


MBA Strategies to Managing Your Practice and Optical

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Pure Optics

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2022

PHERNELL WALKER, MBA, LDO, ABOM

- Master in Ophthalmic Optics (ABOM)
- Master in Business Administration (MBA)
- Bachelor in Business Management (BS)
- Associates in Ophthalmic Optics (AS)
- National Contact Lens Certified (NCLEC)
- Joseph Bruneni Award in Optics – Colleges of Optometry
- Beverly Myers Award in Optics – NAO
- Past Adjunct Professor – Pacific University College of Optometry

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TOPICS




Compass




Practice Biometrics



Implementing the Plan



Strategic Roadmap




Six Sigma

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Business Decisions

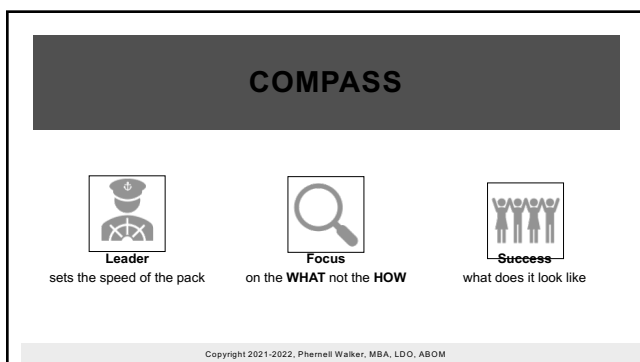
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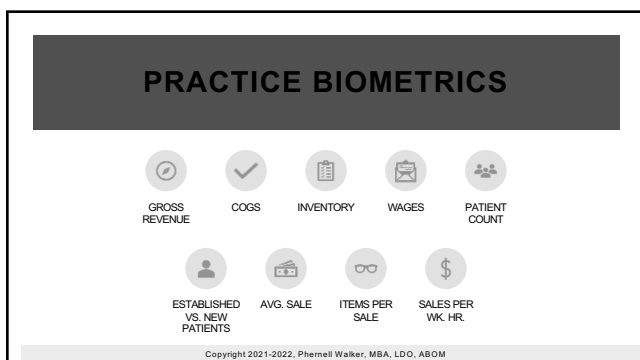
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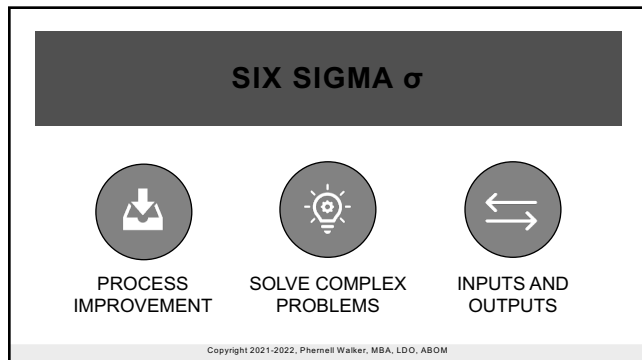
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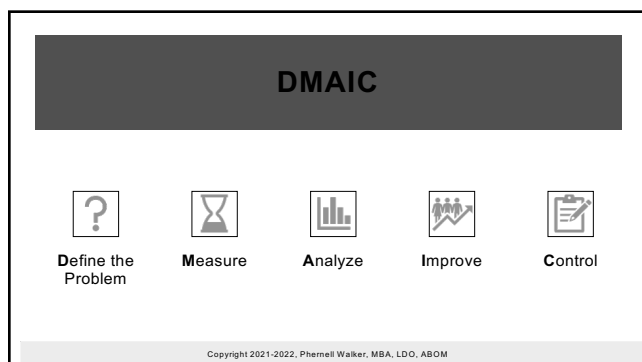
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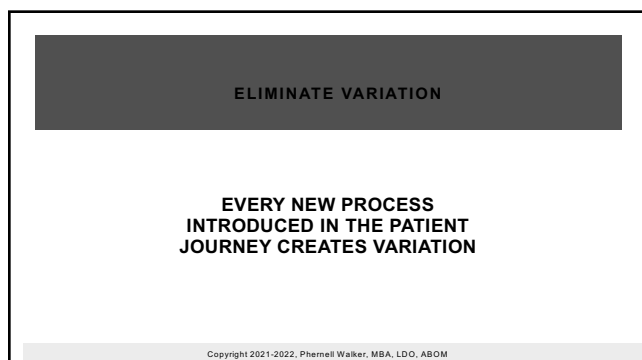
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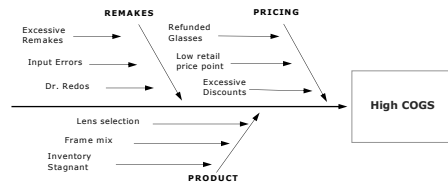
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SIX SIGMA σ ROOT CAUSE ANALYSIS

