



GPS



NCPA[®]
NATIONAL COMMUNITY
PHARMACISTS ASSOCIATION

Growth. Performance. Success.

2024 ANNUAL CONVENTION



The Ted Lasso Approach to Crafting your Company's Culture

NCPA 2024 Annual Convention and Expo
Columbus, Ohio

Speakers



Brian D. Butcher
President/CEO

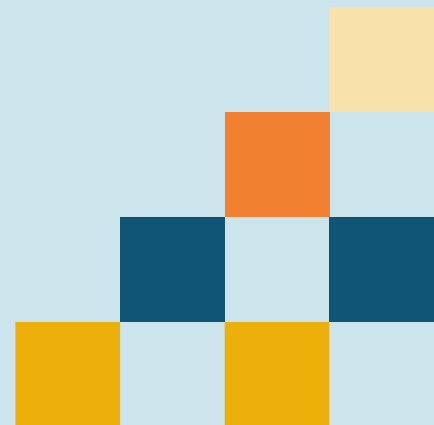


Andrew A. Esposito
Director of Operations

Clemans, Nelson & Associates, Inc.

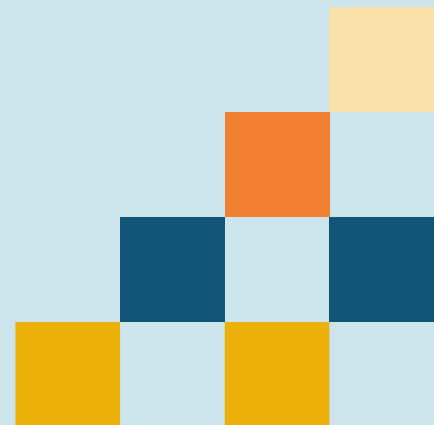
Disclosure Statement

There are no relevant financial relationships with ACPE defined commercial interests for anyone who was in control of the content of the activity.



Pharmacist and Technician Learning Objectives

1. Discuss the role of company culture on the employee experience.
2. Summarize key management lessons from the show and how to incorporate these lessons into daily operations.
3. Identify recruitment and retention strategies to reduce turnover.



Introduction

- The goal of good leadership and supervision is the effective development of each employee's potential to succeed in his or her job. Engaging in supervisory interventions, effective motivation, and communication, followed by corrective action when necessary is consistent with this goal.
- Building the right culture is the key to organizational success. Building culture can take time.
- Today's workforce is different than any before it.

What has happened?

- COVID
- WFH/Hybrid Environments
- Tight Labor market including certain professions in crisis mode
- Gig Economy
- Inflation
- Differences in Generational Priorities

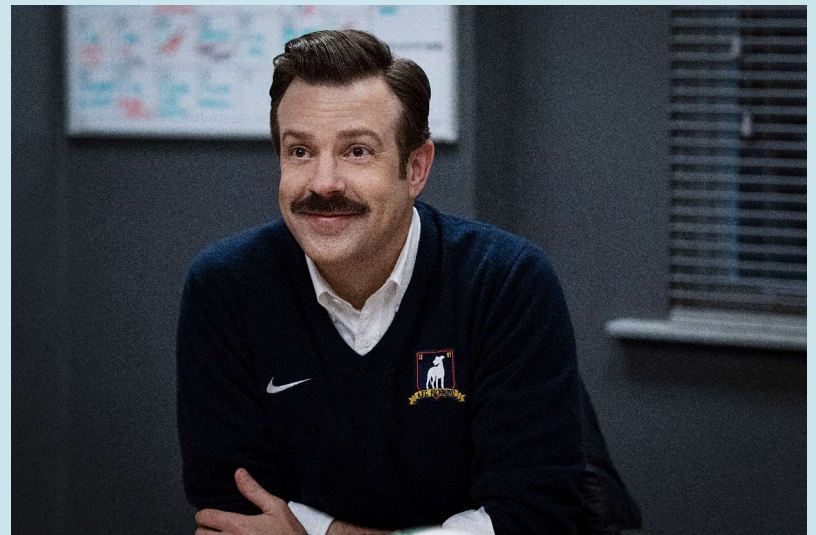
What can we do? WWTD?

