

Motivating and Engaging Your Team: Increase Productivity Without Increasing Resources.

“The Biology of a Successful Business”

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Disclosure

Travis Wolff declares no conflicts of interest or financial interest in any product or service mentioned in this program, including grants, employment, gifts, stock holdings, and honoraria.

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Objectives



- Discuss successful methods for introducing new concepts to pharmacy staff to minimize pushback.
- Evaluate methods to improve pharmacy programs based on staff input and results.
- Describe your current culture and how it can adjust to align with changes.

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Med-World Pharmacy



- Purchased in 2011
- Pills in a bottle shop taking really good care of folks
- We new the profession was changing and we needed to change with it

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Med-World Pharmacy



- 2011-2014
 - › New computer system
 - › Immunizations
 - › MTM
 - › Hours of operation
 - › Additional staff hired
 - › Rx business grown (we are busier!)
- 2015
 - › Bought second pharmacy and combined it under our roof

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Med-World Pharmacy



- 2016-Now
 - › DME
 - › Strep and Flu Tests
 - › PCCA HRT Certified Pharmacist
 - › Patient Education Classes-Smoke Cessation, Weight Loss, COPD/Asthma, Diabetes (and more)
 - › AADE Accredited for Diabetes Education
 - › Cholesterol and A1C screening
 - › Total Health Consultations
 - › Any Ambulatory Care Opportunity

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Why I'm here today?



- Staff engagement
- Culture to inspire change in a changing profession
- Helping independent pharmacies change and learn best practices to thrive in our new market
- Start new processes, evaluate old ones, and ultimately infect you and your team with drive to excellence

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New concepts



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New concepts



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New concepts

- You've likely thought a lot more about the project to be implemented and understand the overall big picture regardless how your team gets there....your team on other hand may need more help with the "how" to get there.
- Can they see the tires?
- Will they be required to do additional tasks?
- What level are they starting at?

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Methods to improve programs



- Which jobs are important? Definition of important?
- Evaluating staff results = Their performance
- Hedgehog concept

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Which job is important



- Airlines are a great example



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Which job is important



- Things aren't always what they appear....especially when we are on our own agenda
 - › Example of gate crew

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Which job is important



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Evaluating staff for results



- Performance Expectancy
 - › Cornell Discovery
 - › Staff members will perform in line with how you expect them to, good or bad
 - › Non star employee- micromanagement discourages exploration
 - › Star employee-autonomy promotes learning

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Hedgehog concept



- The good to great companies are more like hedgehogs – simple, dowdy creatures that know “one big thing” and stick to it. Consistency.
- **Good to Great** by Jim Collins

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Hedgehog concept

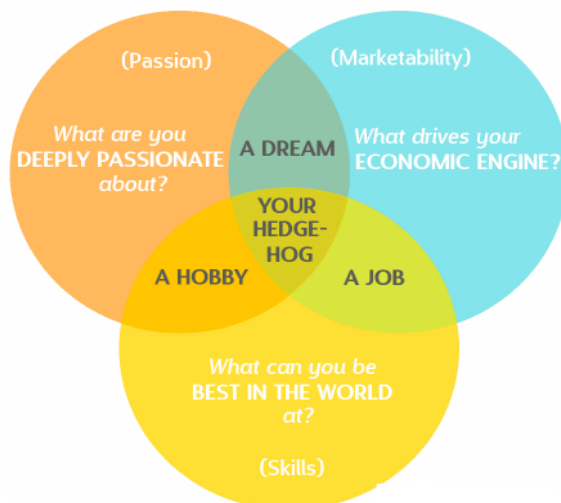


A simple concept that flows from deep understanding about the intersection of the following three circles:

- › What you can be the best at in the world, and what you can't? "They stick with what they understand and let their abilities, determine what they attempt." The hedgehog concept is not a goal, strategy, or intention; it is an understanding.
- › What drives your economic engine? How to most effectively generate sustained and robust cash flow and profitability.
- › What are you deeply passionate about? Not to stimulate passion but to discover what makes you passionate.

