
Why a Healthy Business Beats a Smart Business



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sveiki

مرحبا

mahalo

hoy

HELLO

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ПРИВЕТ

CZEŚĆ



Disclosures

2021

\$195.41

Company Making Payments	Number of payments	Total (%)
Alcon Vision LLC	5	\$165.11 (84.5%)
CooperVision Inc.	1	\$16.63 (8.5%)
Bausch & Lomb, a division of Bausch Health US, LLC	1	\$13.67 (7.0%)

Source:

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



	Smart Organizations	Healthy Organizations
Strategy, Technology, Metrics, Marketing, Financials	X	X
Little Politics and/or Confusion (Trust and Vulnerability)		X
High Morale and Productivity		X
Low Turnover		X
Clear agreements around decisions		X
Team Members held Accountable and have Conflict		X
Team goals over department goals		X





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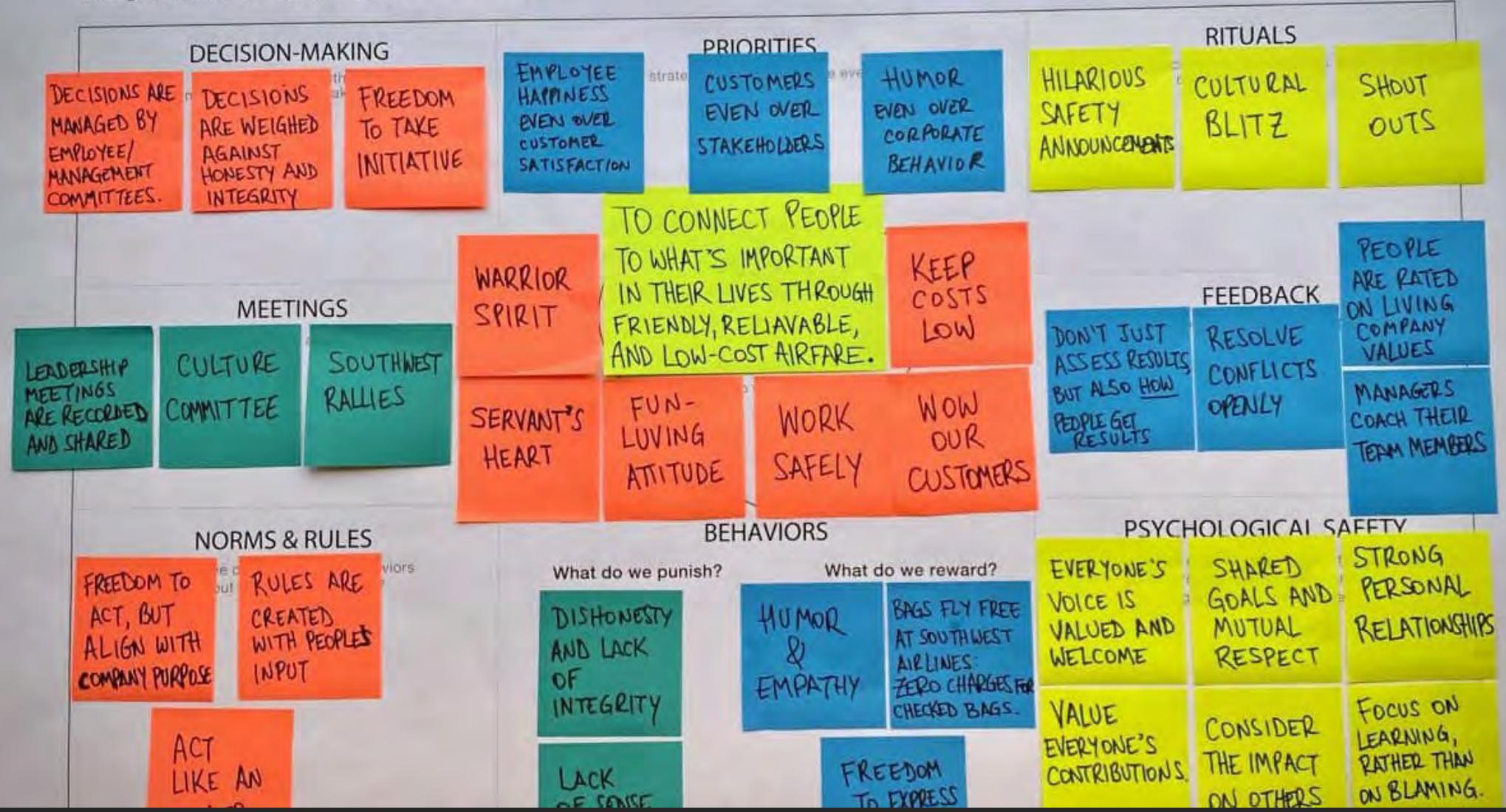
HOME OF THE ORIGINAL CHICKEN SANDWICH



