

AAOE Practice Management Leadership Summit

AAO 2023 **Celebrate**

San Francisco, CA | Moscone Center

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LEADERSHIP RESOURCES

American Academy of Ophthalmic Executives® (AAOE®)



AMERICAN ACADEMY
OF OPHTHALMOLOGY®

What sets a practice on a steady path to success?

Practice leaders with great leadership skills.

Leaders are not born; they are developed through study, practice and trial and error. We have aggregated several AAOE leadership resources for attendees at the AAOE Practice Management Leadership Summit at AAO 2023.

Developing your personal leadership skills will take time, but will be well worth the effort.

We wish you success in unlocking your leadership potential.

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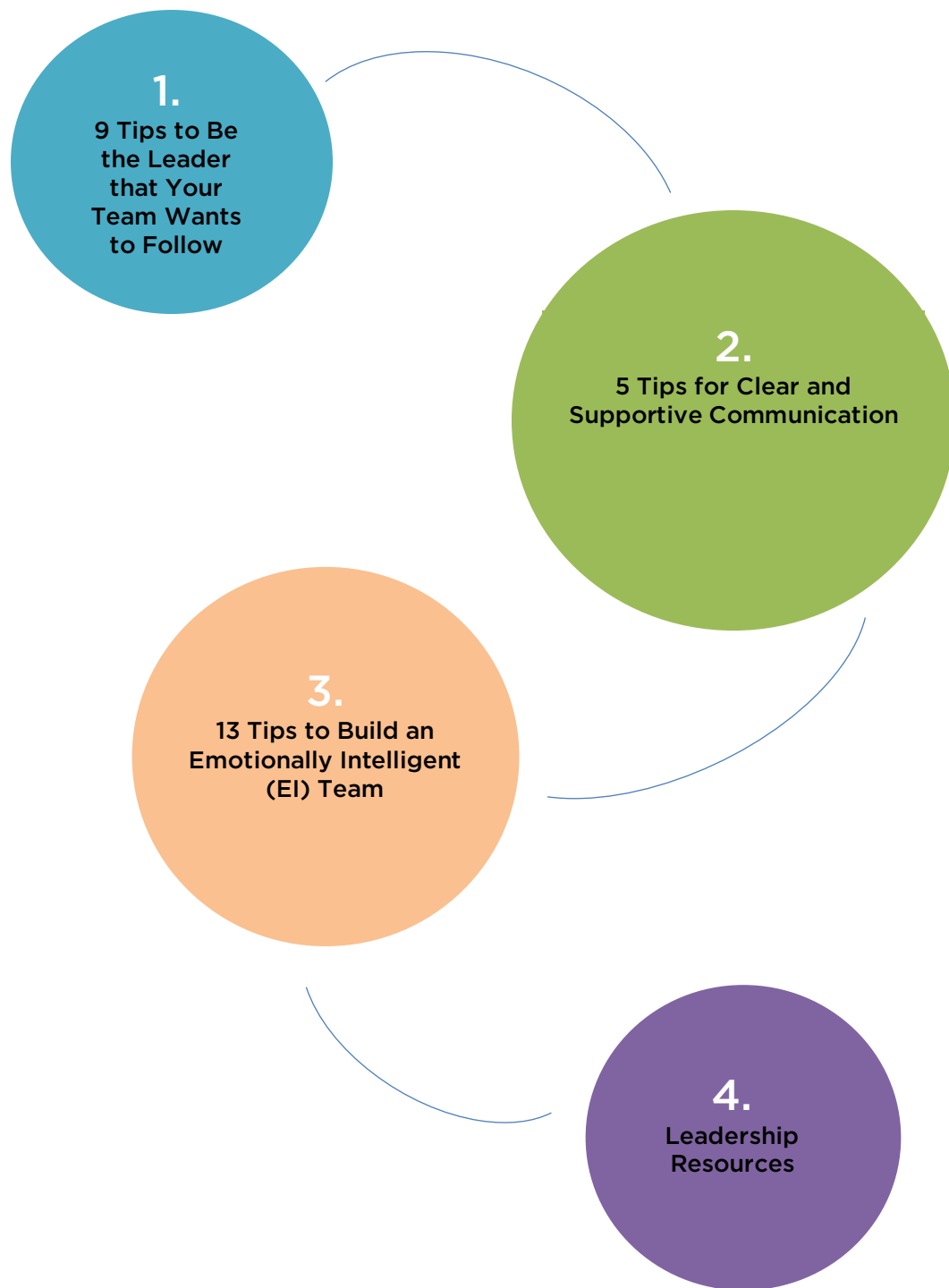
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Table of Contents





9 Tips to Be the Leader that Your Team Wants to Follow

1. Communicate your purpose.



Link your “why” to your practice’s values and outline the benefits to be gained.

