

A large, stylized curved arrow graphic that starts from the bottom left and points towards the top right. The arrow has a blue outer edge and a green inner edge, with a 3D effect.

# **10 Components of Effective Leadership**

# Allergan Leading the Way to Help Optometrists Throughout Their Careers

- As the #1 therapeutic company in Optometry, Allergan is ready to help Optometrists treat the primary therapeutic diseases and conditions that exist in their practice – Glaucoma, Dry Eye & Allergy
- Allergan's commitment is to support Optometrists throughout their careers with innovative programs such as:



Teaching Institutions



New Graduates



Optometric Groups



Medical Management Boot Camps



Technicians



# Allergan Academic Partnership Provides:

## Students

Travel Grants to *Optometry's Meeting*®

3D Patient Counseling App for *iPad*®

Practice Management Support

Guest Lecturers / Lunch and Learns

## Faculty and Administration

ASCO Benefactor Level Supporter

Product Education and Samples  
for Patients

Advisory Boards

Faculty Retreats



## Residents

Resident Day Programs

Travel Fellowships

Interviewing Skills Workshop

Resident-Practitioner Networking Event

## Institutions

Support for Orientations, White Coat  
Ceremonies, Graduations, and Alumni  
Events

Inspirational Programs Featuring  
*InfantSEE* and Tom Sullivan

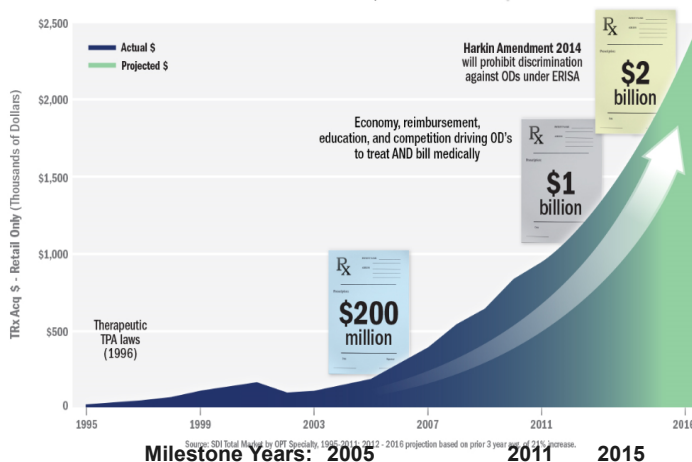
Educational Grants/Sponsorships

# Dramatic Increase in Therapeutic Care by ODs

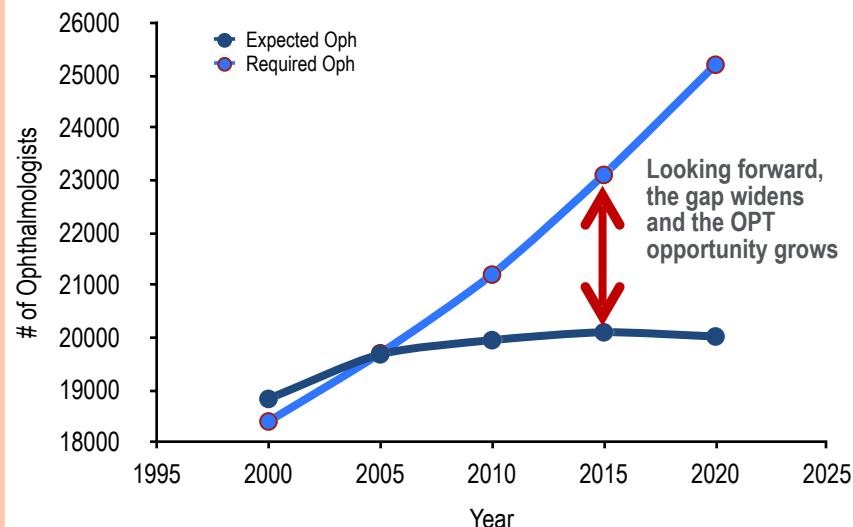
ODs are essential in eye care disease management  
OD therapeutic prescribing reached \$2B in 2015<sup>1</sup>

## Optometric Prescribing Acquisition \$<sup>1,2</sup>

Optometric Therapeutic Prescribing Reached \$1B In 2012  
Reached \$2B In 2015



## Ophthalmologist supply/ demand trends<sup>3</sup>



1. SDI Health LLC. *Vector One®: National (VONA): Total Therapeutic Acquisition Dollars for Optometry*. Plymouth Meeting, PA: SDI Health LLC; 2012.
2. IMS NPA Monthly Acquisition dollars, 52 weeks through Dec 2015

3. DHHS Physician Supply and Demand Projections to 2020.

# Drivers of Optometric Therapeutic Trends



Increasing demand for eye care services



Optometric adoption of medical management



Increasing number of therapeutically trained ODs



Engagement/Education by pharmaceutical companies

# Optometry Is Under Financial Pressure From A Variety Of Sources

## OPTERNATIVE

Eye Exams from the Comfort of Home

Cost: \$40

Eligible: 18-40yo

Reach: 27 states



## 1 800 CONTACTS®

We deliver. You *save*.

