

BUILDING A STRONG OPTOMETRIC TEAM THE LEADERSHIP PROCESS



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IDENTIFICATION OF POTENTIAL LEADERS

Developing the team into potential leaders for the practice does not just happen randomly. There is a specific process for which to follow

Here is a quick assessment criteria guideline you can use:

| NEED ASSESSMENT | TEAM ABILITY | TEAM ATTITUDE | ACHIEVEMENTS |
|---------------------------------|--|---|--|
| What do you need as the leader? | Which team members are committed and able? | Who is willing to get into leadership? | Which team members complete their tasks? |
| What does the practice need? | Who is available and ready to step up? | Which team member does over and above what is expected of them? | Who in the team is consistent? |

(Important note: If someone does not fit into the DNA of your vision and practice, and can't be trained to be so, then kindly let them go please)

QUALITIES TO LOOK FOR IN POTENTIAL LEADERS IN EVERY ORGANIZATION:

- A grounded person with a strong character and integrity
- Someone who can be able to influence people or situations
- Definitely someone with a positive attitude and great confidence
- Excellent people and communications skills
- Consistency and a proven track record of getting things done
- High work ethic and commitment
- Punctuality
- Servanthood and stewardship
- Passion



SUPPORTING POTENTIAL LEADERS

Once the identification of potential leaders has occurred, the support process then starts with the Optometric Leadership doing the following:

a. Building trust with the potential leader by being transparent and real with them

- Two way streak and needs to be worked on regularly.
- Begin by trusting them with small things and see what they do with that.
- Show them how you turn setbacks into comebacks.
- Share your testimony with them.

b. Raise their level of commitment

- Be the first to bring your time, talent and resources to building the business and your actions should speak for themselves.
- When you as the leader are full of passion and fire, the team you lead will be very hot.
- Show them what they can become and achieve when they are committed to something bigger than them.
- Constantly lift them up to higher and better levels of thinking and doing.

c. Exhibit high levels of stewardship and servanthood

- Take them to a place they have never been before.
- Show them how they are needed in the company.
- When they do well, acknowledge them for it (i.e. empower them).
- Model excellence and consistency before expecting it from the team.

d. Be a visionary at all times

- Keep the vision in front of the team.
- Prioritize the vision no matter the circumstances.
- Celebrate every win and constantly lift up the morale irrespective of the circumstances.
- Unlock vision in them.

e. Invest in the team

- Enable potential leaders to tap into what makes them come alive.
- Do something that touches their hearts and impacts them greatly.
- Be there for the team no matter what.
- Look for opportunities you can make a substantial difference in their lives.

f. Create an eagle environment for them

- Give the credit away to the potential leaders all the time.
- Support, validate and acknowledge them always.
- Entertain their ideas and enable them to perform at the highest level possible.
- Give them the platform to shine and reward them very well when they do.

g. Discern and personalize the working relationship

- Treat everyone according to their individual needs.
- Connect with each person individually as this leads to your vision being the aspiration of the team.
- Prioritize your team more than the processes and procedures in the company.
- Lift them up as you rise up as well.

TRAINING POTENTIAL LEADERS

At this stage you now have to begin training leaders for high levels of excellence by doing the following:

a. Develop a personal relationship with the potential leaders

- You must get to know as much as possible about them.
- Invest in your relationship with them instead of seeing them as just staff.
- Care for them in a manner that they can't ignore or forget.
- Caring for the team leads to the team caring for the business.

b. Share your vision with the potential leaders

- Show them what you all about.
- Help them unlock their own purpose for themselves.
- Outline what their contribution to the vision of the company is.
- Constantly direct them towards the vision of the company.

c. Challenge them on increasing their commitment

- When you give the team time, the team will give the company their time.
- When you unlock the talent within the team, their best resources and skills will be made available for the company.
- When you take care of the team financially, they will ensure the company grows financially.
- There must be a reciprocal relationship between you as the leader and your team.

d. Set them up for success

- Define the team goals clearly for they shape the plan of action required.
- Give them responsibility and authority in achieving the results.
- Hold them accountable during the process.
- Together with the team, set high standards to achieve as a unit.

e. Disciple them

- **Model the leadership style you want to see in them:** Excellence being the only standard acceptable
- **Mentor them consistently:** Provide them with needed tools to succeed
- **Monitor their progress constantly:** Get rid of complacency
- **Motivate them to do/go further:** stretch them
- **Multiply them:** expand them



GROWING POTENTIAL LEADERS

The final stage of Leadership Process is the growth of the potential leaders. The growth and development of people should be a high priority for any person in a leadership role, irrespective of the industry.

GROWTH OF LEADERS IS AS FOLLOWS BY THE OPTOMETRIC LEADERSHIP:

a. Growth plan strategy should be established

- What does the potential leader want and what can you do to help activate and harness that?
- Expose them to varied experiences within the practice to identify where they function the most with excellence.
- Establish reward system for when targets for growth are achieved.

b. Apply the IDEA Grid

- **Instructions:** Let them know what you expect from them
- **Demonstration:** Show them how something is done
- **Exposure:** Let them put it into action themselves
- **Accountability:** Give them responsibilities and authority, but hold them accountable for it

c. Remember that potential leaders become what their leader is, therefore model the following in the practice:

- High work ethic
- Consistency
- Going the extra mile
- Commitment

d. Give them the opportunities they need to grow and become even better people

- Outline the possible professional and growth opportunities within the business.
- Define the financial benefits they are able to attain as the business grows.
- Constantly highlight the difference between what is expected of them and the rewards thereof, versus what can be achieved when they go the extra mile.
- Make them feel important and valuable to the success of the business.