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The Personal Hedgehog Concept



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Hedgehog example



- Major Electronics Retailer: Concept to become the best at implementing the “4-S” model (service, selection, savings, satisfaction) applied to big ticket consumer sales. Its distinction lay not in the “4-S” model per se – but in the consistent, superior execution of the model.

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Your hedgehog



- What are you best at?
- What can you never be best at?



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Examples of staff motivation in your business



- Let's make a list together for our later use- see flip chart
- What tactics have you used to motivate staff up to this point?

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Biology of a successful business



- **Leaders Eat Last** - Simon Sinek
 - › Why some teams pull together and others don't
 - › Biology and Anthropology
 - › The reason for our very existence and what we're learning about it
 - › Open your ears if you want to build a great culture!

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- Empathy
- Belonging
- Chemical Cocktails

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- Empathy
 - › Culture of caring for each other grows revenue
 - › Coming to work for a company vs coming to work for each other
 - › Truly Human Leadership- Bob Chapman CEO of Barry-Wehmiller

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Biology of a successful business



- Truly Human Leadership
 - › When we have to protect ourselves from each other, the whole organization suffers
 - › Biology - if we sense danger our natural body is alert to it
 - › Focus on people, not money
 - › Old method: teach how to take care of the customer
 - › New method: take care of the employee...they will take care of the customer
- No one thing, lots of little things

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- Work family
 - › Company cares for us like we are there own family
 - › Employee will defend your name like their own
 - › T-Shirts are true test
- Not to ask merely for hands in labor
 - › Inspire trust, loyalty, to commit to our cause

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➤ Best Practices

- › Don't manage people to drive money...
- › Manage money to grow your people

- › Consider how you monitor your financials
- › Apply same concept to checking your team's pulse

- › Poll the audience

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➤ Best Practices

- › Check your balance and don't overdraw
- › Increase your ROI
- › Invest in THEIR future for YOUR future



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➤ Belonging

- › Circle of safety
- › Aesop, sixth century B.C.
 - › "A lion used to prowl about a field in which Four Oxen used to dwell. Many a time he tried to attack them; but whenever he came near them they turned their tails to one another, so that whichever way he approached them he was met by the horns of one of them. At last, however, they fell a-quarreling among themselves, and each went off to a pasture alone in a separate corner of the field. Then the lion attacked them one by one and soon made an end of all four."

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➤ Belonging

- › World around us is filled with danger
- › Danger outside vs inside our walls?
 - › Inside is within our control
- › If not protecting from each other can protect from outside threats

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- If no emphasis on belonging
 - › Can lead to silos
 - › Office politics vs inclusion and transparency
 - › Feel valued vs paranoia
 - › Want collaboration and trust

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- I thought this class was about engaging employees to do the work I want done?



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- Stress and anxiety have less to do with the work being done and more to do with weak management
- Improve your management, improve work being done



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- Management Style
 - › Have you ever noticed that sometimes your staff performs better when you're busy? When you're working on a new task? Developing a new operation?
 - › You are likely changing your management style, so your staff is reacting and performing differently.

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- This can be counterintuitive
 - › When many leaders feel external pressures, they believe the best way to motivate is to exert internal pressure.
 - › Basic biology and anthropology tell us that nothing is further from the truth.

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- Basic Biology and Anthropology
 - › When we feel belonging and trust people in our group, we naturally cooperate to face challenges as a group.
 - › Especially when we don't have to invest time and energy to protect ourselves.

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- Chemical Cocktails – Nerd Alert!
 - › Feeling of happiness has led to our survival
 - › We repeat what gives us joy
 - › We remember not to repeat what brings us pain or disappointment
 - › We focus on tasks and metrics to achieve those tasks based upon the rewards at stake

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- Chemical Cocktails
 - › Endorphins
 - › Dopamine
 - › Serotonin
 - › Oxytocin



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Biology of a successful business



- Chemical Cocktails
 - › Endorphins
 - › Dopamine

- › Work to get us as individuals where we need to be

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Biology of a successful business



