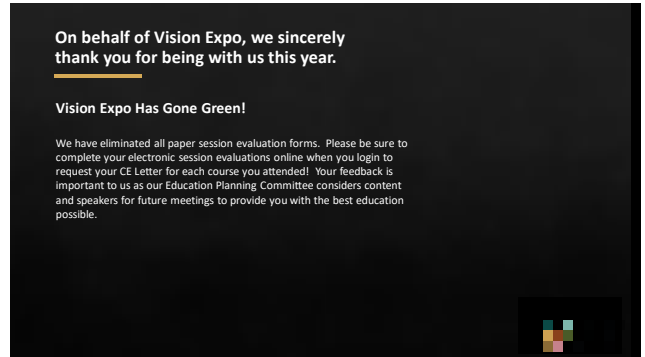
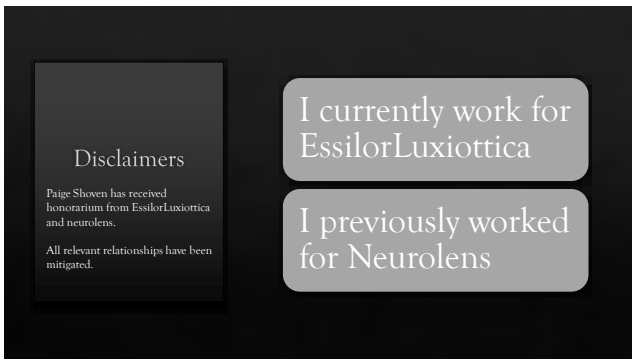


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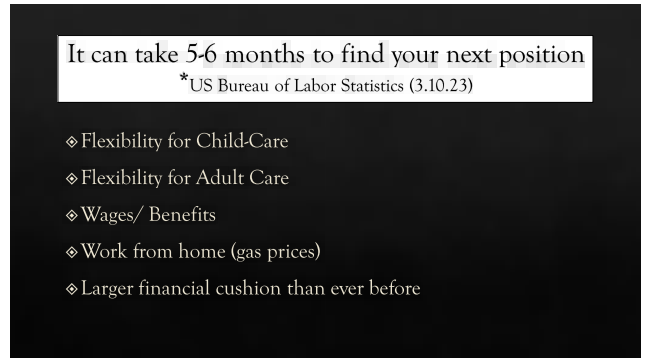
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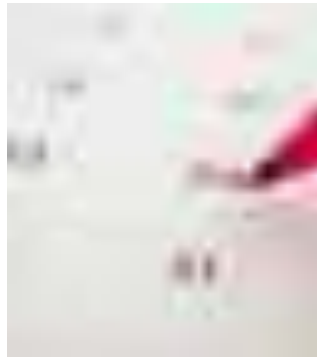


6

On Average it takes 1 months for every \$10,000 of salary per year you are expecting to earn



7



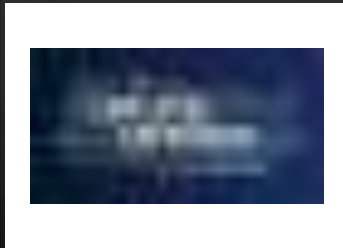
How long does it take to replace an employee in 2023
2 weeks to 2 months on AVERAGE

8

We are all in the same boat
An Indeed search this morning for Optician yielded 5,521 jobs posted nation wide
LinkedIn had another 1,695
URGENTLY HIRING
HIRING MULTIPLE POSITIONS

9

About HALF of those Indeed postings wanted "Experience"
What does experience look like?
1 year – 5 years – 10 years MORE
Education
Certification



10

Sometimes, No Experience is the Best Experience

- They have no baggage (no bad habits to be broken)
- They are adaptable
- They bring a fresh perspective and their own talents
- They are passionate about learning
- They bring innovation
- They bring diversity

11

We need to grow people to be what we need them to be!

12

What to include in a job posting

- ◆ Information on company mission, vision, values or goals
- ◆ The job description
- ◆ Expected Salary Range
- ◆ Other company benefits




13



14

What is the Attitude you are looking for?
Do you have a.....

- ◆ Mission Statement?
- ◆ Vision Statement?
- ◆ Values?
- ◆ Goals?



