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** - Don Clifton / Gallup
• **Multipliers** - Liz Wiseman
• **Switch** - Chip Heath & Dan Heath
• **Mindset** - Carol Dweck, PhD

• AAOE, SHRM, etc.
CONCLUSION

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

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Q&A

eraw text:

PRESENTATION FINISHED

ANY QUESTIONS?

 nhiễu text: