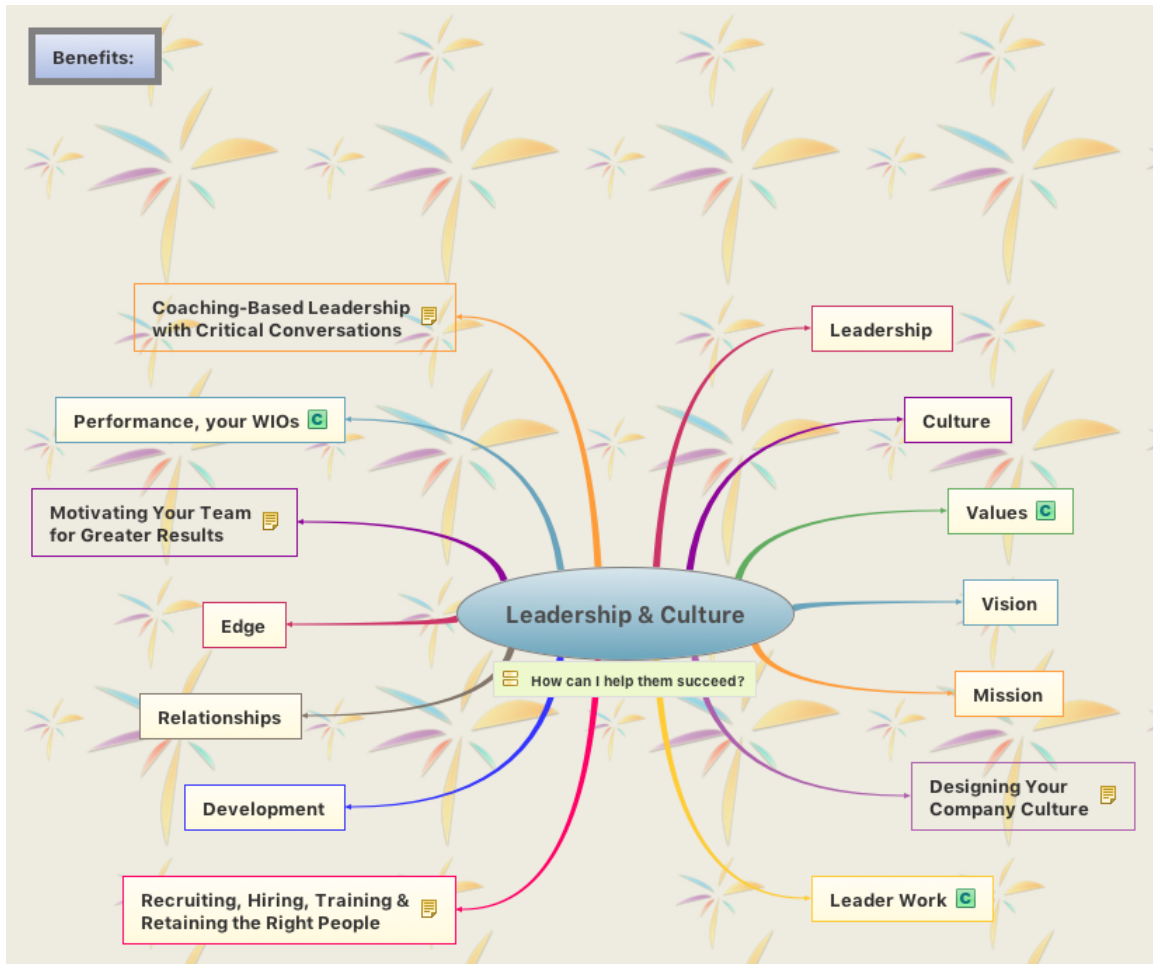


Leadership & Culture

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	You are grounded and focused on what matters most	59
	Used as an organizational development tool, you entire organization (or sphere of influence) is aligned and accountable.	59
	You resolve issues of personal conflict with the organization's values, vision, and priorities.	59
	You have a simple tool to know what the most important things are for success and satisfaction.	59

How can I help them succeed?



1. Leadership



1.1. For You/Your Career



Vision

Mission

Edge

Key Performance Indicators

Top 3-5 Initiatives

Professional Relationships

Development

1.2. For Your Organization or Area of Responsibility



Vision

Mission

Edge

Key Performance Indicators

Top 3-5 Initiatives

Professional Relationships

Development

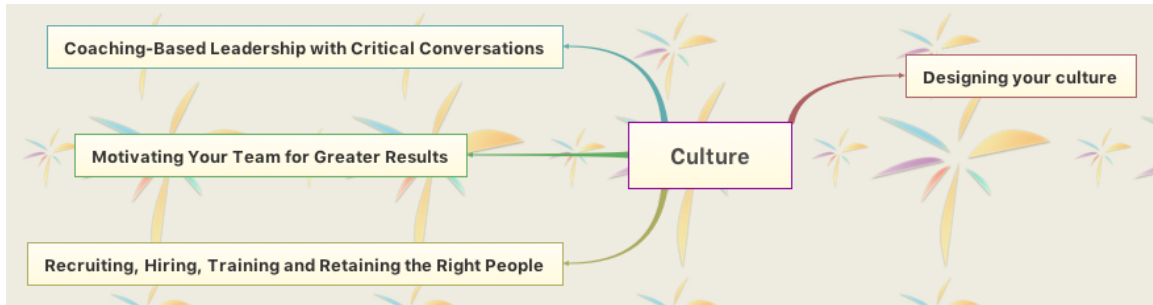
1.3. The talents that we like to use include

1.4. We use/express those talents with the following activities

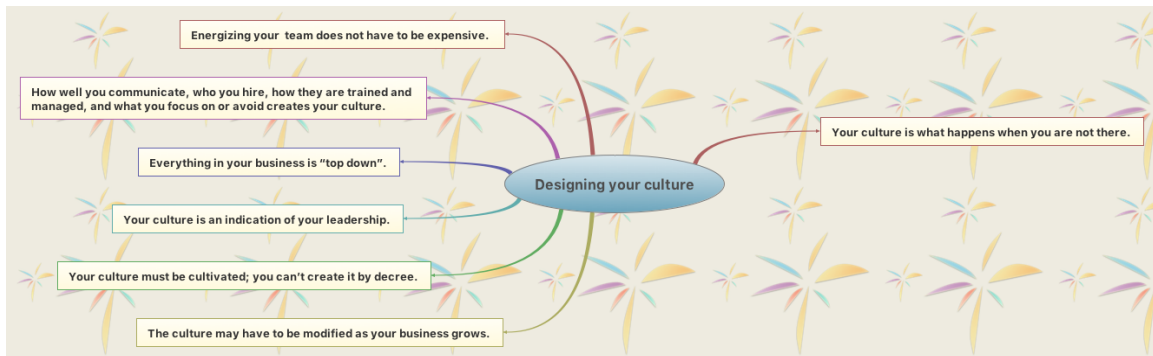
1.5. The contribution we want to make in the world through our work

1.6. What makes us passionate about what we do

2. Culture



2.1. Designing your culture



Your culture is what happens when you are not there.

The culture may have to be modified as your business grows.

Your culture must be cultivated; you can't create it by decree.

Your culture is an indication of your leadership.

Everything in your business is "top down".

How well you communicate, who you hire, how they are trained and managed, and what you focus on or avoid creates your culture.

Energizing your team does not have to be expensive.

2.2. Recruiting, Hiring, Training and Retaining the Right People

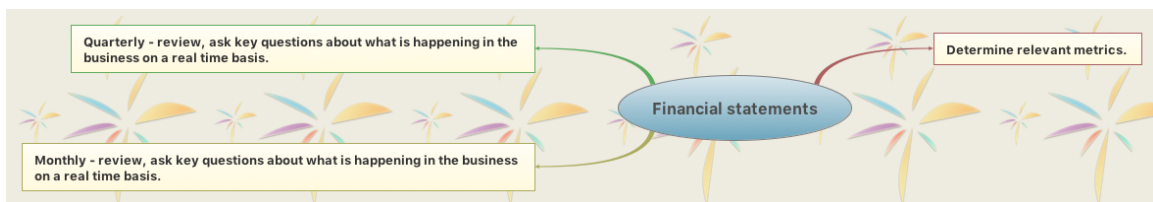


Systems, systems, systems

2.3. Motivating Your Team for Greater Results



Financial statements



Determine relevant metrics.

Monthly - review, ask key questions about what is happening in the business on a real time basis.

Quarterly - review, ask key questions about what is happening in the business on a real time basis.

Course correct and correct and correct.

Performance culture



Critical drivers

Performance bonuses

Repeat

2.4. Coaching-Based Leadership with Critical Conversations



Prepare for the conversation.

Identify and describe the problem and impact.

Ask for the employee's view.

Get agreement that a problem exists.

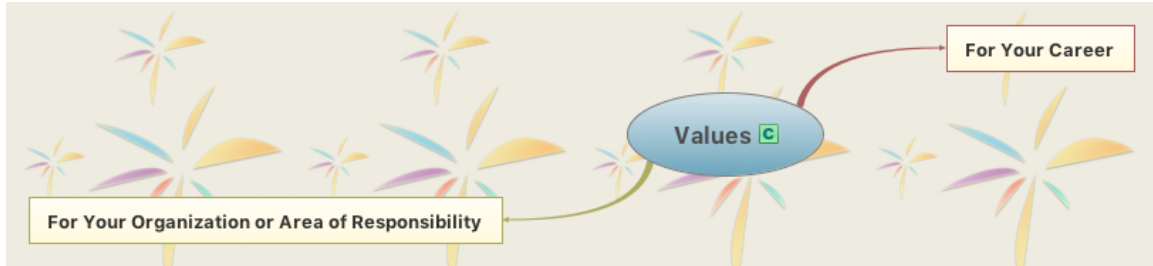
Mutually explore causes and solutions.

Create an action plan.

Set a follow up time.

Repeat and do often.

3. Values



3.1. For Your Career



My top 5 non-negotiable core values include:

Examples of how I live these values

Examples of how I don't live these values and can do better

Optional: What I will not tolerate

3.2. For Your Organization or Area of Responsibility



My organization's 5 non-negotiable core values include:

Examples of how we live these values

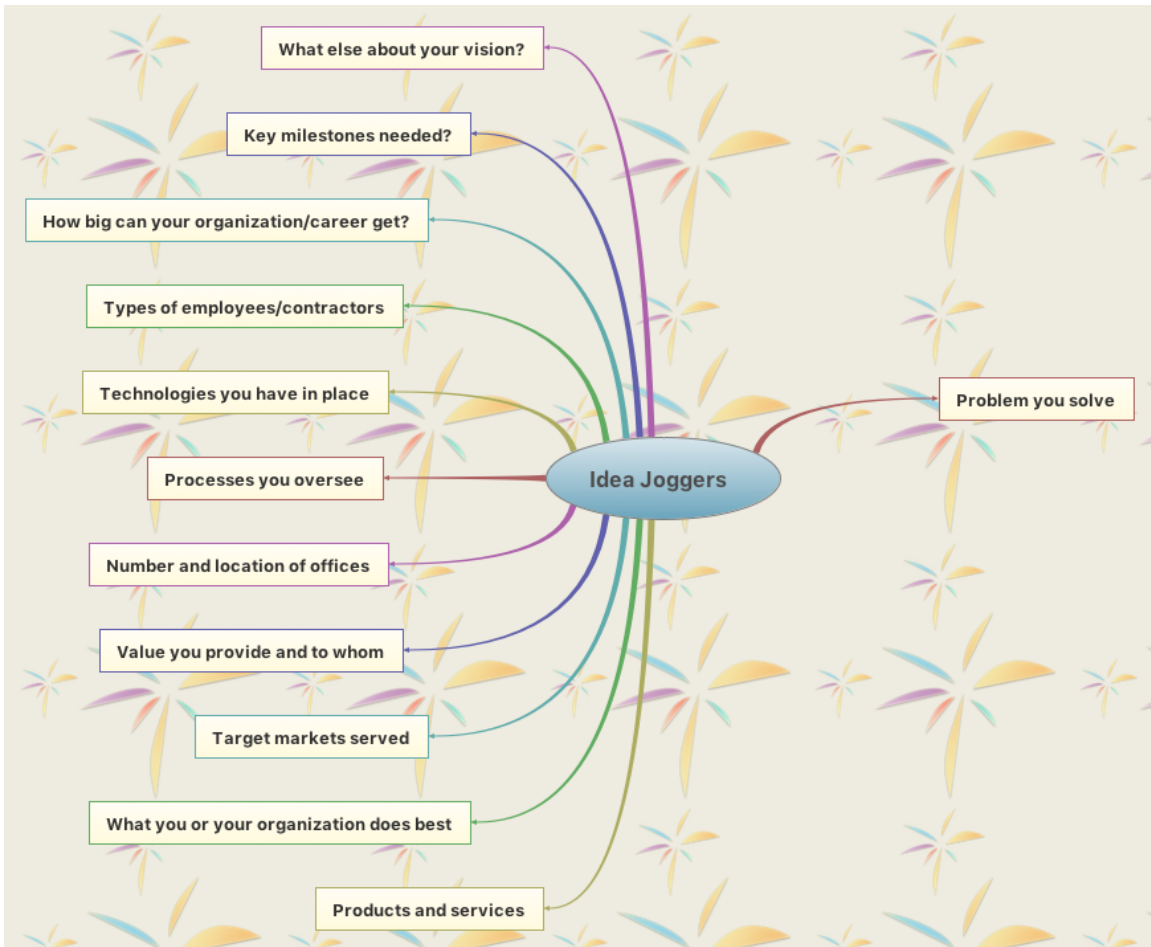
Examples of how we don't live these values and can do better

