

When Life Gives You Lemons



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Safilo Education and Training Manager

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- Safilo Training and Education
- Specialty: Optical
- ABO Certified Optician - over 28 years
- Ophthalmology/Optometry
- Manager/Buyer
- ABO certified speaker

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- Lemons 101
- On the Job Lemons
- Inventory Lemons
- You're Frustrated

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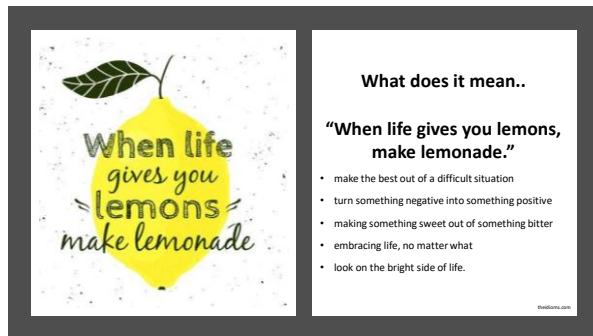
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Lemons 101




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Did you know lemons are a hybrid fruit?



Citron



Bitter Orange

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**How sour is that lemon?**

- according to the Australian Academy of Science, acidity measures the concentration of hydrogen ions
- the PH scale (potential of hydrogen ions) ranges from 1-14, 14 being basic and 1 being acid
- Scale:
  - 7 -pure water
  - 6 -milk
  - 5 -bananas
  - 4 -tomatoes
  - 3 -vinegar
  - 2 -lemons
  - 1 -stomach acid
  - 0 -battery acid
- too sour avoid all lemons! Or...

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**Benefits of Lemons**

- lemon water in the morning has been said to boost your metabolism
- high in vitamin C and fiber
- good for your digestive health
- other potential health benefits like:
  - lowering your risk of heart disease, cancer and kidney stones
- Do the benefits outweigh the sourness?

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On the Job Lemons



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"This is my style of communication, so you're aware moving forward."



### Employees

- Hank the Historian
- Steady Eddy
- Emotional Edna
- Charismatic Carl
- Doris Details
- Feelers & Thinkers.

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### Hank the Historian

- long-time Optician
- has done everything in optical
- sometimes not your biggest fan
- says things like:
  - "That'll never work."
  - "Yah, they tried that last year."
  - "When I was a manager in 1981...."
- **Lemons to lemonade REALIZATION:**
  - the Historian just wants to be heard and valued
  - **I changed**
    - "In your past experience...."
    - "Can I get your input on..."
    - "Take a look at these new frames. See any adjustment opportunities?"
    - "This is their new RX. See any opportunities from their previous?"
- Learned how to make proper adjustments.

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**Steady Eddy**

- shows up every day – never sick, never late
- very loyal - never threatens to jump ship
- does "just enough" to get by
- not engaged with the other office employees
  - clock-in, work, clock-out
- "if it's not broke, don't fix it"
- fly under the radar

**Lemons to Lemonade REALIZATION:**

- To the Steady Eddy, change is scary and may need a gentle push
- I changed
  - any changes I made required a 1:1
  - moved Eddy to the front desk in optical
    - calm personality
  - put in charge of monthly inventory
    - always done
  - started sending other employees over to Eddy with optical/brand questions
    - engagement

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**Emotional Edna**

- one thing goes wrong, their entire world falls apart
  - Hoover
- needs constant affirmation
- struggles receiving constructive feedback (not constructive criticism)
- everything is a BIG deal!
  - spill changes

**Lemons to Lemonade REALIZATION:**

- their over-the-top emotions are normal to them, and they don't see how it's draining others
- I changed
  - monthly 1:1
    - be direct with specific behavioral examples
      - "I understand you're upset about the spill changes. How could you have handled this better instead of throwing trays?"
    - set clear goals and why – challenge them
      - "I hired you because you are more than capable of reaching this sales goal."
  - needs recognition in front of others.

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### Charismatic Carl

- suave
- people are drawn to him
- club members
- top in sales
- perfect right?
- ABO certification is required, can't pass the ABO

**Lemons to Lemonade REALIZATION:**

- Carl knows optical inside and out because he is a very hands-on learner
- can't pass the ABO because he struggles with reading comprehension
- I changed
  - I took the ABO with him
  - notecards in the lab for two months
  - he passed!

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### Doris Details



- most painful for me
  - 3 wrong flights, 1 wrong airport
- needs to know the details of every program, sale, meeting
- what if?
- analyze paralyze - won't make a decision because they're afraid of making the wrong one
- hard time adjusting to ever-changing optical fast pace

**Lemons to Lemonade REALIZATION:**

- find mistakes easily, very focused and eager to complete daily tasks, organized and likes to follow the same routine every day
- I changed
  - new program - provide all details
  - perfect person for:
    - checking-in orders and comparing them to sales rep order
    - tracking returns
    - lab bill for mistakes (\$1000)
    - Optical handbook.

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### Optical Handbook

- 3<sup>rd</sup> party
  - step by step instructions
- Redo's - how to order
  - Dr.'s changes
  - lens changes (design, material, type)
- Restyles
  - how long
  - how to re-order
- Warranty policy
  - how long
  - manufacturer's defects only
- How to add/take out frames of inventory
- Sales Reps
  - by brand, the number of frames allowed in your inventory.

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**Possible LEMONS of Your Optical:**

"We're lucky if we get the patient to stay and buy the first pair, let alone a sunglass."

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**Capturing the Patient**

- "Would you like to look at glasses today?"
- "Are you going to get glasses today?"
- "Do you have time to look for glasses today?"
- "Take a look around and let me know if you find anything."