## ZENNI®

NEWS

## WARBY PARKER LAUNCHES 1ST NATIONAL RETAIL PARTNERSHIP WITH NORDSTROM



## Accountable Care Organizations

## EyeMed

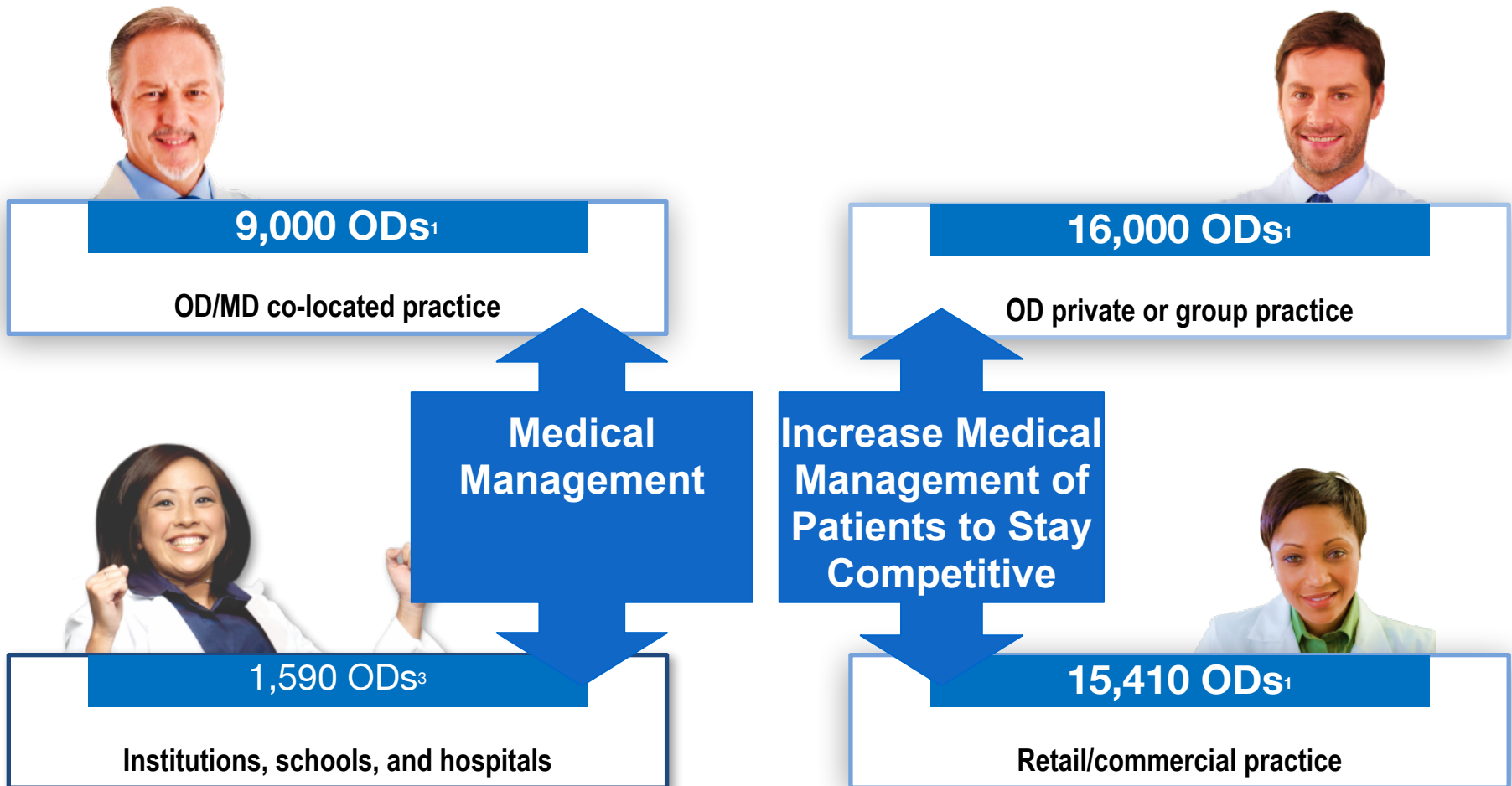
VISION CARE®



## CVS pharmacy Optical

## Allergan

# Risk of Downward Pressure on The Optical Side of the Business



1. Number of ODs and volume per practice type are estimated based on 2010 Kaiser Association Research.
2. Optometry Eye Care Market Analysis (data through 4/04/2014)
3. Numbers are estimated based on ASCO 2013-2014 student data.

