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- Faculty coordinator of The OSU College of Optometry Business Management Program
- 2006 Benedict Professor: University of Houston
- 1980 – 2007 founder: Professional VisionCare, Westerville, Ohio

Staff Management: Creating a Culture of Excellence

(Harvard Business Review)

Mark R. Wright, OD, FCOVD

Course description

- The Harvard Business Review published a stand-alone issue titled “How to Create a Culture of Excellence.” This course takes the major ideas of those 6 articles and applies them showing how to create a culture of excellence in an eyecare practice.



The Most Effective
Strategies for Success

Are You a Good Boss –
or a Great One?

What really works

How Great Companies
Think Differently

Do You Have A
Well Designed Organization

The New Science of
Building Great Teams

Course Objectives

The course attendee will be able to implement ...

- 1) 9 effective strategies for success
- 2) how to manage yourself, your network, and your team
- 3) the "4+2" formula
- 4) 6 steps of how great companies think differently
- 5) the 4 "Fit" tests and the 5 "Good Design" tests of a well designed organization
- 6) the new science of building great teams

SPEAKER FINANCIAL DISCLOSURE STATEMENT

- **Mark R. Wright, OD, FCOVD** has worked as a paid speaker for the following companies:
 - *Alcon*
 - *B&L*
 - *Care Credit*
 - *Essilor*
 - *Jobson*
 - *J & J*
 - *VSP*
 - *Diversified Ophthalmics*
 - *Eye Recommend*
 - *IDOC*
 - *IVA*
 - *ODX*
 - *PERC*
 - *Vision Source*
- He is an officer of:
 - *Practice Management Center*
 - *Pathways to Success*
 - *Progressive Publishing Company.*

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 - Walman
 - Eye Recommend
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 - PECAA
 - PERC
 - Transitions
 - Vision Source
- **He is an officer of:**
 - Pathways to Success
 - Practice Management Center
 - Association of Practice Management Educators
 - Progressive Publishing Company
- **He is the professional editor of:**
 - Review of Optometric Business

“ We are what we
repeatedly do
Excellence, therefore
is not an act but
a habit.”