Optional: What we will not tolerate

4. Vision



4.1. Idea Joggers



Problem you solve

Products and services

What you or your organization does best

Target markets served

Value you provide and to whom

Number and location of offices

Processes you oversee

Technologies you have in place

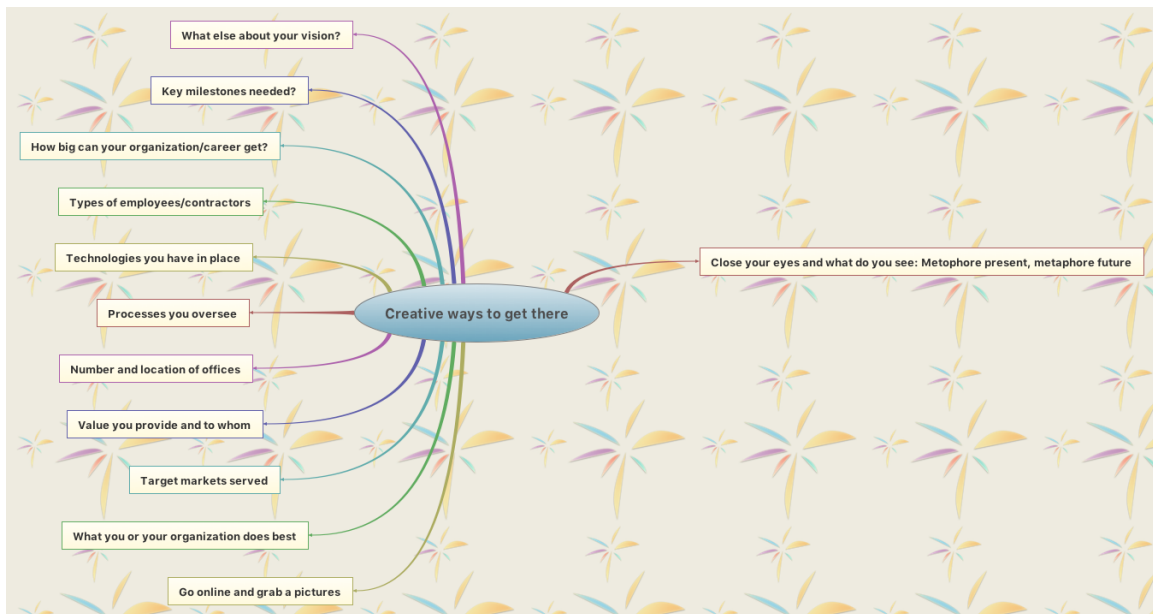
Types of employees/contractors

How big can your organization/career get?

Key milestones needed?

What else about your vision?

4.2. Creative ways to get there



Close your eyes and what do you see: Metaphore present, metaphore future

Go online and grab a pictures

What you or your organization does best

Target markets served

Value you provide and to whom

Number and location of offices

Processes you oversee

Technologies you have in place

Types of employees/contractors

How big can your organization/career get?

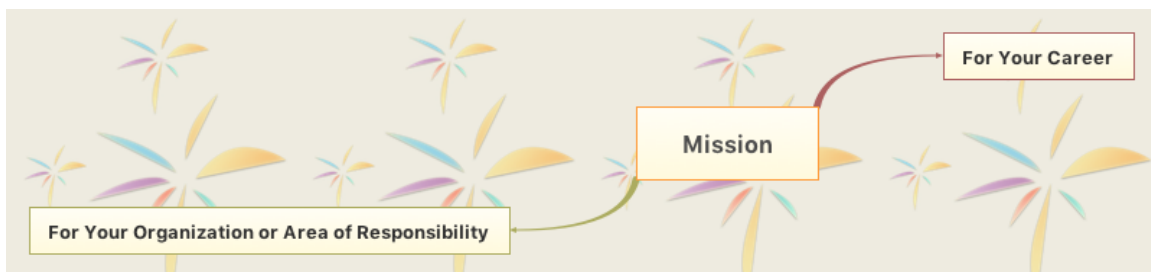
Key milestones needed?

What else about your vision?

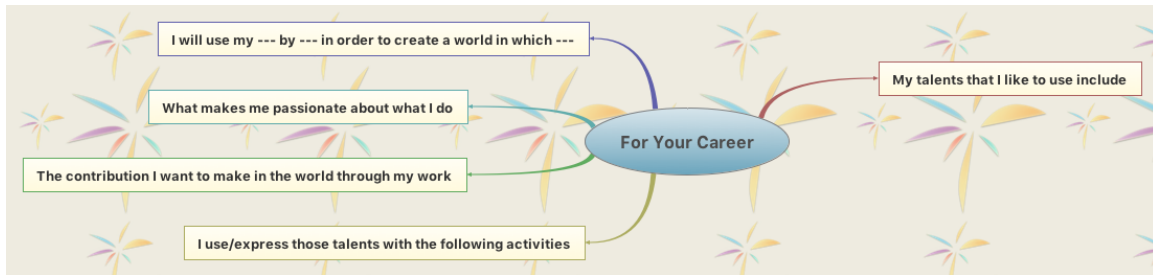
4.3. For Your Career

4.4. For Your Organization or Area of Responsibility

5. Mission



5.1. For Your Career



My talents that I like to use include

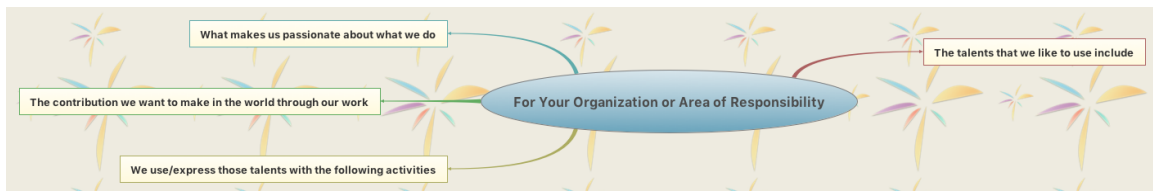
I use/express those talents with the following activities

The contribution I want to make in the world through my work

What makes me passionate about what I do

I will use my --- by --- in order to create a world in which ---

5.2. For Your Organization or Area of Responsibility



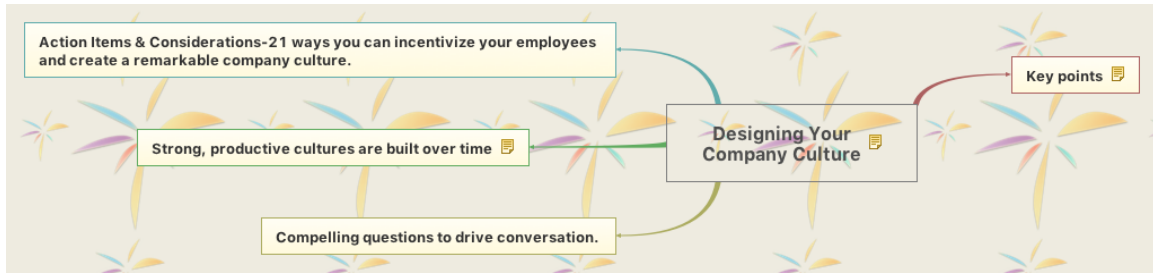
The talents that we like to use include

We use/express those talents with the following activities

The contribution we want to make in the world through our work

What makes us passionate about what we do

6. Designing Your Company Culture



Context -- why is this topic important? What's the end result for the member? How will they be better off?

Focus Question: Are you comfortable that your business would run the way you want it to if you had to be away for an extended period of time?

Benefit for the owner: Your company culture will allow you to have a measure to see if you have the right systems, communication structure, policies and procedures properly in place in your pharmacy.

Benefit to the business: Your team will have the right kind of environment where the right kinds of things happen. Your team members will be properly rewarded for doing the right things and weeding out or cutting away the wrong things.

Culture is created the way a vegetable garden is created — by making an environment where the right kinds of things happen, and by rewarding the right things and weeding out or cutting away the wrong things.

6.1. Key points



Gone are the days where quarterly bonuses, performance-based pay raises, and other financial incentives motivate employees. While formal employee benefits are good for business, they are no longer a guarantee of employee or team performance.

In fact, studies have proven that “soft” benefits, such as employee incentive programs and a positive company culture are directly responsible for driving increased efficiencies, productivity among employees, and customer satisfaction. Not to mention, "employee-friendly" business practices boost morale and decrease the chance of employee burnout. A formal employee incentive program, or even elements of it, don't have to break the bank.

1.0 Your culture is what happens when you are not there.

1.1 The culture may have to be modified as your business grows.

1.2 Your culture must be cultivated; you can't create it by decree.

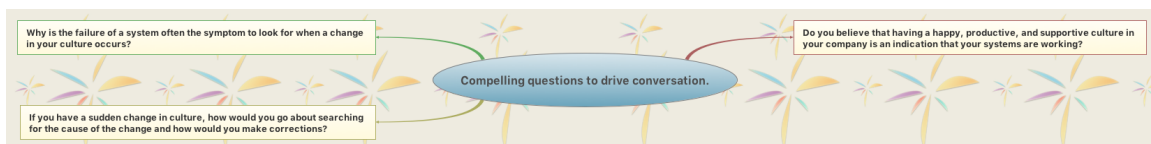
2.0 Your culture is an indication of your leadership.

2.1 Everything in your business is “top down”.

2.2 How well you communicate, who you hire, how they are trained and managed, and what you focus on or avoid creates your culture.

2.3 Energizing your team does not have to be expensive.

6.2. Compelling questions to drive conversation.



Do you believe that having a happy, productive, and supportive culture in your company is an indication that your systems are working?

If you have a sudden change in culture, how would you go about searching for the cause of the change and how would you make corrections?

Why is the failure of a system often the symptom to look for when a change in your culture occurs?

6.3. Strong, productive cultures are built over time



They're the result of action, reaction, and truth. They are nuanced, productive, and authentic. Don't focus on how to create a culture, just do the right things for you, your customers, and your team, and it will happen. The cornerstone components to a strong productive culture are clear direction and expectations.

Company vision

Company mission

Organizational Chart

Position Contracts

regular feedback on performance

Critical Drivers

Performance Bonus

a regular communication structure

daily/weekly huddles

individual coaching conversations

team meetings

So that the entire staff understand what the focus is and feel that they are an integral part of the team.