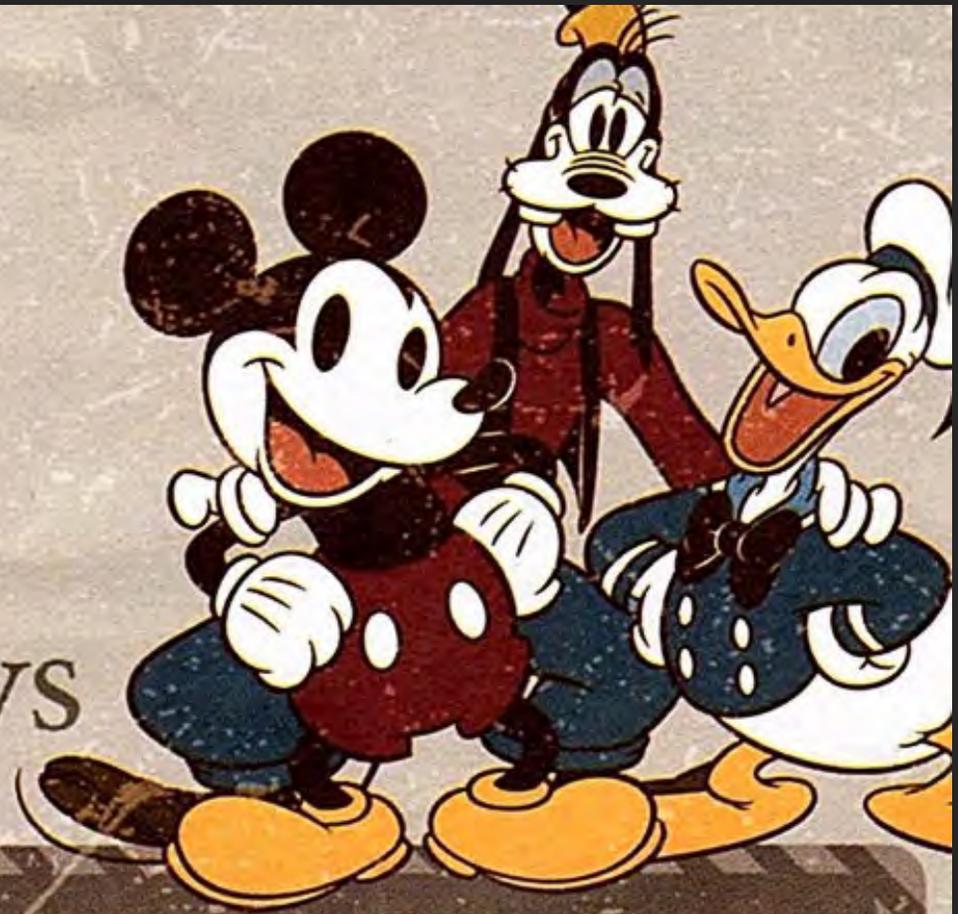
We Support
Healthy Appetites

DESSERTS
BEVERAGES

Design a culture that propels you into the future.



