A Practical Guide to

Creating a Superstar Team
Kelley Babcock is a Leadership and Business Coach at Development at Pharmacy Development Services (PDS). Joining the company in 2009, she started as a PDS Business Coach and then transitioned into the Chief Operating Officer until 2016.

Babcock has been an integral part of the company’s transformative growth and credits her team for extraordinary performance during her tenure. Her 20+ years of management experience, coupled with knowledge and perspective on what elicits greatness in others, allows her to educate independent pharmacy owners on the no-fail formula for business success. She is a coveted motivational speaker on a variety of topics focused on strong and effective leadership, communication and managing high-performance teams. She is also the co-creator and facilitator of PDS’ signature leadership program, Advanced Leadership.

Prior to PDS, Babcock worked as an Executive Coach and Professional Facilitator and held a variety of executive management positions with Weight Watchers International.

Babcock holds a Bachelor’s degree in Communications and a Master's degree in Education/Human Resource Development.
Many years and hundreds of highly successful pharmacies later, our team of PDS Business Development Experts, Performance Specialists, Subject Matter Experts and Quality Assurance Analysts are working toward a common goal of helping as many independent pharmacy entrepreneurs as possible to reap the financial and personal rewards of successful pharmacy ownership.

To learn more, go to www.PharmacyOwners.com or request a free discovery call where our Account Executives will analyze your business and give you tips on how to improve in areas such as...

- Profitability
- Identifying new niches
- Implementing new programs
- Empowering your staff and improving store culture
- Developing new leadership skills as a pharmacy owner
- Marketing and Sales
- Management and Operations
- Financial Strategy
Leading a superstar team is a dream most pharmacy owners have but few rarely experience. Every team has their strengths and our PDS Business Development Experts often hear the same complaints:

• My team can’t make simple decisions without consulting me.
• I wish my team would recommend ancillary products.
• How can I make my team see this as more than just an hourly job?
• I wish my team would take an idea and just run with it.

Sound familiar?

So what are the dynamics of a superstar team? To us, it is a group of high-performing individuals working together, appreciating each other’s efforts, engaged in their job, committed to the success of the business and, most importantly, the satisfaction of customers.

This team fires on all cylinders, makes an impact with customers and achieves and surpasses business goals. **They always know:**

• What they’re doing
• Why they’re doing it
• How they’re going to get there

This level of engagement doesn’t happen overnight, or magically. A superstar team has a clear vision from a highly-engaged leader and is empowered to bring it to life with realistic timelines and milestones and the proper resources, training, and manpower required to turn it into a reality.

With these elements in play, independent pharmacies can experience...

• Freedom
• Connection
• Comradery
• Increased profits
• Achieving and surpassing business goals

...Truly Anything!
There is no magic formula for success — it happens in the details. As a business leader, in addition to the skills and tools required for high-performance, it’s also your job to continuously develop the following characteristics in your employees. This can be done by any means, whether that’s in-house or through expert-led, pharmacy-specific training programs.

- Empowerment
- Autonomy
- Mastery
- Purpose
- Genuine comradery
- Enthusiasm for what they’re doing
- Positivity

While it’s a good idea to hire people who embody these characteristics intrinsically, continuous sharpening plays a huge role. For example, take PDS member Bob Lomenick and his team at Tyson Drug Co.
Bob Lomenick, owner of Tyson Drug Co. in Holly Springs, Mississippi, has been a PDS member since 2008. Pioneering the art of medication synchronization and adherence, his team is the epitome of a well-oiled machine. In 2016 alone, they saw an impressive 87x return on investment on their PDS membership through the powers of SyncRx+, Data Mining and the Pain Protocol.

He’s a long-time believer in arming his team with the proper tools and resources to get the job done, and sending his employees to PDS training courses. However, it required more than a few nudges to get Bob’s Human Resource Manager, Sherri Heaton, to a training he felt was important for her personally and for the overall strength of their organization.

The training was the PDS Advanced Leadership program, a three-module workshop that shows people in management positions how to leverage their personal leadership style and create a strategy for changing behaviors to achieve optimal results in the workplace.

Ultimately, Sherri attended the training in late 2015, loved it, and as a result, the entire Tyson Drug Co. team thrived in 2016, having a banner year.

Sherri valued the experience so much, she sent the following email to me, which I’m sharing with you to help you fully understand the impact of investing in your people.

Kelley and Terri,

While compiling thoughts about nominating our staff for the PDS Team of the Year, I became compelled to reach out to both of you to thank you for the tremendous role that you have played in why I believe that our team deserves to be considered for this honor, this year.

I attended PDS Advanced Leadership in the fall of 2015 and I will be the first to admit that Bob had asked, and encouraged me, to attend numerous times and I had simply exhausted all reasons to say “Maybe next time, please.”

