KEYS TO ATTRACTING AND MANAGING TALENTED EMPLOYEES

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Financial Disclosure

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Overview

- Offer a competitive salary and benefits package
- Use a defined training matrix for on-boarding
- Have an internal career-pathing program
- Create a culture of empowerment and leadership participation: a Culture of Success
- Exercise a well-established system of management
- Revise as needed: Make sure your system is working – it’s OK to make changes
Today’s Focus

Creating a Culture of Success to Attract Talented Employees

Exercising a Well-Established System of Management to Manage Talented Employees

The Question

Good Results ➔ What's inside the box? ➔ Great Results

Three Stages

- Disciplined People
- Disciplined Thought
- Disciplined Action

The Answer

Encircled by a flywheel, “which captures the gestalt of the entire process of going from good to great…”

Disciplined People

Level 5 Leadership

- **Level 5: Executive**
  - Builds enduring greatness through a paradoxical blend of personal humility and professional will.

- **Level 4: Effective Leader**
  - Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

- **Level 3: Competent Manager**
  - Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

- **Level 2: Contributing Team Member**
  - Disciplines contribute individual capabilities to the achievement of group objectives and work effectively with others in a group setting.

- **Level 1: Highly Capable Individual**
  - Makes productive contributions through talent, knowledge, skills, and good work habits.


First Who … Then What

**Disciplined People**

**Level 5+ Management Team** (Good to Great Companies)

- **Level 5 Leader**
  - First Who
    - Get the right people on the bus.
    - Build a superior executive team.
  - Then What
    - Once you have the right people in place, figure out the best path to greatness.

**A “Genius with A Thousand Helpers”** (Comparison Companies)

- **Level 4 Leader**
  - First What
    - Set a vision for where to drive the bus.
    - Develop a road map for driving the bus.
  - Then Who
    - Enlist a crew of highly capable “helpers” to make the vision happen.


First Who … Then What

“Transformation to greatness begins with getting the right people on the bus (and the wrong people off the bus).”

**Disciplined People**

**Three Disciplines for Being Rigorous in People Decisions**

1. When in doubt, don’t hire – keep looking.
2. When you know you need to make a people change, act.
3. Put your best people on your biggest opportunities, not your biggest problems.

Confront the Brutal Facts

1. Lead with questions, not answers.
2. Engage in dialogue and debate, not coercion.
3. Conduct autopsies without blame.
4. Build red flag mechanisms that turn information into information that cannot be ignored.”

“Spending time and energy trying to ‘motivate’ people is a waste of effort. The real question is not, ‘How do we motivate our people?’ If you have the right people, they will be self-motivated. The key is to not de-motivate them. One of the primary ways to de-motivate people is to ignore the brutal facts of reality.”

Other Keys
- Consistent Recruiting:
  - Website
  - Office signage
  - Craigslist
  - Current employees
- Post your mission statement:
  - Website
  - Office
- Conduct behavioral interviews:
  - Multiple interviews
  - Formalized process (resume review, phone screen, multiple live interviews, scoring formula, etc.)
- Gain answers in a STAR format:
  - Situation
  - Task
  - Action
  - Results
- Contact References

Today’s Focus
- Creating a Culture of Success to Attract Talented Employees
- Exercising a Well-Established System of Management to Manage Talented Employees
Why don’t we use a “system” of management?

- Provides better transparency in the management/employee relationship
- Helps define and limit management’s responsibilities
- Helps define and expand employees’ responsibilities
- Helps you be consistent and fair to all employees
- Helps you know what to do when there is a breakdown

The 5 Step System of Management

1. Provide the Tools
2. Provide the Training
3. Set Goals
4. Become a Resource
5. Hold Accountable

- Computer and ophthalmic equipment
- Phones
- Forms
The 5 Step System of Management

2. Provide the Training
- Reveal your expectations
- Use spaced repetition
- Model appropriate interactions
- Teach people skills
- Teach customer service skills and responsibility
- Teach time management and prioritization
- Coach for improvement

The 5 Step System of Management

3. Set Goals
- Goals give direction
- Goals help us measure progress
- Goals are a prerequisite to accountability
- Employees set his/her own goals
- You review and approve goals

The 5 Step System of Management

4. Become a Resource
- Be available
- Be ready to listen; don’t overreact
- Have an open mind
- Help with ideas, guidance, training, resources
- Don’t take the monkey on your back
- Be trustworthy
The 5 Step System of Management

5. Hold Accountable
   - Measure and emphasize progress rather than just completion of goals
   - Have frequent contact
   - Request documentation of progress in writing
   - Provide feedback:
     - Correction when necessary
     - Commendation whenever possible

4. Become a Resource

3. Set Goals

2. Provide the Training

1. Provide the Tools

The 5 Steps of Employee Responsibility

Employees are responsible for:
1. Using the tools that are provided
2. Applying the training he or she receives
3. Setting and accomplishing goals
4. Asking for help when needed
5. Being accountable for progress towards his or her own goals

*An excellent resource on accountability is: QBQ! The Question Behind the Question by John G. Miller*
What do employees really want?

The 5 Step System of Management and Employee Responsibility

Outcome

For the Employee:
- Increased self-esteem
- Greater accomplishments
- Developed talents

For the Manager:
- Motivated employees
- Elimination of poor performers
- Practice success
- Personal fulfillment
Coaching

Helping your employees develop their skills and talents
Teaching an employee what he or she needs to know to be successful
Encouraging the positive
Explaining why changes are needed
Being consistently constructive

Coaching is not:

Controlling employees
Being critical or negative

Why isn’t the employee achieving his or her goals?

They are untrained → Provide training
They are unable → Change responsibilities
They are unwilling → Counsel; release if no improvement

The Diagnosis

The Prescription

Implementation

Make sure you understand the concepts
Embrace and apply the 5 Step Employee Management System and the 5 Steps of Employee Responsibility
Implement an Employee Satisfaction Survey to measure team member perceptions
Use a Review and Goal Packet to set goals
Consistently work on applying these principles
“People won’t care until they know how much you care!”

Leadership Books
Office Values/Mission
Team Goals
Staff Trainings/Teambuilding
Total Compensation and Benefit Reviews
Care
Annual Performance Reviews
Job Descriptions
Employee Satisfaction Surveys

In Conclusion

Know your market - be competitive enough to attract and maintain good employees.

Make sure employees know that your system is not static – that training, development and career-pathing are ongoing, corporate goals.

Your practice has “a culture” – make it one of empowerment and contribution.

Stress a management style of leading by (good) example.

Thank You!

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