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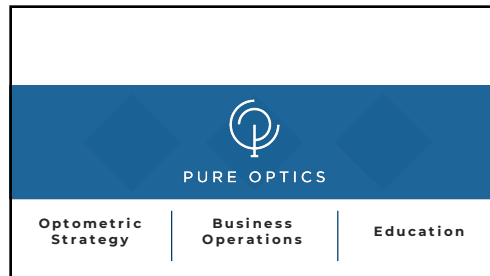
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**SCAN ME**



**Contact Information**

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**Course Agenda**

1. Introductions
2. Lead from the Front
3. The Three P's; People, Process and Products
4. Mastering Metrics that Matter Most
5. Inventory
6. Marketing
7. Putting it all Together

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**Introductions**

Your Name

Practice Name and Role

Location(s)

Something you carry and why?

What do you want to learn in this course?

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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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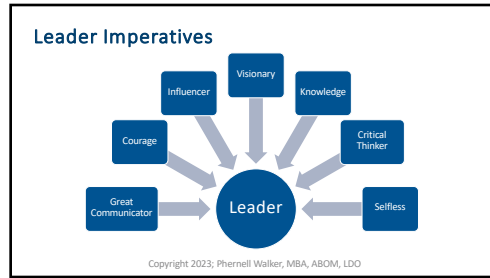
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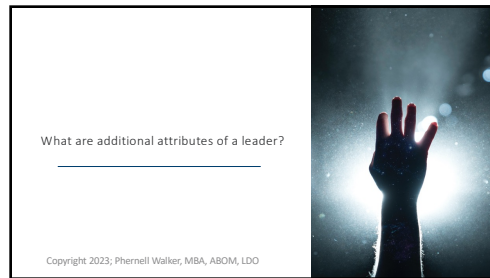
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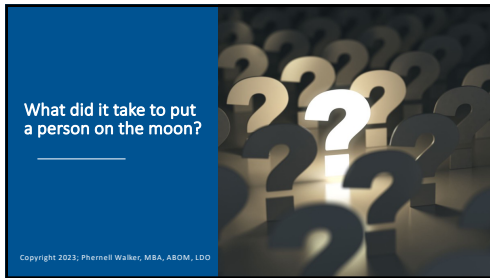
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**Leader Defined**

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

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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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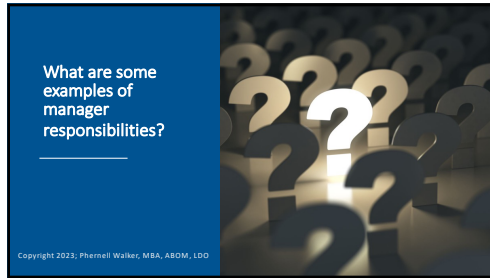
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What are some examples of manager responsibilities?



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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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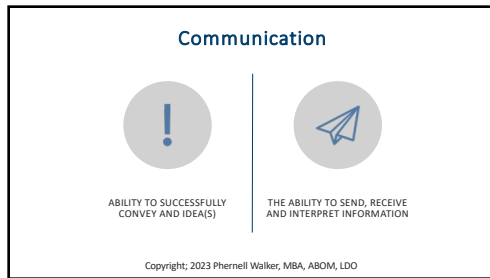
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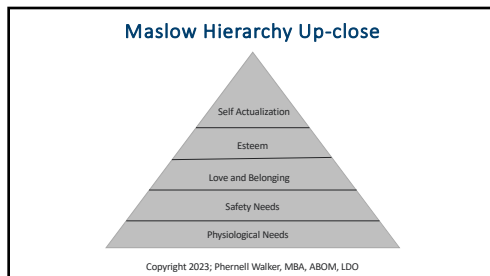
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**Critical Thinking**

- Ability to consider multiple possibilities
- Data driven analysis
- Multiple data points
- Qualified data points
- What If?
- Why?

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How much time do you spend per week on retrospective, critical thinking and planning?



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**Leadership vs. Managing**

 <b>Leader</b> sets the speed of the pack	 <b>Focus</b> on the <b>WHAT</b> not the <b>HOW</b>	 <b>Success</b> what does it look like
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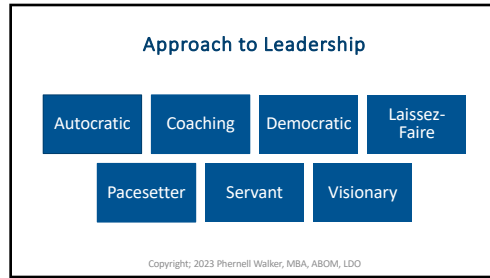
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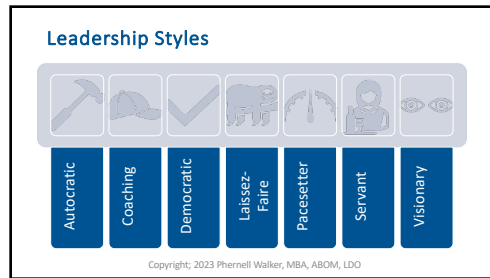
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**Autocratic**

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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The slide features a silhouette of a person standing and shouting into a megaphone, positioned on the right side of the text.

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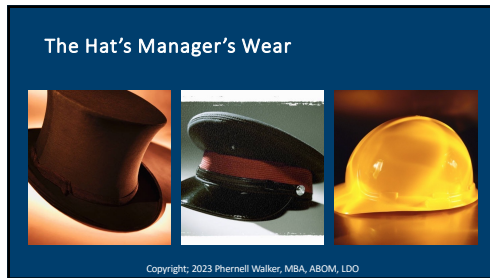
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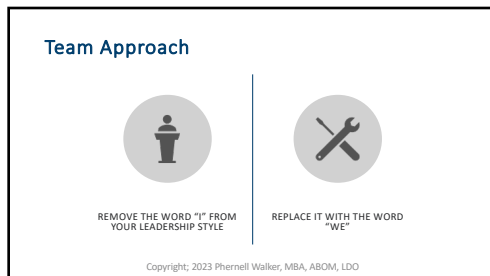
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**Accountability**  
Everyone has a right to do their job  
Micro-management breaks down accountability

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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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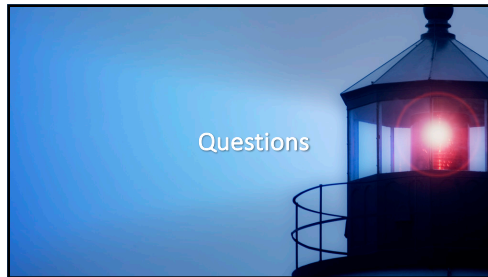
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Questions

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**Thank you**

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PURE OPTICS

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