- Chemical Cocktails
 - › Serotonin
 - › Oxytocin

- › Allow us to work together, create trust, loyalty, serious bonds

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➤ Endorphins

- › Mask physical pain (think runner's high)
- › Crave it

- › Steven Colbert said you can't laugh and hurt at the same time....laughing releases endorphins

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➤ Dopamine

- › Incentive for progress, satisfaction
- › Reaching a goal, crossing off a to-do list
- › Tangible goals, need to see it to believe it
- › Important to write our goals down and be specific
 - › Give more flu shots vs increase flu shots by 10%
 - › Mindset of saving vs reduce our monthly entertainment spending by \$100

- › **Dopamine has benefits, but can come at a cost**

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➤ Dopamine

- › Addictive
- › Social media likes make us want more likes
- › Email Responses when you are waiting on an answer
- › If you want an alcoholic beverage when you first wake up, you are an alcoholic, an addict
 - › The first thing you do in the morning then might be an addiction
- › Addiction comes at a high cost
 - › More time and more money than is wise will be invested

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Biology of a successful business



- New Focus on serotonin and oxytocin
 - › Must give to get selfless chemicals, social chemicals
 - › Accomplish bigger things together than alone
 - › Get more done and with continuity
 - › Signal security, fulfillment, belonging, trust, and comradery

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- Serotonin
 - › Leadership chemical
 - › Pride others like us
 - › Stress buster and confidence boosting
 - › We need approval
 - › If given to us than we feel accountable to them
 - › Feel accountable, not to numbers, but to people
 - › Your financials vs paychecks for your staff

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➤ Oxytocin

- › Chemical of friendship and intimacy
- › Deep trust
- › Doing nice things for each other
- › Human connections
- › Helps direct how vulnerable you are
- › Oxytocin is long lasting, unlike quick dopamine hits
- › The more we know someone, the more oxytocin flows
- › Can be ourselves and learn how to be better

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➤ Oxytocin

- › To be around others like us makes us feel like we belong
- › Feeling of safety, circle of safety
- › Helping others
 - › Gives you a shot of oxytocin
 - › Gives that person a shot of oxytocin
 - › Gives someone that hears about it or witnesses it a shot of oxytocin and inspires them to do the same
 - › Winner board or poker game

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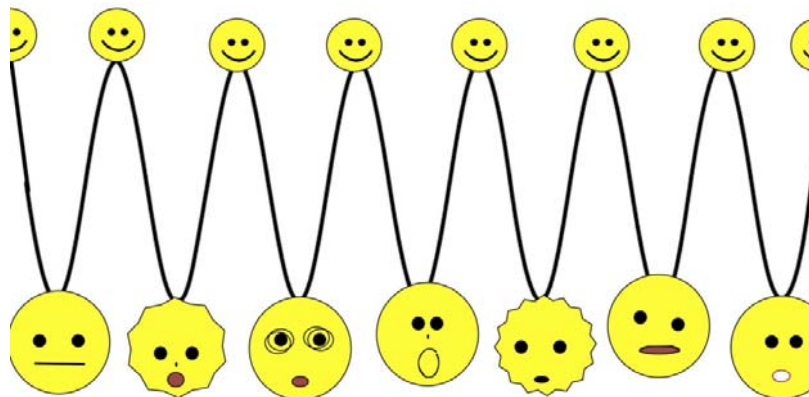


➤ Oxytocin

- › Touch also releases oxytocin
 - › High fives
 - › Hand shake
 - › Back pats
- › Physical contact gives a sign of willingness to trust
- › We don't need to check into social media to see how many likes we have because we already know we are loved and cared for

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Examples in your business



- EDSO
 - › Endorphins- mask discomfort, beat stress, laughing
 - › Dopamine- quick feeling of accomplishment, individual
 - › Serotonin- leadership chemical, accountable to people
 - › Oxytocin- trust, likeness and belonging, helping others

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What did we learn?



- Can your team see the tires?
- What is your performance expectancy?
- Hedgehog concept
- Describe your current culture- what cocktails are you mixing at work?

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Let's motivate and engage together!

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