

GETTING THE RIGHT TEAM ON BOARD



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You cannot do everything on your own as the owner or Optometrist, and therefore there are numerous tasks and responsibilities that you need other people to take care of.

This can only be done if the right people are functioning at the right place within the Optometry Practice.

A strong Optometric Team working towards a common goal sharing common values can take your business to high levels of success.

Many practices tend to go about the hiring process as a by-the-way kind of thing and don't take the necessary time and protocols of getting the right people on board.

When you begin to scrutinise the hiring process you find Optometry practices being challenged with the following:

- Competency of Optometrist (i.e. misfit between the academic, clinical and business components of Optometry)
- Misaligned Values
- Cultural synchronicity (i.e. business not having a unique culture that distinguishes them from any other business)
- Unspecified goals and unclear vision to which the business strives for thus leading to salary-minded individuals being hired
- Leadership vacuum within the business. Many practices confuse or mistake ownership for leadership. The result being there is constant lack of employee training and development, let alone any leadership training.
- Lack of Trust between owner and team
- Affordability (e.g. hiring cheap labour with the hope of adequately training them up yourself which you never do)
- Employee Training. (e.g. Suppliers put their new recruits (Sales Reps) through a training process for a few week before they let them go in the field on their own. Unfortunately, when it comes to practices, not enough time is spent in ensuring new employees receive sufficient training)

There is a phrase that says those closest to the leader will determine that leader's potential. Well, this is important when it comes to delegating responsibilities.

Most business owners make the mistake of putting on all the different types of caps required for the success of that business instead of delegating authority and responsibility to the relevant individuals



This can be explained as follows:

ACTION	RESULT
1. The wrong person in the wrong place (e.g. debtors lady with no people skills trying to secure an eye test appointment)	<ul style="list-style-type: none"> – Missed Opportunities – Loss in Sales – Regression – Demotivated People
2. The wrong person in the right place (e.g. Optometrist doing the filling or cleaning jobs that need to be dispensed)	<ul style="list-style-type: none"> – Poor Working Environment – Low Self Esteem – Frustration – Jealousy amongst staff
3. The right person in the wrong place (e.g. eye wear consultant doing after service calls instead of checking benefits and confirming appointments)	<ul style="list-style-type: none"> – Poor Work Ethic – Procrastination – Confusion – Poor Service Delivery
4. The right person in the right place (e.g. Dispenser sorting out all dispensing related queries and not being busy with recalls)	<ul style="list-style-type: none"> – High Efficiency Levels – Momentum – Progression – Increased Commitment
5. The right people at the right place (e.g. Eye wear consultants selling different management options to the consumer and being incentivised for it)	<ul style="list-style-type: none"> – Increased Priority Levels – Growth Opportunities – Multiplication – Enthusiasm
6. The wrong decision at the wrong time (e.g. Eye wear consultant dealing with a problematic consumer regarding delayed jobs instead of the dispenser or optometrist)	<ul style="list-style-type: none"> – Unhappy Consumers – Broken Loyalty – Disaster – Dishonesty
7. The right decision at the wrong time (e.g. Doing recalls on a Monday morning)	<ul style="list-style-type: none"> – Resistance – Failure – Limitations – Mediocrity
8. The wrong action at the right time (e.g. over- promising something that you know you can't deliver on with excellence)	<ul style="list-style-type: none"> – Mistake – Uncertainty – Barriers – Zero Sales
9. The right action at the right time (e.g. Optometrist exceeding expectations in the test room)	<ul style="list-style-type: none"> – Prosperity – Expansion – Excessive Financial Rewards – Success

The great value of team work in an Optometric Practice is that it affords more:

- human resource capacity
- creativity
- innovative ideas
- energy
- multiple perspectives
- several alternatives
- maximum potential and ability
- efficiency and effectiveness
- increased productivity

TAKE NOTE:

- The strength of the team is impacted by its weakest link.
- Team members who don't carry their own weight slow down the entire progression of the team and that of the business. (E.g. late coming; incompetence; not doing the job they are being paid for; etc.).
- The bigger the difference in competence between team members, the greater the detriment to the business..
- The most important thing to remember is that everything that happens in a business is a direct reflection of the leader at all times, nothing more, else, nothing less.
- People buy into the leader first and then the vision.
- Now that we have highlighted a few scenarios which directly influence your business, what is the way forward for you?
- Where do you begin in building the right team for your business?

