

FOLLOW THE LEADER

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CREDIT

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WHAT'S OUT THERE

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THOUGHT ABOUT LEADERSHIP TRAINING?

FOR YOU?

There are a lot of programs out there for staff but what about **YOU?**

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MOST PEOPLE LEARN LEADERSHIP ON THE FLY

GENERAL MYTHS

- It's something you're born with
- You either 'have it or you don't'
- People either follow you or not

ENTITLEMENT MYTHS

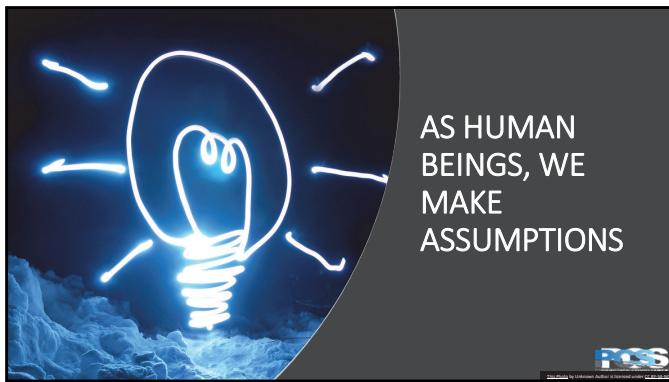
- You have the degree
- You hold the paycheck
- Employees just 'give respect' to the boss

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WHAT KIND OF EMPLOYER ARE YOU?

- Do your employees think you're smart
- Do they think you know what you're doing
- Do they think you're fair
- Do they like coming to work
- Do YOU make them feel like going the extra mile

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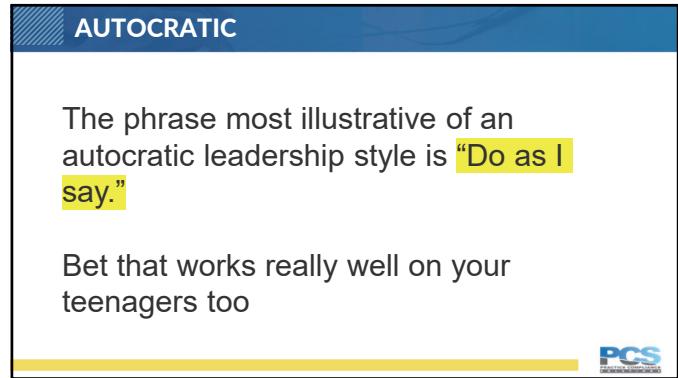
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AUTHORITATIVE

The phrase most indicative of this style of leadership (also known as "[visionary](#)") is "[Follow me.](#)"

Only someone in love with you would say 'to the ends of the earth'...Your employees not so much



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PACESETTING

"[Keep up!](#)" is the phrase most indicative of leaders who utilize the pacesetting style. This style describes a very driven leader who sets the pace as in racing. Pacesetters set the bar high and push their team members to run hard and fast to the finish line. (Amazon)



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DEMOCRATIC

Democratic leaders are more likely to ask "[How do you see it?](#)" And, wherever possible, they share information with employees that affects their work responsibilities. They also seek [employees' opinions](#) before making a final decision.

That works if you really don't have an opinion



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COACHING

When you have a coaching leadership style, you tend to have a "[Consider this](#)" approach. A leader who coaches views people as a [reservoir of talent to be developed](#).



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AFFILIATIVE

A phrase often used to describe this type of leadership is "People come first." Of all the leadership styles, the affiliative leadership approach is the most up close and personal. A leader practicing this style pays attention to and supports the [emotional needs of team members](#).

Too much drama for me.



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LAISSEZ-FAIRE

The laissez-faire leadership style is at the opposite end of the spectrum from autocratic. Of all the approaches, this one involves the least amount of oversight.



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YOU NEED TO BE TRUE TO YOURSELF

It's not an "out"...but

- Developing leadership "styles" – **has to work for you**
- We are individuals and you have to be comfortable in your decisions and your style



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FOUR TRAITS OF SUCCESSFUL CEO'S

1. They are **decisive**
2. They are **relentlessly reliable**
3. They **adapt boldly**
4. They engage with stakeholders **without shying away from conflict**

*CEO Genome®, an in-depth analysis of ghSMART's database including a sample of over 2,600 leaders drawn from a data set of 17,000 CEOs and C-suite executive assessments; 13,000 hours of interviews and two decades advising CEOs and executive boards



Rate
Yourself

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MOST COMMON C-SUITES

	CEO – Chief Executive Officer Responsible for managing a company's overall operations.
	CFO – Chief Financial Officer Responsible for managing the financial actions of a company.
	COO – Chief Operating Officer Overseeing the day-to-day administrative and operational functions of a business.



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YOUR ROLE AS 'CEO'

- Delegating and directing agendas
- Driving office culture
- Driving profitability
- Managing organizational structure
- Mentorship
- Communicating with any partners



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WHEN ARE YOU READY FOR A 'COO'

- ? Are you spending the majority of your time **making sure things are getting done** rather than leading or thinking about the "big picture"
- ? Are you **feeling overwhelmed** - can't get it all done yourself
- ? Do you have the **right skill set** to do it yourself
- ? Are you ready to strengthen your leadership team and bring in **fresh ideas**
- ? Are you having **problems with execution**
- ? Need a **layer of management** between employees (HR, staffing, etc) and CEO or between the patients and the CEO



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ROLE OF A COO

- Oversee day-to-day operations
- Oversee other managers
- HR/Payroll management
- Provide leadership to staff
- Create budgets and control expenses
- Implement new internal systems
- Maintain system efficiency
- Execute new business strategies
- Help make executive business decisions
- Manage business finances (pay bills?, reconcile bank accts?, balance day sheets?)
- Infrastructure/IT management



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SO WHY MAKE A STUDY OF THIS?