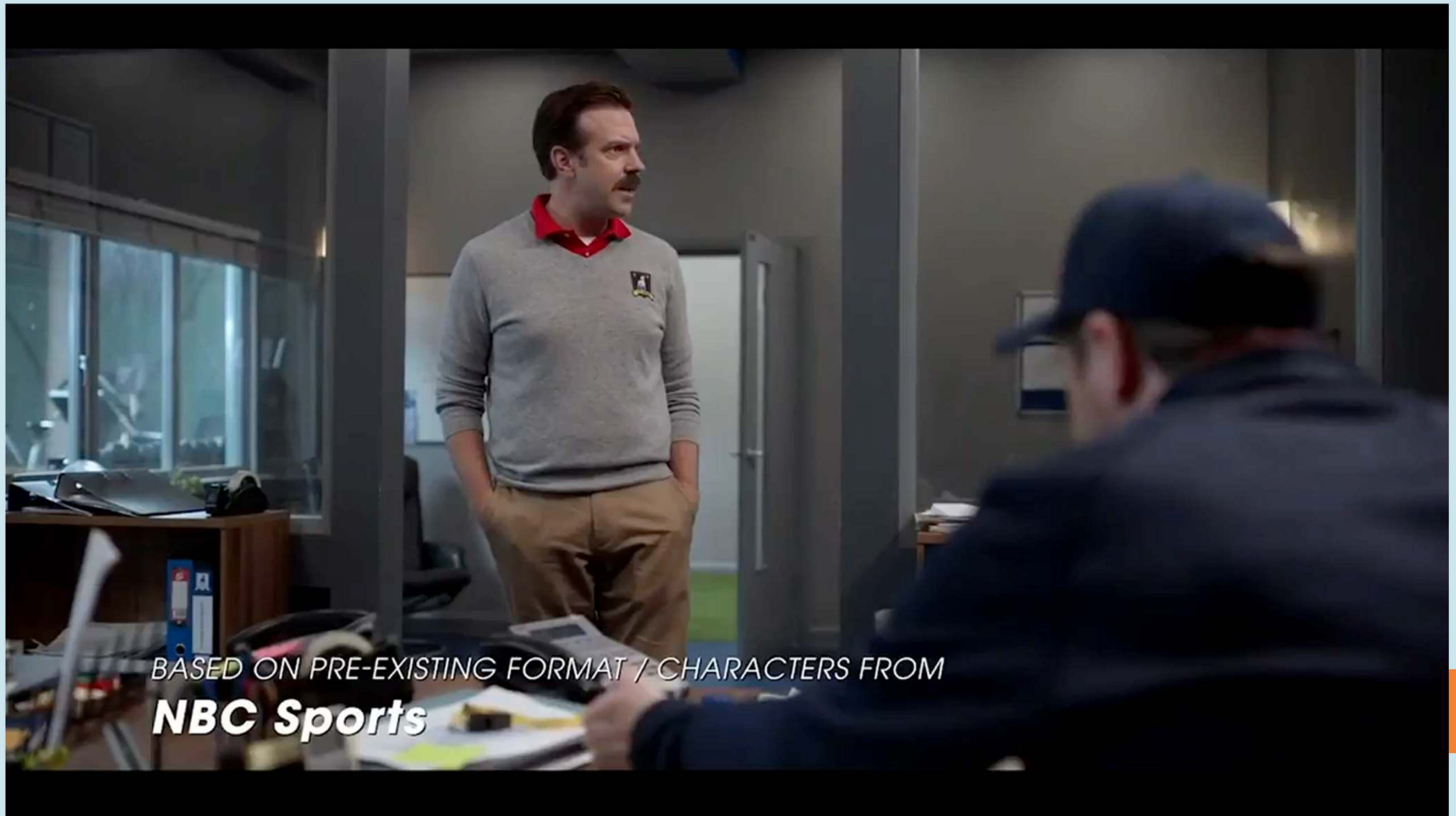
Who is Ted?

And...

“WWTD” – What would Ted do?

