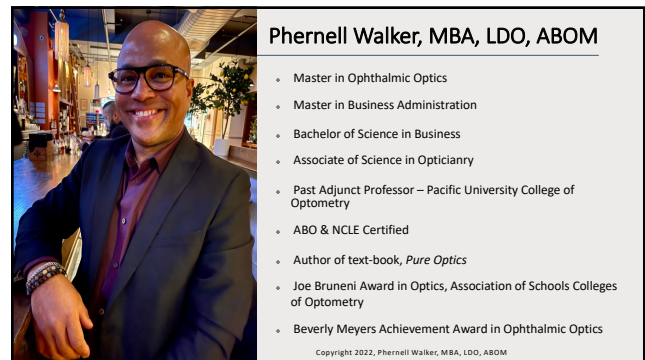
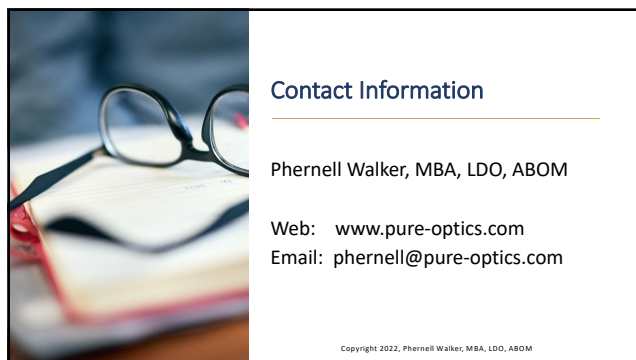




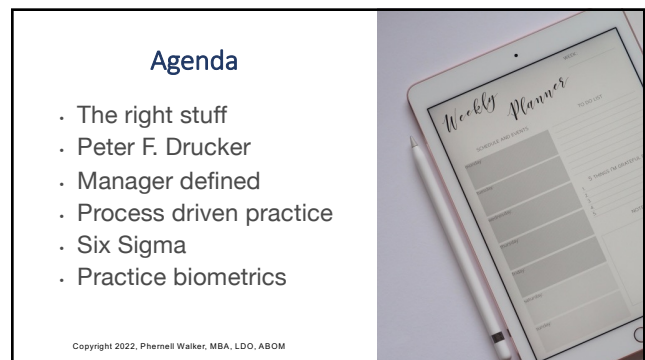
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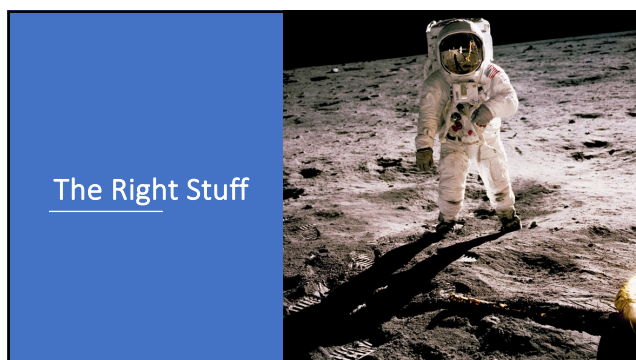
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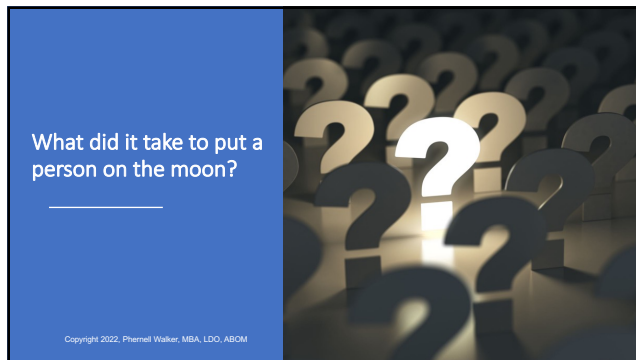
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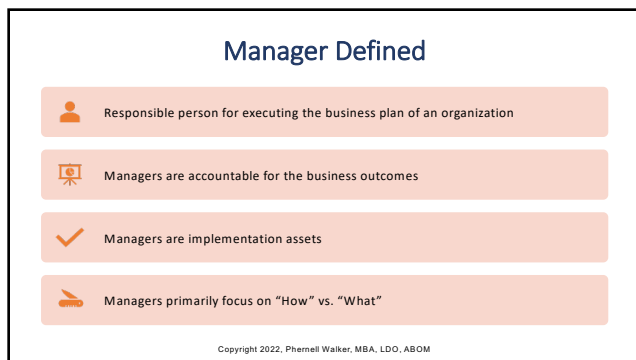
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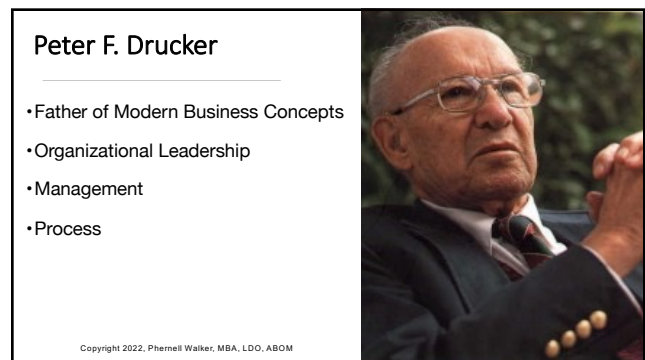
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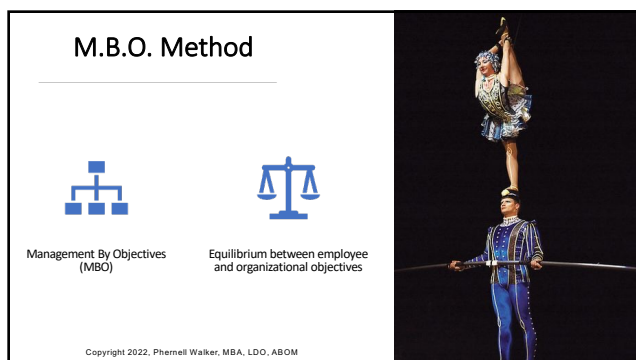
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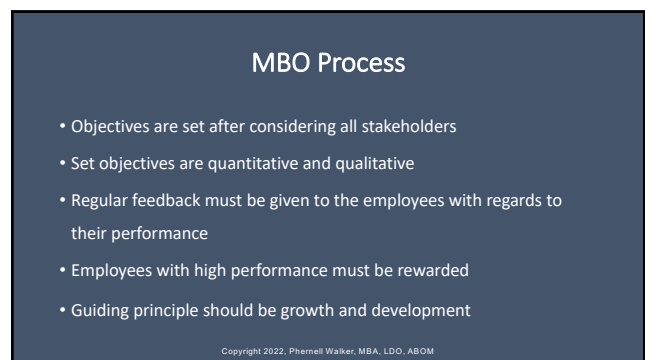
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Define Organizational Objectives