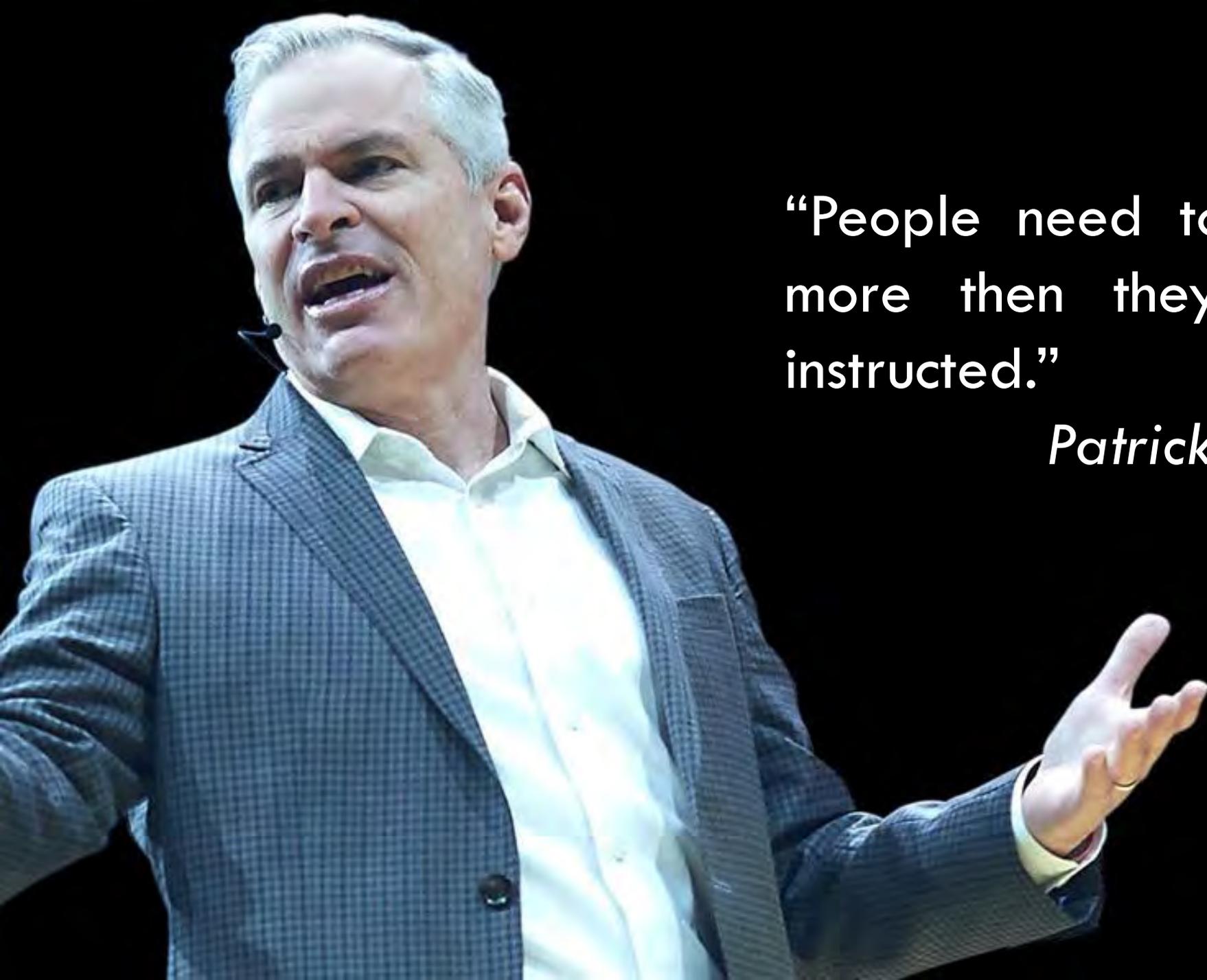
The 4
SAFETY · COURTESY · SHOW · EFFICIENCY