~Aristotle

9

The Most Effective Strategies for Success

by Heidi Grant Halvorson

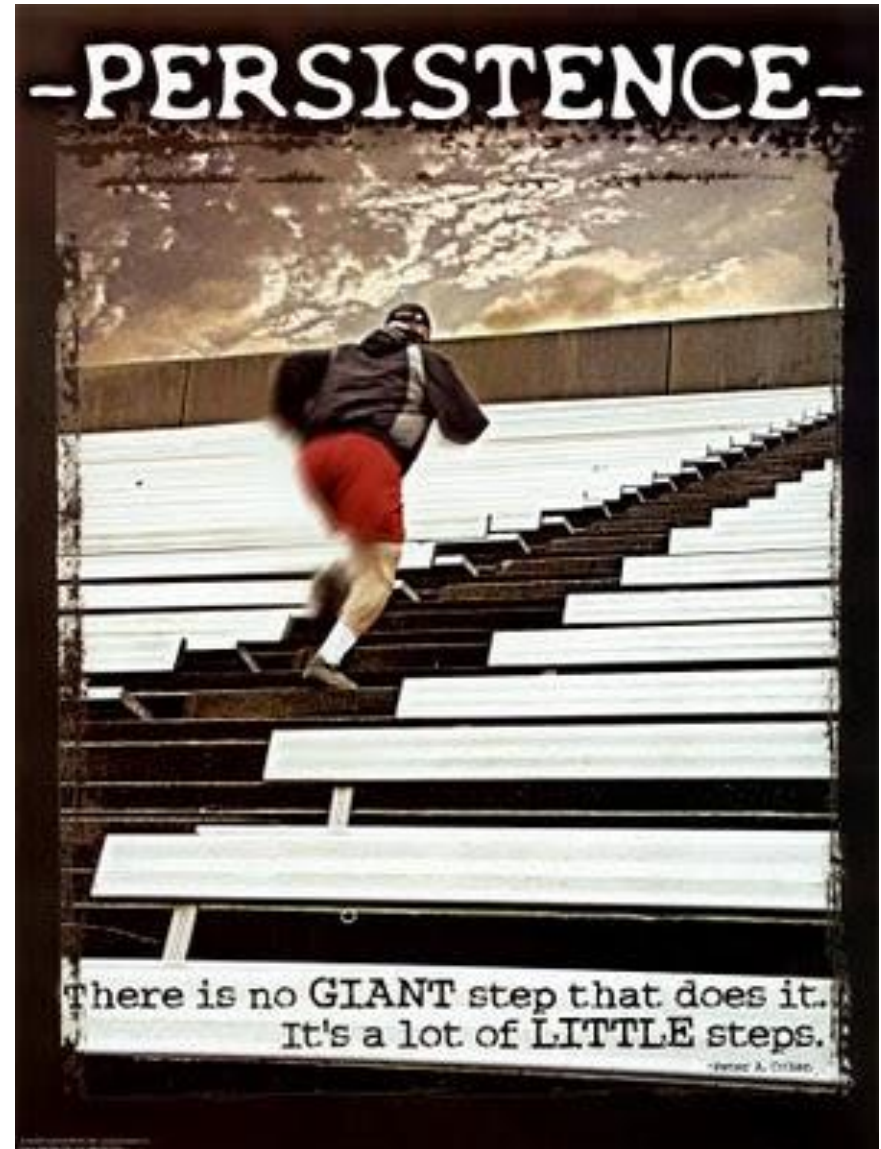
9

Effective Strategies for Success

7000 people surveyed ... In priority order

1. Persistence

– this is a learned skill



NEVER GIVE UP



9

Effective Strategies for Success

7000 people surveyed ... In priority order

1. Persistence

– this is a learned skill

2. Monitor your progress – **(Manage by Numbers)**



9

Effective Strategies for Success

7000 people surveyed ... In priority order

1. Persistence
 - this is a learned skill
2. Monitor your progress
3. Get specific on defining success

SMARTER GOALS

Letter	Major Term	Other Terms
S	Specific	Significant, Stretching, Simple
M	Measurable	Meaningful, Motivational, Manageable
A	Attainable	Appropriate, Achievable, Agreed, Actionable, Aspirational
R	Relevant	Realistic, Resourced, Resonant
T	Time-bound	Time framed, Timely, Time specific, Trackable
E	Evaluate	Ethical, Excitable, Enjoyable, Engaging, Ecological
R	Re-evaluate	Rewarded, Reassess, Revisit, Reaching

9

Effective Strategies for Success

7000 people surveyed ... In priority order

1. Persistence
 - this is a learned skill
2. Monitor your progress
3. Get specific on defining success
4. Know what you will do and when and where
ASSIGN SPECIFICS

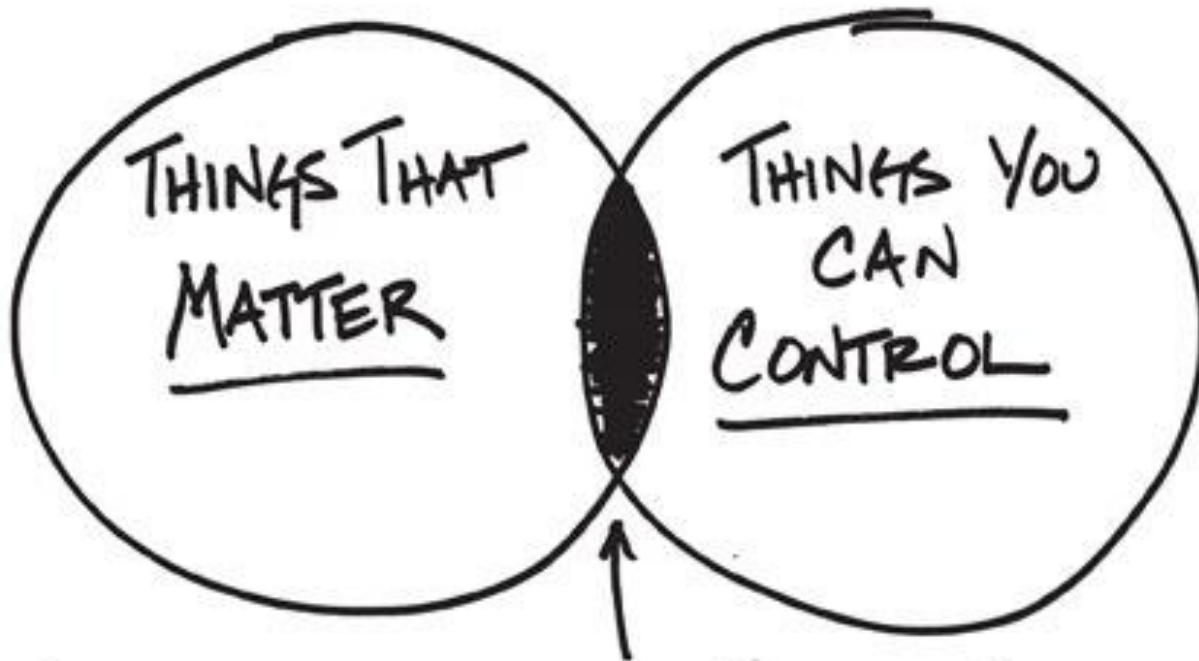


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Effective Strategies for Success

7000 people surveyed ... In priority order

1. Persistence
 - this is a learned skill
2. Monitor your progress
3. Get specific on defining success
4. Know what you will do and when and where
5. Focus on what you will do - not on what you won't do



WHAT YOU SHOULD FOCUS ON

9 Effective Strategies for Success

7000 people surveyed ... In priority order

1. Persistence
 - this is a learned skill
2. Monitor your progress
3. Get specific on defining success
4. Know what you will do and when and where
5. Focus on what you will do - not on what you won't do
6. Build your **will power** muscle

How much volume burns
**WILL POWER IS A
MUSCLE. THE MORE
YOU USE IT, THE
STRONGER IT GETS.**



9 Effective Strategies for Success

7000 people surveyed ... In priority order

1. Persistence
 - this is a learned skill
2. Monitor your progress
3. Get specific on defining success
4. Know what you will do and when and where
5. Focus on what you will do - not on what you won't do
6. Build your will power muscle
7. Focus on getting better, rather than being good
 - predicted the use of the other factors

GOOD TO HAVE A DREAM.

