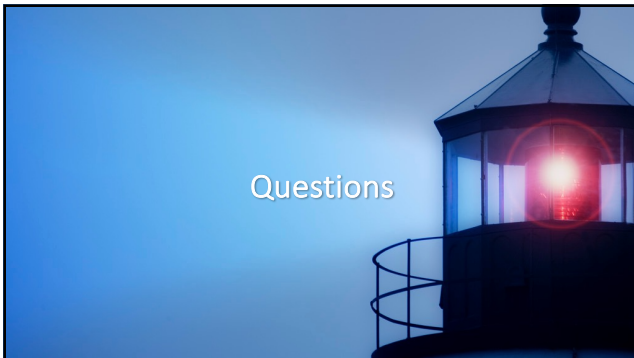
Take Aways

- Attract and hold the highest-producing knowledge workers by treating them and their knowledge as the organization's most valuable assets. Drucker, Peter F.
- Perfect laser like focus on your practice values, mission, and vision, and consider outsourcing everything else.
- Stars in their places! Let your staff do what they do best vs. forcing a square peg into a round hole.
- Establish specific numerical criteria and goals to measure results. Set deadlines for yourself and your organization to achieve these results. Drucker, Peter F.

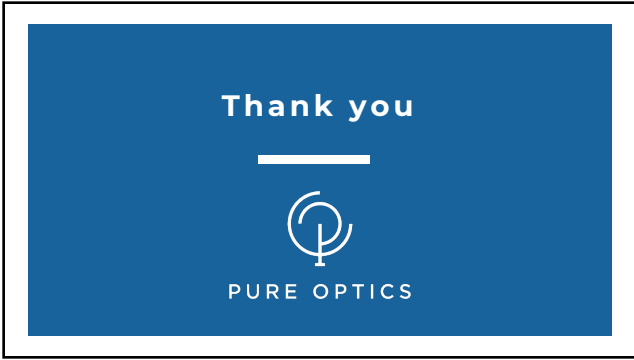
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Questions



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