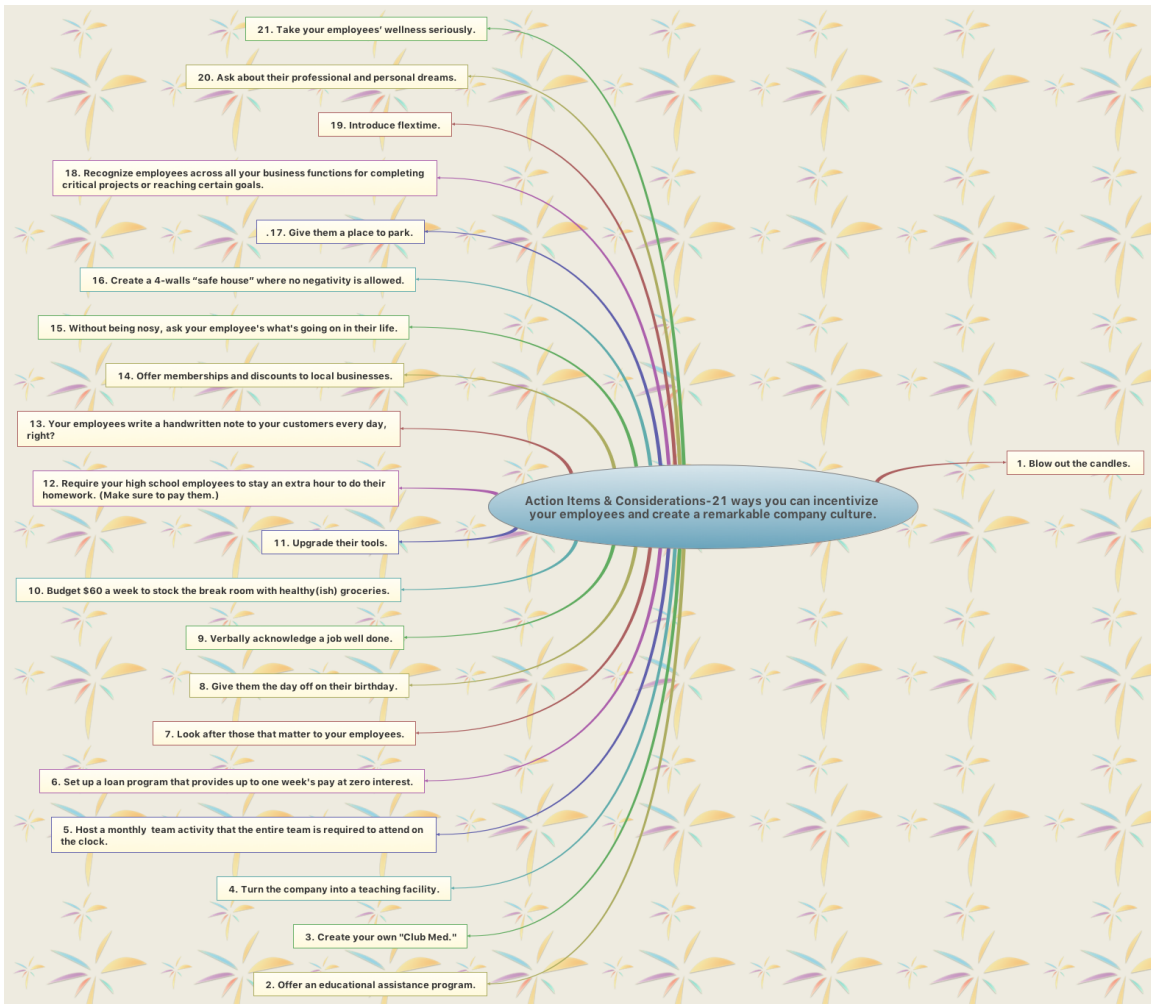
Values

Vision

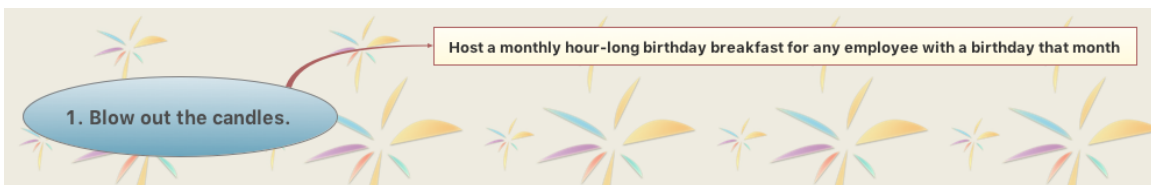
Mission

Communications

6.4. Action Items & Considerations-21 ways you can incentivize your employees and create a remarkable company culture.



1. Blow out the candles.



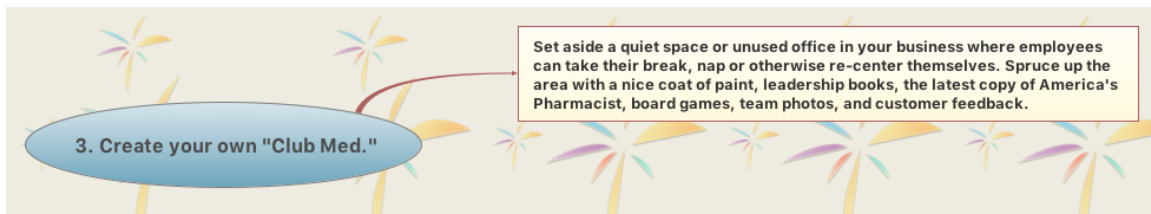
Host a monthly hour-long birthday breakfast for any employee with a birthday that month

2. Offer an educational assistance program.



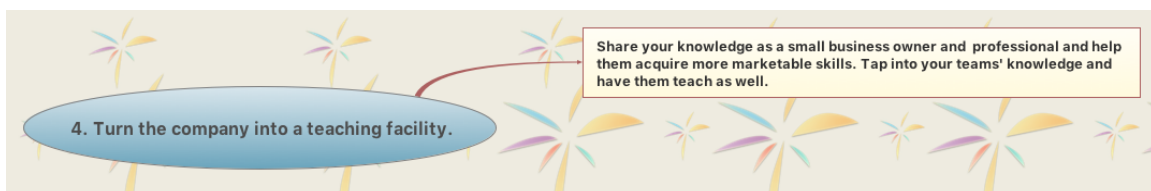
Whether a CE program, college course or free online webinar, encourage your employees to continuously widen their skill set.

3. Create your own "Club Med."



Set aside a quiet space or unused office in your business where employees can take their break, nap or otherwise re-center themselves. Spruce up the area with a nice coat of paint, leadership books, the latest copy of America's Pharmacist, board games, team photos, and customer feedback.

4. Turn the company into a teaching facility.



Share your knowledge as a small business owner and professional and help them acquire more marketable skills. Tap into your teams' knowledge and have them teach as well.

5. Host a monthly team activity that the entire team is required to attend on the clock.

An infographic with a light beige background and a pattern of colorful, stylized flowers. A blue oval on the left contains the text for item 5. A red line connects this oval to a yellow callout box on the right.

5. Host a monthly team activity that the entire team is required to attend on the clock.

Determine who should be in charge of planning these events and have them check out team bonding ideas for independent pharmacies.

Determine who should be in charge of planning these events and have them check out team bonding ideas for independent pharmacies.

6. Set up a loan program that provides up to one week's pay at zero interest.

An infographic with a light beige background and a pattern of colorful, stylized flowers. A blue oval on the left contains the text for item 6. A red line connects this oval to a yellow callout box on the right.

6. Set up a loan program that provides up to one week's pay at zero interest.

The loan is paid back through payroll deductions over six months.

The loan is paid back through payroll deductions over six months.

7. Look after those that matter to your employees.

An infographic with a light beige background and a pattern of colorful, stylized flowers. A blue oval on the left contains the text for item 7. A red line connects this oval to a yellow callout box on the right.

7. Look after those that matter to your employees.

Show your appreciation for your employees by involving their families in their work life and work-related social activities. From family movie nights to "Bring your Child (or pet) to Work Day," these activities can go a long way to making good on your commitment to, and appreciation of, your employees and those who support them.

Show your appreciation for your employees by involving their families in their work life and work-related social activities. From family movie nights to "Bring your Child (or pet) to Work Day," these activities can go a long way to making good on your commitment to, and appreciation of, your employees and those who support them.

8. Give them the day off on their birthday.

9. Verbally acknowledge a job well done.

An infographic with a light beige background and a pattern of colorful, stylized flowers. A blue oval on the left contains the text for item 9. A red line connects this oval to a yellow callout box on the right.

9. Verbally acknowledge a job well done.

Start a rewards program in your store. Or, gather 5 quarters and make it your goal to move all of the coins from one pocket to the other by the end of the day. You are allowed to transfer a quarter each time you commend an employee.

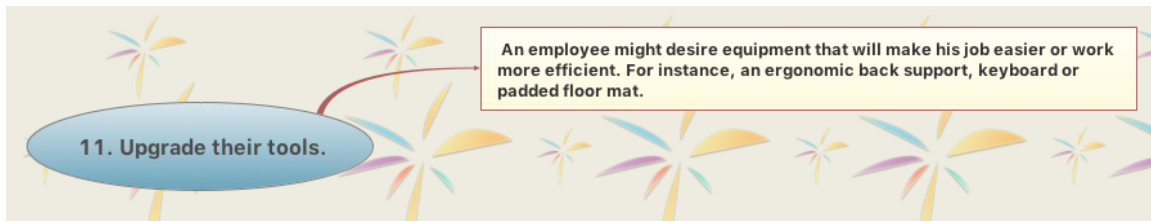
Start a rewards program in your store. Or, gather 5 quarters and make it your goal to move all of the coins from one pocket to the other by the end of the day. You are allowed to transfer a quarter each time you commend an employee.

10. Budget \$60 a week to stock the break room with healthy(ish) groceries.



- oatmeal, fresh fruit and vegetables beverages, coffee and tea, cold cuts, etc.

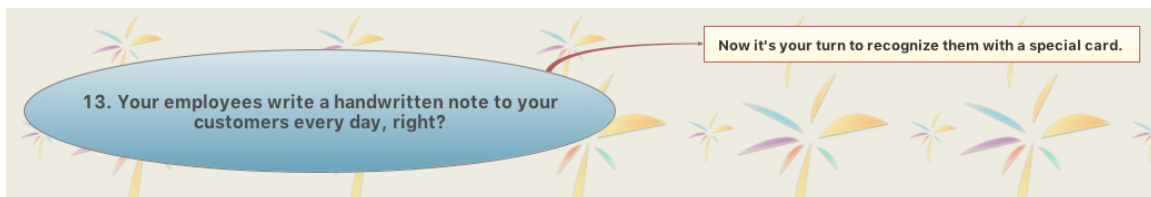
11. Upgrade their tools.



An employee might desire equipment that will make his job easier or work more efficient. For instance, an ergonomic back support, keyboard or padded floor mat.

12. Require your high school employees to stay an extra hour to do their homework. (Make sure to pay them.)

13. Your employees write a handwritten note to your customers every day, right?



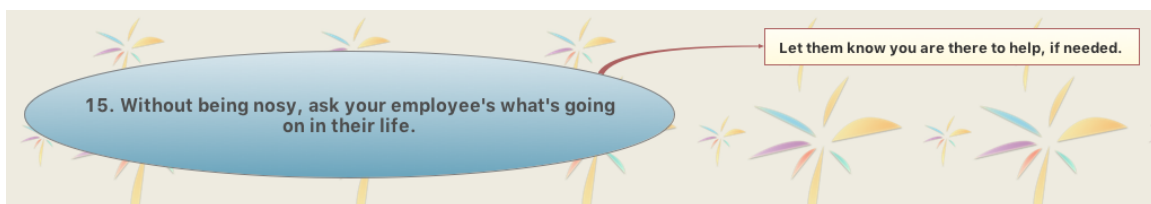
Now it's your turn to recognize them with a special card.

14. Offer memberships and discounts to local businesses.



Whether it's a discounted gym membership, access to your season tickets, or movie tickets, these can help promote employee well-being as well as help leverage relationships with other local businesses.

15. Without being nosy, ask your employee's what's going on in their life.



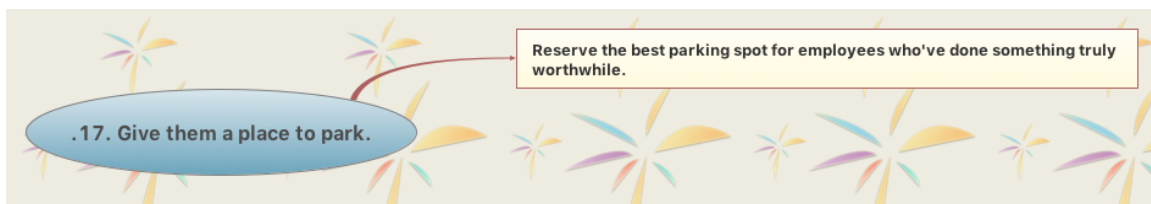
Let them know you are there to help, if needed.

16. Create a 4-walls "safe house" where no negativity is allowed.



You want your employees to feel good about themselves, have fun, and enjoy coming to work.

.17. Give them a place to park.



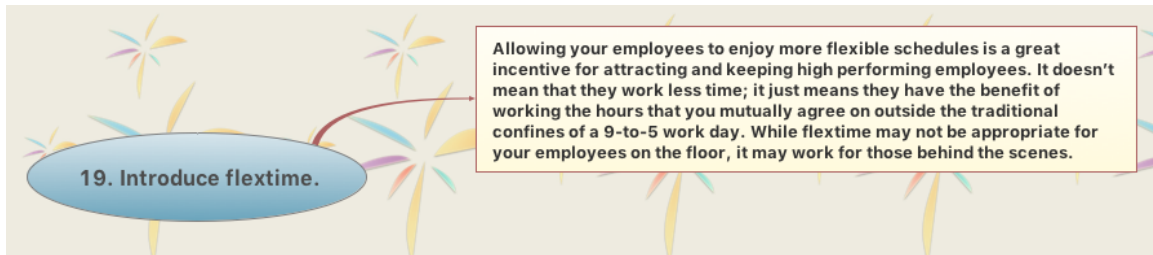
Reserve the best parking spot for employees who've done something truly worthwhile.

18. Recognize employees across all your business functions for completing critical projects or reaching certain goals.



Incentives aligned with individual critical drivers, achievements or team-based success can go a long way to aligning and motivating your employees around your business objectives. (Remember those baseball or movie tickets.)

