

How To Grow A Practice With Teamwork



- Teamwork is essential; it gives the enemy someone else to shoot at.

Bring your memory stick

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- Mission Statement

Vision



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Story

- A rookie police officer pulled a biker over for speeding and had the following exchange:
 - Officer: May I see your driver's license?
 - Biker: I don't have one. ...I had it suspended when I got my 5th DUI.
 - Officer: May I see the owner's card for this vehicle?
 - Biker: It's not my bike. I stole it.
 - Officer: The motorcycle is stolen?
 - Biker: That's right. But come to think of it, I think I saw the owner's card in the tool bag when I was putting my gun in there.
 - Officer: There's a gun in the tool bag?
 - Biker: Yes sir. That's where I put it after I shot and killed the dude who owns this bike and stuffed his dope in the saddle bags.
 - Officer: There's drugs in the saddle bags too?!?!?
 - Biker: Yes, sir. Hearing this, the rookie immediately called his captain. The biker was quickly surrounded by police, and the captain approached the biker to handle the tense situation: , too.

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Cont...

- Captain: Sir, can I see your license?
- Biker: Sure. Here it is. It was valid.
- Captain: Who's motorcycle is this?
- Biker: It's mine, officer. Here's the registration.
- Captain: Could you slowly open your tool bag so I can see if there's a gun in it?
- Biker: Yes, sir, but there's no gun in it. Sure enough, there was nothing in the tool bag.
- Captain: Would you mind opening your saddle bags? I was told you said there's drugs in them.
- Biker: No problem. The saddle bags were opened; no drugs.
- Captain: I don't understand it. The officer who stopped you said you told him you didn't have a license, stole this motorcycle, had a gun in the tool bag, and that there were drugs in the saddle bags.
- Biker: Yeah, I'll bet he told you I was speeding

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Introductions and Thanks

• Lynn

**"A clear rejection
is always better
than a fake
promise."**

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Quote

- A house divided against itself cannot stand
- United we stand, divided we fall

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Webster:
Team: **a group of people working or playing together...to join in cooperative activity**


Define Teams



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Strengths


- What makes us strong
- Strengths in our practice



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Dr. Sam Silverblatt

- "Raving Fans"



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Positive Traits of Our Office

- Tell a positive story
- Tell a positive trait about a co-worker (cannot be a physical trait)



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Create the Culture

- Must take the responsibility for creating the culture
- Monitoring attitudes
- Correcting deficiencies
- Identifying superior performance

**My boss
told me to
have a good
day ... so I
went home.**

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Advantages of building individual competence in a work-team context. One advantage is that using a competency-based approach to training consistently communicates a common set of performance expectations to every team member. Another is that a competency-based approach focuses all training on meeting individual needs tied to successful team performance. A third is that a competency-based approach to training can become the foundation for designing team-based action learning projects to leverage team creativity. The fourth is it keeps team members focused on the expectations and requirements for exemplary performance.

Source
Citation (MLA
7th Edition)
Dubois, David, and
William Rothwell.
"Competency-
based or a
traditional approach
to training? A new
look at ISD models
and an answer to
the question,
What's the best
approach?"

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Organizational Culture

- A set of important understandings the members of an organization share
- Assumptions, values and beliefs
- Coping with internal and external problems



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Occupational Culture

- The norms, values, beliefs, and expected ways of behaving within the same occupational group, regardless of employer
- Very well identified amongst medical groups



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Organizational + Occupational Culture

- Research shows that when an organizational culture is compatible with the national culture, employees are more likely to feel at ease at work.

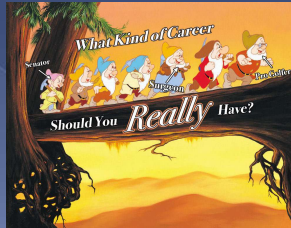


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Hofstede's Model

A model basically based on the differences in beliefs regarding work goals

- Power Distance
- Uncertainty Avoidance
- Individualism
- Masculinity
- Long Term Orientation



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Power Distance

- Expectations regarding equity among the people
- This is usually top-down control "who is in charge?"
- People are dependent upon their leaders



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Uncertainty Avoidance

- Predictability is important in some cultures (USA)
- Typical reactions to situations considered different are dangerous
- Laws and rules should be followed
- Conflict should be avoided



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Individualism

- Relationship between the individual and the group in the society
- Self- individual rights are more important than group rights
- Individual achievements
- Responsible for self



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Masculinity

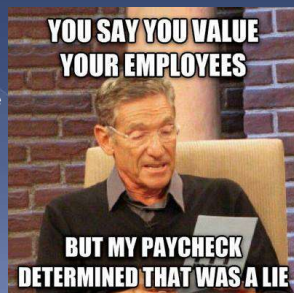
- Expectations regarding gender roles
- Traditional gender roles have an impact (i.e. men are expected to be more aggressive and women are expected to be more gentle)
- Men should be decisive



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Long- vs- Short Term Orientation

- Basic orientation toward time
- Investing in the future vs waiting on results
- Patience is waiting on results