When people understand the reason behind why they have been asked to adopt or change a particular action, they are more willing to get on board.

2. Be curious.



Great leaders are great learners.

Acquiring diverse knowledge both professionally and personally enables you to discover solutions and strategies more synergistically. Commit to just 60 minutes a day to acquire a new skill or nurture a passion or hobby will increase your knowledge and help you avoid burnout.

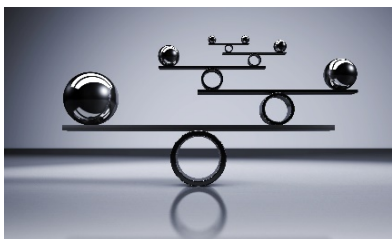
3. Embrace change.



Success is impossible without change.

Leaders who negotiate change successfully are willing to step outside their comfort zone. They also devote more time to the change effort and focus on the big picture. They do not get discouraged when they fail to see immediate results — they are in it for the long haul.

4. Strive to do your best, not for perfection.



Don’t get hamstrung by perfectionism.

The perfect or even “right” answer may not be readily available so commit to doing your best, remaining ethical and balancing objectives. Perfection can be counterproductive and impede forward momentum, especially during times of crisis when decisions need to be made quickly.

5. Reflect.



Great leaders understand the power of hitting the pause button to reflect.

Too much action with too little introspection can lead to poor decision-making and burnout. Stopping to write in a journal, take a walk or indulge in some other form of introspection will give you time to see patterns, obstacles and solutions. The mind needs time to wander and reflect in a relaxed state.

6. Be a multiplier.



The “multiplier” leader uses their smarts to unleash the genius of those around them.

A multiplier leader doesn't need to be the smartest person in room or get all the credit. Multiplier leaders get more done because they nurture innovation and are willing to trial potential solutions. They also see failure as part of the journey towards a successful outcome.

7. Nurture collaboration.



Develop and nurture a practice culture in which experimentation and learning are embraced, valued and rewarded.

Including employees in decision-making early on engenders enthusiasm and commitment. Encourage collaboration with employees at all levels within the practice — not just upper level management — because a 360-degree perspective contributes to more informed decision making.

8. Encourage resourcefulness.



Make experimentation and creativity part of your practice culture.

Solutions can come from conducting small trials, scrapping those that don't pan out and keeping those that work. Fail forward.

9. Create a culture of kindness.



Remember happy staff equals happy patients.

Having a good sense of humor, patience, and a positive attitude will make a huge difference in your practice culture, and your patients will notice and benefit from it as well.



5 Tips for Clear and Supportive Communication

1.

Listen first.

Listen first.

Feedback from multiple stakeholders makes you a better and more knowledgeable leader. Be the leader whose staff is comfortable giving you their honest assessment and not what they think you want to hear.

2.

Communicate
honestly.

Communicate honestly.

Although some situations certainly require discretion, in most situations, you foster trust when you communicate honestly.

3.

Be specific.

Be specific.

Minimize confusion and misunderstanding by keeping your communication clear and specific.

4.

Be problem
oriented, not
person oriented.

Be problem oriented, not person oriented.

Problem-oriented communication focuses on the actual problem at hand rather than on the person who is responsible for the problem. This avoids useless finger-pointing and gets the conversation back on track to finding a solution.

5.

Be descriptive, not
evaluative.

Be descriptive, not evaluative.

Evaluation and judgement are linked and should be minimized in communication. An example of evaluative communication is when a speaker expresses their own judgment of a particular person, event or action to a listener. A more constructive approach to communication is for the speaker to objectively describe the problem rather than personal feelings or viewpoints about the problem.



13 Tips to Build an Emotionally Intelligent (EI) Team

1. Cultivate self- awareness.

The ancient Greek adage, “To know thyself is the beginning of wisdom,” still holds value many centuries later. Assess your strengths and weakness and build your EI skills by using the above leadership and communication tips.

2. Model what you expert in your team.

Model what you want to see in your team members. A “do what I say, not what I do” leadership approach will quickly derail your efforts to build a high-functioning EI team.

3. Build trust.

Trust is the foundation for any successful relationship. Don’t underestimate the value of empathy in creating trust, connection and motivating change in your team.