19. Introduce flextime.



Allowing your employees to enjoy more flexible schedules is a great incentive for attracting and keeping high performing employees. It doesn't mean that they work less time; it just means they have the benefit of working the hours that you mutually agree on outside the traditional confines of a 9-to-5 work day. While flextime may not be appropriate for your employees on the floor, it may work for those behind the scenes.

20. Ask about their professional and personal dreams.



Let your team know you want to help them achieve their dreams since they are helping you achieve yours.

21. Take your employees' wellness seriously.



Losing just one employee to frequent sick days or a prolonged illness can be frustrating and a drain on resources as a lean company. Examples: create a wellness program (physical, mental and even fiscal); extend the lunch hour once a week to allow employees to take a "30-minute power walk or offer prizes for quitting smoking.

7. Leader Work

8. Recruiting, Hiring, Training & Retaining the Right People



Context -- why is this topic important? What's the end result for the client? How will they be better off?

Focus Question: How helpful would it be to you to have a method to consistently recruit, hire, train and retain the right people who will become the building blocks for your companies growth?

Key Points from the Module -- what did they learn?

Benefit to the owner: You will have a method to consistently recruit, hire, train and retain people for your team.

Unlike many business owners, you will think of your team as your greatest asset rather than your biggest problem.

Benefit to the business: Your business will have reduced recruiting costs, fewer errors, less downtime, fewer missed opportunities, and less disruption.

Employees will work together as a team.

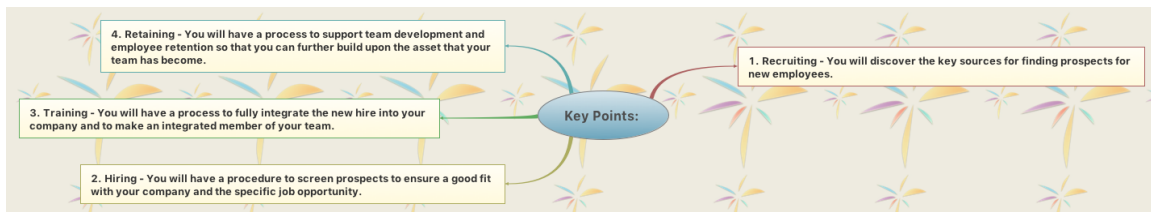
You want to sell your employees on the value of being part of the team. Try to answer these questions for them

What is unique about being part of your companies team?

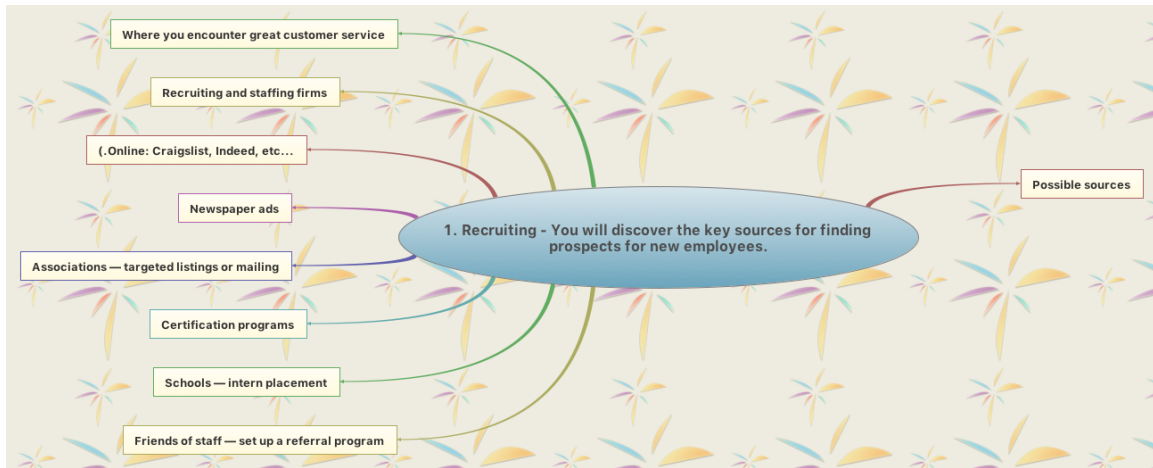
What are the advantages?

Why are they important?

8.1. Key Points:



1. Recruiting - You will discover the key sources for finding prospects for new employees.



Possible sources

Friends of staff — set up a referral program

Schools — intern placement

Certification programs

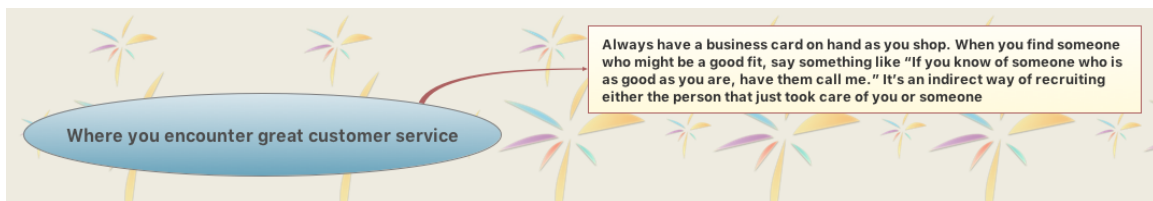
Associations — targeted listings or mailing

Newspaper ads

(.Online: Craigslist, Indeed, etc...

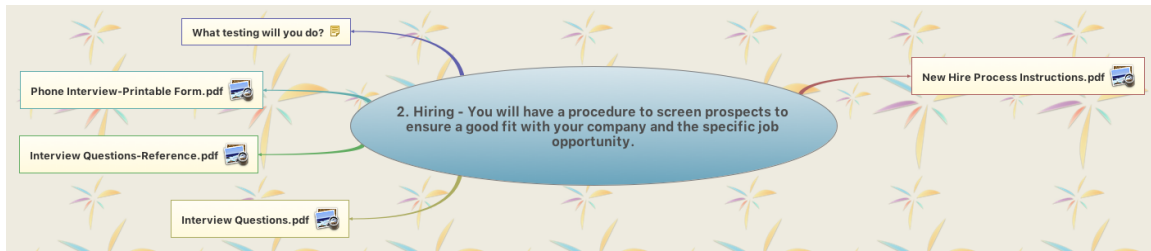
Recruiting and staffing firms

Where you encounter great customer service



Always have a business card on hand as you shop. When you find someone who might be a good fit, say something like “If you know of someone who is as good as you are, have them call me.” It’s an indirect way of recruiting either the person that just took care of you or someone

2. Hiring - You will have a procedure to screen prospects to ensure a good fit with your company and the specific job opportunity.



[New Hire Process Instructions.pdf](#)

[Interview Questions.pdf](#)

[Interview Questions-Reference.pdf](#)

[Phone Interview-Printable Form.pdf](#)

What testing will you do?

PDS offers a discounted fee for the Winslow test. Dan created that relationship for us years ago. It is a good test. It is, in many's opinion including my own, not the best test for a team that must act on their feet and on the tide of client flow. The testing options I think the most of for the service driven environment of pharmacy are:

Kolbe - <http://www.kolbe.com/>

You have two choices with the Kolbe. First, you can simply have the applicant take the test. The one kink with that is you'll have to have them take it on premise so you can click the button, pay and let them go. The cost is \$50. Also know that Sharon from PDS is Kolbe certified and glad to review your results with you and tho I am not, I am told by my dear friend and mentor, one of a very few certified Kolbe Corporate instructors that I am capable of the job as well.

You can otherwise set up a company account and send a link to anyone you want to take the test. It's \$360 for 5 years and gives you many options for use. Here's an overview of the primary use set up.

Kolbe RightFit™

RightFit is Kolbe's statistically proven hiring tool that helps companies screen and select the best job applicants. Instead of guessing how well a prospective employee will perform, RightFit helps you identify the required methods of operation, or profile, of the ideal candidate. The software then ranks each candidate on an "A" to "F" scale based on how well their individual instincts compare to the requirements for success in a given role. RightFit can also be used to select individuals who match the methods of proven high-performers, as well as individuals who can fill a critical gap on a team.

Key benefits of Kolbe's approach include cost savings and reduced turnover. One national financial services company using RightFit estimates saving more than \$10 million between interviewing, retraining and downtime. Another employer reports 0% of the employees hired using RightFit left for job-related reasons

RightFit has been approved by legal departments of many leading American corporations and meets EEOC requirements as a selection tool that clearly establishes job relatedness. It is specifically designed to incorporate factors that drive successful job performance, and is based on Kolbe A™ Index results, which are unbiased by gender, age, race, and national origin and host an 85% rate of accurate predictability.

Each test taken costs the original \$50 and there are other types of testing you can use for existing people and team dynamics that cost less and vary.

Contact for RightFit:

Robin Munz (800) 642-2822 x113 rmunz@kolbe.com

Or, you may ask me to conference you in and facilitate.

Disk - <http://www.tonyrobbins.com/ue/disc-profile.php>

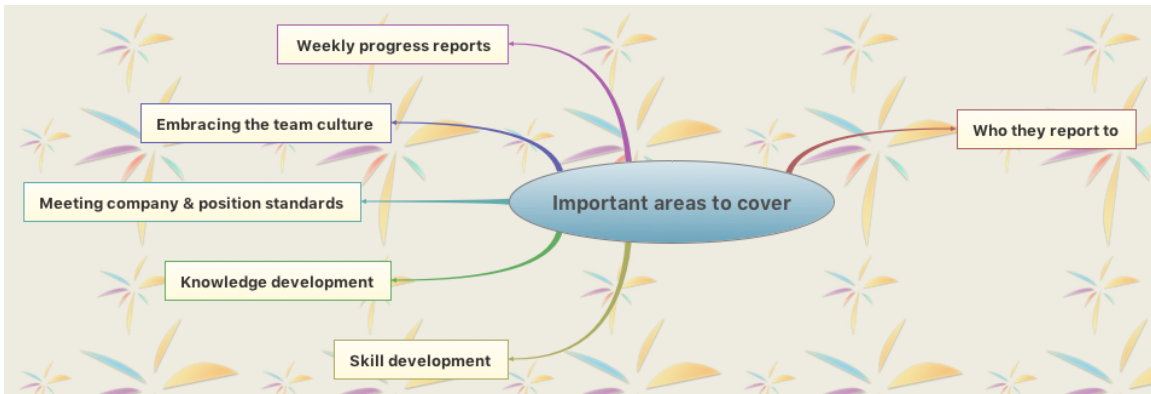
This is a free version offered through Tony Robbins' Coaching web site. It will be followed by a few marketing emails which will come to the test taker and are easily opted out of if they so choose. Do not assume free is worth the price point in this instance. Though it might not be all the Kolbe is, for the price, it is amazing.

As for the Winslow, it remains a good executive level testing tool. Do not dismiss it for your higher team members and larger team structures.

3. Training - You will have a process to fully integrate the new hire into your company and to make an integrated member of your team.



Important areas to cover



Who they report to

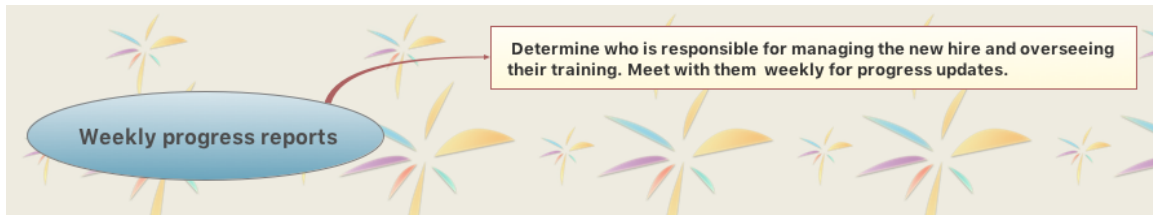
Skill development

Knowledge development

Meeting company & position standards

Embracing the team culture

Weekly progress reports



Determine who is responsible for managing the new hire and overseeing their training. Meet with them weekly for progress updates.

PDS has created a number of programs to support training your team new hires and staff.



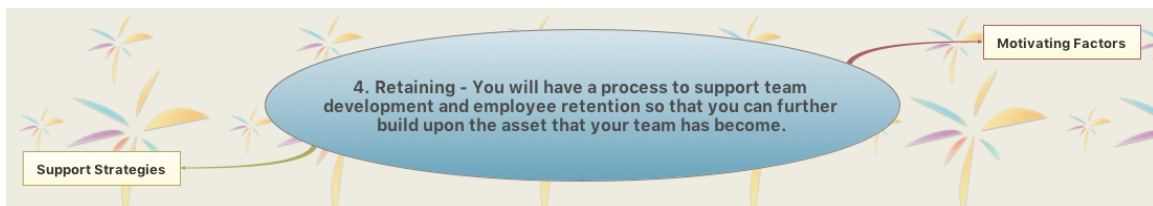
Technician Training Program

How to Be a Customer Service Guru

Business Etiquette

Flashcards

4. Retaining - You will have a process to support team development and employee retention so that you can further build upon the asset that your team has become.