I enjoyed the first module and immediately began making plans on implementing some changes with our TEAM based on the tools that I had been given. However, my AHA! moment came during my first coaching call. A “gentle” comment made during that session that has made a lasting, and life-changing impact on me. After that call, a very real, rare, and raw self-evaluation on/of me began. What positive steps did I need to make for ME, before I could be effective to TDC?!?

I am convinced that the decisions that were made on that day, are hugely responsible for the “total overhaul” that my mind and body needed. How rewarding it is to see the renewed energy and excitement that I have witnessed amongst our TEAM. It’s true. Your attitude is contagious.

I am so thankful to both of you. For your commitment to your careers, and the lives of others. WHAT YOU DO MATTERS!! Thank you from the very depths, of my heart.

A changed, and happy woman,

- Sherri
How Does Employee Engagement Impact Your Business and Bottom Line?

In 2013, Gallup published its State of the Global Workplace study, highlighting the financial impact of employee engagement and the importance of training your team. One of my favorite snippets:

“To win customers — and a bigger share of the marketplace — companies must first win the hearts and minds of their employees.”

The study goes on to report that of the approximately 100 million people in America who hold full-time jobs, 50 million (50%) of American workers are not engaged. That they are mildly present in the workplace but are not inspired by their work or their managers.

If you prioritize these values, you can expect truly amazing results within your team. The idea is to develop ‘brand ambassadors’ that embody what your business stands for, as well as if you said the words yourself.

The bottom-line impact?

According to the Gallup study, when organizations successfully engage their customers and employees, they experience a 240% boost in performance-related business outcomes.
Seven Signs Your Team Isn’t Trained Properly

When your team isn’t trained properly, you’ll start to see lack of engagement and performance. They may not be telling you they aren’t engaged, but they’ll certainly show you.

Did you know? According to a recent study, 20% (one fifth of employees) are actively looking for a job elsewhere.

When pharmacy owners become PDS members, we ask them to complete a New Member Snapshot. This helps our team of PDS Business Development Experts and Performance Specialists assess their business. It dives deep into their employees’ performance and overall health of the organization and often leads to identifying areas of improvement for immediate and long-term focus.

Review the following high-level list while thinking about each member of your team and consider whether any of these telltale signs of disengagement apply to your organization. (PDS members have access to the complete assessment).

1. TARDINESS
2. GOSSIP
3. TOXICITY
4. DOING A TASK WITHOUT UNDERSTANDING WHY
5. MULTIPLE MISTAKES
6. LACK OF RESPECT (FOR TEAM, CUSTOMERS, BUSINESS)
7. THEFT

Then, ask yourself, ‘Why are these errors happening?’

- Is this a personal performance or skill issue?
- If a skill issue, have they been trained to properly perform the task?
- Do they understand why it’s important?
- If it’s a personal performance issue, it’s time for a critical conversation about whether or not they are a good fit for your organization.

Getting clear on why these errors are happening is important. If, for example, you train employees internally with new staff members shadowing existing members, you need to ask yourself – am I perpetuating bad habits?

Is my veteran cashier who shows new employees the ropes, truly performing every task to my business standards?

*Engaging your employees requires candid communication about “why” their task is important to the business.*
What are bad habits **costing you?**

Another study that analyzed the value of training, reports that companies putting a priority on employee development make a median revenue of $169,100 per employee, while companies that don’t make $82,800 --less than half.

In addition, companies that invest $1,500 on training per employee can see an average of 24% more profit than companies who invest less.

Can you ‘afford’ to **not invest in training?**

Sending employees to workshops requires an investment. However, aside from potentially making less than half of your potential earnings due to untrained or improperly trained employees, viewing training as an expense rather than an investment will likely leave you paying more out of your pocket in addition to lost profits.

Employee turnover is significantly higher when a company lacks proper training to engage employees. Especially when it’s reported that 76% of employees are looking for opportunities for career growth and training is a proven method to keep your valued employees engaged and loyal to your business.

While it may seem simple just to replace one worker with another, consider this: hiring someone can cost up to 30% of the job’s salary which for an employee that makes $40,000 a year that would equal around $12,000 to hire someone new.

**Four Downsides to Executing Training In-House**

By now, you should be convinced how important training your team is. But, beware! A DIY approach to training is not a silver-bullet solution. Outsourcing skills development to training professionals will help scale up your business, standardize your operations and free up your time as an owner.

**WHEN DECIDING TO TRAIN EMPLOYEES IN-HOUSE REMEMBER...**

1. You’re responsible for the trial and error of everything you teach. Investing time in methods that ultimately may be flawed will delay your business goals.