- Define organizational objectives: Setting organizational objectives is the first step in initiating management by objectives. These objectives should be in line with the organization's vision and mission statement.

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Nobody Told Me!

- Communication is essential
- Inform the employees about the organizational objectives
- Employees communication at all levels
- This enables the employees to understand their roles and responsibilities. Communication is another important aspect in this step. High performing employees should be given positive feedback, which is reinforced in the form of rewards.

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Stakeholder Involvement

- Include all stakeholders in the process when determining the objectives: Involving the employees in the decision-making process helps them in understanding why certain things are expected of them. This increases the commitment and the motivation of employees

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Monitor the Outcomes

- Objectives need to be measured on a regular basis
- Mitigate process problems before, and during the process
- Critical thinking, planning, stakeholder involvement helps mitigate risk

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Parent – Child Objectives

- Objectives have sub-objectives
- Managers must motivate and encourage the employees to complete the sub-objectives
- Evaluation and Feedback: This is an important aspect of management by objectives. A comprehensive evaluation system must be in place. Employees must be given honest feedback, and high performance needs to be rewarded.

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Evaluation and Feedback

- A comprehensive evaluation process must be designed and implemented
- Employees must be given honest feedback, and high performance needs to be rewarded

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Critique Versus Criticize

Criticize

- Judgmental
- Negative
- Direct blame
- Destructive

Critique

- Seeks to to improve
- Specific
- Positive
- Structure based

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Management is Broad

- Business analytics
- Organizational behavior
- Marketing
- Operations
- Supply chain
- Conflict resolution
- Corporate finance
- Strategy economics



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What are some examples of manager responsibilities?

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Manager Responsibilities in Eye Care

- Practice outcomes
 - Revenue
 - EBITDA
 - Patient satisfaction
- Office process is followed
- Identify and surface problems
- Process improvement
- Liaison between the employee and the business
- Staff motivation

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Successful Manager

- Social Dynamics
- Mores
- Folkways
- Communication
- Principles of Motivation
- Maslow Hierarchy
- Process
- Critical Thinking

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Social Dynamics

- Dynamics of a group and groups within groups
- Gather ideas to introduce perspective
- Influence change and behavior

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Mores

Informal rules that are not written, but, when violated, result in severe punishments and social sanction upon the individuals, such as social and religious exclusions.