The Four Keys Fanatic

Safety – Courtesy – Show – Efficiency

dvcRentals.com

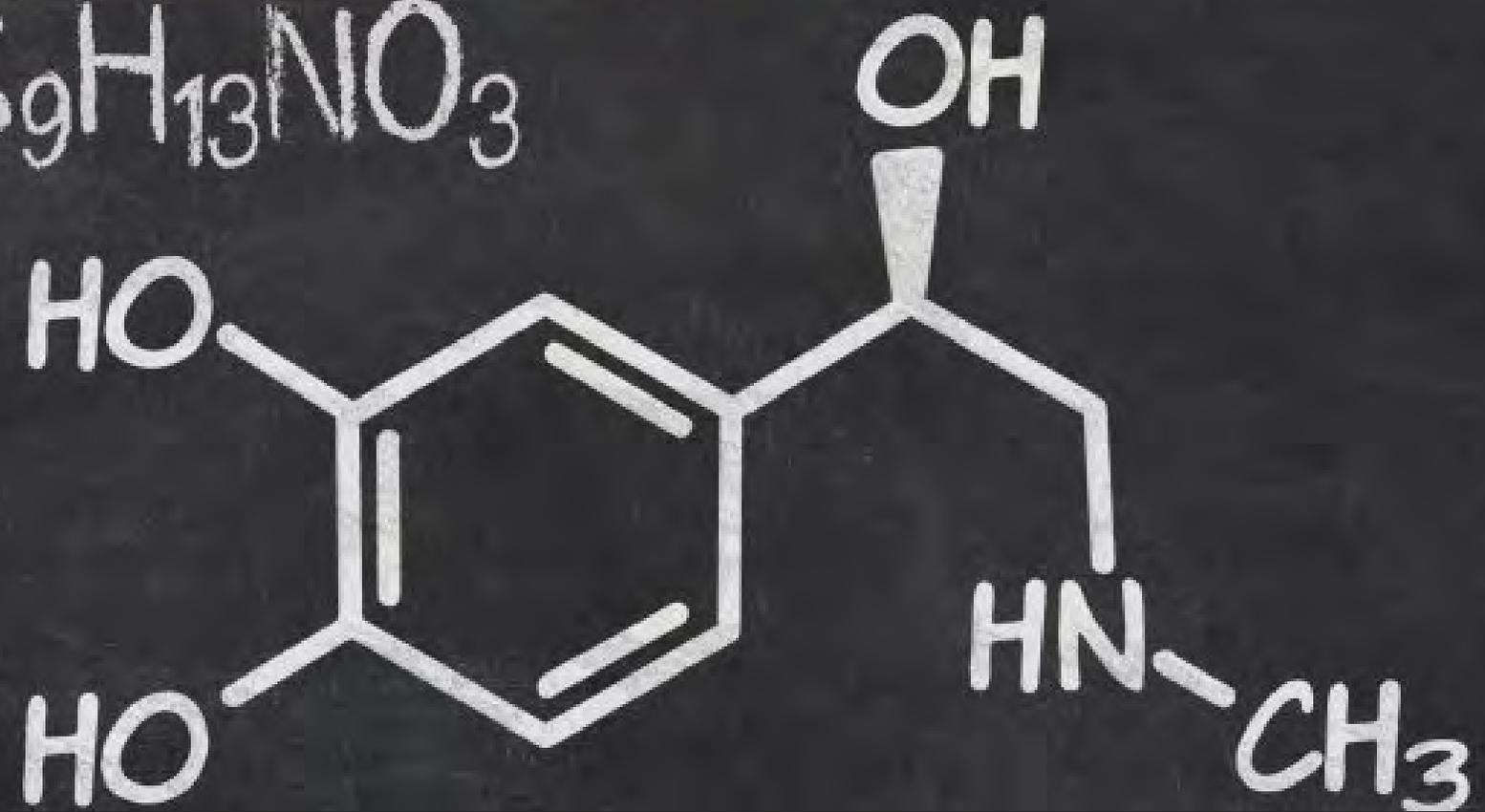


“People need to be reminded more than they need to be instructed.”

Patrick Lencioni

$$\begin{aligned}
\vec{a}_A = & \sum_{B \neq A} \frac{Gm_B \vec{n}_{BA}}{r_{AB}^2} \\
& + \frac{1}{c^2} \sum_{B \neq A} \frac{Gm_B \vec{n}_{BA}}{r_{AB}^2} \left[v_A^2 + 2v_B^2 - 4(\vec{v}_A \cdot \vec{v}_B) - \frac{3}{2}(\vec{n}_{AB} \cdot \vec{v}_B)^2 \right. \\
& \quad \left. - 4 \sum_{C \neq A} \frac{Gm_C}{r_{AC}} - \sum_{C \neq B} \frac{Gm_C}{r_{BC}} + \frac{1}{2}((\vec{x}_B - \vec{x}_A) \cdot \vec{a}_B) \right] \\
& + \frac{1}{c^2} \sum_{B \neq A} \frac{Gm_B}{r_{AB}^2} [\vec{n}_{AB} \cdot (4\vec{v}_A - 3\vec{v}_B)] (\vec{v}_A - \vec{v}_B) \\
& + \frac{7}{2c^2} \sum_{B \neq A} \frac{Gm_B \vec{a}_B}{r_{AB}} + O(c^{-4})
\end{aligned}$$

