

“Stay humble, Stay original and Stay real”

“A Leadership Exercise”

**Annual Meeting of the Norsk Forening for Assistert Befruktning (NOFAB),
Trondheim, Norway, January 6-7**



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Director of Laboratory Services

Fertility Centers of Illinois, Chicago, USA

US Fertility Network



The 5 biggest company culture destroyers:

1. Lack of freedom
2. Poor communication (at all levels)
3. Micro-management
4. Lack of trust
5. Letting poor behavior slide

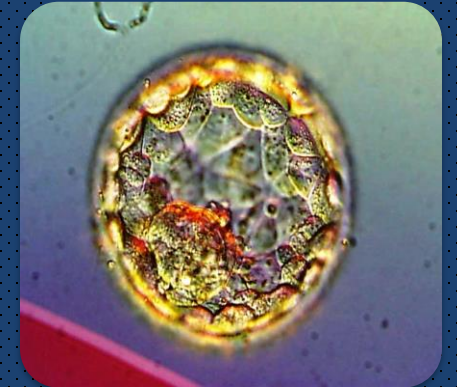
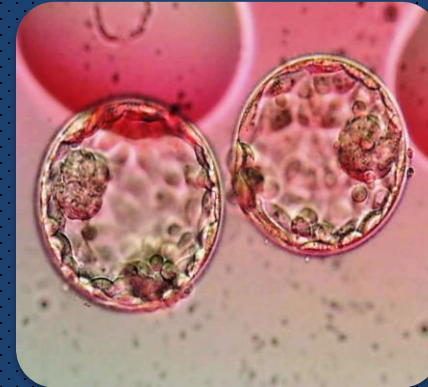
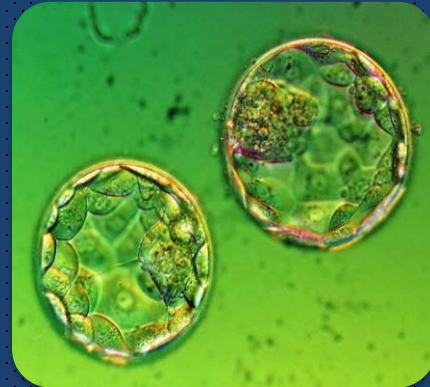
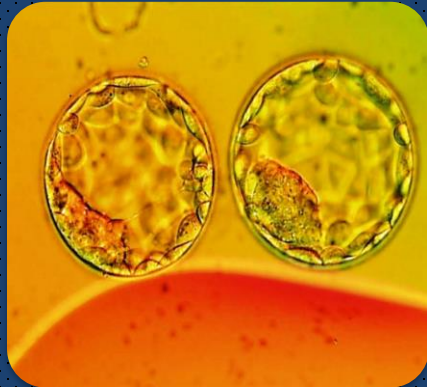
A close-up photograph of a pregnant woman's belly. Her hands are gently resting on her skin, one near the top and one near the bottom. She is wearing a ring on her left hand. The background is a soft, light blue gradient.

*The most important simple
thing to improve your quality
of life:*

*“A Positive attitude, opens the door to
Positive opportunities which leads to a
Positive Life!”*

Joel Benjamin

FACT CHECK



Projections of significant growth in the ART industry
There is more to be done & fewer employees on your staff to get things done

Generations of embryologists changing jobs more frequently, leaving us in constant retraining mode
Shortage of laboratory Staff

...and as leader we need to clear all these leadership hurdles to get things done

We are in need to improve communication skills that helps breaking down obstacles to improve employee performance

We need to coach/help underachievers to be more successful & turn good embryologists into superstars

Multigenerational Staff Demographics

Baby Boomers

Gen X

Gen Y

Gen Z

(Silver Tsunami)

Yuppies/Latch Key Kids

(Millennials)

(Zoomers)

