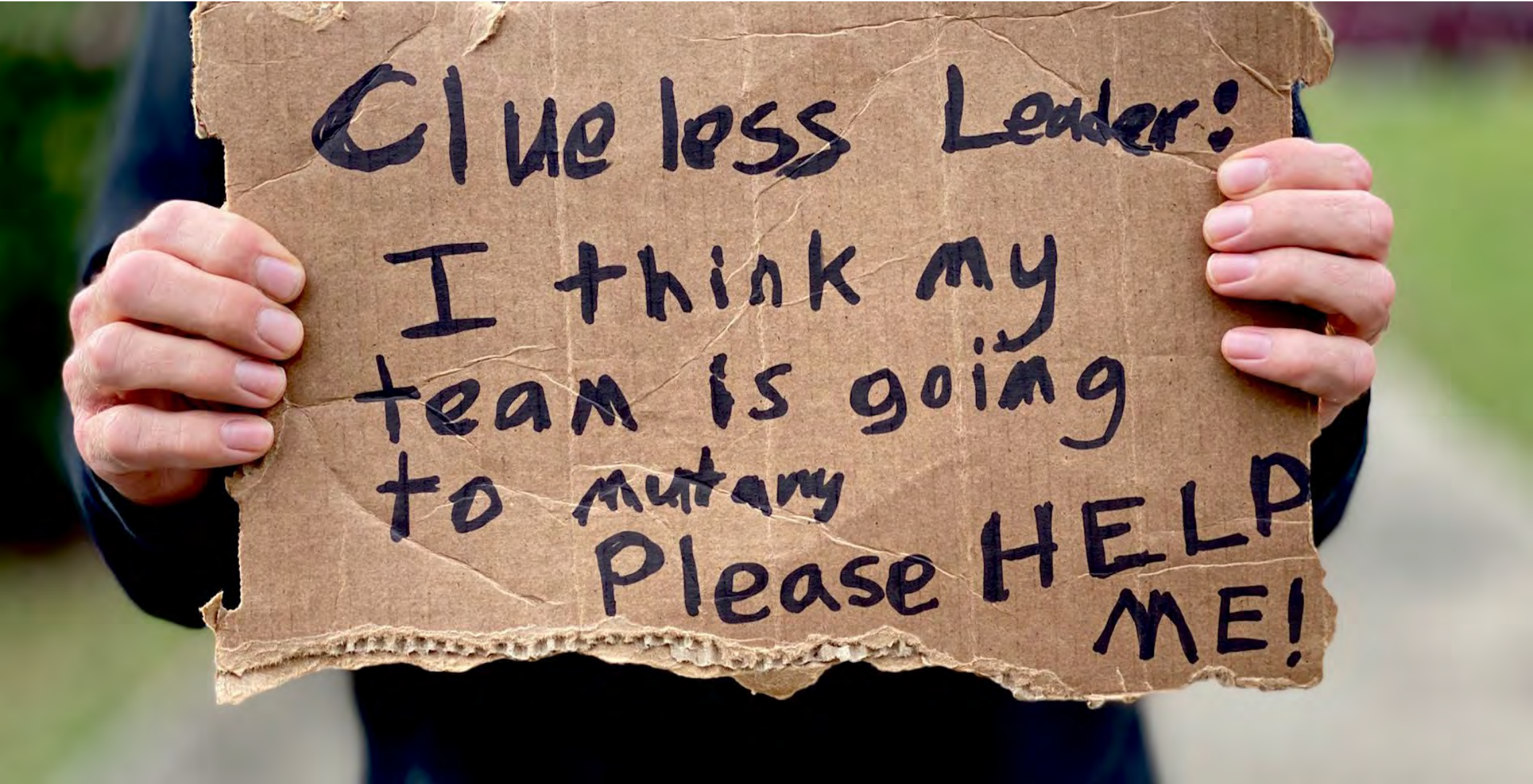




## 3.5 Best Tools of a Leader

A person's hands are visible holding a piece of torn, brown cardboard. The cardboard has handwritten text in black marker. The background is a blurred outdoor scene with green grass and a dark blue object, possibly a bag or part of a person's clothing.

Clueless Leader:

I think my  
team is going  
to mutiny  
Please HELP  
ME!