Adrenaline



Type	Date	Num	Name	Memo	Account	Class	Split	Original Amount	Balance
Deposit	11/27/2019			Deposit Payee:DEPOSIT	6008 · Fee Income		1060 · Working Account	-185.00	-14,341.38
Deposit	11/26/2019			DEPOSIT	6008 · Fee Income		1060 · Working Account	-417.70	-14,759.08
Deposit	11/05/2019		AETNA LIFE INS	Preauthorized ACH Credit AETNA H09 HCCLAIMP	6008 · Fee Income		1060 · Working Account	-73.50	-14,832.58
Deposit	11/15/2019		AETNA LIFE INS	PREAUTHORIZED ACH CREDIT AETNA H09 HC	6008 · Fee Income		1060 · Working Account	-83.07	-14,915.65
Deposit	11/21/2019		AETNA LIFE INS	PREAUTHORIZED ACH CREDIT AETNA AS01 HC	6008 · Fee Income		1060 · Working Account	-106.12	-15,021.77
Deposit	11/21/2019		AETNA LIFE INS	PREAUTHORIZED ACH CREDIT AETNA AS01 HC	6008 · Fee Income		1060 · Working Account	-23.60	-15,045.37
Deposit	11/04/2019		Care Credit	PREAUTHORIZED ACH CREDIT SYNCHRONY B,	6008 · Fee Income		1060 · Working Account	-295.82	-15,341.19
Deposit	11/06/2019		Care Credit	PREAUTHORIZED ACH CREDIT SYNCHRONY B,	6008 · Fee Income		1060 · Working Account	-473.51	-15,814.70
Deposit	11/07/2019		Care Credit	PREAUTHORIZED ACH CREDIT SYNCHRONY B,	6008 · Fee Income		1060 · Working Account	-217.98	-16,032.68
Deposit	11/08/2019		Care Credit	PREAUTHORIZED ACH CREDIT SYNCHRONY B,	6008 · Fee Income		1060 · Working Account	-207.36	-16,240.04
Deposit	11/12/2019		Care Credit	Preauthorized ACH Credit SYNCHRONY BANK BT	6008 · Fee Income		1060 · Working Account	-321.44	-16,561.48
Deposit	11/12/2019		Care Credit	PREAUTHORIZED ACH CREDIT SYNCHRONY B,	6008 · Fee Income		1060 · Working Account	-38.26	-16,599.74
Deposit	11/13/2019		Care Credit	PREAUTHORIZED ACH CREDIT SYNCHRONY B,	6008 · Fee Income		1060 · Working Account	-434.56	-17,034.30
Deposit	11/14/2019		Care Credit	PREAUTHORIZED ACH CREDIT SYNCHRONY B,	6008 · Fee Income		1060 · Working Account	-230.54	-17,264.84
Deposit	11/15/2019		Care Credit	PREAUTHORIZED ACH CREDIT SYNCHRONY B,	6008 · Fee Income		1060 · Working Account	-189.73	-17,454.57
Deposit	11/25/2019		Care Credit	PREAUTHORIZED ACH CREDIT SYNCHRONY B,	6008 · Fee Income		1060 · Working Account	-831.16	-18,285.73
Deposit	11/29/2019		Care Credit	PREAUTHORIZED ACH CREDIT SYNCHRONY B,	6008 · Fee Income		1060 · Working Account	-103.99	-18,389.72
Deposit	11/04/2019		Champ VA	PREAUTHORIZED ACH CREDIT 36 TREAS 310 M	6008 · Fee Income		1060 · Working Account	-40.30	-18,430.02
Deposit	11/04/2019		EyeMed	PREAUTHORIZED ACH CREDIT FIDELITY SECU	6008 · Fee Income		1090 · Sweep	-122.69	-18,552.71
Deposit	11/04/2019		EyeMed	PREAUTHORIZED ACH CREDIT AMERICAN COM	6008 · Fee Income		1090 · Sweep	-32.92	-18,585.63
Deposit	11/05/2019		EyeMed	PREAUTHORIZED ACH CREDIT COMBINED INS	6008 · Fee Income		1090 · Sweep	-52.61	-18,638.24
Deposit	11/06/2019		EyeMed	PREAUTHORIZED ACH CREDIT FIRST AMER A	6008 · Fee Income		1090 · Sweep	-496.69	-19,134.93
Deposit	11/07/2019		EyeMed	PREAUTHORIZED ACH CREDIT EYEMED VISIO	6008 · Fee Income		1090 · Sweep	-245.88	-19,380.81
Deposit	11/08/2019		EyeMed	PREAUTHORIZED ACH CREDIT EYEMED INSUR	6008 · Fee Income		1090 · Sweep	-50.00	-19,430.81
Deposit	11/12/2019		EyeMed	Preauthorized ACH Credit COMBINED INS- NY	8816008 · Fee Income		1090 · Sweep	-140.00	-19,570.81
Deposit	11/13/2019		EyeMed	PREAUTHORIZED ACH CREDIT FIRST AMER A	6008 · Fee Income		1090 · Sweep	-1,051.20	-20,622.01
Deposit	11/13/2019		EveMed	PREAUTHORIZED ACH CREDIT FAA / HUMANA	6008 · Fee Income		1090 · Sweep	-195.00	-20,817.01



