

3.5 Best Tools of a Leader Handout. (Fill in the Blanks)

There are times where we feel like we are losing when it comes to our leadership of our organizations. We are stressed, having difficulty maintaining our cool, feel the weight of leadership and feeling alone. That used to be me. This talk will give you 3.5 (3 plus a bonus) tools you can take back to help you become a better leader.

1. Tool 1-Know your Number-This simple calculation is about to put things into perspective on what your _____ is to the business. You'll need to know these numbers:
 - a. Your annual salary (your W2, 1099, etc. or what you are paid by your company)=\$
 - b. The number of days you are going to work in the business this year=Days
 - c. The number of hours you _____ be working each day=Hours
 - d. Here is the calculation (do this on paper, so you can see it)

$$\$/\text{Days}/\text{Hours}=\text{Your Value to the Business in Dollars}$$

Know your Number

Annual Salary (W2, 1099, Etc.) _____

Divided by

Days worked in/on the office _____

Divided by

Hours per day worked in/on the office _____

Your value to the business in dollars _____

- e. Anything that costs _____ than your value to the company in dollars, should be done by _____. This will free you up to do all the things that only you can do. Somebody else will do it cheaper. Somebody else may do it better. Put those both together and you get compounding value.
2. Tool 2-Do the things only you can do-We tend to be too _____ or _____ when it comes to getting things done. We believe if anything is worth doing well, then we should do it. The problem here is, we are not the IT expert, the interior decorator, HR manager, etc. Those people who are the experts may cost more per hour but cost less over all because they can do it faster and better than us.
 - a. The old days model of eyecare delivery required two people: The _____ who welcomed the guests and answered the phone and the _____, who did everything else.
 - i. Advantages
 1. Lower payroll
 2. Lower turnover
 3. Lower internal issues
 - ii. Disadvantages

1. Difficult to see more than one guest per hour
 2. Incapable of getting work ins in the flow of the day
 3. Lower revenue
 4. Lower profit
- b. This is the one skill which will bring the most return on the _____
 - c. The key to leadership is not doing it all yourself or just _____, it is _____ with others.
 - d. There are people out there who actually _____ to do the things you _____ to do.
 - e. The Key to Delegation-figure out how you bring the most value and what you love to do-Freedom Compass (Attachment A)
 - i. Figure out what you are best in the world at, and you love to do-_____ Zone
 - ii. Figure out what you hate doing and you aren't even that good at doing-_____ Zone
 - iii. Figure out what you do when you are trying to avoid what you should be doing-_____ Zone
 - iv. Figure out what do well but drains you when you do it-_____ Zone
 - v. Figure out what you think you would like to do, maybe, if the time and place are right-_____ Zone
 - f. Three key understandings of delegation
 - i. 80% "done right" by _____ is usually better than 100% "done right" by _____.
 - ii. You need support tools to aid you and your team in delegation
 - iii. You must be _____ with your instructions
 - g. Recommendation Briefing Form (Attachment B)
 - i. Allows the team member ability to alert you to an opportunity, challenge, etc. in a way that allows you time to think about it
 - ii. Reduces problems without solutions
 - iii. The correct solution to a problem is seldom the first one that comes to mind
 - h. Vision Caster (Attachment C)
 - i. This gives the leader an opportunity to share their vision in a clear and concise way
 - ii. If you are not able to spell it out on paper that is clear, the odds of your team carrying out the tasks are slim
 - iii. This document allows you to specify what level of delegation and what _____ there are to operate within
 - i. The Levels of Delegation
 - i. Execute _____ as detailed-explain tonometry to a new tech for the first time
 - ii. Research and _____ for approval-you need a more profitable frame line in the dispensary, or you are considering dropping a vision care plan as you are booked out 4 months
 - iii. Execute as you see fit and _____-I got a call from a guest because they were unhappy about...
 - iv. Executed as you see fit, _____-There is a guest with a billing question from yesterday, answer their questions and fix it please
3. Tool 3-Build/Join a Study Group or Group Coaching Program
 - a. What happens if you do it all alone

- i. Your professional relationships lack _____. You probably know all your colleagues in the local society meetings, but you struggle to discuss stuff with them.
 - ii. There is a lack of _____ in your practice. You still do all the refractions and chair tests in the exam room. The optician uses a PD stick to measure all the PD's and seg heights.
 - iii. The _____ about your practice are not always the best. You decide to take every Vision Plan there is because you don't want to miss an opportunity with any potential guest. Your optical team makes sure to sell right up to what the guests' vision plans will pay for and nothing more.
 - iv. You don't know truly what is happening with _____. You can't understand why, all of a sudden, no one is making appointments or spending the way they used to. The keratometer is the fanciest instrument you have. Atropine works fine to dilate people with.
 - b. How do you start this process?
 - i. Identify the areas where you and/or your practice could grow if you just knew a little more about the processes some of your friends do.
 - ii. Identify the things you do better than anyone else you know does it.
 - iii. You want to know more about how your best friend in the profession, this lady (who you graduated from OD School) you admire who wrote an article in Optometric Management does the things they do in their practice, or someone in your area you would like to see grow. You ask them to join you to learn.
 - c. What will you do with your time in the group?
 - i. Discuss all the things that are getting in the way of success in your businesses.
 - ii. Share opportunities you had for growth and how you made it happen in your business.
 - iii. Watch as you and the members of the group become more and more successful and become the idea experts in the field.
 - d. What happens when someone, or everyone, tells you, "NO"?
 - i. Join a group that does this already. (Yes, it will cost some money, but you get more out than you put in, I promise.)
 - 1. Business Accelerator with Full Focus
 - 2. Entreleadership
 - 3. Vision Source
 - ii. If you want to do this on your own anyway, keep asking people until 3 say, "YES".
 - iii. Those that tell you, "NO", you can't help them. This is not sour grapes, but don't waste your time.
- 4. Tool 3.5-The 10-80-10 Concept
 - a. Let's put this all to work with the 10-80-10 Concept.
 - i. Now that you know at what you are world class (desire zone) and those things you are less than perfect on, identify a process that has lots of moving parts but is taking away a lot of your time.
 - ii. Now, look at all the steps it takes to complete that process. Make them as detail as you need to make them, but not more (all, you, tenacious people out there).