Motivating Factors



Interesting work •

Good wages •

Full appreciation of work done •

Job security •

Good working conditions •

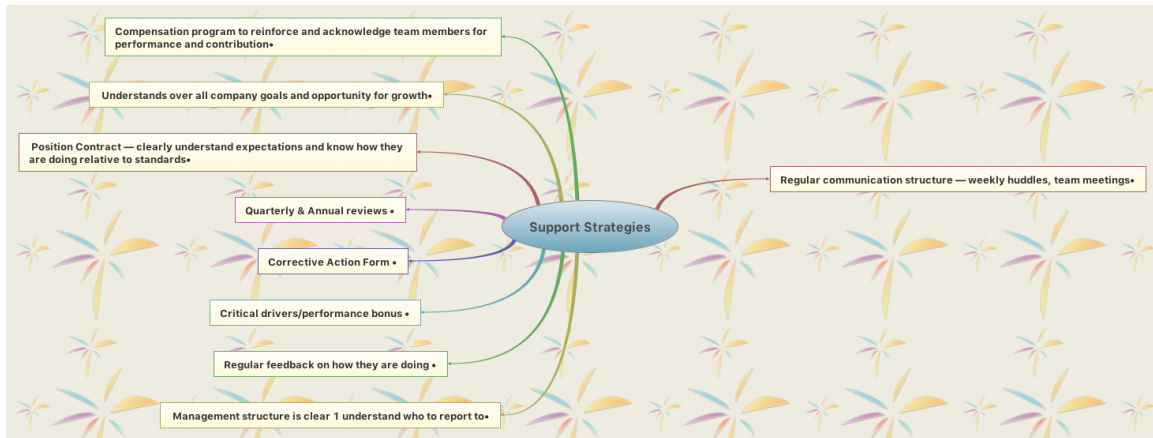
Promotions and growth in the organization •

Feeling of being 'in' on things •

Personal loyalty to employees •

Sympathetic help with personal problems •

Support Strategies



Regular communication structure — weekly huddles, team meetings•

Management structure is clear 1 understand who to report to•

Regular feedback on how they are doing •

Critical drivers/performance bonus •

Corrective Action Form •

Quarterly & Annual reviews •

Position Contract — clearly understand expectations and know how they are doing relative to standards•

Understands over all company goals and opportunity for growth•

Compensation program to reinforce and acknowledge team members for performance and contribution•

8.2. Compelling Questions

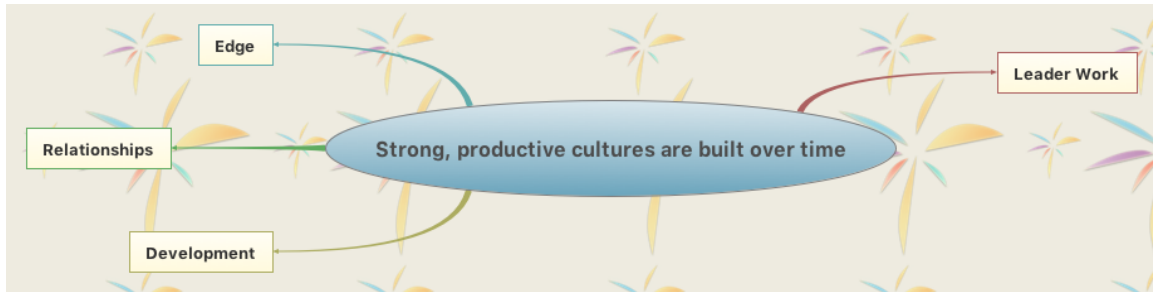


1. What is the very first employee development action that you will undertake?

2. How much will your time be freed up by having a better functioning team? How will you use that time?

3. If your team is functioning at a higher level, what impact do you think that will make on your customers?

8.3. Strong, productive cultures are built over time



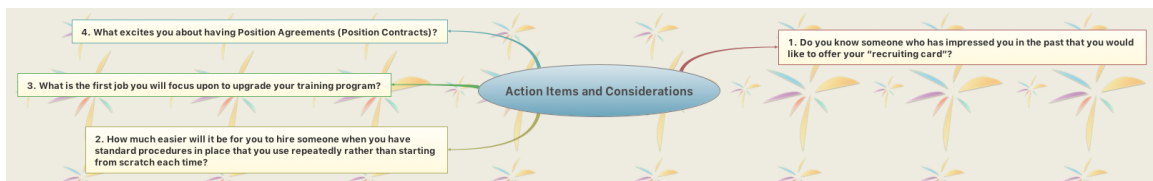
Leader Work

Development

Relationships

Edge

8.4. Action Items and Considerations



1. Do you know someone who has impressed you in the past that you would like to offer your “recruiting card”?

2. How much easier will it be for you to hire someone when you have standard procedures in place that you use repeatedly rather than starting from scratch each time?

3. What is the first job you will focus upon to upgrade your training program?

4. What excites you about having Position Agreements (Position Contracts)?

9. Development



9.1. For Your Career



Assignments and experience I need

How I will acquire it

My strengths that I can build on

How I will build on them

Knowledge and skills I need to move forward

How I will acquire them

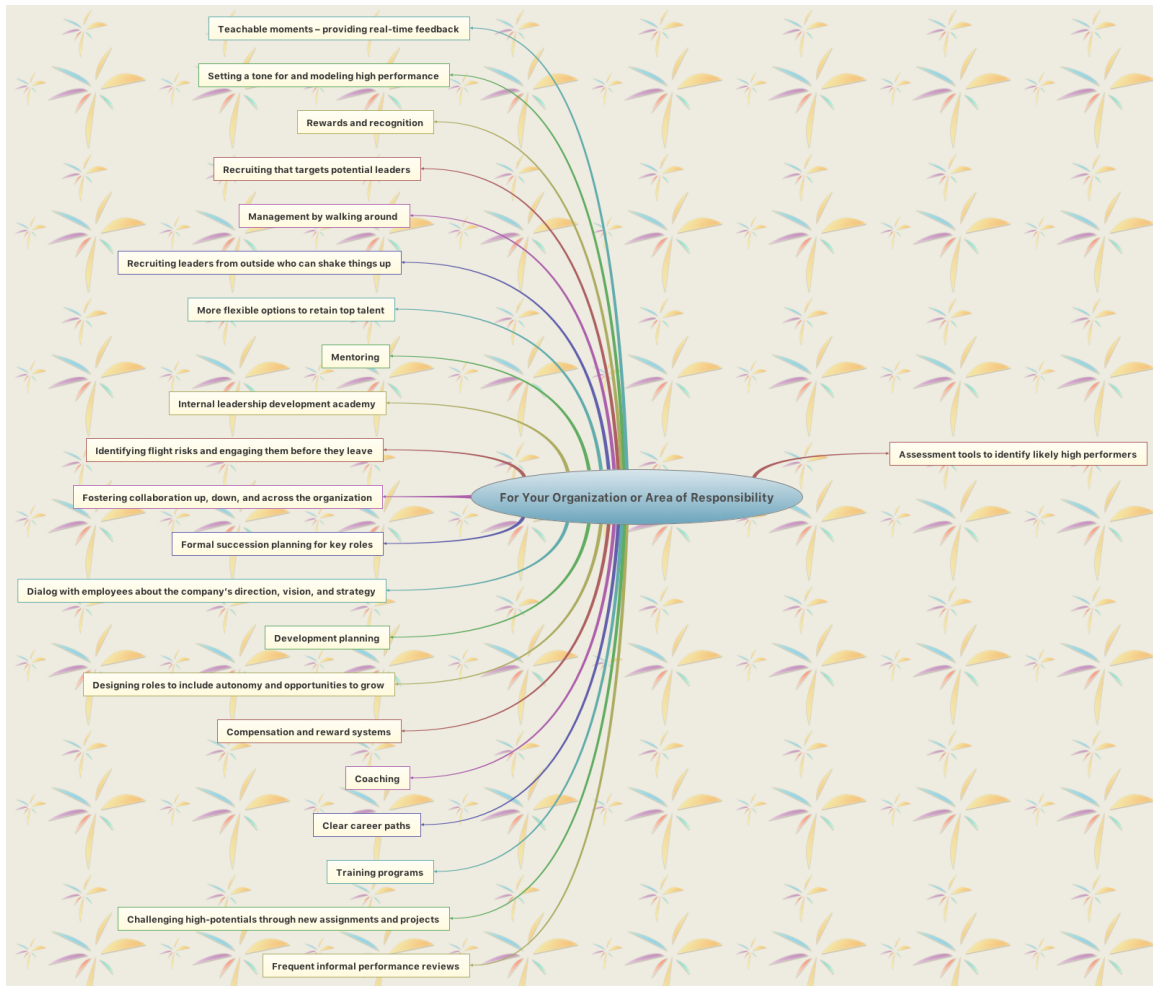
Behaviors that might be holding me back

How I will eliminate or change it

Attitudes that might be holding me back

How I will shift them

9.2. For Your Organization or Area of Responsibility



Assessment tools to identify likely high performers

Frequent informal performance reviews

Challenging high-potentials through new assignments and projects

Training programs

Clear career paths

Coaching

Compensation and reward systems

Designing roles to include autonomy and opportunities to grow

Development planning

Dialog with employees about the company's direction, vision, and strategy

Formal succession planning for key roles

Fostering collaboration up, down, and across the organization

Identifying flight risks and engaging them before they leave

Internal leadership development academy

Mentoring

More flexible options to retain top talent

Recruiting leaders from outside who can shake things up

Management by walking around

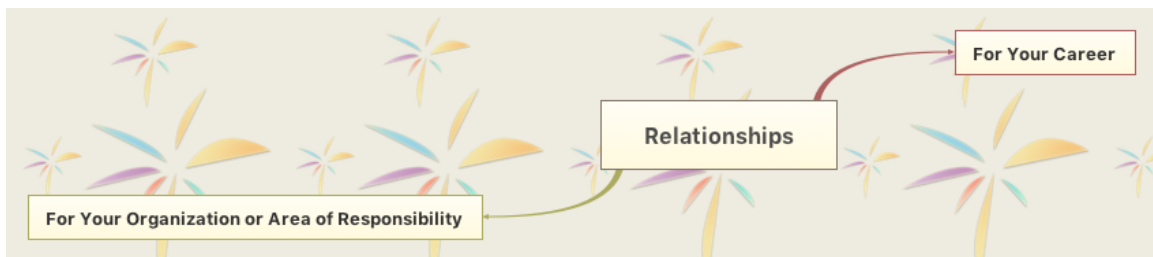
Recruiting that targets potential leaders

Rewards and recognition

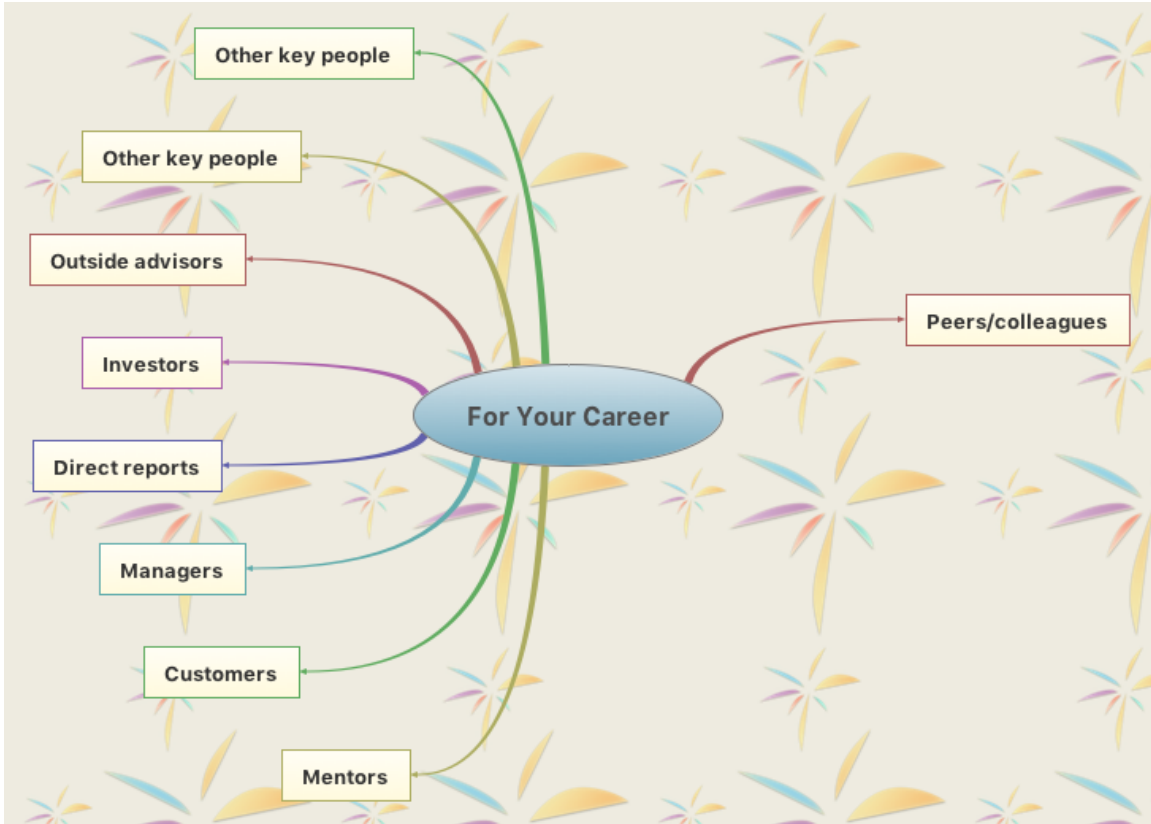
Setting a tone for and modeling high performance

