

Welcome from Eric Breda.



Welcome to our second Business Insights newsletter for 2013.

Hard to believe we're mid-way through the year! During the first half of 2013, Transitions has worked tirelessly to elevate our Transitions® brand lenses, as we adopted a continuous approach through multiple channels, to create demand and drive patients to your practice.

Our Life Well lit™ television commercial ran from February to April, complimented by enhanced social media and targeted digital advertising, and for the first time ever we ran a *Transitions lenses* Infomercial presented by MEDIfacts™.

The Infomercial aired in 5 capital cities across Australia to educate viewers on the superior benefits they can expect from our range of *Transitions lenses*. The results of our efforts are still rolling in.

This edition of the Business Insights newsletter focuses on leadership, presenting motivational insights from key business leaders on techniques to further build and develop leadership skills within your business.

We hope you enjoy this edition.

Eric Breda
Business Director
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P.S. If you have any suggestions for topics you would like to see in upcoming issues please feel free to contact us at businessinsights@transitions.com

Walk the Talk to a Successful Practice. Dr Greg Chapman

Throughout his 25 year career, Dr Greg Chapman has applied his business experience in seven countries, including eight years in the US and UK. Because of this experience, there was an opportunity to pass on the international best practice business management expertise he had acquired, to businesses that would otherwise have no access to experience at this level. In part, this led to his current coaching business.

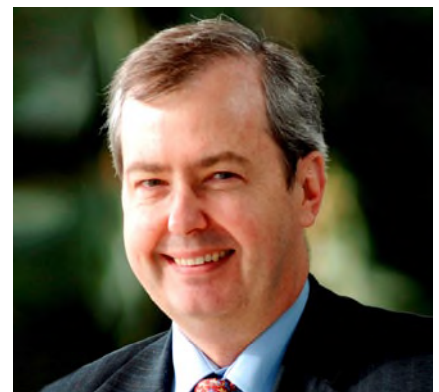
Dr. Chapman has been responsible for the operation of businesses and projects ranging from the micro scale to billion dollar businesses. He lives and breathes a wide range of business solutions "from experience".

Dr Chapman is the author of the bestselling small business book "The Five Pillars of Guaranteed Business Success". Download your free preview copy and his Mission Statements Made Easy Tool at www.empowersolutions.com.au

So you have your own optometry practice and half a dozen people working for you. You are the boss, and your staff seem to be doing their jobs, yet there is something missing. They seem quite content, but perhaps they could be more enthusiastic.

You notice this when you ask them to stay back

to assist when you're busy. They come to you and ask about things you think are obvious or could work out for themselves. When you return from vacation, you find some tasks have not been completed and attention to detail is missing. Occasionally you are surprised when you find someone you thought was happy has put in their notice.



It's easy to blame others when these things happen, but it's your business and no one will care for it like you. These are symptoms of something that is missing in many practices as they grow – leadership. There are five key areas of leadership in any optometry practice.

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Walk the Talk to a Successful Practice with Dr Greg Chapman – continued.

1. Showing the way.

This is leading by example, or walking the talk. Leaders don't ask others to act and behave in a way that they don't themselves. Acting in a manner that is inconsistent with the way you want others to act will decrease respect and is the quickest path to creating cynicism within your team, a situation which will become toxic over time. Your staff may do what you ask, but no more. JOB becomes "Just Only Bothering", just enough to keep their job until they find something better.

2. Inspiring your staff.

No doubt you have a vision of the practice you desire in five years and how it will fulfil your life goals. Why not share it with your staff. Inspire them with your dream and how they can share in it. What could their journey be with you? When you inspire your staff and show them how they can align their own personal vision with yours, they will go the extra mile and do the things you never thought you could ask of them as employees, because they want to.

3. Challenging the status quo.

The best ideas on how to improve your business may not be yours. They will often come from your staff, customers and suppliers. These ideas are essential for innovation and reinvention in your practice to ensure the business doesn't become stale

decreasing morale, and places you at a disadvantage to your competition. In business, the only time you are coasting is when you're going downhill. The leader's role is not to come up with all the ideas, but to recognise, acknowledge and reward the ideas whatever their source. However, this all starts with challenging the way you work today. Leaders don't rest on their laurels and last year's results.

4. Empowering your staff.

Getting the balance right between avoiding mistakes and a freedom to act when staff see something that needs to be done can be difficult. Allowing initiative means that things happen more quickly, but can then increase risk of problems occurring. Fear of making a mistake can result in staff not taking action without clearing it with you first. Thus you become a bottleneck in your business, and when you are away, things can grind to a complete halt. While having policies is important in any business, principles are even more important, particularly when dealing with customers. Mistakes will happen, but these should be treated as learning opportunities. As the owner of the practice, it is impossible to do everything yourself and to be everywhere. Empowering your staff increases their value to you and their value of the job they perform.

5. Encouraging your staff.

Things don't always go according to plan, and staff can easily get frustrated and disenchanted if they are unable to perform to the standard you expect. Where a boss may criticise an employee who makes a mistake, a leader will encourage them to learn from it to improve.

A leader also acknowledges and rewards staff who perform well and care about their practice. Emotional intelligence, also discussed in depth in this edition of the Business Insights Newsletter, is essential in being able to positively encourage staff and build their confidence in your leadership.

In your business, look at each area of leadership, and ask yourself what are you doing to ensure the outcomes you desire are achieved.

When you are a boss, your staff do what you ask because you pay them. When you are a leader, they do more than you ask because you walk the talk, inspire, challenge, empower and encourage them so they will love your practice as much as you do.

Build your reputation: Motivate your staff.

You want to increase motivation and productivity, but you don't know where to start. Use this free activities checklist to get started.

1. On-the-spot praise.

Who did you thank today? There is no time like the present. Recognise and praise people for what they have accomplished or achieved and do it promptly for effectiveness.

What about even taking pen to paper and writing a thank you note.

2. Face time with the boss.

If you've ever felt you've climbed a mountain to meet a deadline or prepare for a staff meeting, only to find it cancelled last minute, you know how

much of a motivation killer it can be. Do it often enough and your staff will stop trying— simply because there is no tangible evidence it is necessary.

Lack of face time also means they can't clarify requests directly, or be given useful feedback, and if staff starts to feel they aren't doing a good job, but it is out of their control, motivation and effort will inevitably take a hit.

3. Celebrate the small wins.

When you start a new program, finish a meeting or come back excited from a conference – talk it up and celebrate the small changes and minor victories in your workplace.

4. Manners.

Manners show respect – saying please and thank you, acknowledgement and thanks of meeting a tight deadline, looking someone in the eye when you talk to them in order to build relationship, looking away from them when you need to talk of difficult matters or hold them accountable, or following their motions are all ways of showing a person they are valued and worthy of respect.

5. Make fun part of your day.

There's no shortage of opportunities; order lunch in for the staff, encourage corporate sports teams, be part of a variety of awareness days that allow for fundraising and free dress during the year.