# Disclosures

2021

Total \$195.41

Company Making Payments	Number of payments	Total (%)
<a href="#">Alcon Vision LLC</a>	5	\$165.11 (84.5%)
<a href="#">CooperVision Inc.</a>	1	\$16.63 (8.5%)
<a href="#">Bausch &amp; Lomb, a division of Bausch Health US, LLC</a>	1	\$13.67 (7.0%)

Source <https://openpaymentsdata.cms.gov/physician/23539>



# Agenda

**How much do you cost your business?**

**Do the things only you can do**

**Create a group coaching program**

**Prioritize how and what gets done**






Let's do some  
math.





**Tool 1: Know  
your number**

A blue ballpoint pen with a silver-colored tip and barrel accents lies diagonally across a bar chart. The chart features several blue bars of varying heights on a light blue grid. The background is a soft, out-of-focus white.

Annual  
Salary





# Annual Salary

Divided by Days  
worked per year





Annual Salary

Divided by Days  
worked per year

Divided by Hours per  
day you SHOULD be  
working



This give you your hourly number in dollars.

Any task which costs less than this number should be done by someone else.







## Tool 2: Learn how to delegate well.

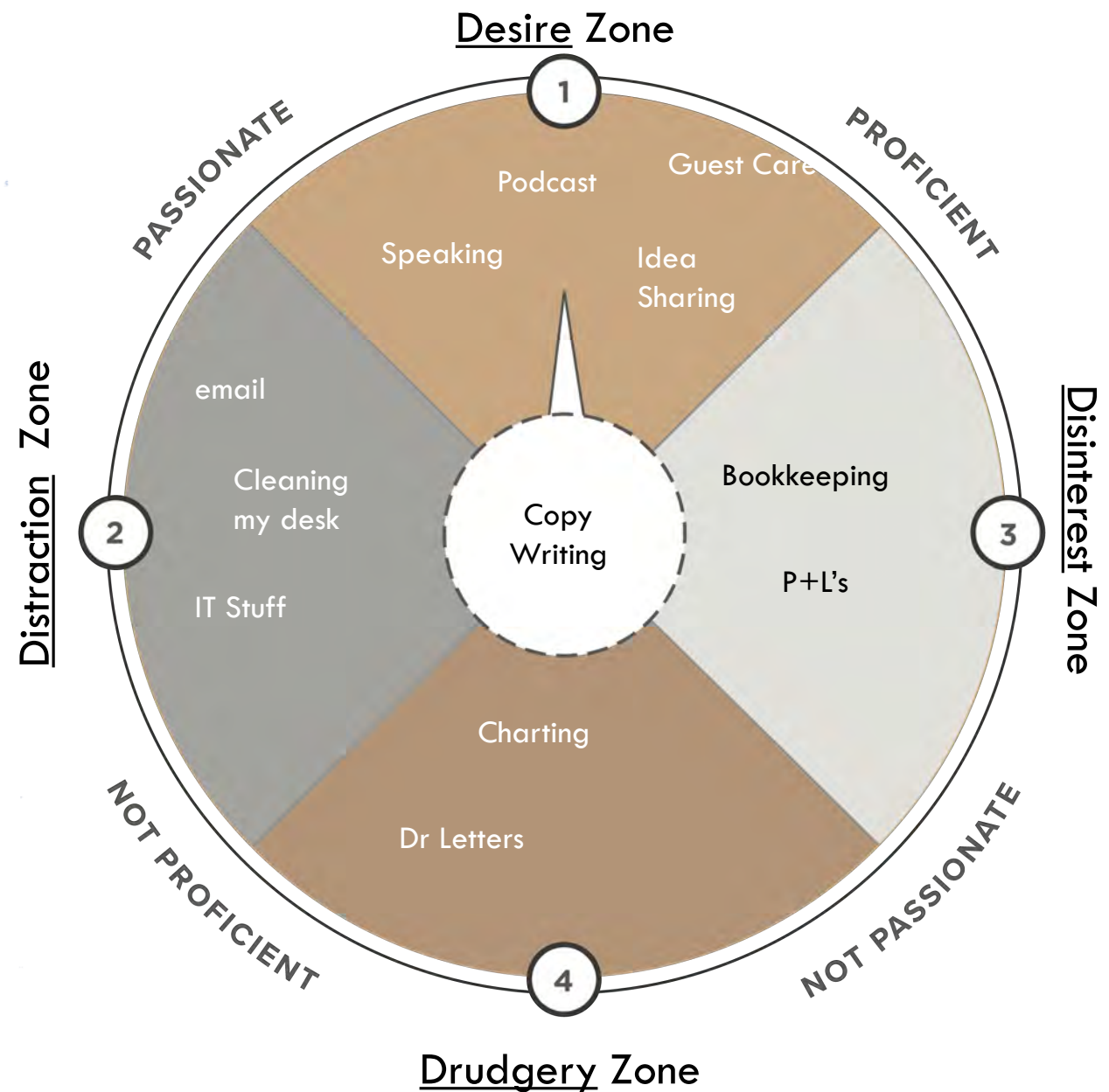
This is the one skill which will bring the most return on your “investment”.