Teachable moments – providing real-time feedback

10. Relationships



10.1. For Your Career



Peers/colleagues

Mentors

Customers

Managers

Direct reports

Investors

Outside advisors

Other key people

Other key people

10.2. For Your Organization or Area of Responsibility



Peers/colleagues

Customers

Managers

Direct reports

Mentors

Investors

Outside advisors

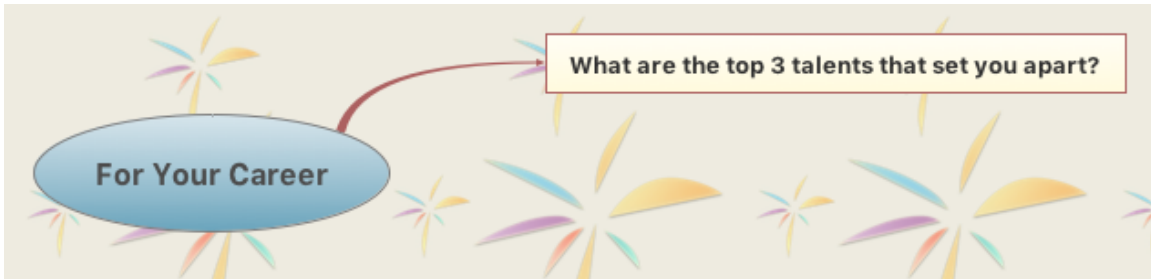
Other key people

Other key people

11. Edge



11.1. For Your Career



What are the top 3 talents that set you apart?

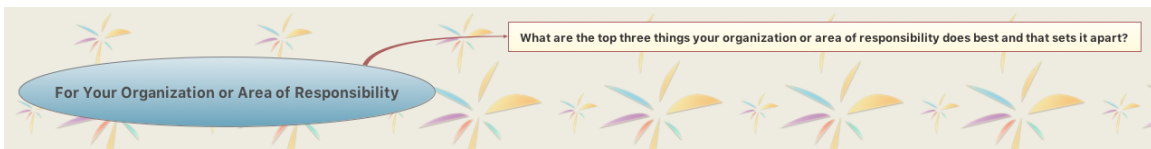


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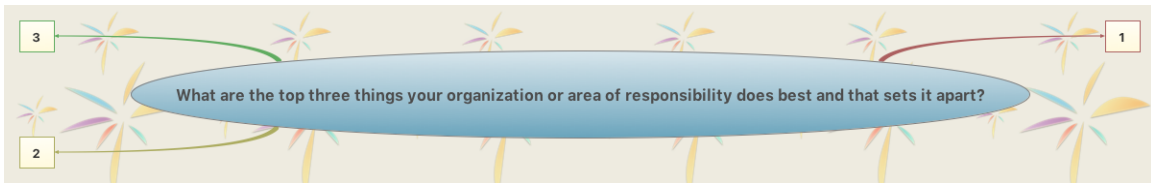
2

3

11.2. For Your Organization or Area of Responsibility



What are the top three things your organization or area of responsibility does best and that sets it apart?



1

2

3

12. Motivating Your Team for Greater Results



Context -- why is this topic important? What's the end result for the member? How will they be better off?

Focus Question: How valuable would it be to you to identify every action that is necessary in your business to be successful from month to month?

Benefit to the owner: You will be able to identify and avoid anything that can cause a bad month financially.

Benefit to the business: This will help employees understand how their work contributes individually to the success of the business and in turn to their personal financial reward from the business.

Key Points from the Module -- what did they learn?

1.0 Reviewing financial statements on a monthly basis allows you to ask key questions about what is happening in the business on a real time basis.

2.0 Once you know what is happening on a real-time basis, you can make adjustments or improvements on a real-time basis.

3.0 You can create a performance culture using critical drivers.

3.1 Critical drivers tell your team:

WHAT you want done

WHY you want it done

HOW you want it done

3.2 Performance bonuses based upon actions taken to accomplish critical drivers allow employees to see and be compensated for what they contribute to the business.

Questions (3-4) -- reframing the key points into questions that will help the coach guide the pharmacy owner through a self-reflection and learning process

Question 1. Why is it important to measure the key performance indicators of your business on a real-time basis?

Question 2. How does successfully performing your critical activities lead to success in your critical drivers?

Question 3. In general, how many critical drivers should there be for each position in your business?

Question 4. Why is it important to pay your staff well and to base their pay upon what they are doing to generate results for your pharmacy?

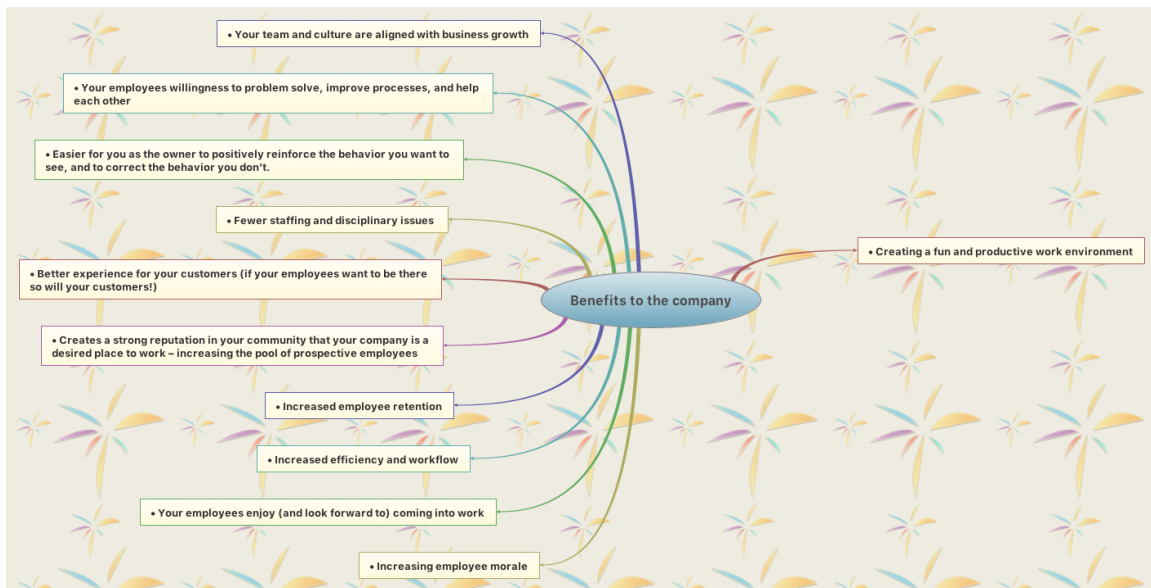
Action Items and Resources -- what should the pharmacy owner do to turn the learning into action and results?

Resources:

1. Samples of critical drivers often found in various common positions in pharmacies
2. Sample of a form to periodically review the performance of each employee on critical drivers
3. Sample Corrective Action Form
4. Performance Analysis Flow Sheet

Next Actions: Determine what key performance numbers you want to change in your pharmacy.

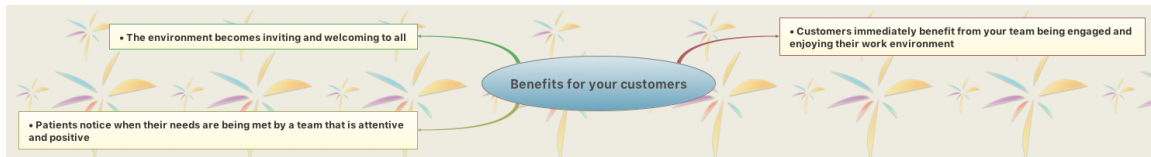
12.1. Benefits to the company



- **Creating a fun and productive work environment**
- **Increasing employee morale**
- **Your employees enjoy (and look forward to) coming into work**
- **Increased efficiency and workflow**

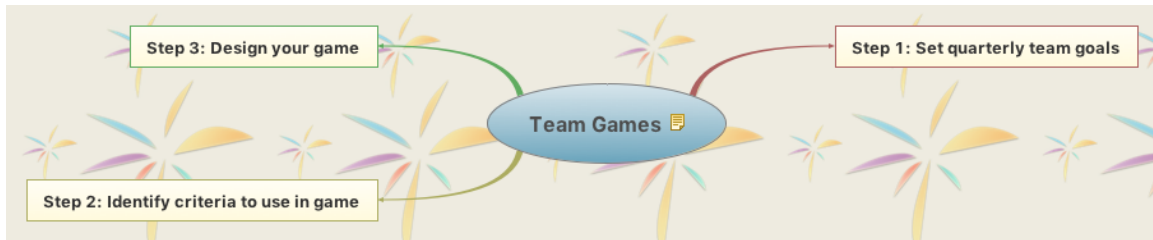
- **Increased employee retention**
- **Creates a strong reputation in your community that your company is a desired place to work – increasing the pool of prospective employees**
- **Better experience for your customers (if your employees want to be there so will your customers!)**
- **Fewer staffing and disciplinary issues**
- **Easier for you as the owner to positively reinforce the behavior you want to see, and to correct the behavior you don't.**
- **Your employees willingness to problem solve, improve processes, and help each other**
- **Your team and culture are aligned with business growth**

12.2. Benefits for your customers



- **Customers immediately benefit from your team being engaged and enjoying their work environment**
- **Patients notice when their needs are being met by a team that is attentive and positive**
- **The environment becomes inviting and welcoming to all**

12.3. Team Games



Team Games

Step 1: Set quarterly team goals

Based on your one year Wildly Important Goals, set quarterly goals for your team to work toward.

Quarterly goal ideas:

- Hitting specific sales targets
- Increasing OTC volume
- Enrolling a certain number of patients into a new program
- Dealing with a repetitive issue or problem

Brainstorm with your team on ideas, strategies and procedure that will lead you to successfully reaching your goal(s).

Step 2: Identify criteria to use in game

Based on the goals determined, establish two or three metrics you are able to track to use as part of your game.

The metrics should be something that drives results for your store/company.

EXAMPLE: Set a goal for handing out a set number of free product samples to ultimately increase the sales of this item.

EXAMPLE: Could be if your employees are switching shifts a lot and you are trying to reduce this behavior, you could set a criterion to receive a game piece (or card) for not switching once the schedule has been posted.

Step 3: Design your game

Once you have your criteria established, now its time to design the game your team will be playing. There are two games commonly used – Bingo and Poker.

Bingo is simple – there are 25 boxes on a bingo card (5 boxes across and down) and your team blacks out the boxes as they reach the criteria.

Poker is easier to adapt to different criteria (such as being back from lunch on time) as well as sales targets.

Your team members get one playing card each week when successfully hitting an assigned metric. Once a week (usually Monday for the previous week) look to see if the metrics were met. Then have someone on staff go to each team member who met the criteria and fan out a deck of cards. Each team member picks a card and that card gets posted on a bulletin board, specifically set up for the game in a public area.

The poker game lasts eight weeks so each team member has the potential to earn eight cards.

Keep in mind that you are NOT LIMITED to just playing bingo or poker – be creative! But keep the game simple and fun so the focus is on reaching the criteria.

Step 4: Set game outcomes and rewards

It's crucial that you determine what winning the game looks like.

With bingo you can set a bonus value for filling the entire card (such as a \$25 gift card).

For poker, set a monetary reward for earning a card for every opportunity and an additional prize for the best poker hand!

Poker Prize Examples:

- \$25 for earning every card
- Best poker hand gets \$100
- Second best poker hand gets \$50
- Third best poker hand gets \$35

The more cards a participant receives in the 8-week game cycle increases their chances of having the best poker hand.

It's important to remember that these games are inherently fun simply on their own. The monetary rewards do not have to be high. In fact, if the monetary value attached to the outcome of the game is too high, it takes the emphasis away from the game and criteria.

Step 5: Tracking and posting weekly results

Whichever game you choose, it's crucial that the tracked results get publicly posted each week.

Create a scorecard to track your metrics each week and post it on the bulletin board along with the game pieces (playing cards or bingo card) for each team member.

Part of the game's effectiveness with the team is having the tracking posted for everyone to see. This creates a positive peer pressure and accountability.