The Overall Leadership Process of Potential Leaders can be summarized as follows:

| | SUPPORT STAGE | TRAINING STAGE | GROWTH STAGE |
|-------------------------------|---|---|--|
| Action by Optometrist/Owner | Care | Work Abilities/Learning | Opportunities/Mentorship |
| Main area of focus | Individual Wants | Tasks and Practice Needs | Individual Needs |
| Type of Relationship required | Relational | Transactional | Transformational |
| Responsive Actions by staff | Daily Routine | Roles and Responsibilities | Promotion |
| Opportunities | Leadership Roles | Leadership Capacity Increased | Leadership Team Established |
| Promotion Abilities | People are Established for what they can contribute | Potential leaders are Released for what they can do | Leaders are Empowered for what they can become |
| Investment Objective | All people in the business | Many people | Few people |

CONCLUSION

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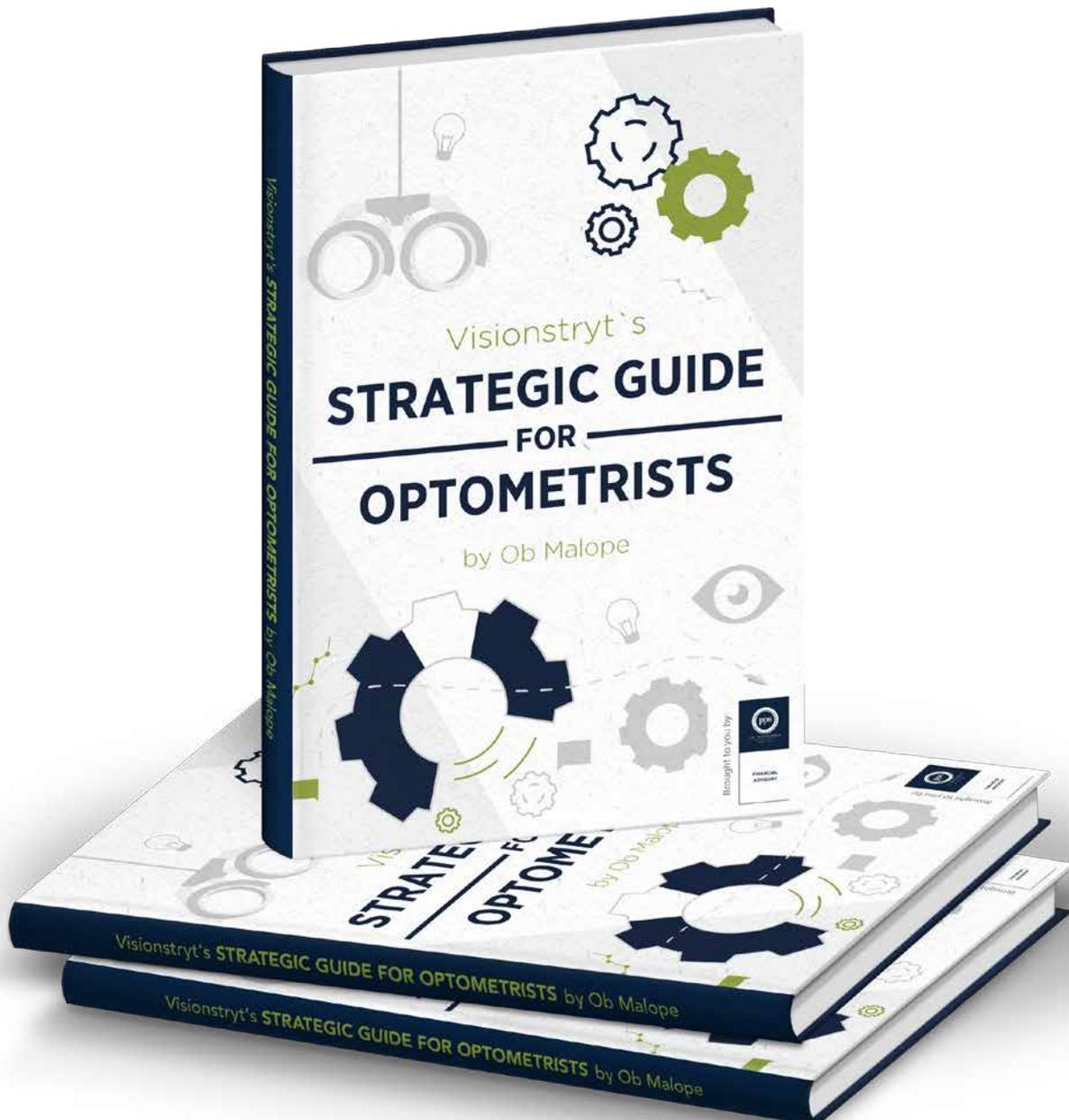
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