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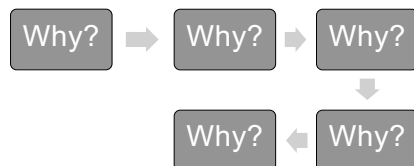
EXAMPLE CATEGORIES

- Methods
- Equipment
- People
- Products
- Measurement
- Environment



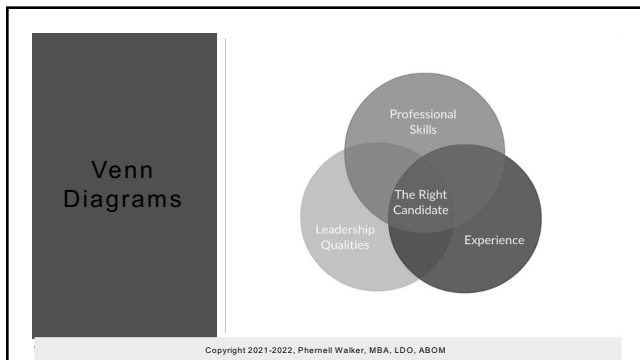
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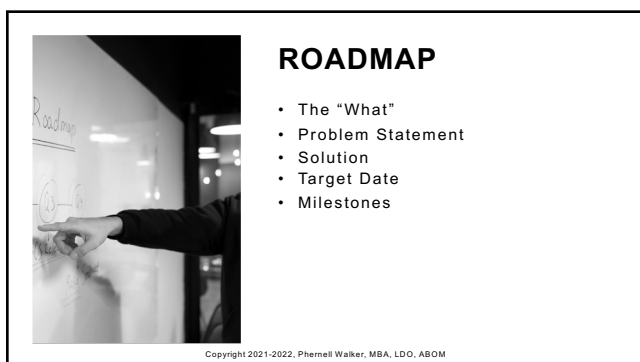
FIVE WHY'S

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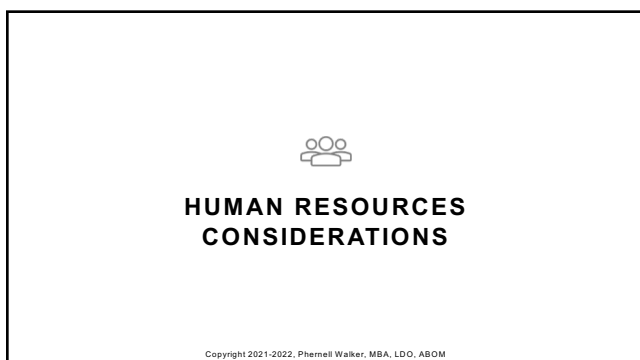
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MANAGEMENT PHILOSOPHY

- Autocrat Management
- Social Management
- Business Coach



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AUTOCRAT MANAGEMENT

- Policy and rules focused
vs. people focused
- Facts alone
- Black / White vs.
Spectrum Thinking



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SOCIAL MANAGEMENT


- Slow change
- Little progress
- Increased
variation



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BUSINESS COACH



- Leading the team to the correct process decisions
- Asks for input from all stakeholders
- Make each decision "the team's idea"

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**WHAT'S YOUR
MANAGEMENT STYLE?**

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POLL TIME



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Manager's Multiple Hats






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MOTIVATION STARTS WITH YOU!