15

3 Parts of a Mission Statement
(Present Tense)

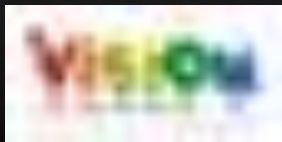
Key Market : Target Audience
Contribution: Product or Service
Distinction: What makes you special or unique

- ◆ Keep it Simple – It should be just a few sentences
- ◆ Don't keep it to yourself – Ask others for their input
- ◆ Keep it Broad – It should work for every position in the company
- ◆ Don't be afraid to change it!

16

Vision Statement
(Future Tense)

- ◆ We want to.....
 - ◆ THINK BIG,
 - ◆ Project 5-10 years in the future
 - ◆ Use Action words
 - ◆ Align with your Values and Goals
 - ◆ What do you Want to Do



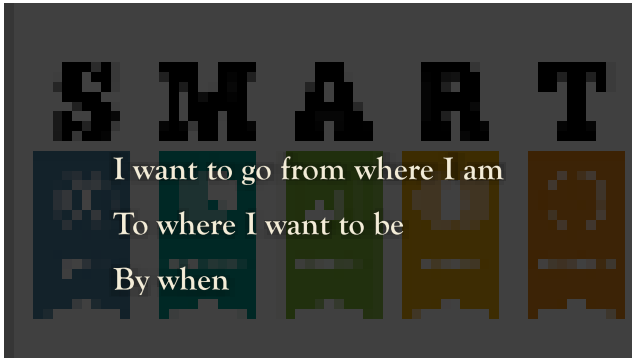
17

Values

- ◆ Find your why
- ◆ Your Core Beliefs
- ◆ Use the Mission statement
- ◆ KISS (Keep it Simple Silly)
- ◆ Be willing to Update!



18



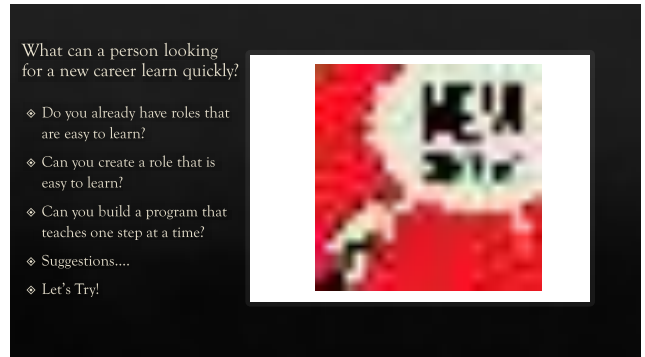
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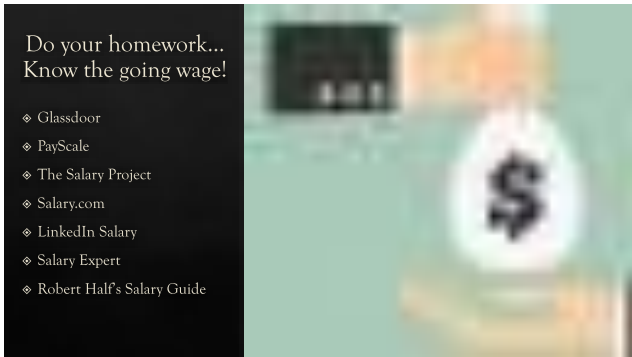
20



21



22



23



24

Tools to Advertise With




- ◊ Monster
- ◊ Indeed
- ◊ LinkedIn
(add to your profile also)
- ◊ Newspaper
- ◊ Sign in the office
- ◊ College Ad Boards
- ◊ High Schools
- ◊ Current Employees

25

Carry your business cards with you - ALWAYS

"Hi, I am hiring and looking for someone with a great attitude like yours.

If you happen to be looking, or know someone like you who is, will you ask them to call me?"



26

Interview Helps


- ◊ Provide them with the job description
- ◊ Always ask the same questions to every candidate
- ◊ Have the list prewritten
- ◊ Take notes during interviews
- ◊ Do 2nd and 3rd round interviews
- ◊ Include others in the interview process
- ◊ Find a GREAT question to ask
 - ◊ If you could be any animal, what would it be and why?
 - ◊ Tell me about the first job where you earned a paycheck.
 - ◊ What nugget did you learn in that role that you still carry with you today?

27

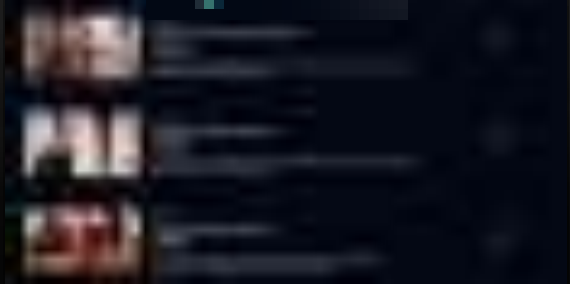
I am already short handed
How do I make time to train?