Below is a quick snap shot of potential strategies you can employ:

1. Recruitment Services

This is what you should expect from a recruitment company that you work with in finding the right employees:

- Candidate profiling and requirements gathering
- Advertising and sourcing of candidates
- Screening and interviewing
- Profile and CV Presentations
- Client/Candidate interviews
- Checks and Psychometric assessments
- Employment contracts
- Client support

The above should be in line with the following:

- Vision and value system of the business
- Culture fit of that individual with current team members
- Catalytic behaviour traits or leadership qualities

2. Human Resources

Your practice needs to develop a people infrastructure that focuses on the following:

- Policies and procedures development
- Performance evaluations and appraisals as well as job analysis
- Remuneration package set up
- HR audits
- Managing employee files and records
- Team building
- Mentorship
- Strategy Development

3. Psychometric Assessments

There are numerous available tools and resources available that can assist your business assess the following:

- Aptitude testing (competence/intellectual capabilities)
- Personality tests (DISC)
- Emotional Intelligence (EQ)
- Purpose/Vision assessment

4. Training

Get outside help from companies that specialize in training and development for the following:

- Skills audit
- Skills development
- Effective communication
- People development and management
- Training assessments

WHAT IS THE TAKE- HOME MESSAGE IN ALL OF THIS?

The highest return on investment for a company is brought about by high levels of team work.

Victor Hugo is quoted saying: “No army can withstand the strength of an idea whose time has come”

That simply means when a team functions together as a unit, nothing can stop or limit their growth potential and that of the organization.

A team that functions together, grows together and multiplies the organization’s effectiveness to the highest level.

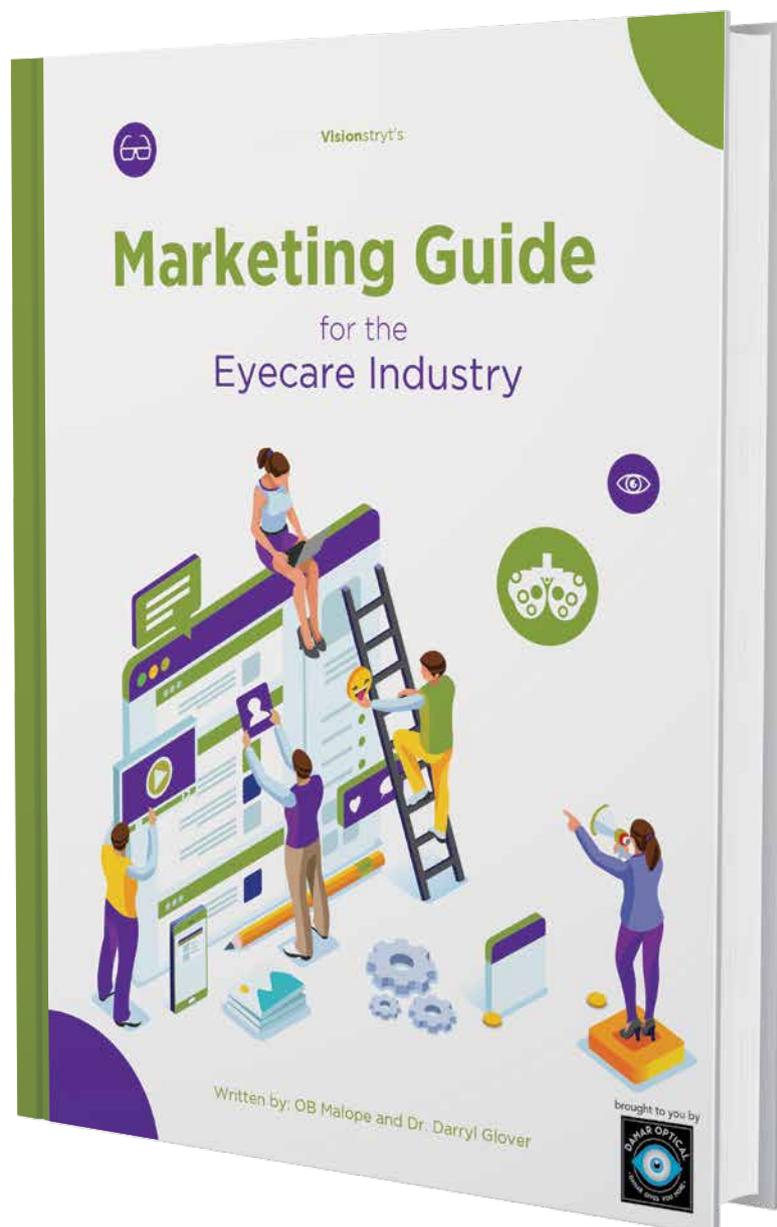
It is better to have a great team with a weak vision than to have a great vision with a weak team.

Nothing fruitful can ever come from having a great vision with a bad team.

REMEMBER THE FOLLOWING:

- When the leader grows, the team grows and business grows as well.
- The leader only goes as far as he or she is willing to sacrifice for the vision.
- The team can only go as far as the leader can go.
- The business only grows as far as the people are willing to go.

New Book Alert launching soon



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