Clueless Leader:

I think my
team is going
to mutiny

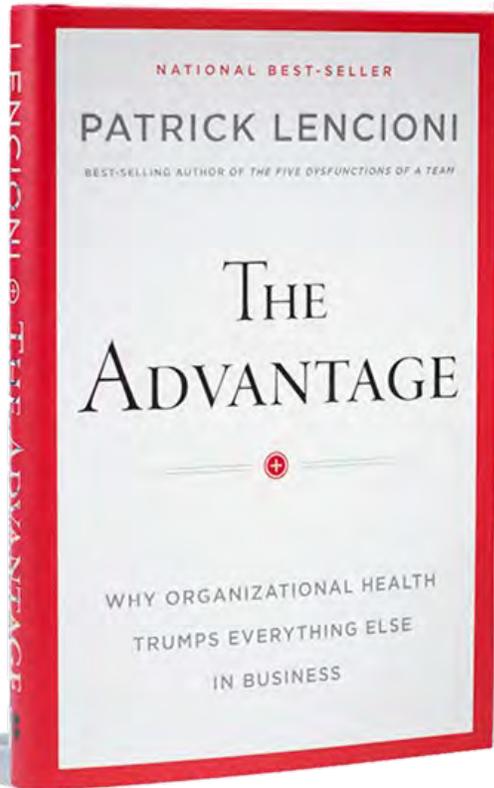
Please HELP
ME!



“He who cannot be a good follower
cannot be a good leader.”

Aristotle

Why Healthy vs. Smart?



The single greatest advantage any company can achieve is organizational health.

Yet it is ignored by most leaders even though it is simple, free, and available to anyone who wants it. - **Patrick Lencioni**

Discipline 1: Build a Cohesive Team

Small enough team

Trust and Vulnerability

Engagement in Conflict on important issues

Team has agreements around decisions

Team members hold one another accountable

Focus on the team





Build a Cohesive Team:
Leadership team



Build a Cohesive Team: Trust and Vulnerability

How do you create trust?

Not trust falls

Get to know and try to feel like what it must be to be the other individual

Get comfortable saying...

“I messed up.” “I need your help.” “Your idea was much better than mine.” “I apologize.”

Sacrifice your ego for the good of all.

Build a Cohesive Team: Trust and Vulnerability

Three Questions to create Vulnerability

- Where did you grow up?
- How many siblings do you have and where are you on the order?
- What was the most difficult thing you had to overcome in your childhood?

Build a Cohesive Team: Trust and Vulnerability

Three Questions to create Vulnerability
Recap

Follow the leader (that means the leader
goes first)

This is the most important of the Five
Behaviors

Build a Cohesive Team: Trust and Vulnerability

Profiling

Myers-Briggs, DISC, etc

No good or bad, everything is useful

Characteristics are used to determine strengths and weaknesses, so you can “come clean” about your weaknesses

A word on weaknesses



Build a Cohesive Team: Trust and Vulnerability

Fundamental Attribution Errors

What are they?

Go to Walmart

Prayer of St. Frances:

“We must seek to understand more than
be understood.”