BETTER TO CHASE THAT DREAM.

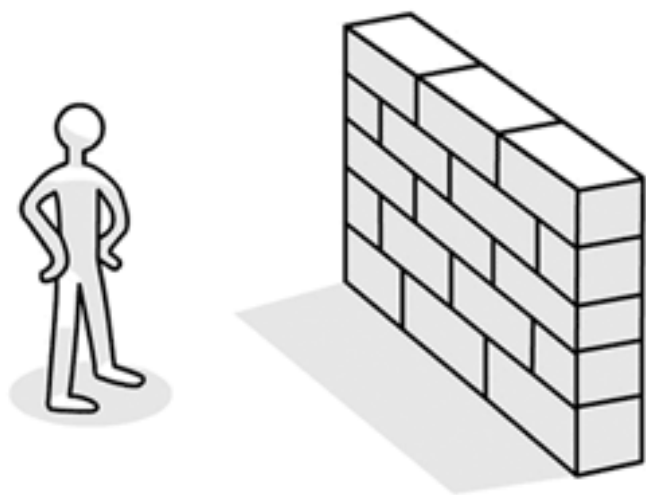
BEST TO LIVE THE DREAM!

9

Effective Strategies for Success

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1. Persistence
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3. Get specific on defining success
4. Know what you will do and when and where
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7. Focus on getting better, rather than being good
 - predicted the use of the other factors
8. Visualize how to realize success by overcoming obstacles



9

Effective Strategies for Success

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6. Build your will power muscle
7. Focus on getting better, rather than being good
 - predicted the use of the other factors
8. Visualize how to realize success by overcoming obstacles
9. Don't tempt fate
 - no one has willpower all the time so don't tempt fate

THE BEST PART ABOUT WALKING
IS THAT THERE'S NEVER ANY REASON
TO LOOK FORWARD OR DOWN.



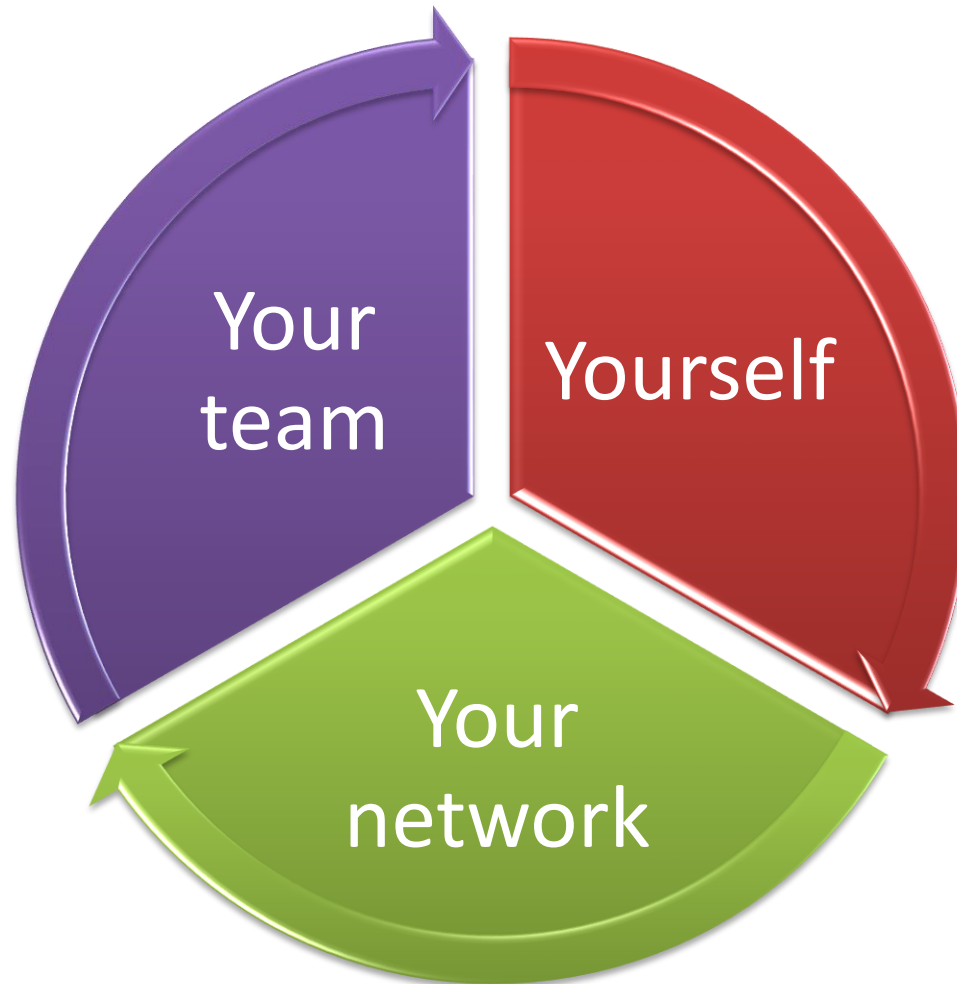
BOTTOMLESS
PIT

Are You a Good Boss – or a Great One?

Linda Hill and Kent Lineback

3 Imperatives for Managers

Learn to manage ...



3 Imperatives for Managers

1) Manage yourself

- competence and character
- most managers stop working on themselves
- work on how you connect with others
- balance between 'I'm your friend' and 'I'm your boss'

2) Manage your network

- get people engaged
- you cannot avoid conflict so nurture relationships

3) Manage your team

- forge a high performing 'we'
- what is required of each individual



Manage yourself

- 1) Do you use your formal authority effectively?
- 2) Do you create thoughtful, but not overly personal relationships?
- 3) Do others trust you as a manager?
- 4) Do you exercise your influence ethically?



Guest

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THE MAGAZINE

January 2011



ARTICLE PREVIEW To read the full article, [sign up](#) or [register for FREE access »](#)

- Barrier 1: Overemphasizing Personal Goals
- Barrier 2: Protecting Your Public Image
- Barrier 3: Turning Competitors into Enemies
- Barrier 4: Going It Alone
- Barrier 5: Waiting for Permission

Managing Yourself: Stop Holding Yourself Back

by [Anne Morriss](#), [Robin J. Ely](#), and [Frances X. Frei](#)

Comments (54)

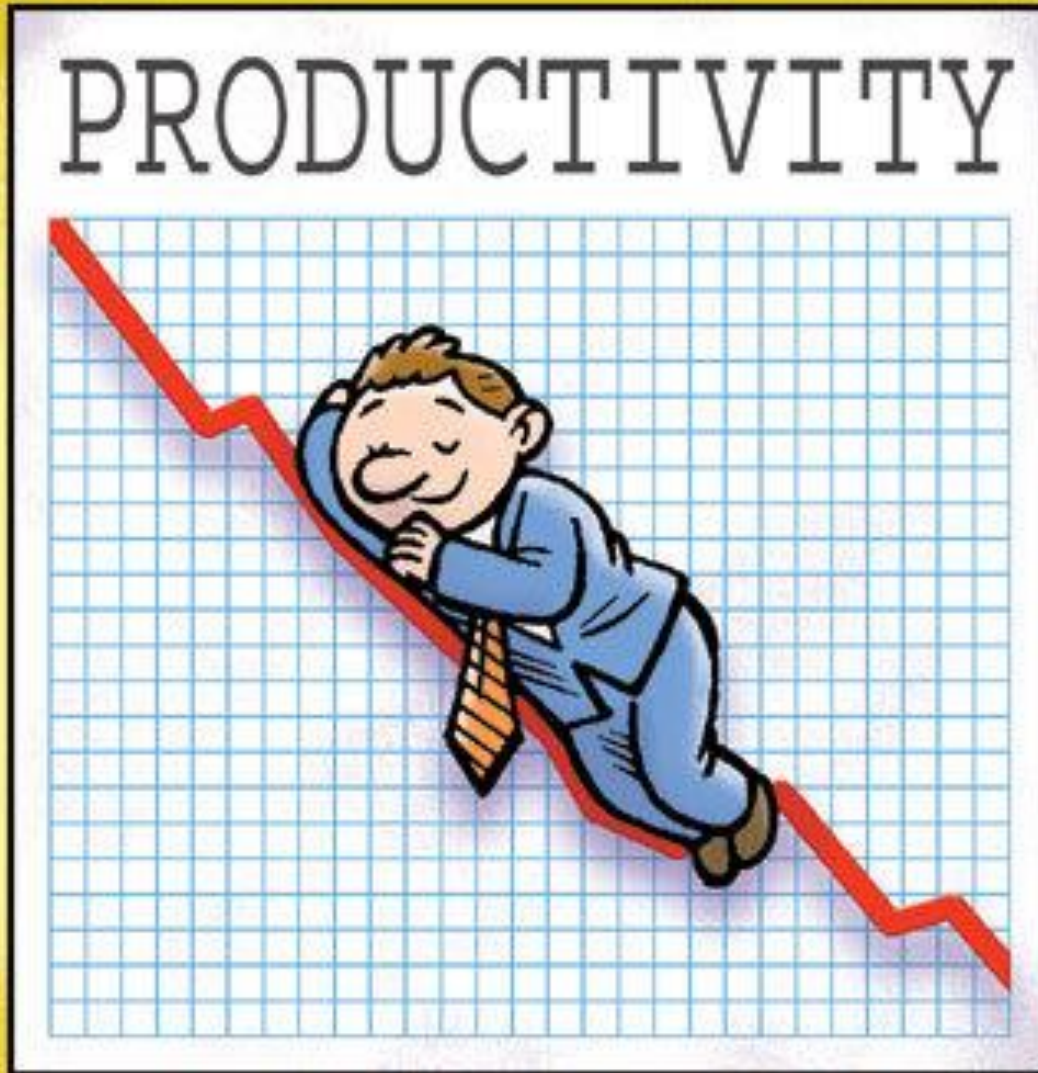


After working with hundreds of leaders in a wide variety of organizations and in countries all over the globe, the authors found one very clear pattern: When it comes to meeting their leadership potential, many people unintentionally get in their own way. Five barriers in particular tend to keep promising managers from becoming exceptional leaders: People overemphasize personal goals, protect their public image, turn their competitors into two-dimensional enemies, go it alone instead of soliciting support and advice, and wait for permission to lead.

Franklin-Covey



Extraordinary
Productivity **10%**



Time
Management
is really
about
managing
YOU

Buried
Alive **90%**

IMPORTANT

Q1: Necessity

Crises
Emergency meetings
Last minute deadlines
Pressing problems
Unforeseen events

Q2: Extraordinary Productivity

Proactive work
High impact goals
Creative thinking
Planning
Prevention
Relationship building
Learning and Renewal

Q3: Distraction

Needless interruptions
Unnecessary reports
Irrelevant meetings
Unimportant email, tasks,
phone calls ...

Q4: Waste

Trivial work
Avoidance activities
Excessive relaxation (TV,
gaming, internet)
Time wasters
Gossip