2. You lose out on the freedom and efficiency of tried and true resources that have worked for countless teams.

3. While there is a price tag to outsourcing training, it doesn’t mean that it will end up cheaper if you do it yourself. Forty percent of those who receive poor job training will leave within 12 months, so do it right the first time and outsource your training to the experts.

4. Is this the best use of your time, resources and skill sets?
A Snapshot of **PDS Training Programs**

Why reinvent the wheel when the majority of the heavy lifting has already been done for you? The curriculums of the PDS training programs are crafted by subject-matter experts with one industry in mind: independent pharmacy.

Continue reading to see what’s currently available for all members of a pharmacy team, including pharmacy owners! For complete information, go to [www.PharmacyOwners.com/training](http://www.PharmacyOwners.com/training).

### LIVE TRAINING COURSES

Stepping away from the hustle and bustle of the pharmacy and into a room full of independent pharmacy professionals allow for a unique blend of networking and engagement and focuses on the materials at hand.

**ADVANCED LEADERSHIP**
Implement a healthy, aligned, and sustainable team culture with self-awareness skills that will show you how to implement change and transform the way you lead your team.

[LEARN MORE](#)

**BEDSIDE DELIVERY**
A two-day workshop created to make YOU the expert and teach every aspect of selling and delivering a Bedside Delivery service in your local hospital.

[LEARN MORE](#)

**CASH FLOW 101**
Learn to read, understand, and interpret your pharmacy’s financial statements and data allowing you to make informed data-driven business decisions.

[LEARN MORE](#)

**CLINICAL SERVICES PROFIT IGNITOR**
Expand your pharmacy scope to include Clinical Services in conjunction with local physicians to generate additional revenue and drive new business to your pharmacy.

[LEARN MORE](#)

**EFFECTIVE SUPERVISION FOR TEAM MANAGEMENT 101 AND 201**
This two-part course will help you build the effective leaders that you need in your pharmacy’s future and develop your supervisory skills at this live training series that will guide the success of your business.

[LEARN MORE](#)

**LEADERSHIP 3.0**
Created as the next level to Advanced Leadership training, the training focuses on inner trust first, then trust with your team and customers.

[LEARN MORE](#)

**MARKETING 360**
Develop an effective marketing plan for your independent pharmacy that supports existing strategies and targets your most profitable patients while driving business quickly and methodically.

[LEARN MORE](#)

**PHARMACY PROFIT IGNITOR**
Increase your front end sales by training your team to engage in patients and offer upsolutions such as nutrient depletion supplements. Ignite front end sales based on products already in your store.

[LEARN MORE](#)

**SYNCRX+ INTENSIVE**
Take the complexity out of offering a synchronization program for your patients. This training will take you through all the steps of creating this appointment-based pharmacy business model.

[LEARN MORE](#)
Online-based courses are great for those who may not be able to step away from the store for a weekend. And, they offer a great chance for retention as students can go back and look at sections they didn’t understand, plus the information is broken down into more manageable bites.

**4 FOUNDATIONS OF SUCCESSFUL IMPLEMENTATION**

This webinar training teaches pharmacy owners and their teams the successful methods for achieving goals, effecting positive changes, and avoiding pitfalls when implementing new programs. Learn more

**ART OF COMPOUNDING**

Secure your competitive edge with this on-demand webinar series that will guide compounding pharmacies through different topics ranging from start-up and diversification of compounds to marketing strategies for compounders. Learn more

**CUSTOMER SERVICE GURU**

Build the critical skills needed to deliver top-notch customer service. This webinar-based course covers every step to building a pharmacy dream team. This training is guaranteed to improve interaction and communication with patients. Learn more

**LOST ART OF BUSINESS ETIQUETTE**

Show employees how to succeed and interact exceptionally with pharmacy customers and staff members. Attendees of this webinar-based course will learn to communicate effectively and build rapport with patients and customers. Learn more

**TECHNICIAN TRAINING**

This course serves as a refresher for seasoned technicians and establishes a solid foundation for new hires. Attendees will leave confident in their ability to fulfill duties effectively and owners benefit from the ongoing development of the team. Learn more
Are you ready to strengthen your organization, and develop a TEAM OF SUPERSTARS?

REQUEST A FREE DISCOVERY CALL

with a PDS Account Executive to learn more about membership.

ALREADY A PDS MEMBER, AND READY TO SEND YOUR TEAM TO A TRAINING?

Talk to your PS or Coach Today

Dan Benamoz, PDS’ Founder and President, often shares a parable about a CFO concerned about human capital investment:

"What happens if we invest in developing our people and then they leave us?"

The CEO responded: “What happens if we don’t, and they stay?”