4. Know your team.

Learn your team’s strengths and what motivates them. Be a multiplier by encouraging cross training, avoiding micromanaging and remembering that your first impressions may be inaccurate or unfair. Give people discretion in how they do their work.

5. Be passionate.

Have a vision and communicate it clearly. Demonstrate how each team member has an essential role to play in achieving that vision.

“Trust is the glue of life. It’s the most essential ingredient in effective communication. It’s the foundational principle that holds all relationships.”

— Stephen R. Covey
Author and Educator



13 Tips to Build an Emotionally Intelligent (EI) Team

6. Recognize effort.

Give recognition generously and do it immediately and publicly.

7. Give immediate feedback.

Always be honest and avoid monologues. Instead, highlight your points, actively listen and seek mutual clarifications of any differences in perception.

8. Keep your promises.

Be realistic about what you promise and deliver what you have said you are going to do. Nothing deflates trust and increases cynicism more than lack of follow-through.

9. Allow for failure.

Focus on failure or setbacks as a growth opportunity. The danger of punishing or creating a culture of fear of failure is that it stifles innovation, destroys morale and results in turnover.

10. Be consistent.

Trust is built and sustained with consistent, equitable and fair treatment.

“Empathy represents the foundation skill for all the social competencies important for work.”

— Daniel Goleman
Author and Psychologist



13 Tips to Build an Emotionally Intelligent (EI) Team

11. Facilitate whole person growth.

Adopt a growth mindset. This supportive approach helps staff to develop their skills and will, in turn, nurture their trust and commitment.

12. Share information broadly.

Uncertainty breeds stress and leads to a breakdown in trust. Share need-to-know information promptly. Knowledge sharing supports your team and is respectful.

13. Show vulnerability.

Leaders who ask for help increase trust and cooperation from colleagues. Practice leaders need to acknowledge their own mistakes as well as successes. This honesty and transparency will model others to follow suit and increase their willingness to follow your lead.

"Compared with people at low-trust companies, people at high-trust companies report 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives and 40% less burnout."

— Paul J. Zak
Neuroeconomist





AAOE Resources

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MORE

AAOE Articles

- [Nurturing De-Escalating Skills Is a Leadership Responsibility](#)
- [Shifting Paradigms: Why Leaders Should Coach More, Lead Less](#)
- [Practice Interview: Why You Can and Should Build a DIY Leadership Training Program in Your Practice](#)
- [Foundation for a Career in Ophthalmology: Ophthalmic Medical Assistant](#)
- [Beginner Practice Administrator? Here's How I Began My New Career](#)
- [Showing Up and Speaking Out! Best Career Advice From 2021 L.E.A.P. Forward](#)
- [Successfully Leading Staff Through Change in Your Practice](#)

AAOE Quick Links

- [AAOE-Talk](#)
- [AAOE Practice Forms Library](#)
- [AAOE Video Library](#)
- [Coding Updates & Resources](#)
- [Practice Management News & Advice](#)

AAOE Recommendations: Books on Leadership

- **Craving the Future** (Michael Perman)
- **Drive: The Surprising Truth About What Motivates Us** (Daniel H. Pink)
- **Emotional Intelligence: Why It Can Matter More than IQ** (Daniel Goleman)
- **First, Break All the Rules: What the World's Greatest Managers Do Differently** (Marcus Buckingham)
- **Good to Great: Why Some Companies Make the Leap ... and Others Don't** (Jim Collins)
- **Leaders Eat Last: Why Some Teams Pull Together and Others Don't** (Simon Sinek)
- **Leading Change** (John Kotter)
- **Start with Why: How Great Leaders Inspire Everyone to Take Action** (Simon Sinek)
- **The Effective Executive: The Definitive Guide to Getting the Right Things Done** (Peter Drucker)
- **The First 90 Days: Proven Strategies for Getting Up to Speed Faster and Smarter** (Michael Watkins)
- **The Five Dysfunctions of a Team: A Leadership Fable** (Patrick Lencioni)
- **The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail** (Clayton Christensen)
- **The Multipliers: How the Best Leaders Make Everyone Smarter** (Liz Wiseman and Greg McKeown)
- **The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You** (John C. Maxwell)
- **The Zen Leaders** (Ginny Whitelaw)
- **Thinking, Fast and Slow** (Daniel Kahneman)
- **Tribes: We Need You to Lead Us** (Seth Godin)
- **True North: Discover Your Authentic Leadership** (Bill George)