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Leaders Provide

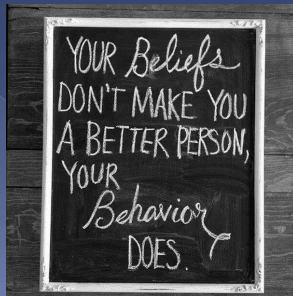
- Organizational vision
- Necessary Information
- Preparation
- Resources
- An example of personal attributes
- Trust
- Feedback



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Leadership Styles

- Autocratic
- Participative
- Laissez-Fair
- Transactional
- Transformational



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Autocratic

- The autocratic leadership style allows managers to make decisions alone without the input of others. Managers possess total authority and impose their will on employees. No one challenges the decisions of autocratic leaders. Countries such as Cuba and North Korea operate under the autocratic leadership style. This leadership style benefits employees who require close supervision. Creative employees who thrive in group functions detest this leadership style.

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Participative

- Often called the democratic leadership style, participative leadership values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader. Participative leadership boosts employee morale because employees make contributions to the decision-making process. It causes them to feel as if their opinions matter. When a company needs to make changes within the organization, the participative leadership style helps employees accept changes easily because they play a role in the process. This style meets challenges when companies need to make a decision in a short period.

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Laissez-Fair

- A laissez-faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision. Highly experienced and trained employees requiring little supervision fall under the laissez-faire leadership style. However, not all employees possess those characteristics. This leadership style hinders the production of employees needing supervision. The laissez-faire style produces no leadership or supervision efforts from managers, which can lead to poor production, lack of control and increasing costs.

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Transactional

- Managers using the transactional leadership style receive certain tasks to perform and provide rewards or punishments to team members based on performance results. Managers and team members set predetermined goals together, and employees agree to follow the direction and leadership of the manager to accomplish those goals. The manager possesses power to review results and train or correct employees when team members fail to meet goals. Employees receive rewards, such as bonuses, when they accomplish goals.

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Transformational

- The transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. This style of leadership requires the involvement of management to meet goals. Leaders focus on the big picture within an organization and delegate smaller tasks to the team to accomplish goals

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Size Matters

- Smaller = less specialized
- Larger = flexibility



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Weaknesses

- What could we do better
- This could be an individual thing or a team thing
- Perspective is everything



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Fun Time

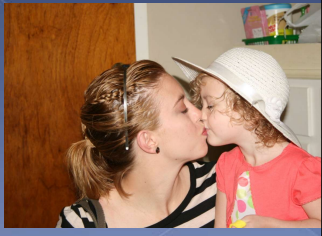
- Let play be a team building event
- Have fun at work
- Give the team something to look forward to



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Improvement Opportunities

- How can we make memories for everyday
- Greetings/ salutations



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What is a "Mission Statement

- It gives direction for the team
- Everything done should reflect upon the mission
- Everyone is a part of "Mission Success"



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What are great goals?

- Goals move the team forward toward an expected outcome
- The steps we need to accomplish the mission
- Necessary

cutest costume set



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Common Optometry Goals

- Build patient base
- Provide quality care
- Sustain a fully qualified staff
- Sustained revenue for practice advancement
- Current trends and technology
- A good reputation

A Heart surgeon resting after a long 23-hour (successful) heart transplant. His assistant is sleeping in the corner

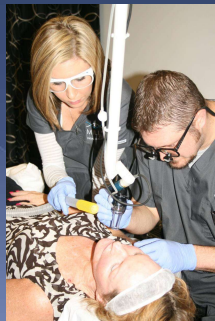


When I stand before God I want to say, I gave it all. DM

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List attributes of a Championship Team

- Common goal
- Individual responsibilities
- Willing to accept leadership/direction
- Operating parameters
- Conflict Resolution
- Consequences
- Member development
- Recognition
- Covenant relationships



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Team Members Must

- Everyone must know their roles
- They must know the impact of not performing them as a team
- They must be properly trained
- Older techs are role models for the other staff... **make sure they perform in a manner you want others staff to perform**
- Must establish mutual trust
- They must be held accountable
 - Must be rewarded
 - Must be reprimanded
 - Accountability **MUST BE SPECIFIC**



A leaders feelings should not be the reason for rewards or reprimands!

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Attributes of Every Good Team

- Trust... linked to the behavior of team
- Ethical Behavior... doing what is right
- Sharing... actively listening and speaking
- Critical Judgment...sincere/tactful criticism
- Synergy...the ability to work with harmony/smoothly
- Cooperation... breeds ownership
- Integrity...the bridge between character

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Elements of Teamwork

- Effective Communication
- Commitment at all levels
- Leadership
- Common Purpose
- Common Goals
- Understanding Roles
- Ownership
- Mutual Respect
- Satisfaction
- Defined success




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10 Things Every Employee Should Do

- Show up on time
- Come prepared to work
- Greet your co-workers
- Communicate effectively
- Ask questions
- Get involved
- Avoid gossip
- Be positive
- Check out with co-workers before you leave



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Communication

- A woman is standing nude, looking in the bedroom mirror.
 - She is not happy with what she sees and says to her husband, 'I feel horrible; I look old, fat and ugly. I really need you to pay me a compliment.'
- The husband replies, 'Your eyesight's darn near perfect.'