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Folkways

Folkways are informal rules and norms that, while not offensive to violate, are expected to be followed.

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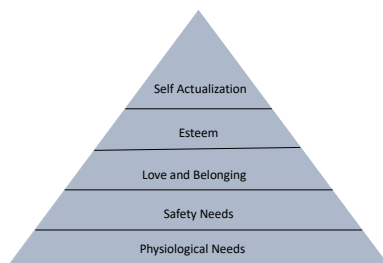
Communication

- Ability to successfully convey and idea(s)
- The ability to send, receive and interpret information

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Maslow Hierarchy



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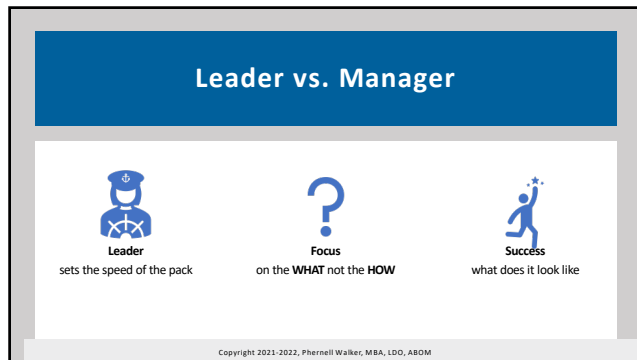
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Critical Thinking

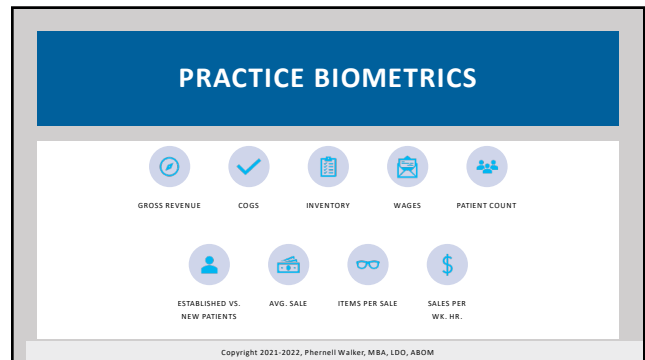
- Ability to consider multiple possibilities
- Data driven analysis
- Multiple data points
- Qualified data points
- What If?
- Why?

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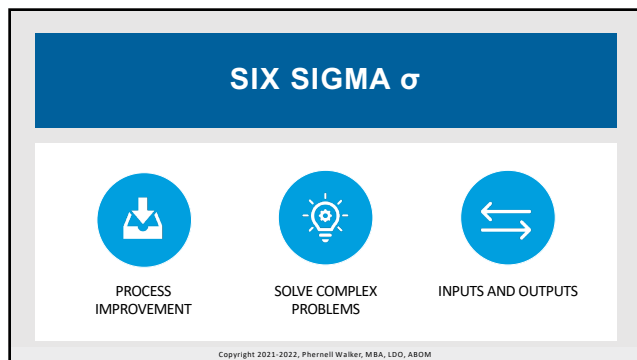
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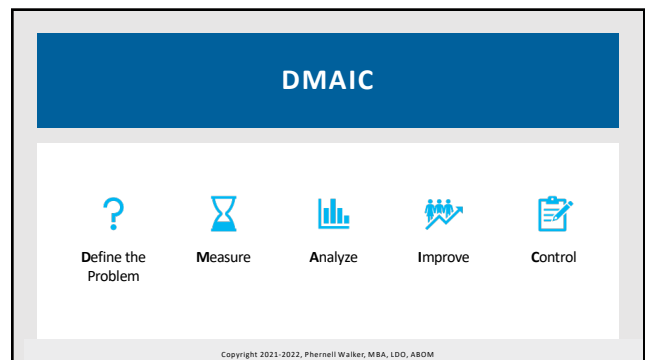
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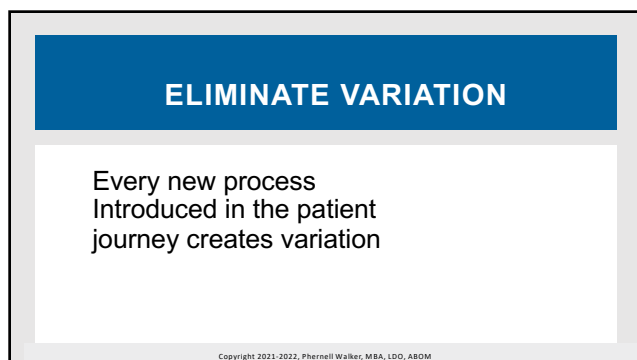
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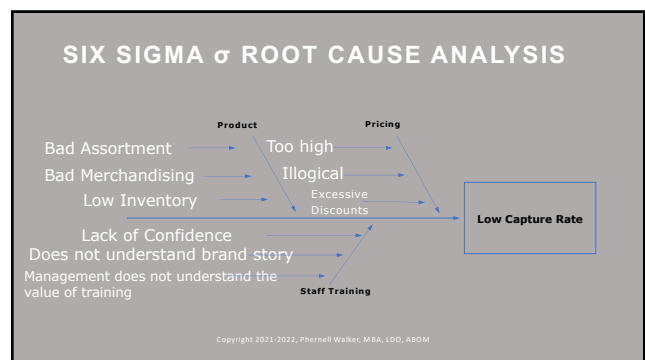
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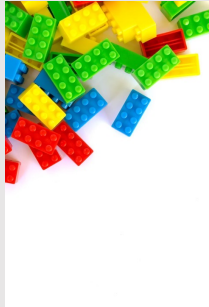
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EXAMPLE CATEGORIES