NOT
IMPORTANT

URGENT

NOT
URGENT

IMPORTANT

Q1: Necessity

**Productive
AND stressed**

**Q2: Extraordinary
Productivity**

**Productive
NOT stressed**

**Q3: Distraction &
Deception**

**Unproductive
AND Stressed**

Q4: Waste

**Unproductive
(NOT) Stressed**

NOT
IMPORTANT

URGENT

NOT
URGENT

IMPORTANT

Q1: Necessity

**Productive
AND stressed**

**Q2: Extraordinary
Productivity**

**Productive
NOT stressed**

**Q3: Distraction &
Deception**

**Unproductive
AND Stressed**

Q4: Waste

**Unproductive
(NOT) Stressed**

NOT
IMPORTANT

URGENT

NOT
URGENT

Live life ABOVE the line

Anywhere you focus will grow



Q1	Q2
Q3	Q4

Creating a sense of purpose



SCHEDULE THE BIG ROCKS



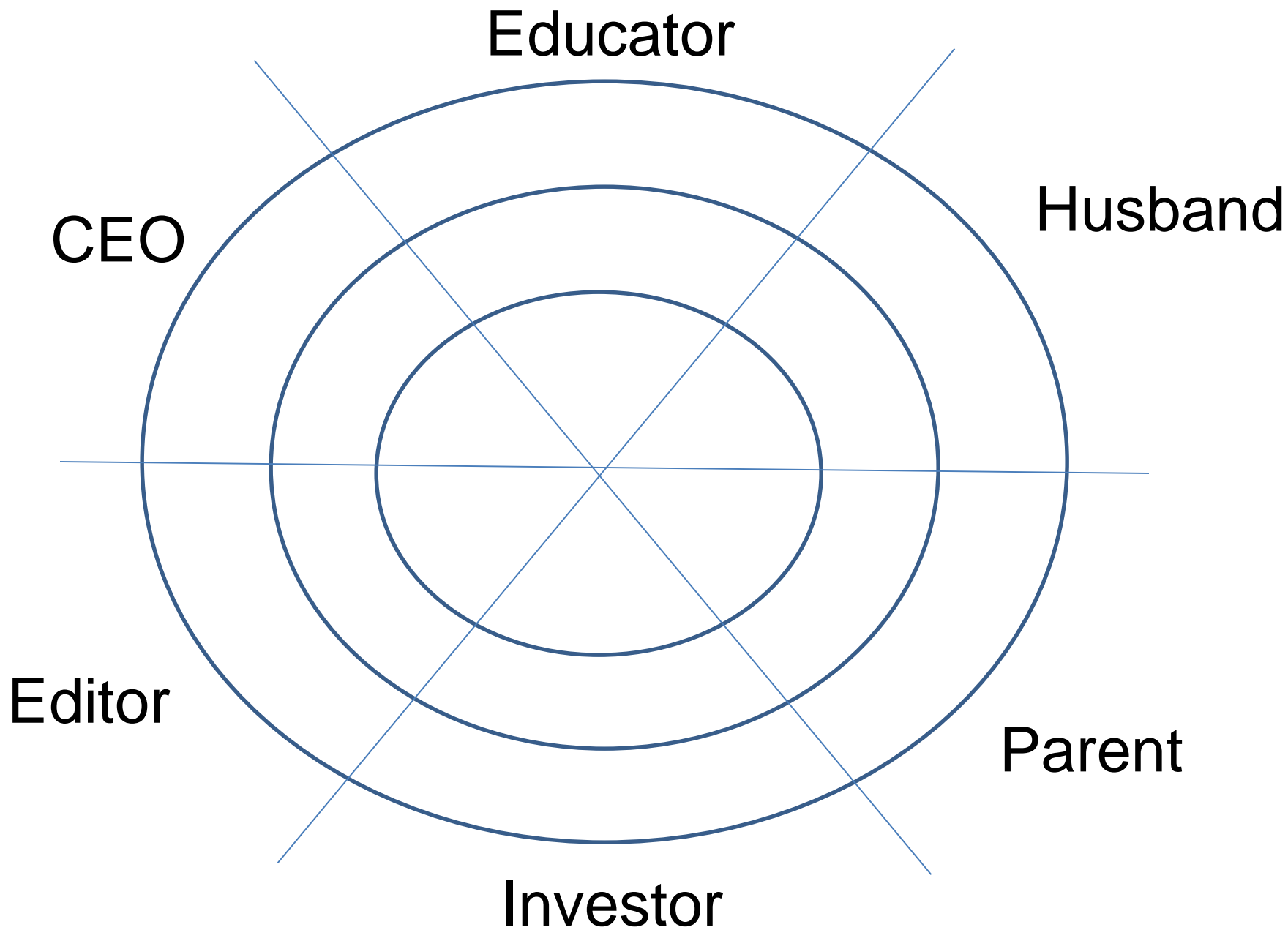