✓ 1946-1964

✓ 1965-1980

✓ 1981-2000

✓ 2001-2020

✓ 40%

✓ 20%

✓ 35%

✓ 5%

✓ Competitive

✓ Internet generation

✓ They like

✓ Digital device

✓ Driven

✓ Resistant to changes

Collaboration – but

junkies

✓ Sacrifice for success

at work if it affects

not like top-down

✓ Social responsibility

personal life

management

✓ Flexibility in place

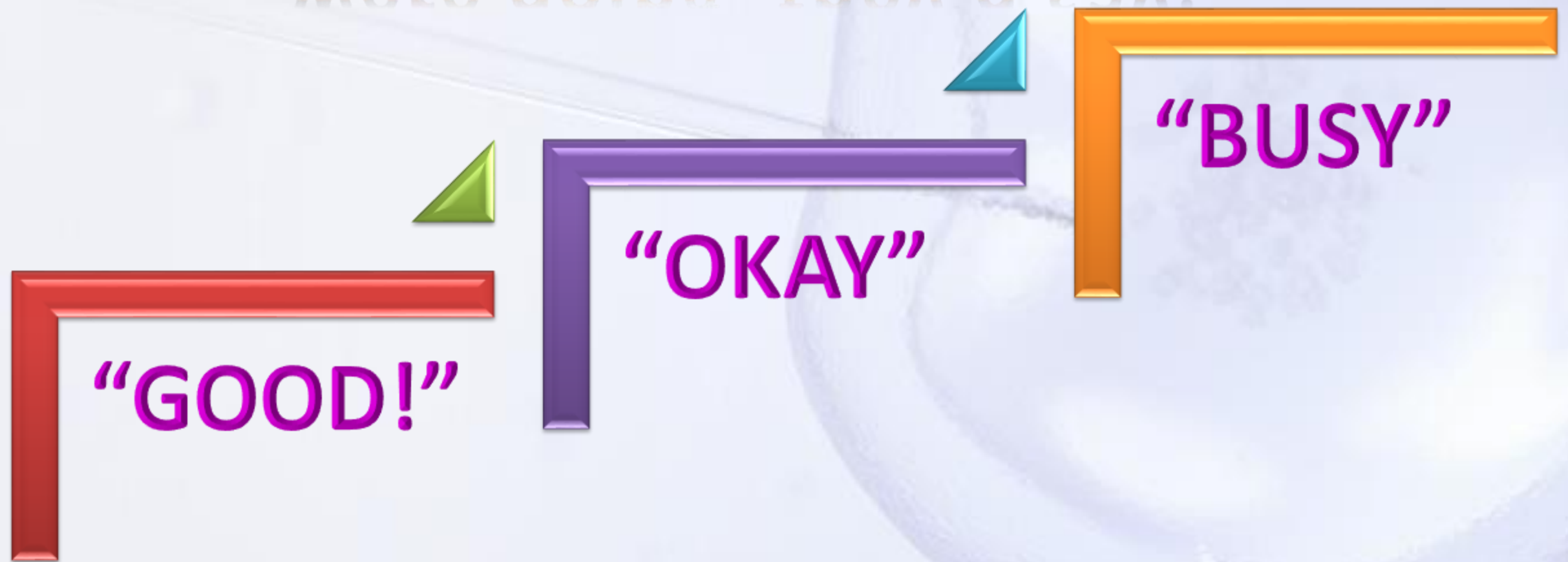
✓ Time off #1

✓ Balance life/work

and time

Busy, Busy, Busy

Not long ago, if you ask people how they were doing, they'd say:



We've made a sport of talking about how busy we are.