## Group Discussion

- **Are these market changes a concern to you?**
  - **Change can be difficult, and implementing changes requires leadership**
- **What does leadership mean to you?**
- **How do you define Leadership?**

# Leadership Defined

## ***lead·er·ship***

- (1) The action of leading a group of people or an organization.
- (2) The state or position of being a leader.

# Allergan's Optometric Professional Relations Team



**Dave Gibson**  
Director,  
*Optometric Professional  
Relations and Strategies*



**Mark Risher**  
Senior Manager,  
*Optometric Academic  
Development*



**Elisha Wykoff**  
Manager,  
*Optometric Marketing*

## Key Account Managers Leading engagement with key accounts, state affiliates, and regional conferences



**Marcy DeWalt**  
NORTHEAST

Connecticut	New Jersey
Delaware	New York
Indiana	Ohio
Maine	Pennsylvania
Massachusetts	Rhode Island
Michigan	Vermont
New Hampshire	West Virginia



**Jared Latham**  
CENTRAL

Arkansas	Minnesota
Illinois	Nebraska
Iowa	North Dakota
Kansas	South Dakota
Louisiana	Texas
Missouri	Wisconsin



**John McNally**  
SOUTHEAST

Alabama	North Carolina
Florida	South Carolina
Georgia	Tennessee
Kentucky	Virginia
Maryland	Washington, DC
Mississippi	



**Aaron Strobe**  
WEST

Alaska	Nevada
Arizona	New Mexico
California	Oklahoma
Colorado	Oregon
Hawaii	Utah
Idaho	Washington
Montana	Wyoming

## 10 Components of Effective Leadership

1. Providing clarity around a sense of purpose.
2. Facilitating clarity around mission/direction.
3. Creating a shared set of values.
4. Modeling the correct behavior.
5. Surrounding yourself with good people.
6. Aligning incentives for keeping good people.
7. Investing in disciplined planning.
8. Providing transparency
9. Taking a softer, kinder, gentler approach
10. Exhibiting humility and gratitude.

## 1. Provide Clarity Around a Sense of Purpose

Your staff needs clarity and a sense of purpose.

- Nearly everyone wants and needs a purpose – it is a fundamental motivator for many employees.
- Buy-in comes when each staff member understands their purpose.
- And purposeful employees are better, more focused performers across the board.

## 2. Facilitate Clarity Around Mission/Direction

Your staff needs clarity around the direction and mission of the practice.

- Nearly everyone wants the security of knowing where they are headed – security is also a fundamental motivator for many employees.
- By engaging the staff in developing the practice's mission and direction, they will be more apt to remain focused on it ... and more successful at meeting the associated expectations for performance.

### 3. Create a Shared Set of Values

Your staff needs an understanding of the core set of values that shape the practice.

- Defining a set of core values makes it easier to manage actions that are not consistent with these values.
- Embodying the desired values, is key.
  - Consistent trustworthiness, integrity and service are key values that will influence all who are exposed to them.

## 4. Model the Correct Behavior

Model and live by the team values, or risk undermining all of your hard work.

Modeling affects your credibility, which is difficult to rebuild, once lost.

## 5. Surround Yourself with Good People

### Good People

Share the same values, and embody the spirit of the team's purpose, mission and vision.

Get it ...  
own it ...  
and it's theirs.

Take it and  
run with it.

- HR is an important part of this strategy: effective on-boarding is extremely important.
- Leaders need a strong #2 – invest in that person who can manage you.

## 6. Create Incentives to Keep Good People

### Incentives

- The ability to keep qualified, engaged staff who share the same values, is a testimony to great leadership.
- Provide more than just monetary incentives to prevent good people from being too easily “bought out” by another job opportunity.

Learning and  
growth  
opportunities.

Positive work  
environment.

Salary, bonuses  
and benefits.

## 7. Be Disciplined

Strategic  
planning.

Engage your  
good people in  
the planning  
process.

Tie the pieces  
together.

Budgeting and transparency come out of  
the strategic planning process.

## 8. Offer Transparency

Transparency = Trust + Loyalty

**Help your staff to become concerned  
about the bottom line.**

***After all ... it is a business.***

## 9. Take a Softer, Kinder, Gentler Approach

### Leaders are:

Caring.

Open, approachable and fair.

Patient, and keep an even keel.

Willing to grow and develop.

Able to see value in everyone.

Willing to invest time.

Willing to invest in resources.

- Low drama.
- Calm.
- Not over-reactive.
- Lower in volume.
- Focused on staying on course.

## 10. Express Humility and Gratitude



# ***Thank You!***



***The Leader in Optometric Therapeutics***

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