

Dr. David Golden

Lead Your Self, Lead Your Practice, Lead Your Profession

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Dr. Golden OD

- President and co-founder of PERC+IVA
- History
 - Father was an optometrist
 - Anecdote: patient wanted father Dr. Golden to see them, not the son
 - Realized needed to dissociate from father Dr. Golden
 - Optometry is a customer service profession
 - Patients look for something different from optometrist than something online
 - Golden Optometric Group - 6 locations, 14 OD's, ~100 team members
- Need to build tools for all optometrists, create a vertical supply chain
 - Luxottica follows this model to create an efficient system

Lead your SELF

- Understand who we are as people, what our motivations are, how we portray ourselves in practice
- Video: Rick Rigsby “The Wisdom of a Third Year Dropout”
 - Concepts of leadership
 - Being passionate about your business
 - Don't be afraid to fail
- Knowing who you are
 - Transactional leader
 - Task-oriented
 - Incremental steps to achieve it
 - Strict guideline
 - Transformational leader
 - Future driven
 - Need both kinds of leaders in a practice
 - Reward leaders in different ways

Lead your PRACTICE

- Leadership components
 - Vision
 - Practices have direction, passion
 - Move out of general situations; specialize
 - Courage
 - Have the courage to make mistakes
 - Create a shopping experience
 - Warby Parker changing how we think glasses should be distributed
 - Discount the patient exam
 - Communication skills
 - How to communicate to staff, and being accessible to them

- Honesty and integrity
 - Patients value and trust optometrists and drives them to continue to come back
 - Patients that don't return is because the optometrist screwed up
 - Important on how you respond
 - If left a bad review, privately message to ask what went wrong
- Team builder
 - Can't do things alone
- Outstanding self awareness
 - Know when is right and when is wrong
- Clean your own practice
 - Don't ask your staff to do things that you wouldn't do yourself
 - Don't stand on a pedestal
- Great leaders are like great parents
 - Create an environment that is safe and encourages growth
 - Give teaching moments to staff
 - Give experience, self-confidence
 - Mentor employees in a way that they don't feel like they'll get fired
- Video Simon Sinek "Why Good Leaders Make You Feel Safe"
 - Dangers of the profession
 - Warby Parker, Hubble, VSP, Luxottica
 - External pressures
 - Internal pressure
 - Right products, services for patients
 - Training for the safe zone
 - Doctor is leader of the practice
 - Make money off the staff and how they function
 - For a patient, the doctor is not as memorable as the optician that fit their glasses
- Leadership Builds Teams
 - Open until 8PM
 - Access new patient pools
 - Getting people to work Sunday
 - Work around your staff's schedule (work hours 8-12, then 6-8)

Lead your PROFESSION

- Create movements to influence
 - When you want to change the profession you lose leverage over colleagues
 - Need people to share your passion
- Video Derek Sivers "How to Start a Movement"
 - CEO vs dishwasher
 - Trust and cooperation to make a movement
 - Small increments to success
 - Create an experience that's differentiated, making the patient feel good
 - Educate the patient about the products you sell

Contact

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Q&A

- Entrepreneur branch of Essilor
- Advice on jumping into private practice
 - Buy cash flow
 - Turn a practice around by implementing general strategies
 - Optometry the gateway to medical healthcare (37% savings)
 - Manage the patients walking into the door (drop the specialist referral rate)
- Manage care and private pay
 - Majority of the care from the staff
 - 3 lanes for pre-test
 - Lean processing of the practice
 - Increased efficiency