IF YOU DON'T KNOW YOUR STRENGTHS AND WEAKNESSES, IF YOU ARE TOTALLY UNAWARE OR UNCONSCIOUS, you are a target for anyone in your life, employees, family who wants to take advantage of you.

DEFINITION OF INSANITY: YOU TEND TO 'REPEAT' PAST MISTAKES, FUMBLE THROUGH YOUR DAY AND MUDDLE THROUGH YOUR LIFE.



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INSTEAD OF
RUNNING YOUR
LIFE, YOUR LIFE
RUNS YOU.



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HOW DO YOU FIND OUT WHAT PEOPLE THINK OF YOU

INTERVIEW THE PEOPLE IN YOUR LIFE – BUT MUST HAVE SOME PARAMETERS OR GROUND RULES

- BE OPEN
- DON'T ARGUE
- HEAR WHAT THEY ARE SAYING WITHOUT JUDGEMENT
- THEN TAKE IT HOME AND TO THE OFFICE



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EXPECTATIONS CONCERNING STAFF

You want your staff to be:

- Friendly
- Look professional
- Act professional
- Be positive
- Work hard
- Show up on time
- Not make patients wait
- Show respect

ACT LIKE THE PATIENT IS THE MOST IMPORTANT PERSON IN THE BUILDING



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LAURIE GAMES

Playful	Powerful	Perfect	Peaceful
Animated	Adventurous	Analytical	Adaptable
Playful	Persuasive	Persistent	Peaceful
Sociable	Strong-willed	Self-sacrificing	Submissive
Cvincing	Competitive	Considerate	Controlled
Refreshing	Resourceful	Respectful	Reserved
Spirited	Self-reliant	Sensitive	Satisfied
Promoter	Positive	Planner	Patient
Spontaneous	Sure	Scheduled	Shy
Optimistic	Outspoken	Orderly	Obliging
Funny	Forceful	Faithful	Friendly
Brassy	Bossy	Bashful	Blank
Undisciplined	Unsympathetic	Unforgiving	Unenthusiastic
Forgetful	Frank	Fussy	Fearful
Interrupts	Impatient	Insecure	Indecisive



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WAYS LEADERS SHOW STAFF APPRECIATION

May require more effort or money...but these ideas work



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COMMUNICATION

Staff meetings – we've witnessed a lot of them

- First, come up with something good
- Second, talk about any changes, new things
- Third, discuss any issues, problems
- Let people be heard- make sure you have a policy of being 'open' and hearing people out
- Laurie talks about 'TEAMS'
- Bottom Line: respect for all



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COMMUNICATION

Are you really listening with an open mind or do you think your OD degree came with a second degree in marketing and business operations?

THE BROOKE STORY



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UNDERSTANDING DIVERSITY, EQUALITY & INCLUSION

Diversity is the presence of differences that may include race, gender, religion, sexual orientation, ethnicity, nationality, socioeconomic status, language, (dis)abilities, political perspective.

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EQUALITY*

Equity is promoting justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the root causes of outcome disparities within our society.

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INCLUSION*

Inclusion is an outcome to ensure those that are diverse actually feel and/or are welcomed. Inclusion outcomes are met when you, your institution, and your program are truly inviting to all. To the degree to which diverse individuals are able to participate fully in the decision-making processes and development opportunities within an organization or group.

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CAN'T DO BUSINESS LIKE WE USED TO IN THIS 'WOKE' WORLD

IT TRULY IS A NEW WORLD

- You **can't joke** around anymore
- YOU definitely can't make any **reference to anatomy** or pretty much anything that's 'personal'
- Younger people are better at this - Millennials, Gen Y's, Gen Z's
- **Nouns, pronouns**
- You might live in Texas but it's still part of the world

HOSTILE ENVIRONMENT / WORKPLACE BULLYING



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WHEN YOU HAVE TO FIRE SOMEONE

HOW A LEADER ACCOMPLISHES AN UNPLEASANT TASK AND SHOWS STAFF THEY ARE SUPPORTING THEM.

- Set your expectations and don't deviate from them
- You don't play favorites –everyone has to pull the wagon equally
- Do not allow someone to "poison" the spirit of the practice
- Just the facts – no drama
- Do not hesitate to talk to the staff



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WHEN YOU HAVE TO FIRE SOMEONE

IT ALL STARTS WITH A FEDERAL AND STATE LAW SPECIFIC POLICY MANUAL

- Almost always must have **progressive discipline**...its only fair
- Use a **termination notice**
- Be sure to hand them what you owe them
- **SAY THE RIGHT THING ("I think you should find a job that better meets your skill set and expectations")**
- **SAY VERY FEW THINGS**
- **DO NOT ARGUE**

IF EMBEZZLEMENT DIFFERENT STORY (AND A DIFFERENT LECTURE)



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Thank You!

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