don't sort gravel

IDENTIFY your Q2 roles

Administrator
Architect
Artist
Assistant
Athlete
Brother
Caregiver
CFO
Challenger
Chairperson
Chef
Citizen
Client
Coach
Colleague
Companion
Consultant
Consumer
Contractor
Cook

Counselor
Daughter
Designer
Editor
Energizer
Executive
Explorer
Friend
Gardener
Grandparent
Influencer
Inventor
Investor
Leader
Manager
Mentor
Musician
Neighbor
Nurse
Owner

Parent
Partner
Patron
Peacemaker
Programmer
Reporter
Salesperson
Sister
Son
Spouse
Supervisor
Supporter
Teacher
Teammate
Technician
Trainer
Traveler
Vice-president
Volunteer
Writer



Evaluate your Q2 roles

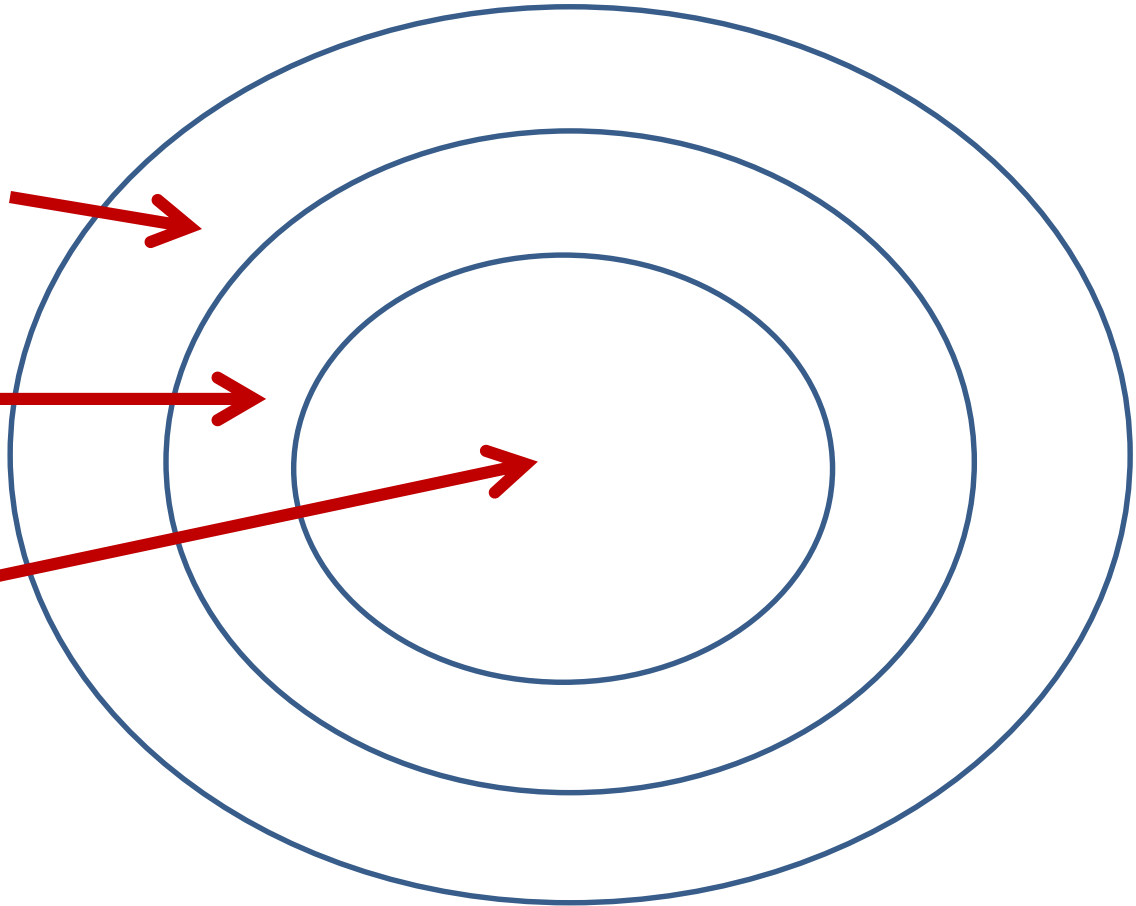
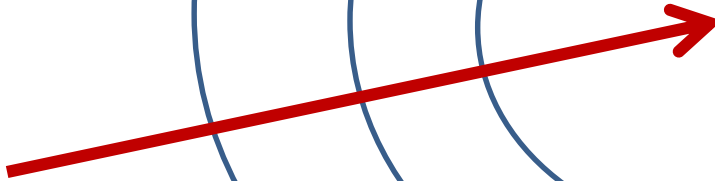
Extraordinary