Ask for help!!!

1. Others in the office
2. Reps (Contacts, Lens, Labs, Frame)
3. Outside HR companies
4. Outside IT companies
5. Leonardo



28



29


leonardosupport@essilorluxottica.com



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Get to know your staff (new and established)

- What makes them unique?
 - Strengths Finders
 - Myers & Briggs
 - DiSC Assessment
 - True Colors
 - The Animal in You



31

Strength Finders by Gallop


Everyone is made up of 34 characteristics.

Some we are good at; some we struggle with.

Find your strengths so you can help them work for you!

Find your weaknesses and surround yourself with people who are good at them!

<https://www.gallup.com/cliftonstrengths/en/234033/strengthsfinder.aspx>




32

Myers Briggs

There are 16 combinations of personality traits.

You are one of the other, the top or the bottom of the four categories



<https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/the-16-mbti-types.htm>

33

DiSC Assessment

Everyone has some of each characteristic, but you will lean more to one or two.




It also provides communication skills with each group

34

True Colors

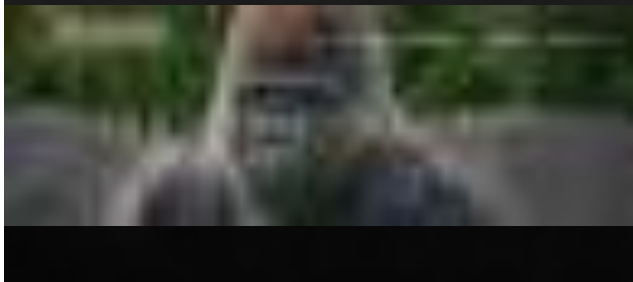
<https://my.personality-test.com/truicolors>



35

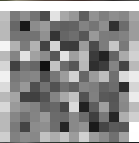
DISCOVER YOUR ANIMAL PERSONALITY

<https://animalinyou.com/#home>



36

DISCOVER YOUR ANIMAL PERSONALITY
<https://animalinyou.com/#home>



37

Learn about your staff. Ask them-

- What motivates you?
- What makes you tick?
- Who do they call family?
- What are their personal goals?
- What do they want to learn in the practice?
- What do they want to be when they grow up?



38

Make a plan to get them where they want to go

- ◆ Set goals for each team member with promotions in mind
- ◆ Be willing to help them with their personal goals – School and Family
 - ◆ Schedule time to evaluate


Goals Formula:
 I need to go from where I am
 To where I want to be
 By when

39

Tools to Use to Prove a Promotion

- Shadowing
- Special Project
- Cross Train
- Cover a Vacation
- Let them find their replacement
- Let them train their replacement

40



- When you promote ONE remember the rest AND that Communication is best
- Have 1:1 conversations with those who might have wanted the promotion.
- Reset goals on how they can move forward
- Assure them they are not being overlooked
- Have conversations with those in the new area
- Ensure their feelings and concerns are heard

41

How do I know if I can afford to promote someone

How do I prove I NEED to promote someone



42

Quantitative Goals vs Qualitative Research


Quantitative Research
collects information based on data, counts, or numbers

Qualitative Research
collects non numerical information like conversations and feelings

43

Quantitative Research

- ◆ 47% of patients are leaving without buying glasses
- ◆ Customer Service surveys dropped 10% when we lost our last tech
- ◆ Sales are up 15% when Mary works in the optical
- ◆ The time from ordering glasses until a patient is called is currently 14 days



44

Qualitative Research

Mary is asking for more time off to take care of her kids

Joan says there is too much to do every day and she keeps getting behind

Work is being overlooked, patients are calling upset

The morale of the office seems lower this month than last month

45

Remember the cost of replacement vs promotion

The Society for Human Resource Management (SHRM) reported that on average it costs a company 6 to 9 months of an employee's salary to replace him or her.

If they are asking for less than a 50% raise, or providing 25% more value, it will be cheaper to promote than to replace!

If you do not appreciate your associates, someone else will.



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Best Practices in Your Office



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Thank You for Coming

Questions?

Remember to submit your electronic survey to receive credit for this course

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214.673.6842

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