TIP : Have your team work together toward reaching the criteria (rather than competing). For example, if one of the criteria is probiotic sales, set a weekly sales goal that everyone participates in rather than setting a target for each employee to sell.

Step 6: Completing the game and rewarding team

Once the game has been completed, celebrate with your team, choose the “winner” and hand out the rewards.

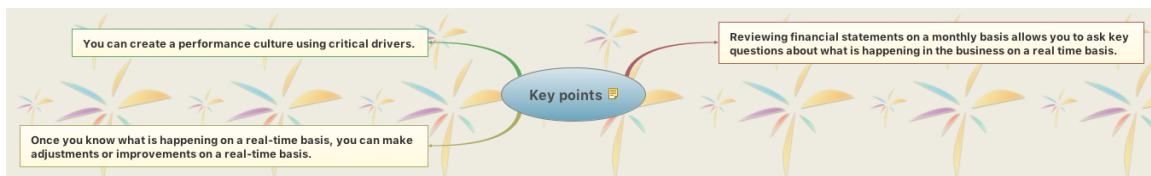
Then start planning your next game based on the next quarter’s goals! Pay attention to anything that is stagnant or not improving to put into your next game.

Step 1: Set quarterly team goals

Step 2: Identify criteria to use in game

Step 3: Design your game

12.4. Key points

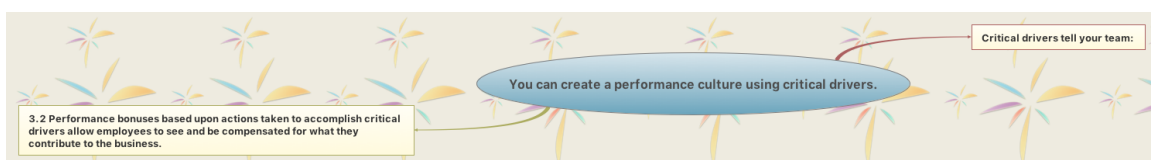


Benefits to the Pharmacy

Reviewing financial statements on a monthly basis allows you to ask key questions about what is happening in the business on a real time basis.

Once you know what is happening on a real-time basis, you can make adjustments or improvements on a real-time basis.

You can create a performance culture using critical drivers.



Critical drivers tell your team:



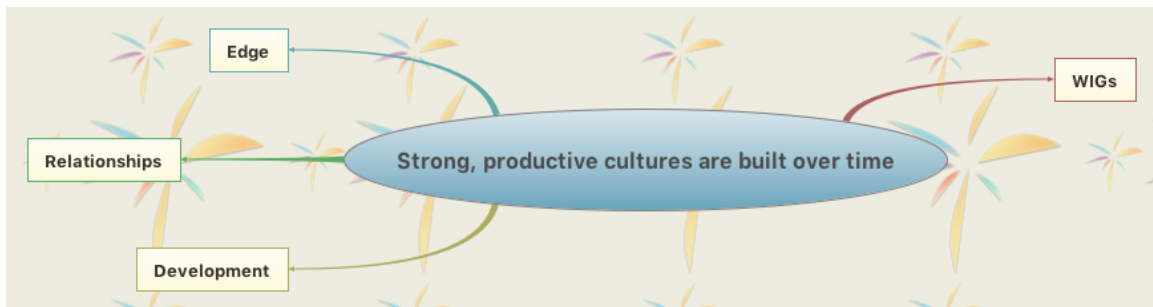
WHAT you want done

WHY you want it done

HOW you want it done

3.2 Performance bonuses based upon actions taken to accomplish critical drivers allow employees to see and be compensated for what they contribute to the business.

12.5. Strong, productive cultures are built over time



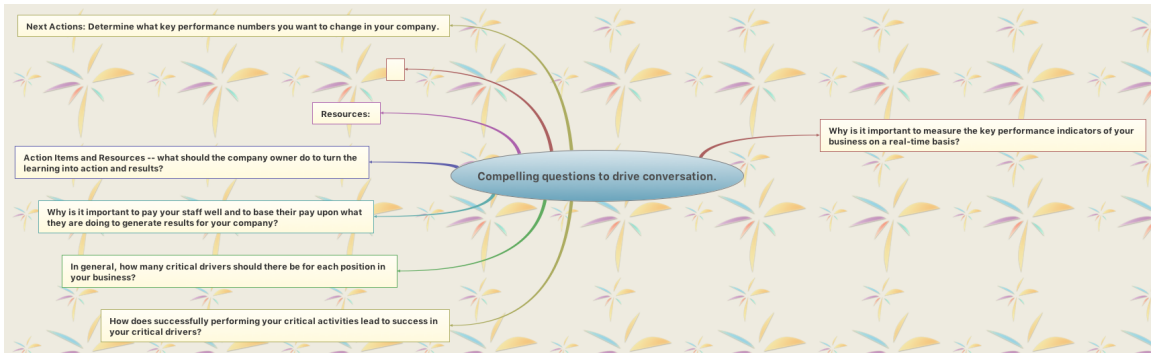
WIGs

Development

Relationships

Edge

12.6. Compelling questions to drive conversation.



Why is it important to measure the key performance indicators of your business on a real-time basis?

How does successfully performing your critical activities lead to success in your critical drivers?

In general, how many critical drivers should there be for each position in your business?

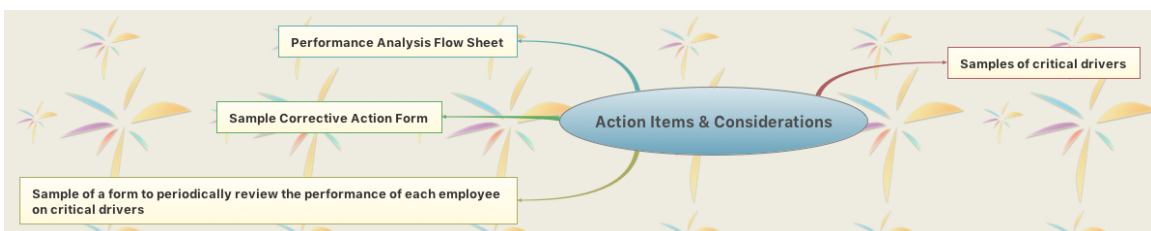
Why is it important to pay your staff well and to base their pay upon what they are doing to generate results for your company?

Action Items and Resources -- what should the company owner do to turn the learning into action and results?

Resources:

Next Actions: Determine what key performance numbers you want to change in your company.

12.7. Action Items & Considerations



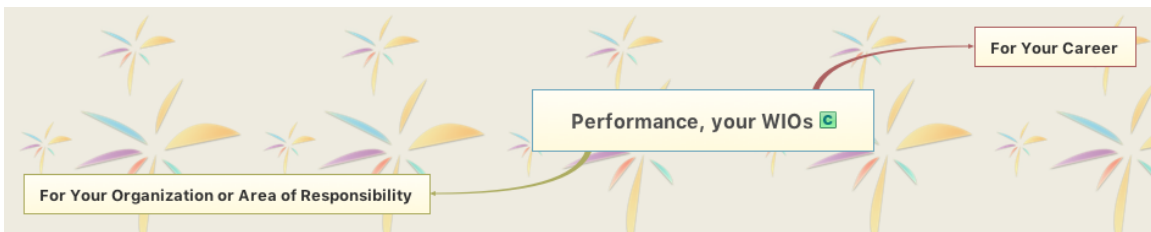
Samples of critical drivers

Sample of a form to periodically review the performance of each employee on critical drivers

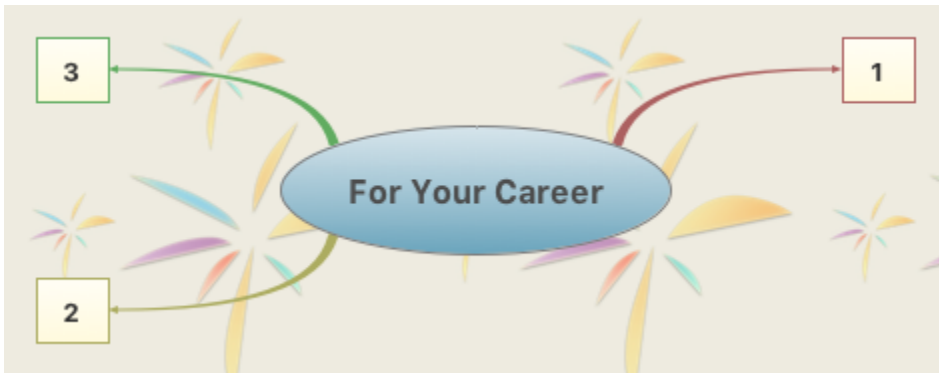
Sample Corrective Action Form

Performance Analysis Flow Sheet

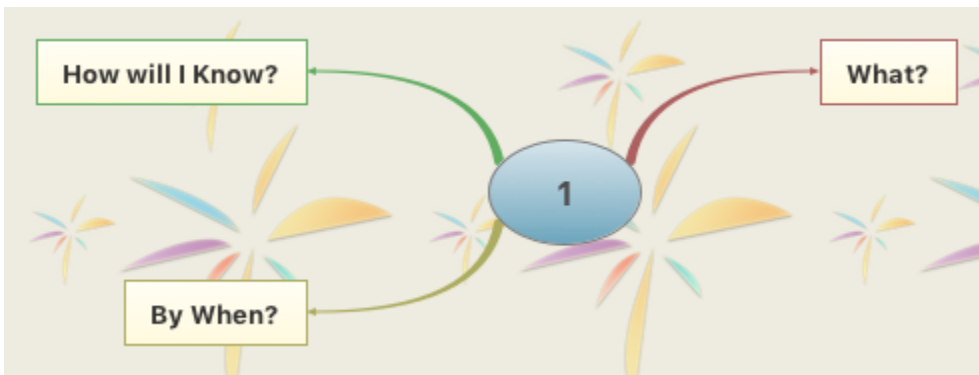
13. [Performance, your WIOs](#)



13.1. For Your Career



1

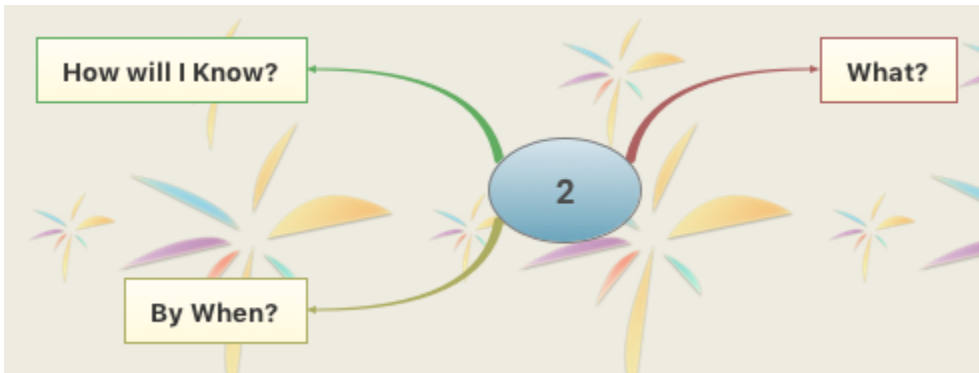


What?

By When?

How will I Know?

2

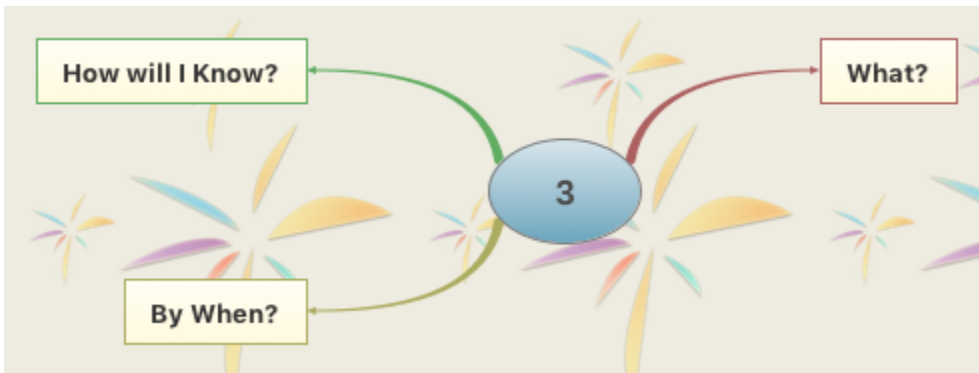


What?

By When?

How will I Know?

3



What?