The Corporate & Private Equity World

- ✓ Younger generations value their time differently than older generation



- ✓ Different interpretation of what loyalty means
- ✓ They accept new job more frequently, but realize its not better
- ✓ Just the same job in a new place where they don't know anybody

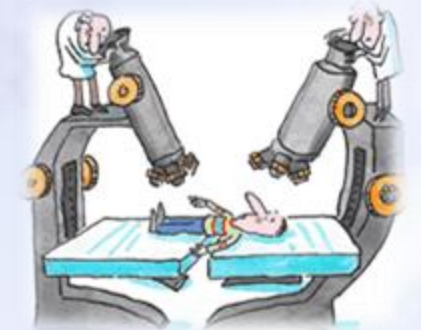
- ✓ IVF today is owned by Corporates and Private Equity Companies

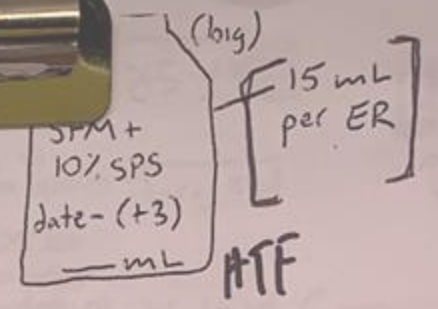
- ✓ We see “skyrocketing” salaries offered for less years of experience, less skill/competency, and less work

Future Problems???



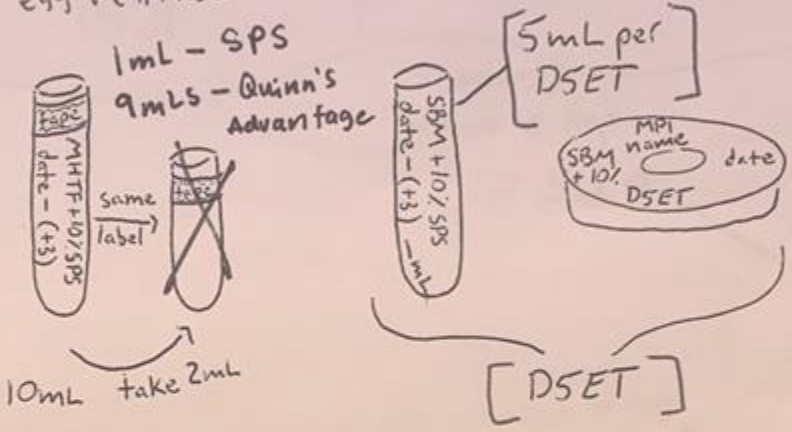
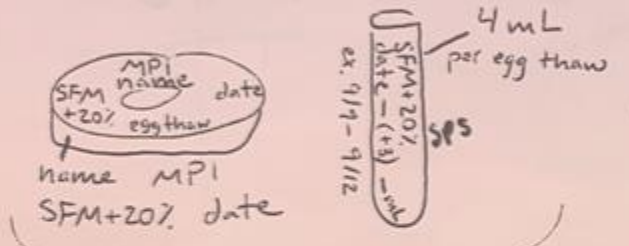
Our job requires multitask abilities. It asks for very special skills, proficiency, and competency. Only stronger, more effective leadership will turn staff accountability and responsibility into a positive for everyone on your team.



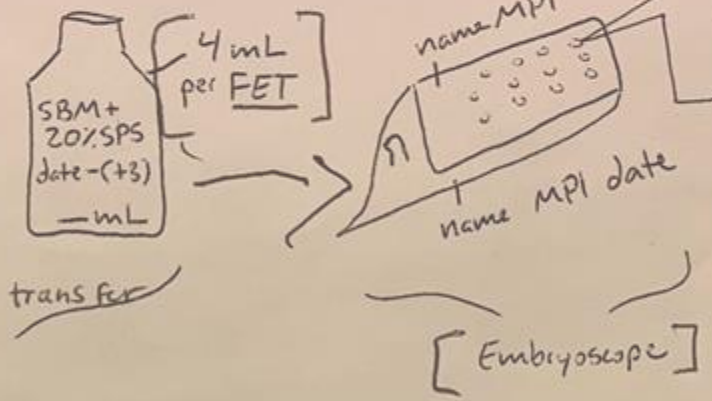
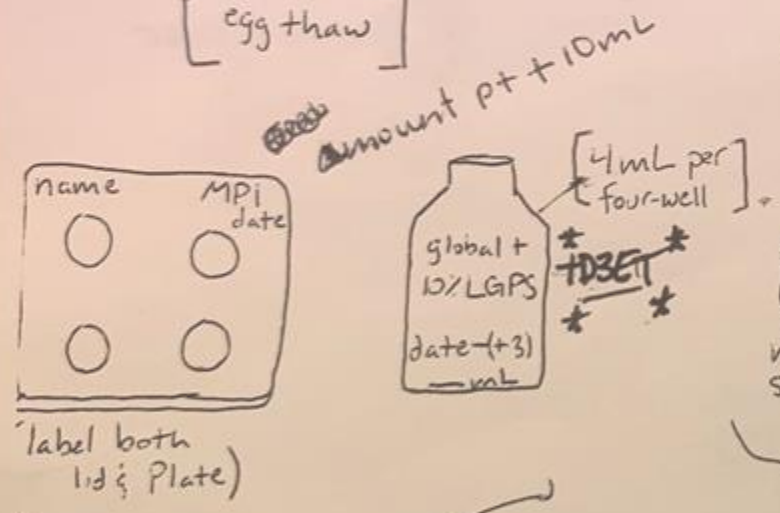