It's not often that Hollywood provides guidance, but managers and leaders can take cues from the writers of Ted Lasso





BASED ON PRE-EXISTING FORMAT / CHARACTERS FROM
NBC Sports

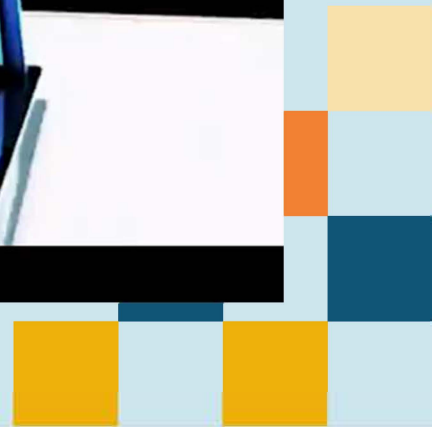
The Lasso Way: Lesson 1

- Problem – Permitting employees to behave arrogantly, belittle, and/or bully others destroys morale
- Solution – Bench them, in other words, hold employees accountable
- Permitting your “superstar” employee to belittle other employees, act arrogantly, etc. will destroy morale
- When you hold these employees accountable, studies show that morale and overall productivity improve and conversely untreated misconduct can create stress, burnout, and turnover
- Consider that the team is more important than any individual



The Lasso Way: Lesson 2

- Problem – The naysayers arrive
- Solution – A field trip to the sewers
- Outside and even insiders can insult and try to bring down an agency and/or department
- Emphasize that employees are to help each other out and “let anything we don’t need flow right through.”
- Emphasize unity and reliance on each other
- What is workforce success? “For me, success is not about the wins and losses. It’s about helping these young fellas be the best versions of themselves on and off the field.”



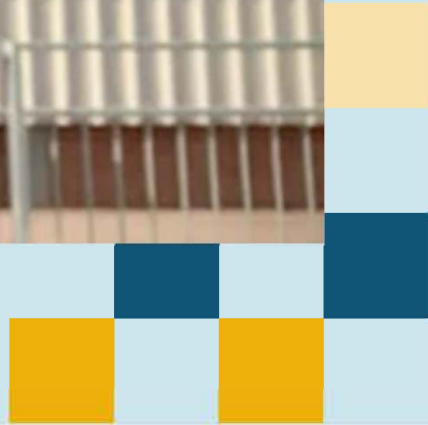
The Lasso Way: Lesson 3

- Quitting is easier than being challenged
- “A challenge is a lot like riding a horse, isn't it? If you're comfortable while you're doing it, you're probably doing it wrong.”
- Embrace this notion and understand that effecting meaningful organizational change rarely comes easily
- Let employees be autonomous (e.g. delegate); but this doesn't mean ignoring them
- Be hands-on, give them goals, have a story, have an analogy...



