



BUSINESS MANAGEMENT
QUARTERLY

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LISA'S BACK

Lisa Sander, one of our team members, has been off on Maternity and Parental Leave for the past year. Well, we're happy to inform you Lisa was back in our offices as of August 3.



At the time of her leave, Lisa's main responsibilities were generating the Monthly Reports and developing budgets for our Monthly clients. Her role will change over the upcoming year.

Lisa will be taking on the roll of **Business Manager**. For the next six months she will be working closely with me (Frank) to get a feel for what a Business Manager does (please keep your laughter to a minimum).

We are certain Lisa's technical skills and personable character will not only endear her to the clients she will be advising, but will also allow her to become a top notch Business Manager.

Welcome back Lisa.

ONE ON ONE COACHING

Often, CEO's site their biggest frustration as not being able to vent or confide in someone regarding decisions that were made or have to be made. Recently, I met Julie Helps. (I know, I couldn't believe that was her name either.) Julie is a Professional Coach.

Julie provides coaching and facilitation in Leadership and Communication skills to clients in the corporate world, small business and private practice healthcare.

She is a certified consultant and subject matter expert in Workplace Mediation. She is a Professional member of the Association for Humanistic Psychology; a member of the

International Association of Facilitators; a member of the Institute of Cultural Affairs Canada and a part-time leadership development faculty member at the world renowned Banff Centre.

Julie is a prior Account Leader, Strategic Planner and Change Agent for General Motors and EDS of Canada. During her sixteen years in the automotive industry she worked in leadership roles within the manufacturing, engineering, dealer support and after market service parts segments of the company. In her role as a corporate trainer of Dr. W. Edwards Deming and Stephen Crosby quality improvement concepts she was responsible for establishing the strategy, direction and processes required to transition the EDS Canada Quality Advisory Team into the first Self-Directed Work Team for the company.



Her own personal leadership development has included climbing to the peak of Mount Massive in Colorado, as part of an Outward Bound Leadership training program as well as twice completing a five-day Vision Quest in the wilderness of New Mexico.

Her independent consulting work has been highly successful with clients in a variety of industries across Canada and in the United States, including automotive, information technology, healthcare, beauty, retail and distribution, banking, government, entertainment and hospitality. Clients include; Bank of Montreal, Ontario Ministry of Natural Resources, Metro Goldwyn Mayer, Sobeys, Newcourt Credit Group, Transitions Consulting Group as well as a number of small to medium size privately owned businesses

and over 50 private practice healthcare providers.

The benefits of Julie's coaching include:

- Increased self-awareness and coaching skills, understand how you influence your team's development
- Positive communication with your team and your clients
- Increase your ability to encourage team participation and effective decision making
- Develop personal conflict management skills for dealing with team and business issues
- Increased confidence when dealing with difficult issues
- Develop orientation and training strategies for your team
- Learn how to continually develop and motivate your key employees
- Capitalize on the power of a strong vision and values in your business

Julie can be reached by phone (416-503-4541) or e-mail (julie.helps@sympatico.ca)

EMPLOYEE RAISES

They say the two most stressful aspects of owning a business are dealing with irate clients and dealing with disgruntled employees. This article explores one way to keep employees happy and productive.



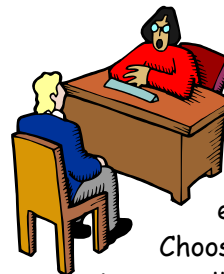
Generally, if someone is not happy with work it is because they were expecting something and didn't get it. With disgruntled employees the

source of their unhappiness is either associated with their work environment or the feeling of worth.

Worth is, in whole or in part, directly related to their compensation. As a business owner discussing an employee's worth face to face can be uncomfortable, especially if they perceive you have undervalued their worth.

However, there is a way to address employee worth, and reduce stress to both the owner and the employee. This involves managing expectations.

If an employee knows what to expect, he/she is less likely to be upset. It is for this reason when one of our clients asks us how much can be afforded for raises this year, we suggest regulating the process. Often, there aren't any formalized processes in place. The issue of employee raises is addressed when a couple of employees ask the question, "Will there be any raises this year?" They ask this question because the last raise was two years ago.



Consider regulating and formalizing the process by conducting staff performance reviews every year for all employees at the same time.

Choose a period in the year that is generally a slower period, which will give you the appropriate amount of time to conduct all reviews. Never conduct reviews in December. Given it is the Holiday Season, it is too emotional a time.

Consider developing a compensation policy. Two options are to either increase salaries every year in accordance with inflation or profit sharing. In either case, the staff should know and understand the policy.

I know some of you are reading this and saying, "Profit Sharing! This guy wants me to give away the farm!" Remember this, the single most important investment you can make in your practice is the money you invest

in your people. A happy staff is a loyal and productive staff. A loyal and productive staff is a profitable staff.

We can help. As part of the budgeting process we always show an increase in Wages. The increase in Wages is normally equal to the anticipated percentage increase in Production. If we expect Production to go up by 5%, then we anticipate Support Staff Wages will go up by 5%. This means as long as your Production increases by 5% you would be able to grant your Support Staff an increase of 5% (usually, this includes any profit sharing).

This philosophy makes one very important assumption. The individuals making up the team are deserved of their jobs. The only way this can be assessed is to ensure all staff members have objectives. Every year their performance versus objectives must be reviewed (appraisal process). If objectives are met, then the individual is entitled to a raise and perhaps profit sharing.

If the objectives are not met, then the onus is on the business owner to determine why the objectives were not met. Was it a question of poor performance, or was it more a reflection the employee was not provided with the tools to achieve said objectives? This review process is an extremely important learning tool because it tells you how to better structure the practice for optimal efficiency.

Once an employee understands:

1. He/she is accountable for their actions;
2. There is a formal performance review process;
3. His/her raise is dependent upon their achievement of individual objectives;
4. The raise is a fixed amount or range every year;

their expectations are actively being managed.

It is important to note, the employee must understand and perceive the review process to be a mechanism for performance improvement. Though this should be done throughout the year, the review process is an opportune time for the business owner to either celebrate an employee's achievements or identify an employee's areas for improvement and how to best execute the improvements. In either case, this is extremely motivating because the employee will feel needed and valued.

By the same token the feedback obtained by the business owner during the review process can provide significant insight on how to best improve client satisfaction.

Manage employee expectations and they will surpass your expectations.

BA CLIENT SATISFACTION SURVEY

As we have mentioned in the past, we never stop looking for ways to better serve you. To that end, your feedback is extremely important.



Your feedback, any feedback, is greatly appreciated.