**What are we doing to update your glasses today?**

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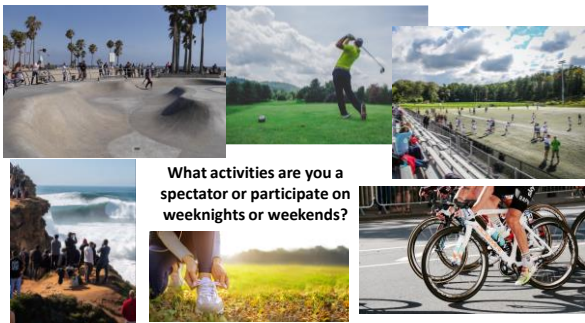
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**What activities are you a spectator or participate on weeknights or weekends?**

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**“I buy cheap sunglasses because I lose them all the time.”**

- **WHY** the dr. recommends and **HOW** it's going to benefit me
- Long term exposure to ultra-violet light can result in cataracts, macular degeneration, skin cancer in and around the eyelids.
- “Sunglasses are exempt from the Pre-Market Notification 510(K) submissions to the Food and Drug Administration (FDA).”
  - 510(K) is a pre-market submission made to the FDA to demonstrate that the device to be marketed is safe & effective.

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**Would you buy sunglasses here?**



Drug store/grocery/mass/wholesale club \$604M 12ME June 2021.

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**Feelers and Thinkers**

- A's and B's
- Two ways you interpret information:
  - Feel it
  - Think/analyze it
- **FEELERS:**
  - *feel what you said because they process information with emotion*
  - hug a feeler what happens?
  - **Don't communicate with:**
    - get over it...let it go
    - constructive criticism
    - don't take this personally but...
    - Are you crying?
    - your feelings don't matter, just do your job
- **DO:**
  - “Wow! This display looks awesome! Fantastic use of brand colors and logo plaque. Amazing mixture of styles. Great job Suzy! You're good at this. Can I make one suggestion? How about adding a few suns? How do you feel about that?”

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**Feelers and Thinkers (cont.)**

- **THINKERS:**
  - think about what you've said to see if it's valid or not, before they respond
  - hug a thinker what happens?
  - **Don't communicate with:**
    - that made me feel...
    - how do you feel about that?
    - amazing, fabulous, awesome!
  - **DO:**
    - give to-the-point constructive feedback
    - "Can we talk about your display? One suggestion, I'd like to see you add some sunglasses to promote multiple pair purchases. Your thoughts?"

www.purdys.org

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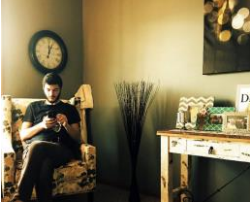
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**Communication Skills**

- high functioning autistic
- Sensory Processing Disorder
  - tags, seams, materials are "itchy"
  - lights are too bright
  - all sounds are the same volume
- Synesthesia Disorder
  - information meant to stimulate one of your senses, stimulates several of your senses at one time
    - seeing music notes moving in color
    - seeing numbers in color
- Thinker
  - "I told them I love them. Why do I need to keep repeating it?"
- I changed
  - Clocks don't tick
  - Ceiling fans off if not in the room
  - Say his name first
  - I've learned how to communicate with him, not the other way around.

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*Inventory Lemons*



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**We're tired of this brand.**

- Wal-Mart: Tide
- It's not about you!
- Top Seller
  - change up the colors/sizes
  - move it to another location in the optical (over the weekend)
- T.L.A. (Think Like Amazon)
  - Sell it over and over

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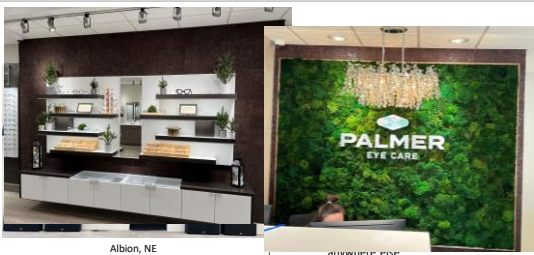
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Albion, NE  
Population 1,501

- anywhere else
- update your displays!

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**Duplicates:**

- Why do these keep happening?
  - #1 reason, holding frames for patients
    - stack of trays by your computer
    - reps comes in and sees your best seller is missing, reorders it
    - your patient doesn't come back, and the frame goes back to the floor
  - "Does this come in any other colors?"
    - yes, it does. I will tell you that we only display the best-selling colors for each style.
    - If you want to see this in another color, I can order it for you.
    - The shipping charge is \$15 paid upfront
    - If you end up purchasing this frame, I'll credit the \$15 back to your sale.

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You're Frustrated



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**You:**

- I was once one of them and now I'm the manager
  - set boundaries
    - no longer their pal – lunches, drinks after work
    - office hours – not always on the floor
  - set the tone (be consistent)
    - "As your manager, we'll be working together to accomplish..."
    - can't listen to office gossip and provide feedback, discipline and reviews
  - letting go
    - empower your employees to make their own decisions
    - makes them confident and you won't be needed 24/7

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**You're Frustrated:**

- What are you supposed to learn, before you can move on?
  - Practice the Pause
    - don't react with emotion
      - sent home twice
      - gain control over your emotions before you react
    - "Is this going to matter one year from today?"
      - address the frustration or let it go
  - look for positives
    - be specific-write down everything that's frustrating you
    - example: COVID Shutdown...
      - missed work-friends & traveling, missed the people
      - positives:
        - home in my own bed, time with family

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**REMEMBER...**

Change starts with you. Communication skills are key to getting lemonade from a lemon.

Overcome inventory lemons by buying by the numbers and thinking like Amazon.

When your job gives you lemons, change your perspective.

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Robin Brush  
Training and Education Manager

Thank you!



Safilo

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