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Staff Leadership

Staff Leadership

(Managing and Motivating Staff)

Behavioral objectives: The purpose of this module is to convey the essential leadership and managerial roles of optometric practice owners in training, directing and motivating the office staff. The student will gain an appreciation of the owner's responsibility to be a role model for service standards, professionalism and ethics.

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Practice Owner Roles

Leader:

- Define long-term goals and strategies to achieve
 - Monitor the environment to re-orient goals and strategies, as required
-

Manager:


- Establish short-term performance goals, and establish and monitor work methods
-

Technician:

- Conduct eye exams, evaluate test results, recommend treatment plans



**Patient loyalty will be
no better than staff loyalty**



*People will not work hard to be average
or to earn a paycheck*

People work hard to be excellent, to be
champions, to improve themselves, to
help other people, to achieve important
goals and to support their team



Leadership Mandatories

1. Define the practice mission, long-term goals and standards of excellence
 - What will create outstanding value for patients?
 - What professional accomplishments will make me proud?
 - What would I like my obituary to say about my career accomplishments?
 - What goals will motivate the staff to strive for excellence?
2. Communicate the mission and standards clearly to the staff
 - What are the critical, behavioral standards for my mission?
 - What standards of excellence are expected?
 - How will job performance be judged?

Leadership Mandatories

3. Link individual job duties and behavioral standards to the practice mission to create a sense of ownership among staff

4. Lead by example
 - Staff will not comply with service or ethical standards not lived daily by the owner
 - Any disconnect between the owner's words and actions destroys trust
 - There is a loss of trust when owner interests are put ahead of patients' or staffs'

Leadership Mandatories

5. Promote continuous improvement
 - Attack the comfortable status quo
 - Seek input from staff to improve office processes
 - Encourage personal self-improvement among staff

6. Recognize behavior aligned with goals and standards; do not tolerate behavior that subverts the practice mission
 - Feedback to staff must be continuous, prompt, fair, respectful of individual dignity
 - Focus criticism on changing behavior, not attacking the person

7. Listen attentively to staff input
 - Demonstrates respect for staff
 - Encourages ideas for improvement, otherwise invisible to leaders



Manager Mandatories

1. Develop and communicate short-term goals
 - Develop quantitative performance goals for the month, quarter and year
 - Share goals with staff and post results monthly
2. Measure performance continuously for key metrics
 - Develop list of critical metrics
 - Share performance tracking with staff
3. Develop a standardized work process for each stage of a patient's interaction with the practice
 - Define desired outcomes
 - Define desired behaviors

Manager Mandatories

4. Monitor staff performance and coach continuously
5. Create a work environment that eliminates unpleasant repetitive tasks, injects fun into work and creates a spirit of teamwork



Reasons People Choose to Leave Jobs

- Not treated with respect and dignity
- Have no impact on the organization
- Not listened to
- Not offered more responsibility

Conclusion: Most employee turnover results from dysfunctional relationships between bosses and subordinates

Managerial Theories

Theory X

“Command and Control”

- Work is distasteful and to be avoided
- Most people are lazy, self-satisfied, without aspirations
- Money motivates work
- Coercion, fear, bribery create results

Theory Y

“Empowerment/Ownership”

- Work is fulfilling and enjoyable — a natural and pleasurable human activity
- Recognition and self improvement are powerful motivators
- Employees will be loyal when committed to excellence and creativity

Theory Y managers are more likely to retain staff

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