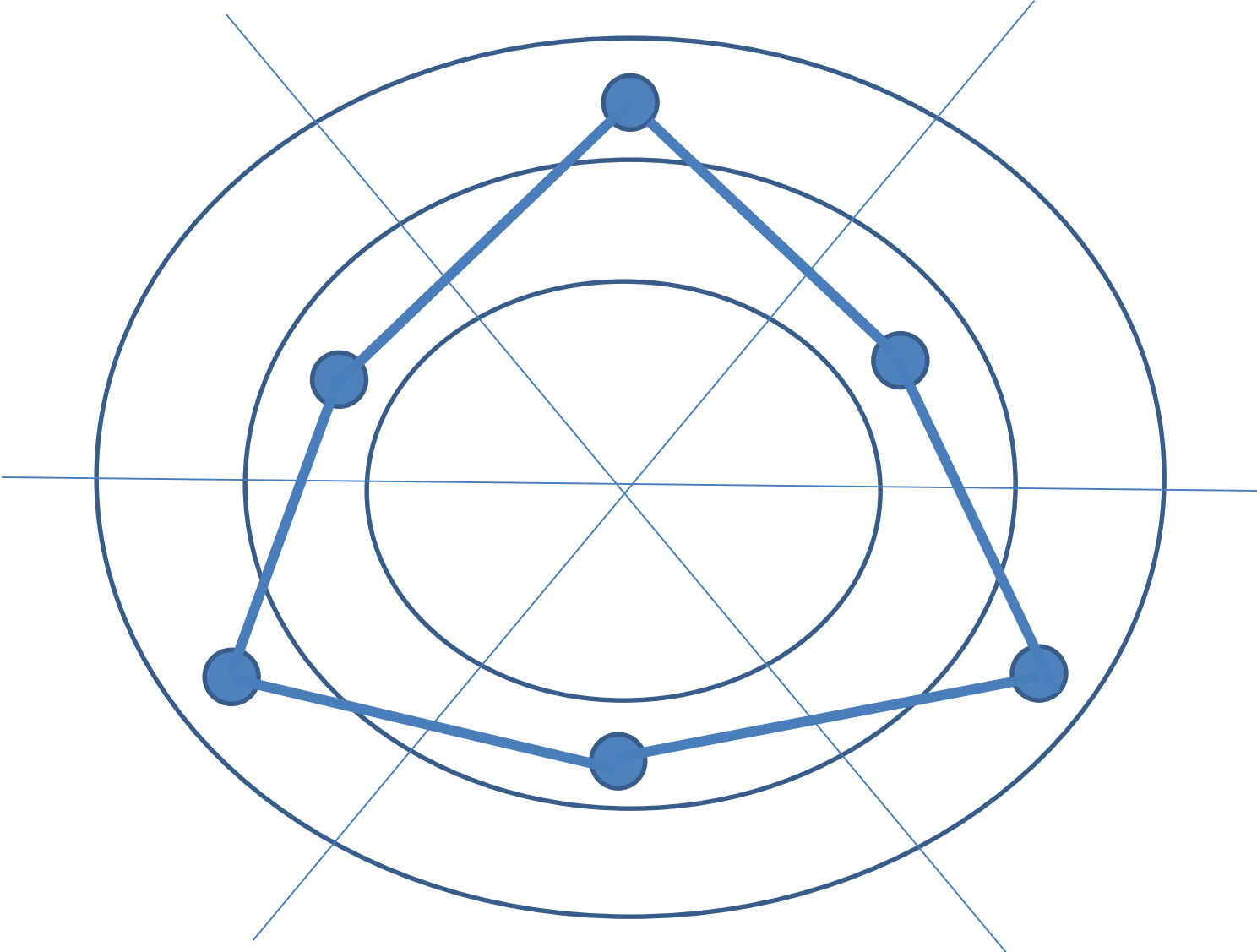


OK



Poor





What are your Big Rocks?



- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

What happens if you try to put the sand in 1st?



- Schedule your Big Rocks
- Prioritize your Gravel

Create a Master Task List

Write down whatever pops into your mind



Once a week spend 30 minutes on WEEKLY PLANNING

- “Weekly Planning is the most important thing you can do to increase your productivity.”
 - Steven Covey
- Put your Q2 into
 - DAILY TASK LIST (no set time)
 - CALENDAR (set time)
 - Do NOT put everything into your CALENDAR

Weekly Planning

1

Connect with
your Q2 roles
and goals

2

Schedule
the BIG
ROCKS

3

Organize
the rest



Once a day for 5-10 minutes,
PLAN YOUR DAY

3 Imperatives for Managers

Learn to manage ...



Manage your network

- 1) Do you systematically identify those who should be in your network?
- 2) Do you proactively build and maintain your network?
- 3) Do you use your network to provide the protection and resources your team needs?
- 4) Do you use your network to accomplish your team's goals?

3 Imperatives for Managers

Learn to manage ...



Manage your team

- 1) Do you define and constantly refine your team's vision for the future?
- 2) Do you clarify roles, work rules, team culture, and feed back about performance for your team?
- 3) Do you know and manage your people as individuals as well as team members?

Do you use daily
activities and problems
to pursue the
3 imperatives?

Manage yourself

Manage your network

Manage your team

What really works

Nohria, Joyce and Roberson

Analyzed 200 management techniques as they were employed by 160 companies over 10 years

'4 + 2 Formula' for sustained performance

4 Primary Management Practices

- 1) strategy
- 2) execution
- 3) culture
- 4) structure

Secondary Management Practices

- 1) talent
- 2) leadership
- 3) innovation
- 4) mergers and partnerships

Master at least 2 of these

A company that consistently follows this **4 + 2 formula** has a better than **90%** chance of **sustaining superior performance**

How Great Companies Think Differently

(to create a sustainable competitive advantage)

Rosabeth Moss Kanter

Institutional Logic

- 1) a common purpose
- 2) a long-term focus
- 3) emotional engagement
- 4) partnering with the public
- 5) innovation
- 6) self-organization

Do You Have A Well Designed Organization

Michael Goold and Andrew Campbell

4 “Fit” Tests

1) Market Advantage Test

- Have you identified your competitive advantage?

2) Parenting Advantage Test

- Do your corporate level activities bring value to the practice?

3) People Test

- Have you identified your employees strengths?

4) Feasibility Test

- Are constraints impeding implementation?

5 “Good Design” Tests

1) Specialists Cultures Test

- Is there sufficient insulation for units that need to be different from the prevailing culture? (Ex: The Shop)

2) Difficult-Links Test

- Are there solutions for potentially problematic unit-to-unit links? (Ex: Exam v Optical)

3) Redundant-Hierarchy Test

- Are there too many parent levels?

4) Accountability Test

- Does every staff member have accountability measures?

5) Flexibility Test

- Do you adapt to change?

The New Science of Building Great Teams

Alex Pentland

Measured 100 data points per minute

- tone of voice
- body language
- whom they talked to
- how much they talked to others
- whether they face each other
- how much they gesture
- how much they listen
- do they interrupt
- levels of extroversion
- empathy

- The **most important predictor** of a team's success was its **communication patterns**
 - More important than all other factors combined
 - Intelligence
 - Personality
 - Skill
 - Talent

Sociometric data

- The researchers could **foretell** which teams would outperform simply by looking at the **communication patterns** at a cocktail reception
- Without even meeting the team members

3 Key Communication Dynamics that affect Performance

Energy

Engagement

Exploration

Energy and Engagement outside of formal meetings were the best predictors of productivity

- schedule coffee breaks for the entire team at the same time allowing the team more time to socialize with teammates away from workstations

How we communicate is significantly important to success

- 1) Everyone on the team talks and listens in roughly equal measure, keeping conversations short and sweet
- 2) Members face each other and their conversations and gestures are energetic
- 3) Members connect directly with one another - not just with the team leader
- 4) Members carry on back channel or side conversations within the team
- 5) Members periodically break, go exploring outside the team and bring information back

The best way to build a
great team is not to
select individuals for
their smarts or
accomplishments but to
learn **how they**
communicate

The most valuable form of communication is face-to-face

- 1) The next is by phone or video conference
 - becomes less effective as more people participate in the call or conference
- 2) The least valuable forms of communication are E-mail and texting

- Accountability & Responsibility versus Doing a job
- How to make staff meetings meaningful
- How to make incentives work
- Position Agreements versus Job Descriptions

What is
the plan?



#1

Thank You!





Mark R. Wright, OD, FCOVD

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Put **VEW** in the subject line