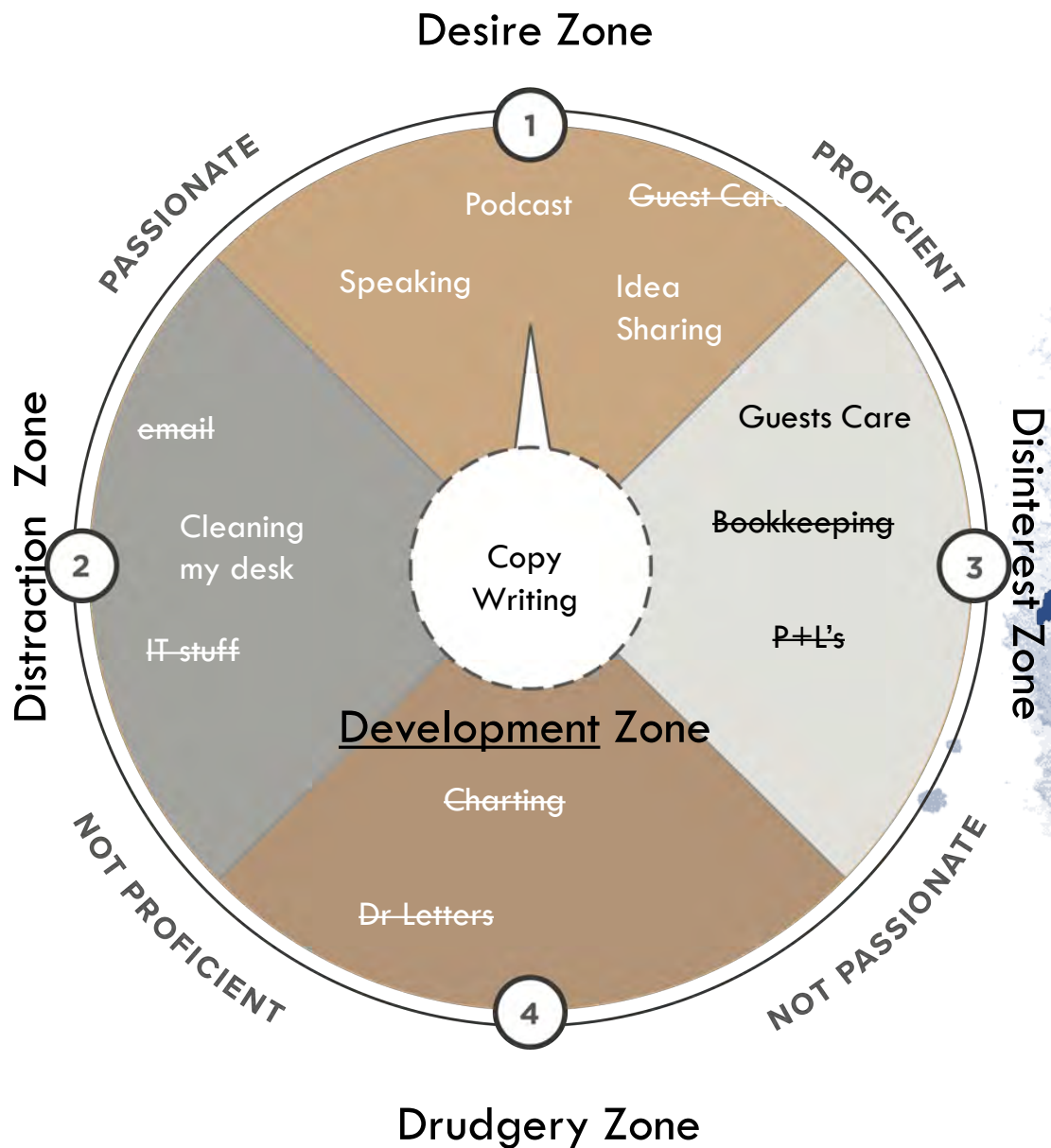
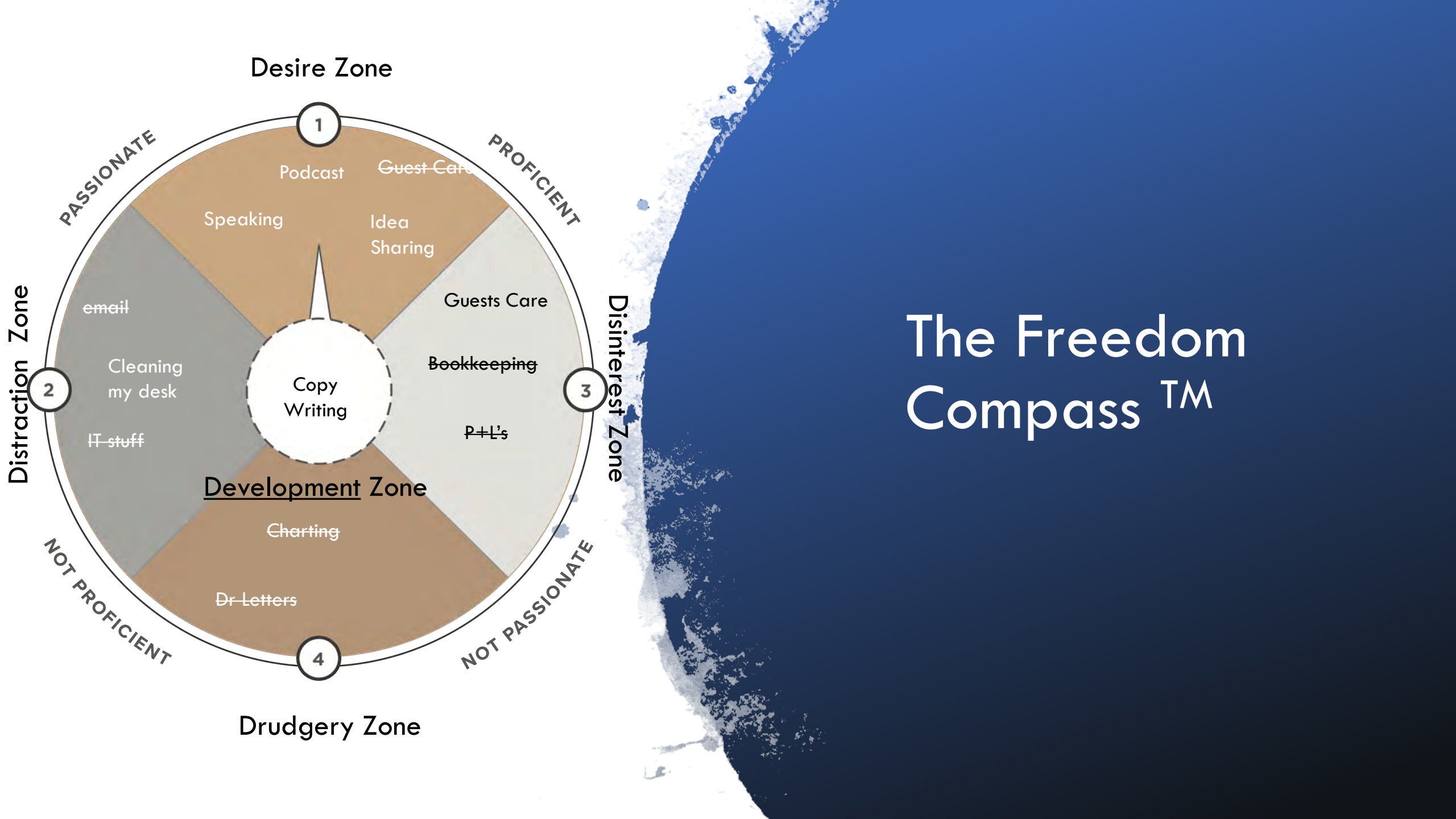
It is not about getting things done as much as it is about getting things done with other people.