This is the most important of the Five
Behaviors

Build a Cohesive Team: Productive, Unfiltered conflict around important issues

You need to get comfortable being uncomfortable

Disallow yourself to think of conflict as a bad thing

Build a Cohesive Team: Productive, Unfiltered conflict around important issues

What happens in the absence of conflict?

Relationships lack depth

Lack of innovation

Poor Decisions

Discussions about people instead of ideas
and issues: **Gossip**

Without weighing in, less likely to support
decisions

Build a Cohesive Team: Productive, Unfiltered conflict around important issues

Conflict continuum

Constructive

Destructive

Just right



No conflict



Mean spirited

Build a Cohesive Team: The team leaves with clear-cut, active and specific agreements about decisions

Conflict around ideas makes agreements possible

Consensus does not equal Agreement

Disagree and Commit

Build a Cohesive Team: The team leaves with clear-cut, active and specific agreements about decisions

Disagreement around does not lead to not buying in.

Lack of commitment doesn't lead to sabotage. It leads to Passive Agreement.

Build a Cohesive Team: The team leaves with clear-cut, active and specific agreements about decisions



Build a Cohesive Team: Team members hold one another accountable to commitments and behaviors

Peer pressure works at work too

We all need correction with love and grace



Build a Cohesive Team: Team members hold one another accountable to commitments and behaviors

Trust leads to conflict around issues which leads to commitment which leads to accountability for those commitments and behaviors

Peer pressure is much better than leadership pressure

The leader must prove they are willing to hold accountability

Accountability is to care enough about someone to risk having them blame you for pointing out their deficiencies.



**Build a Cohesive Team:
Team members hold
one another
accountable to
commitments and
behaviors**

Kindness does not equal Niceness.
Withholding helpful information is not
helpful

Bad behaviors usually precede downturn
in results and performance

Accountability is about behaviors and
performance, conflict is reserved for ideas
and issues

The Pie of Responsibility

100% of the responsibility ownership is represented in the pie.

How much of it belongs to you?



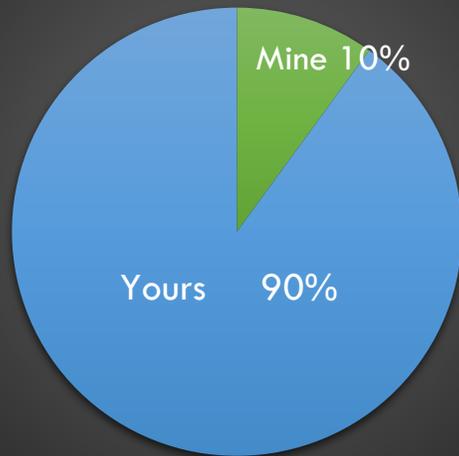
The Pie of Responsibility

100% of the blame is represented in that pie.

How much of it belongs to you?

(Hint: At least part of it is yours.)

Responsibility



Build a Cohesive Team: Team members hold one another accountable to commitments and behaviors

Team Effectiveness Exercise

Have everyone write down one thing that each of the other team members does that makes the team better (not technical skills behavioral). Then write down one thing that hurts the team.

Starting with the leader go around asking everyone to report on the leader's one positive aspect. The leader can provide a general one sentence reaction. Then go around and report on the one thing the leader can improve upon. Again, allowing a general one sentence reaction (not a rebuttal).

The same is done for everyone on the team.

Build a Cohesive Team: Team members hold one another accountable to commitments and behaviors