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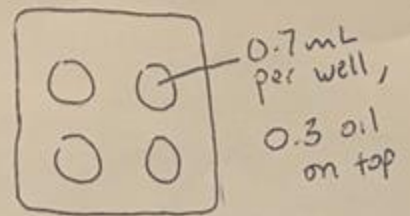
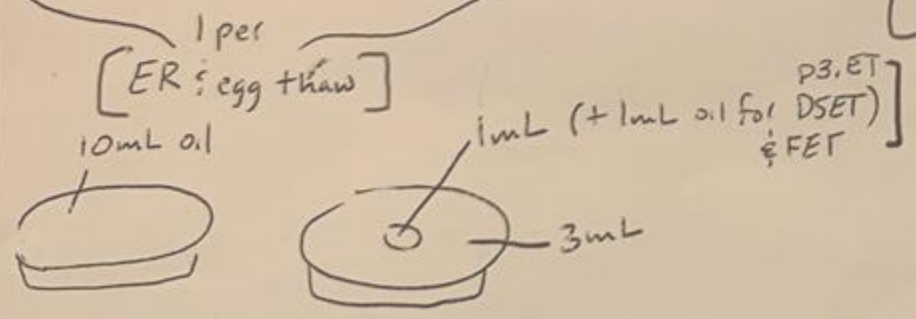
[1 per ER/vit
egg retrieval]



Always 1P



1. First, use stripper to fill in & seed the bottom to prevent gap
2. Next, fill each well with 20 ul using pipette.
3. cover with oil using 1ml pipette & gun. SLOWLY!