It is amazing how many things someone else loves to do, that I hate to do.



# The Freedom Compass™





# The Freedom Compass™



## Tool 2: Learn how to delegate well.

### Three Key Understandings of Delegation

- 80% “done right” by someone else is better than 100% “done right” by you
- You need support tools
- You must be clear with your instructions

# The Recommendation Briefing Form <sup>TM</sup>

VISION SOURCE

## RECOMMENDATION BRIEFING FORM

RECOMMENDATION			
Recommended by	Savana & Julia	Date Recommended	8/2/22
Recommendation	More versatile uniforms		
Approved by	Ted McElroy	Approved?	

BACKGROUND
We all wear the same color and same style scrubs. We update every year and may want a change.

RATIONALE
Here's why I am making this recommendation: <ul style="list-style-type: none"><li>• To have more options of scrubs to flatter everyone's</li><li>• body type.</li></ul>

PROJECT PLANNING	
Potential Return	Anticipated Cost
More confidence and a more professional look.	\$1200



# The Vision Caster™

VISION SOURCE

## VISION CASTER

### DETAILS

Project	Choosing Scrubs for the team to wear				
Assigned by	Ted McElroy		Assigned to	Julia Harrison/Savana Hall	
Date	06/30/2022	Delegation Level*	2	Budget	\$ 1700

### VISION

1. Description	Vet out a plan for replacement of scrubs. Uniforms, by definition, must be uniform. Therefore, color will must be consistent throughout the office.
2. Rationale	While the uniforms must be the same, style choices within the colors (i.e., pants flare, jogger, straight, etc and tops similarly varied), will be acceptable. Black looks the most professional and is a good color on almost everyone
3. Details	<p>Envision the specifics of the project.</p> <ul style="list-style-type: none"><li>• Uniforms must be black but may have accent on trim. However, this accent must not clash with the gold VS logo on the right upper portion of the shirt.</li><li>• Uniform will be the same color black. This may require all to be purchased from the same manufacture to not have variations on the color.</li><li>• Uniforms must be flattering on the wearer and modest.</li></ul>

### DELIVERABLES

4. Timeline	Milestones	Date
	1. Choices to be submitted to Ted for approval	7/11/2022
	2. Order placed for new uniforms	7/18/2022
	3. Put system in place where this process takes place in April of each year.	7/19/2022

# The Vision Caster™

{Header}

## 5. Outcomes

*List your success criteria.*

1. Uniform order process is more consistent
2. Team has input in the process
3. Cost controlled to affordable options.

### **\*The Four Levels of Delegation**

Level 1: Execute exactly as detailed in the report.

Level 2: Research and provide option(s) for approval.

Level 3: Execute as you see fit and update me.

Level 4: Execute as you see fit. No update is required.



## Tool 2: Learn how to delegate well.

### Vision Caster

- Document allows you the time to think through the project or task you wish to be carried out and how it looks at completion.
- If you can explain it well on paper your team will understand the instructions.
- There needs to be guidelines and boundaries for your delegates.

## Tool 2: Learn how to delegate well.

### Rules of engagement: The Levels of Delegation

1. Execute exactly as detailed
2. Research and provide option(s) for approval
3. Execute as you see fit and update me
4. Executed as you see fit, no update required



# Tool 3: Build/Join a Study Group or Group Coaching Program

What happens when you live in the vacuum of “just your practice”?

Relationships lack depth

Lack of innovation

Poor Decisions

You don't know truly what is happening with the industry and you get left behind

## Tool 3: Build/Join a Study Group or Group Coaching Program

How do you do this?

Find your blind spots in the business you'd like to fix

Become more aware of what you are best in the world at

Ask some people you admire to spend time with you and some others to share ideas



## Tool 3: Build/Join a Study Group or Group Coaching Program

What do you do in these groups?

Problem solve

Share pearls of wisdom with each other

Become the leaders of the profession

# Tool 3: Build/Join a Study Group or Group Coaching Program

What happens if you get told, “No” because no one wants to share?

There are numerous business group coaching programs

Business Accelerator

Entreleadership

Vision Source

Ask some more people until 3 others say “Yes”

## Tool 3.5

### The 10-80-10 Concept

100% of the  
result with 20% of  
the work

1. Identify a long process that is taking a lot of your time
2. Break down the process into its smallest understandable steps
3. Figure out where you add the most value to that process
4. Gather those you will use to carry out the steps where you add the least value
5. Do this as an experiment

Point "A" to Point "B" is not a straight line



# Sometimes we must be convinced to change

Change doesn't happen until the pain of staying the same is worse than the pain of changing

We all need approach change with grace and love



## 3.5 Best Tools of a Leader



Ted McElroy, OD  
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