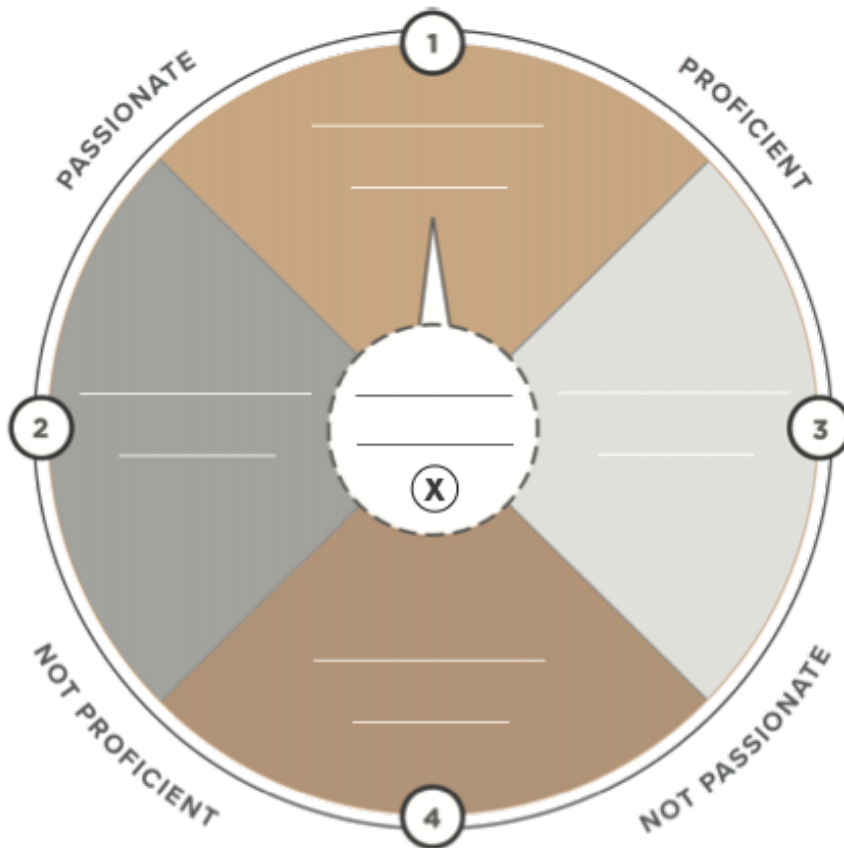
- iii. Next, see where you add the most value to the process in general. Perhaps it is the wondering process, the invention, the decision process, the getting people motivated to the process, the helping people move into the process, or you are great a pushing things across the finish line.
 - iv. Then, gather the people you will need to fulfill the areas where you add less value to stand in the gap.
 - v. Last, carry out this process as an experiment. I would advise looking at all new things as an experiment. The road from Point A to Point B is rarely a _____. It has dips and bumps, highs and lows. But the important part is that you and withstand the process knowing that if this works, great. If it doesn't work, at least you tried.
 - b. Many times, we need to be convinced change is the right thing.
 - i. Change doesn't happen until the pain of _____ is worse than the pain of _____. Getting healthy, getting out of debt, or moving out of a destructive relationship must reach a point where you know changing is the best thing for you right now.
 - ii. We all need approach change with _____. Again, there is not straight path from Point A to Point B.
5. You see there are 3 groups of people in the room:
- a. 10% are on it. They will make this happen and move on to success with all this. They will come up with new ideas to improve all this.
 - b. 10 % will say "Nope. This is not for me."
 - c. 80% will say, "Meh?" It's the 80 I am talking to right now. "On it" is on it. "Nope", we're still friends, but this ain't for you and that is fine. You will not hurt my feelings by doing nothing. But you 80%, you will put this in a drawer and a year from now will think, "Should I?" So, before you get out of your chair (because the on its will be done here in the front or on their way to planning everything before the next session starts) write down ONE thing that you will start on Monday from what you heard, why it makes sense, the reward you will give yourself for completing the task and two next steps that will make this happen.

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STRATEGY 1

KNOW YOUR ZONES

ACHIEVE MORE WHILE DOING LESS BY WORKING IN THE RIGHT ZONE.





RECOMMENDATION BRIEFING FORM™

RECOMMENDATION

Recommended by		Date Recommended	
Recommendation			
Approved by		Approved?	

BACKGROUND

RATIONALE

PROJECT PLANNING

Potential Return	Anticipated Cost

Attachement C

EXERCISE: VISION CASTER™

FROM		DATE
Describe what you want to achieve.		
State why it's important.		
List important features.	List intended outcomes.	
Delegated to	Due	Budget
<input type="radio"/> Execute exactly as detailed.	<input type="radio"/> Research and provide option(s) for approval.	
<input type="radio"/> Execute as you see fit and update me.	<input type="radio"/> Execute as you see fit, no update required.	