Turnover will happen when accountability begins

Confrontations cause discomfort when confronting behaviors

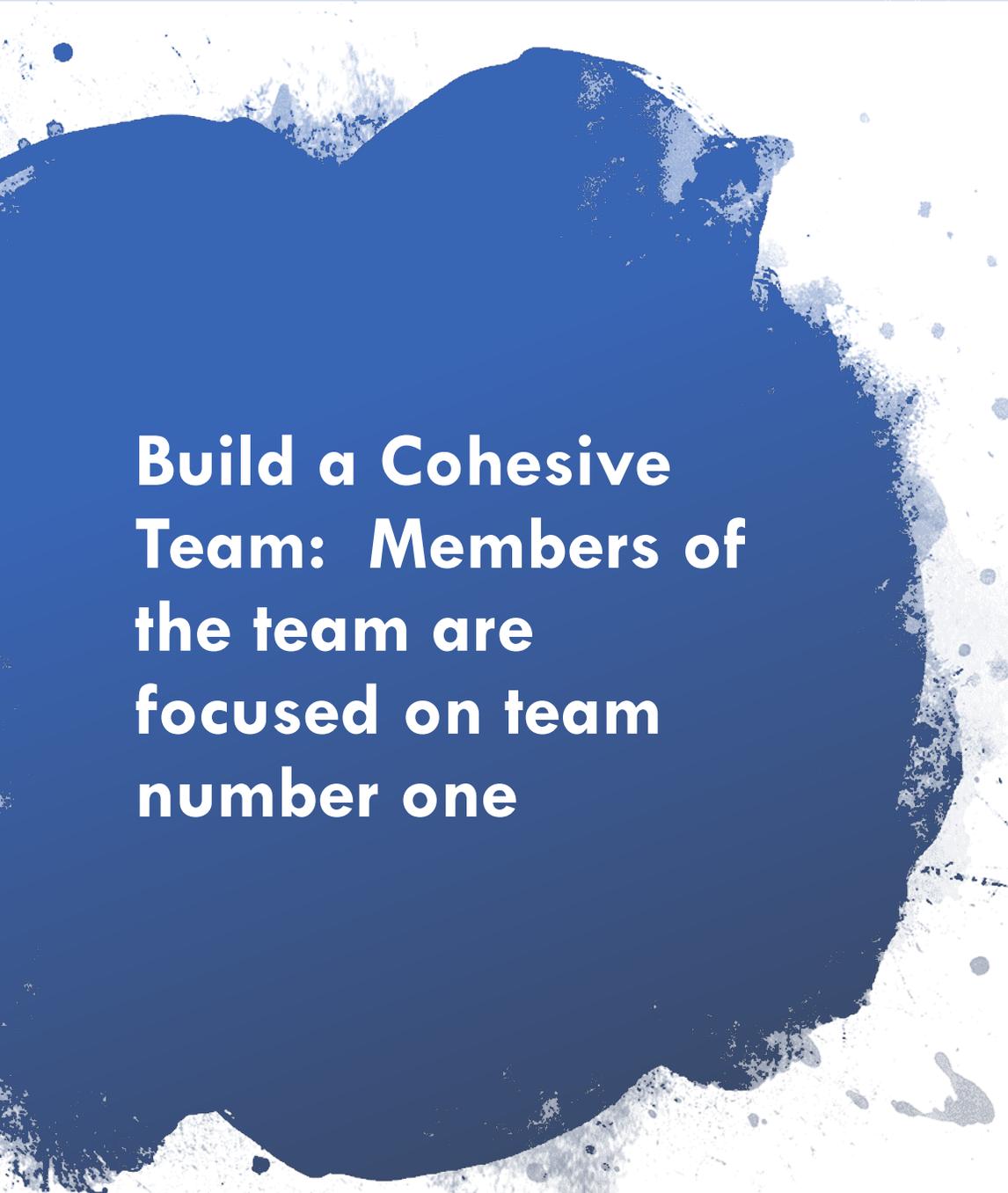
On cohesive teams it is best handled with the entire team, but with serious issues respect the dignity of the individual and handle in private, but not in secret.

Build a Cohesive Team: Members of the team are focused on team number one

Needs of the many overshadow those of the few

This result is the purpose of the building of trust, having conflict, committing to the common goal and holding each other accountable

No results equals a bad team



**Build a Cohesive
Team: Members of
the team are
focused on team
number one**

What separates a cohesive team from a non-cohesive team? The goals are shared across the entire team.

In most orgs, the results are compartmentalized by Department.

We all share the good and the bad if the team culture is real



**Build a Cohesive
Team: Members
of the team are
focused on team
number one**

“How can I help?”

Needs of the many overshadow those of
the few

If you can get everyone in an
organization rowing in the same
direction, you can dominate any
organization at any time.

Build a Cohesive Team Recap

Small enough team

Trust and Vulnerability

Engagement in Conflict on important issues

Team has agreements around decisions

Team members hold one another accountable

Focus on the team



Why a Healthy Business Beats a Smart Business



Ted McElroy, OD
tmcelroy@friendlycity.net