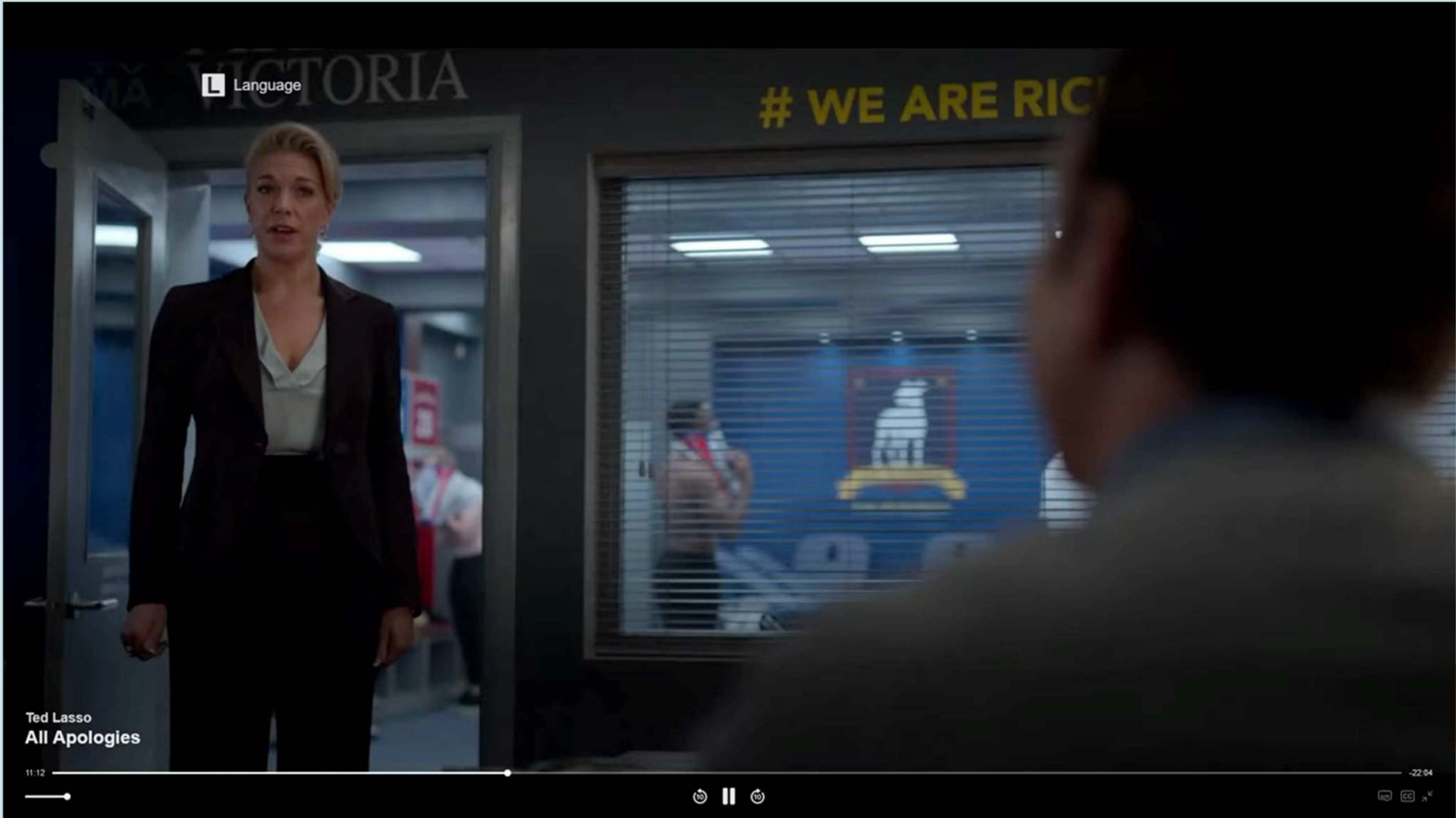
The Lasso Way: Lesson 4

- Problem – Judging people when they are at their worst
- Solution – “Be curious, not judgmental”
- Take interest in each team member to understand them for who they are, not necessarily for who you want them to be.
- Don’t underestimate your staff



The Lasso Way: Lesson 5

- Problem – Not starting fresh
- Solution – “Be a goldfish”
- “You know what the happiest animal on earth is? It’s a goldfish. Want to know why? Got a ten-second memory. Be a goldfish.”
- We all have made mistakes in our careers. Managers need not judge an individual by a simple mistake.
- Managers need to emphasize this to employees as well. While we will communicate the issue, let them know to be “a goldfish.” Forget the last mistake, don’t let that determine your next action.



The Lasso Way: Lesson 6

- Problem – Don't hold grudges
- Solution – Forgive without reservation. Forgive with an understanding of the situation (know the situation)
- Team Sabotage – “Divorce is hard....it makes folks do crazy things.” Lasso extends his hand as a gesture of good will.
- Too often, people hold long lasting grudges, perhaps never allowing people to shake first or second impressions.
- Being open to change and understanding people is a big part of being a manager and leader.



The Lasso Way: Lesson 7

- Good ideas can come from anyone. Every job matters within an organization. From the most basic to the highest level, each plays a role.
- “Kit Man” to Coach
- Don’t be concerned about the position or identity of the person who contributes the idea, but rather the idea itself.
- Too often ideas are immediately discarded because of where the idea came from – an employee who is too junior, or in some other way not “one of the boys/girls.”
- Don’t dismiss where someone comes from.

The Lasso Way: Lesson 8

- Problem – “Fix the Water Pressure”
- Solution – Active listening, coupled with active solution.
- Meetings followed up by action – not meetings to have meetings.
- E.g. Stay interviews
- Data collection



The Lasso Way: Lesson 9

- The silly stuff can go a long way. Celebrating birthdays, pizza parties, potlucks, chili cookoffs, jeans day. You would be surprised what it can mean to people.



The Lasso Way: Lesson 10

- Lead with Empathy, Optimism, and Positivity
- Being positive isn't a skill that you learn; it's a lifestyle.
- Positivity and optimism stem from leadership. As a leader, you must exude genuine confidence about the future.
- You need to have the courage to persistently believe tomorrow will be better. Resolve to beat the odds.
- You must balance reality with optimism. Yes, today's tough, but tomorrow will be better. You don't give oxygen to despair. Who wants to follow someone like that? You need to give oxygen to hope.

Questions?



Contact Information

Brian D. Butcher

President/CEO

bbutcher@clemansnelson.com

Andrew A. Esposito

Director of Operations

aesposito@clemansnelson.com