

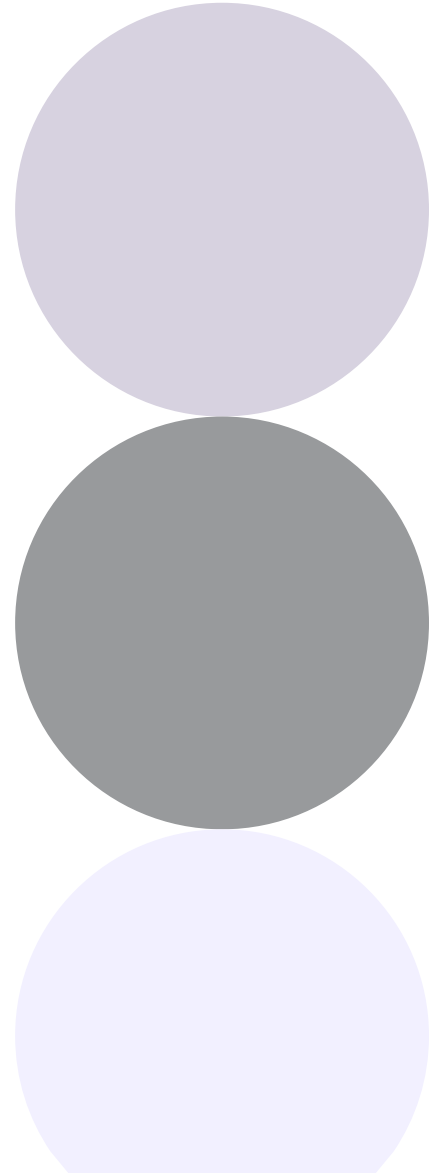


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What Administrators Need to Know: Leading in a Changing Workplace

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Financial Disclosure

I have no financial interest in this presentation.

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A Few Housekeeping Tips

- Enter your questions into the Q&A feature and not the chat.
- The captioned webinar recording and slide deck will be available within a few business days in the Practice management Video Library:
<https://www.aao.org/practice-management/resources/videos>
- Your feedback is important. Please submit the brief webinar evaluation following today's presentation.

AGENDA

Introduction

Our current workforce (“New Normal”)

Recruit/ train/ retain

Coaching for staff development and growth

Conclusion and Q&A



Our “Current” Normal

Staffing shortages

Inflation → higher wages

Gallup poll 2021: 34% engaged: 16% actively disengaged



Our “New” Normal

Staff priorities → Leadership Requirements

Work/Life balance → Flexibility

Shifted priorities → Engagement

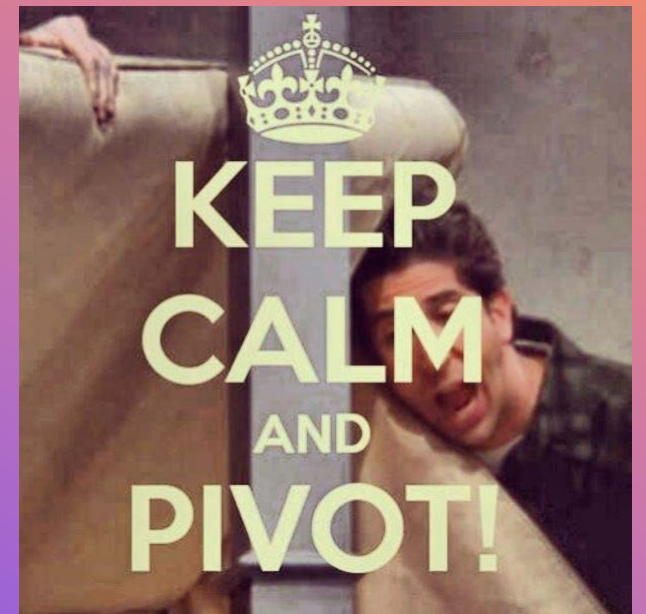
→ Development

→ Opportunity



LEADERSHIP REQUIREMENTS

- Societal workplace shifts
- COVID only hit the gas but was not the cause.
- We must pivot to be effective!
- Recruit, train, retain



RECRUIT

- Be creative!
 - Rework job descriptions.
- Seek out employees.
 - Use tools such as Indeed to search for staff rather than letting them come to you.
 - Hire a recruiter.
- Referral bonus
 - Staff incentive to refer new employees
- Let your patients know!
- Get involved in programs!
 - Trade school, high school

TRAIN

- Efficient training plans
- Effective SOPs (standard operating procedures)
- Crosstraining
- Delegation



RETAIN

- Stay interviews
- Consistent development and coaching



What is Coaching? And what is it not?

Coaching

- Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential
- Often unlocks previously untapped sources of imagination, productivity, and leadership

Consulting

- Professional or expert advice
- Working on YOUR agenda
- Hearing the problem and providing the answer

Psychotherapy

- Remediation or treatment of mental illnesses and emotional difficulties
- Looking backwards to determine the root cause of deep seating issues or trauma

Types of Coaching

Performance / Behavior / Instruction

- Instruction
- Your agenda / company agenda
- First steps to disciplinary action
- You are the boss/ team leader/ advocate for the team, etc.

Growth and Leadership

- Their agenda
- They advocate
- You are the partner, not the driver!

Why Do It?

- Employee engagement
- Staff development
- Team growth
- Staff retention
- Succession planning

Why Development?

Staff Engagement

- What are we hearing about the workforce?
- Can impact trajectory



Career Development

- Find your replacement!
- WHY?
- Builds your bench strength.
- Increases possibilities for the organization.
- You become a mentor. (Pay it forward!)

Resources

- **Strengths-Based Leadership**
 - **Multipliers**
 - **Switch**
 - **Mindset**
- Don Clifton / Gallup
 - Liz Wiseman
 - Chip Heath & Dan Heath
 - Carol Dweck, PhD
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- AAOE, SHRM, etc.

CONCLUSION

- Acceptance
- Strategies for recruit, train, and retain
- Coach and develop your team members
- Take heart!

CLARITY
OF VISION
CREATES
CLARITY OF
PRIORITIES.

-JOHN C. MAXWELL

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THANK YOU

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Q&A

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