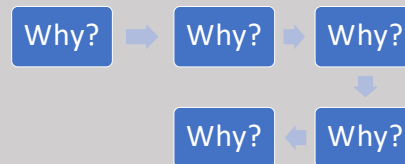
- Methods
- Equipment
- People
- Products
- Measurement
- Environment



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FIVE WHY'S



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Venn Diagrams



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ROADMAP

- The "What"
- Problem Statement
- Solution
- Target Date
- Milestones



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HUMAN RESOURCES CONSIDERATIONS



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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

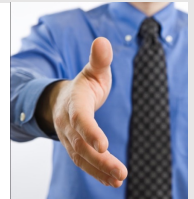


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Social Management

- 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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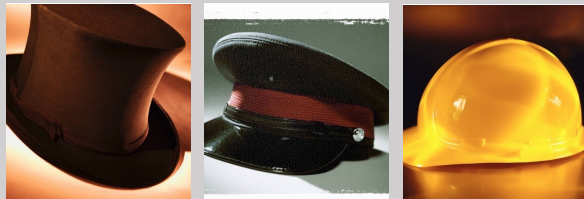
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WHAT'S YOUR MANAGEMENT STYLE?

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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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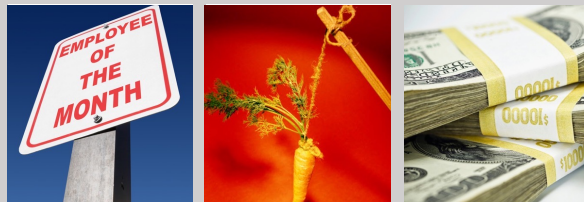
Discourage



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WHAT EXCITES YOUR TEAM?



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Transactional Change

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Transformational Change



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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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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



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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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SWOT ANALYSIS



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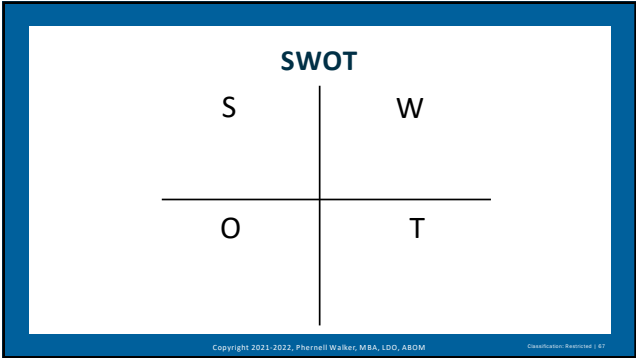
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What Is Your Personal SWOT

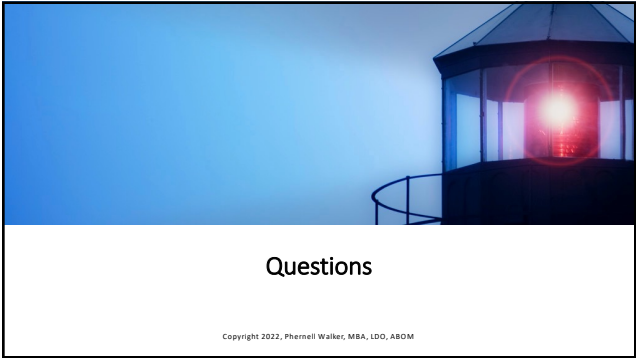


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