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Elements of communication

- The sender
- The receiver
- The message
- Listening... time to get personal
- Tone
- Follow-up
- Nonverbals ... body language
- Atmosphere ... last two minutes of football game

I FINALLY REALIZED IT THAT
PEOPLE ARE PRISONERS OF THEIR
PHONES THAT'S WHY IT'S CALLED
CELL PHONES.



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Top 10 Things NOT to Discuss at Work

- 1. Salary information ...surely will cause issues
- 2. Medical history ... with supervisor
- 3. Gossip... this will come back to you like a boomerang
- 4. Work complaints... speak to your supervisor
- 5. Cost of purchases ...
- 6. Intimate details ... could cause serious problems
- 7. Blogs or social networking profile... growing concern
- 8. Negative views of colleagues ...practice team building
- 9. Hangovers and wild weekends ... really!
- 10. Off-color, racially, or religiously charged comments

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Commitment

- Individual commitment to the team must take place for the team to be successful
- There is no "I" in team unless you use "Eye" team



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Effective Leadership....molds the environment

- Leadership: Provides direction and guidance...art of influencing people to accomplish goals
- Inspire effective communication... upward, downward, and laterally
- Developing a vision is one thing, but getting others to buy in is another task
- Must lead by example
- Provide clear guidelines
- Be clear on expectations
- Being decisive is a must...leaders make decisions
- Provides Feedback

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Common Purpose

- What is your common purpose?
- Reputation!
- Why are we here?
- Examples
 - Sports
 - Medical
 - Military



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Satisfaction

- How sweet it is when a team pulls together and accomplishes goals
- The team must have a common purpose on how to define success



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Attributes of a effective team

- Effective communication skills
- Commitment
- Higher productivity
- Higher patient/customer/staff satisfaction
- Common purpose
- Professional outlook



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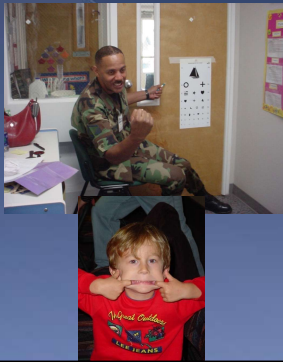
Benefits of Effective Teams

- Accomplish more faster
- Every team member becomes stronger as the team becomes stronger
- Higher expectations, higher outcomes
- Staff is happier/motivated
- Less time spent on trivial matters
- Many, more....survey



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Hindrances to Teamwork



- Unclear team goals
- Polarization/cliques...gossip
- Individual agendas/what "I want" instead of team goals
- Agendas not in-line with team goals and visions
- Member ignorance of goals and objectives
- Lack of support for leadership
- Lack of support by leadership
- Poor feedback or continuous negative feedback...any feedback that is not honest

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Conflict Resolution

- Staff members must know the negative impact of un-necessary drama
- Communicate expectations of professional maturity
- Provide opportunity to improve
- Take Action ASAP when there is a disruption that negatively impacts the office

As long as there are people there will be conflicts



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Steps to Conflict Resolution

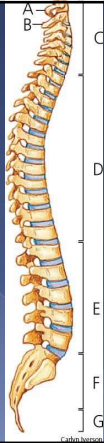
- Be firm and respectful
- Describe **specifically** the behavior or situation
- Express clearly what the concerns are
- Suggest alternatives for agreement
- Consequences for negative impact on team performance, strive for consensus



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Leadership?

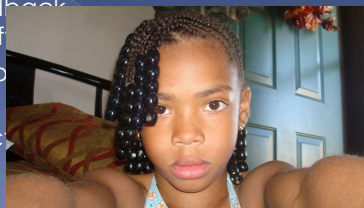
- Doc, are you afraid of coming out of your exam room because of staff drama?
- Afraid of getting involved?
- Office Manager do you wait until things are on your last nerve?
- Allow shouting matches
- Turn away from negative behavior



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Mystery Patient

- Get a mystery patient
- Evaluation form
- Candid feedback for entire staff
- Plan for action correction
- Follow-up action monitoring



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Professionals

- Where are we today...the "Big Picture"
- Science Technology
- Patients Demographics
- Eye Care Delivery
- Certifications
- Professional Involvement
- Professional Development
- Team Based Medicine
- Global Thinking



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One Team, One Purpose

- Championship teams are formed through the efforts of great leadership establishing a plan, great team mates executing the plan, and results exceeding the plan.



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QUESTIONS???

Quote (Unknown),

"Nowhere are manners and protocol more important than at work. Many of us spend more time with business associates than with our family and friends. Everyone prefers working with people who are respectful and polite....."

57

Sources

**BEFORE YOU
CHANGE YOUR
THINKING, YOU
HAVE TO
CHANGE WHAT
GOES INTO YOUR
MIND.** Zig Ziglar



- Tech Training Opportunity
www.quantumoptical.com
- Office Tools
- www.careerbuilder.com
- Consulting
Psychological Press
800-624-1765
- Myers-Briggs Type Indicator
- Fundamental

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martralyn@msn.com

Thank you very much...

Bless you all...
Build a team for the Master,
One that last forever

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