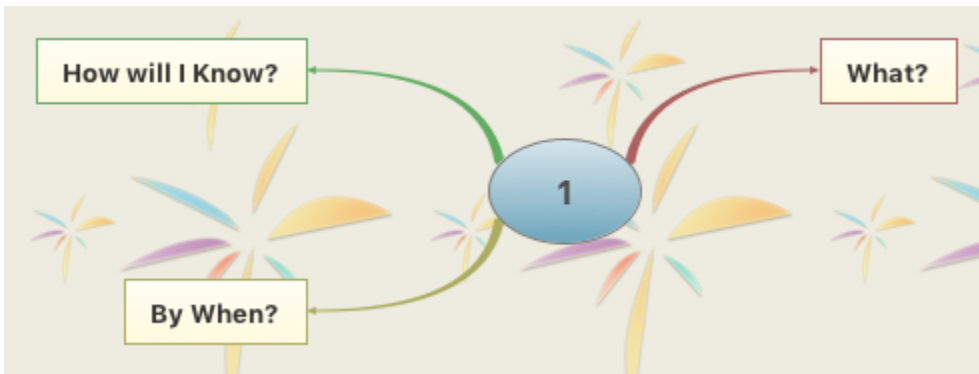
By When?

How will I Know?

13.2. For Your Organization or Area of Responsibility



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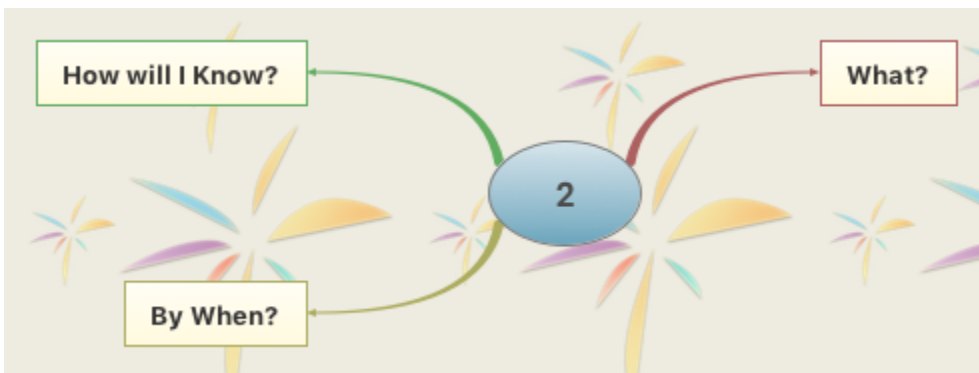


What?

By When?

How will I Know?

2

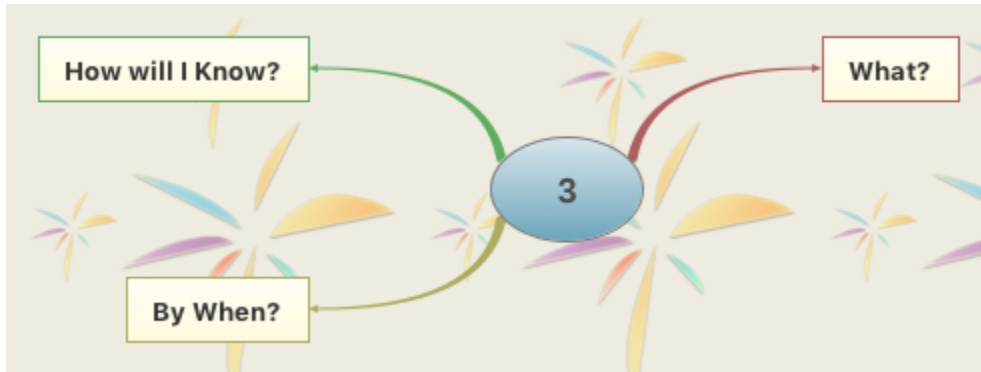


What?

By When?

How will I Know?

3



What?

By When?

How will I Know?

14. Coaching-Based Leadership with Critical Conversations



Context -- why is this topic important? What's the end result for the member? How will they be better off?

Focus Question: How valuable would it be for you to be able to deal with conflict and problems with confidence and clarity?

Benefit to the owner: You can have a highly functioning team that you can direct with success and confidence.

Benefit to the business: Team members will be happy knowing that they are performing at the standards for their role rather than waiting in fear that problems are building up that might cause them their job.

Key Points from the Module -- what did they learn?

1.0 Prepare for the conversation.

2.0 Identify and describe the problem and impact.

3.0 Ask for the employee's view.

4.0 Get agreement that a problem exists.

5.0 Mutually explore causes and solutions.

6.0 Create an action plan.

7.0 Set a follow up time.

Questions (3-4) -- reframing the key points into questions that will help the coach guide the pharmacy owner through a self-reflection and learning process

Question 1. Why are owners and managers so often uncomfortable about the prospect of having critical conversations with their staff?

Question 2. What information do you need to set yourself and your employee up for success as you prepare for a critical conversation?

Question 3. Why is it important to get agreement that a problem exists?

Question 4. Why is it important to establish in advance a follow up once you create an action plan?

Action Items and Resources -- what should the pharmacy owner do to turn the learning into action and results?

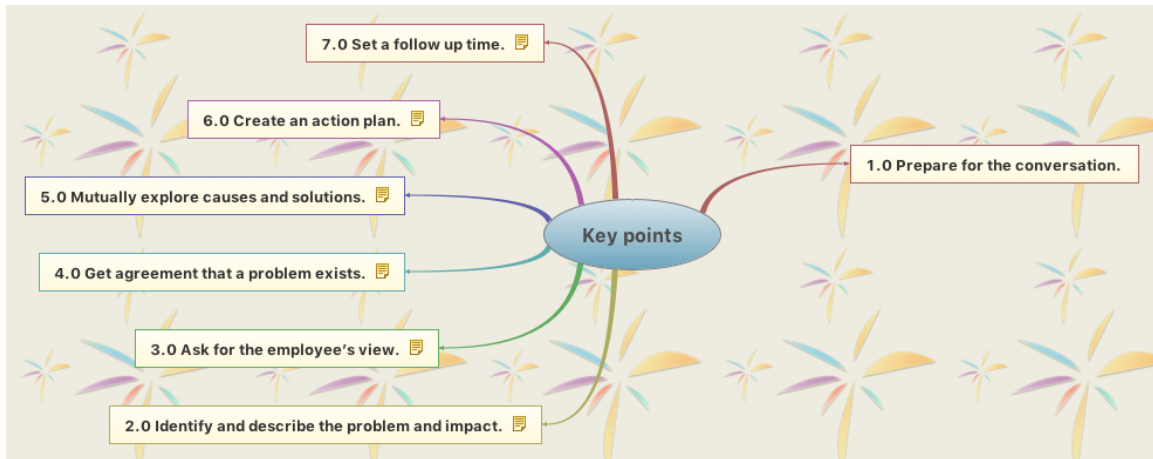
1. Think of critical conversations as a key component for setting up your team to win. Other key components include the things that you have set up to define your expectations for your team: organizational charts and position agreements. You have other PAA modules to help you with these.

2. Rather than being fearful and/or reckless in having conversations, recognize that the missing ingredient is the ability to deal with conflict and problems with confidence and clarity.

3. Practice...practice...practice.

4. Always set a follow up date to review the plan of action.

14.1. Key points



1.0 Prepare for the conversation.



- Who are you meeting with and why?
- What is the issue?
- What do you want to accomplish?
- What is the ideal outcome?
- What assumptions are you making about this person's intentions?
- What "buttons" of yours are being pushed?
- How is your attitude toward the conversation influencing your perception of it? If you think this is going to be horribly difficult, it probably will be.

- **What might your team member be thinking about this situation? Are they aware of the problem?**

- **How have you contributed to the problem? How have they?**

2.0 Identify and describe the problem and impact.

Start with acknowledging what the team member is doing right in their job. What can you count on them for? If you start with what is working, you put both yourself and your team member at ease so you can deal with what's not working as fine-tuning and improvement.

Then clearly define what the issue is. Describe what's not working and why. It's important that you are as specific and descriptive as possible. Instead of saying "You are short with customers" you could say something like "Yesterday I overheard you speaking to Mrs. Smith, and when she asked you where she could find the cold medicine. You didn't look up or acknowledge her, you just pointed to the back of the store". Even with the best intentions, your team won't be able to improve unless they know specifically what they did that was wrong or what the issue is.

3.0 Ask for the employee's view.

An effective critical conversation only happens when both of you are engaged. Ask your team member for their view of the issue. You are not looking for excuses but what they think has happened. Acknowledge that you have heard and understood their view. You may not agree with what they have said, but it's important that your team member understands you listened to them and understood what they said.

4.0 Get agreement that a problem exists.

In order to engage your team member, you both have to agree there is a problem. If your team member is trying to justify their role, what they did, or come up with excuses, you will need to shift how they are approaching the issue before you can move into solution mode.

Focus/Refocus is a technique that involves taking a blaming, accusatory or excuse statement and acknowledges any emotion with empathy and then turns the conversation back to the issue or the reason for the critical conversation. This allows you to focus again on your own agenda.

You can respond with empathy by understanding why they are upset or acknowledging their emotion. Then refocus on the issue. For example you might say: “Since no one has said anything to you previously, I can understand how this might be upsetting to you. But let’s discuss the possible causes of this problem, so we can figure out how to avoid it in the future.”

5.0 Mutually explore causes and solutions.

Once you have established what the issue is and you are both in agreement, you can move into solution mode. Going into the critical conversation you will have a clear sense of what you would like the outcome to be but you will have better results if you have a solution discussion with your team member. Your team members will have an ownership stake in the outcome if they felt as if they have been part of creating it.

Because your team member does their job every day, they may even come up with suggestions that wouldn’t have occurred to you because your focus is on the overall function of the business.

Start with listing what the causes of the issue are together in the meeting. Then for each cause, brainstorm possible solutions to create the desired outcome. When you have completed the causes and solutions list, identify what are the bottom line changes that need to happen.

6.0 Create an action plan.

Once you have both identified what changes need to happen, set clear expectations and an action plan of what needs to happen, by whom and by when. It’s important that both you and your team member leave the critical conversation clear about the issue, the actions needed and the outcome expected.

7.0 Set a follow up time.

The last step is to set a follow up date to review the action plan and track progress. If there isn’t follow up then other, more immediate needs tend to grab both your attention and your team member’s attention, and before you know it a couple of months have gone by without significant change.

Part of setting up your team to win is tracking performance and providing feedback. You **MUST** follow up if you want to see the changes adopted and achieve your desired outcome.

14.2. Compelling questions to drive conversation.



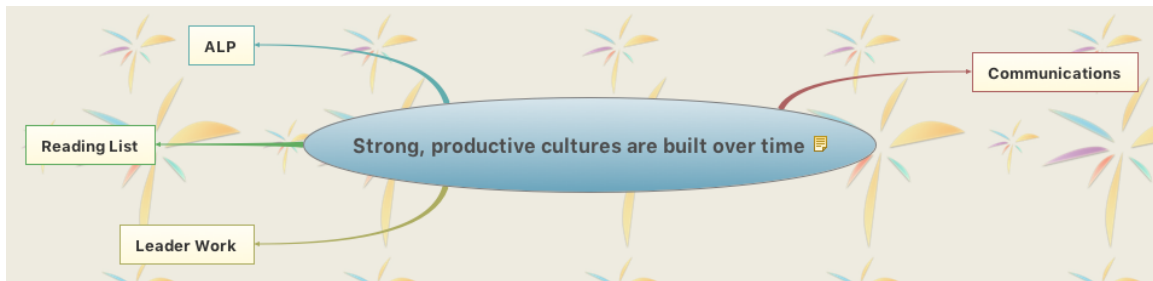
Why are owners and managers so often uncomfortable about the prospect of having critical conversations with their staff?

What information do you need to set yourself and your employee up for success as you prepare for a critical conversation?

Why is it important to get agreement that a problem exists?

Why is it important to establish in advance a follow up once you create an action plan?

14.3. Strong, productive cultures are built over time



They're the result of action, reaction, and truth. They are nuanced, productive, and authentic. Don't focus on how to create a culture, just do the right things for you, your customers, and your team, and it will happen. The cornerstone components to a strong productive culture are clear direction and expectations.

- Company vision
- Company mission
- Organizational Chart
- Position Contracts
- regular feedback on performance
- Critical Drivers
- Performance Bonus
- a regular communication structure
- daily/weekly huddles

individual coaching conversations
team meetings

So that the entire staff understand what the focus is and feel that they are an integral part of the team.

Communications

Leader Work

Reading List

ALP

14.4. Action Items & Considerations



Think of critical conversations as a key component for setting up your team to win.

Other key components include the things that you have set up to define your expectations for your team: organizational charts and position agreements.

Rather than being fearful and/or reckless in having conversations, recognize that the missing ingredient is the ability to deal with conflict and problems with confidence and clarity.

Practice...practice...practice.

Always set a follow up date to review the plan of action.

Benefits:



You are grounded and focused on what matters most.

Used as an organizational development tool, you entire organization (or sphere of influence) is aligned and accountable.

You resolve issues of personal conflict with the organization's values, vision, and priorities.

You have a simple tool to know what the most important things are for success and satisfaction.