If you're not motivated, excited, and goal oriented, your staff will not be either!




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FORMS OF MOTIVATION

- Monetary
- Non-monetary



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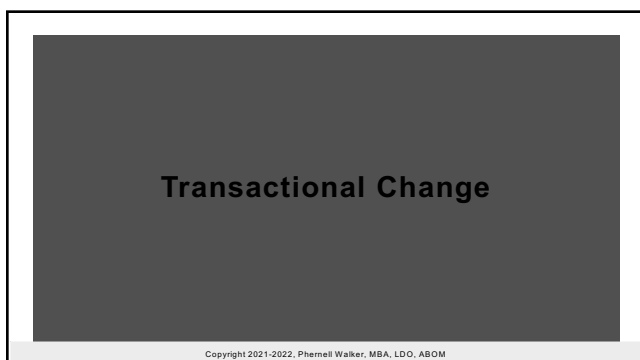
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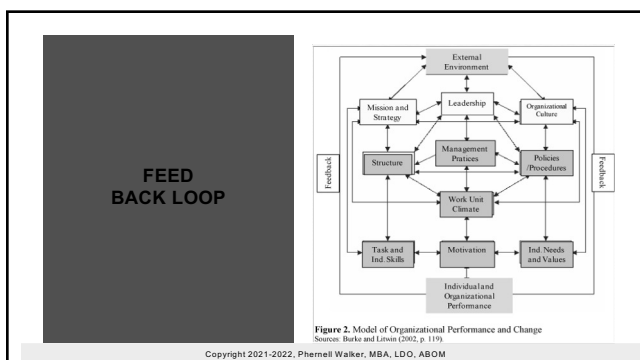
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TRANSFORMATIONAL

- Wage increase vs. Commission
- Wage increase vs. Contest
- Lunch out with the boss
- Additional vacation time
- Recognition
- Employee input panels


- Have Fun! (Jokes of the day, goal awareness)
- Flex time off
- Relaxed dress Code
- Group Lunch
- Sale of the Week
- Daily conversation with your team

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MOTIVATION OUTCOMES

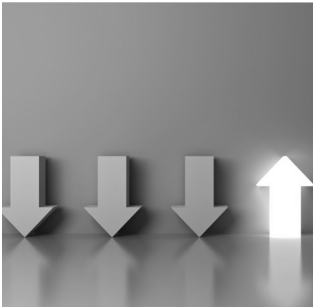
- Achieve positive results
- Happy work environment
- Happy patients
- Goals are different from a mission statement



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Are You Inspiring Success or Managing Failure?



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LEADERSHIP

- Managers focus on the "how"
- Leaders focus on the "what"



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GOAL LEADERSHIP


Manage vs. Supervise
 Manage- to direct or control, to succeed or fail or arrange.
 Inspire success
 Supervise lead managers to be successful (do not enable or micro manage).

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KEEPING SCORE WITH KPI

Imagine going to a game without a score board.



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INTERNAL VS EXTERNAL PROBLEMS

Benchmarks and KPI's allow us to distinguish between internal versus external problems.



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LOW AVERAGE SALE

Internal factors:

- Lack of product knowledge
- Failure to demonstrate more expensive options
- Low items per sale
- Discounting too much or too often
- Lack of quality time spent with the patient
- Inefficient scheduling

External factors:

- Lack of inventory in price points
- Advertising- increase in promotions has decreased average sale, but increased patient volume
- Demographics do not support the price point

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LOW ITEMS PER SALE

Internal factors:

- Lack of confidence to offer additional options
- Disbelief in the product
- Lack of technical knowledge in matching the Rx to options
- Lack of sales technique
- Lack of quality time spent with the patient
- Lack of display materials
- Lack of inventory and diversity

External factors:

- Lack of inventory in price points
- Advertising- increase in promotions has decreased items per sale, but increased patient volume
- Demographics do not support the price point
- Lack of vendors or funding for adequate inventory levels

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Invest in Training

What if I train
my team and
they leave?

What if you don't
train your team
and they stay?

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Change Management

- Change can be stressful
- Mitigate possible risks
- Communicate **WHY**
- Gain stakeholder buy-in
- Plan for the change


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TRAINING



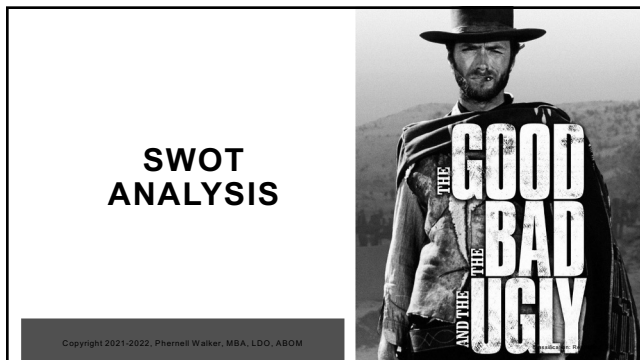
TRAINING PEOPLE REQUIRES
THEM TO SAY "YES" TO
CHANGE.



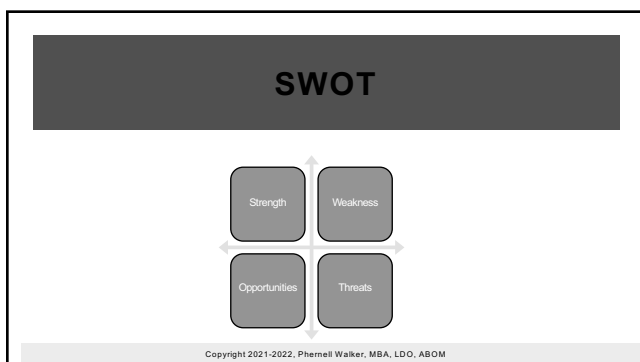
GETTING PEOPLE TO
CHANGE IS VERY DIFFICULT,
SOMETIMES IMPOSSIBLE!

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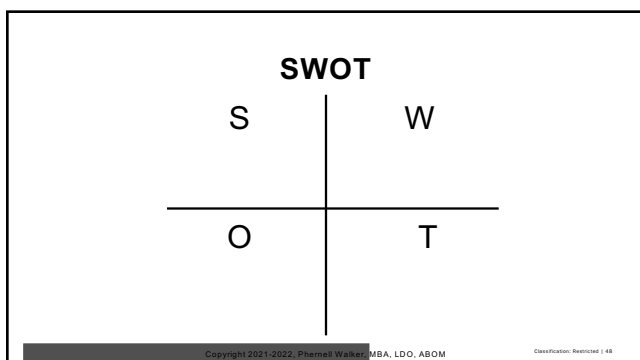
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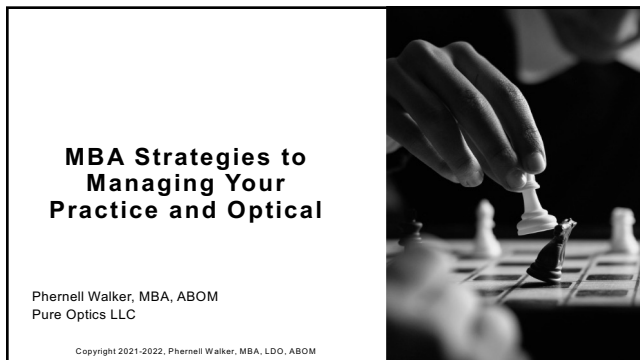
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