Take the steps you need to develop a

POSITIVE culture for your team



Give Recognition & Appreciation

Give Credit & take Responsibility

Be Approachable

**Involve others in crafting what could
be possible; don't make it a top-
down process**

**Provide a Positive Physical
Environment**

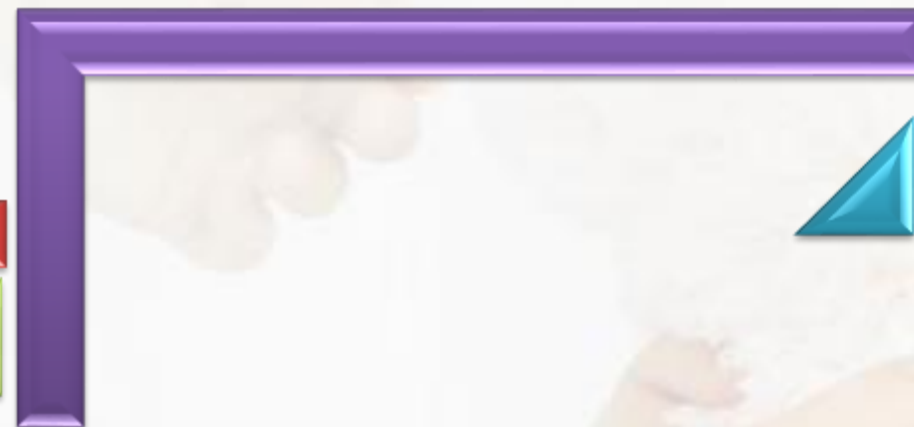
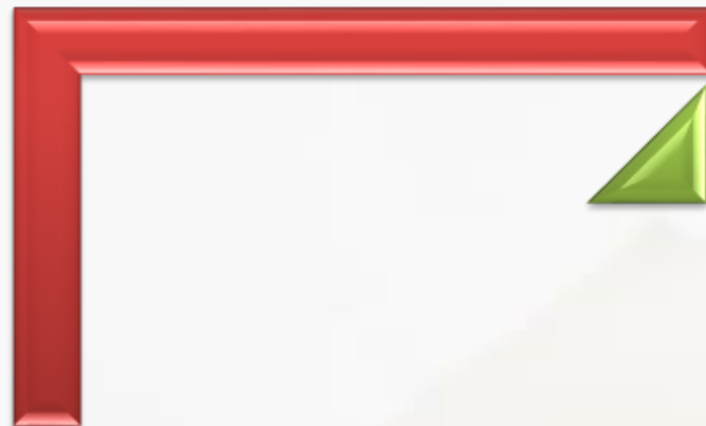
**Make Staff Evaluations a Positive
Experience**

Make it Fun

Build Trust

**Communicate
Positively and Openly**

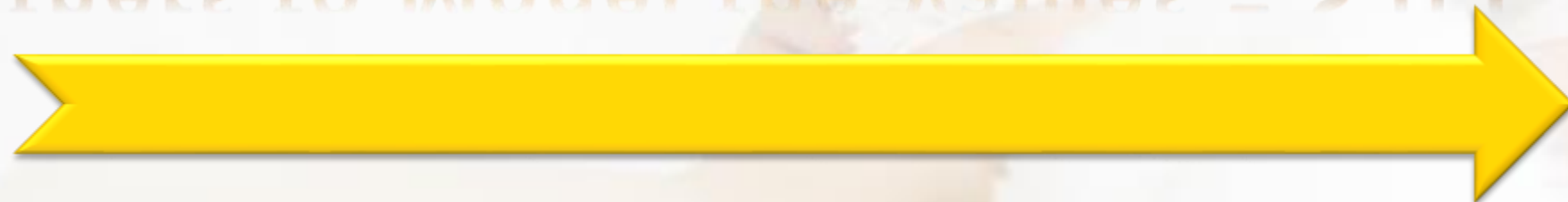
Create Team Spirit



How to get MORE from your team, and BETTER results?



Teach others to Model the Values = S U C C E S S



The Inspirational

LEADER



“The role of a leader is not to come up with all the great ideas. The role of a leader is to create an environment in which great ideas can happen.”

Simon Sinek

Quotes

Speak in such a way that others love to **listen** to you.

Listen in such a way that others love to **speak** to you.

The Inspirational LEADER

“Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation.”



Doris Kearns Goodwin

Quote

86% of employees find their bosses 100% UNINSPIRING

You are Trainer and Coach for your team & to keep hope alive:

- ✓ Light the fire of excellence
- ✓ Train more effectively and what kind of feedback works best
- ✓ Engaging your staff; develop strategies to improve employee buy-in
- ✓ Know when you should or shouldn't delegate
- ✓ Take pride in being unique
- ✓ Don't impose your vision of your future on your staff; do liberate the vision that's already stirring in your staff
- ✓ Connect to what's meaningful to others
- ✓ Align your dream with the people's dream
- ✓ Foster team spirit, breed optimism, promote resilience, and renew faith & confidence



Case Study patient experience and employee satisfaction

(University of Missouri; 01/2018):

ONE KEY TAKEAWAY

“Patient Satisfaction” is directly
related to “Employee Workplace
Satisfaction”

Don't be afraid of change,



It is leading you to a new beginning.

Change may be inevitable, and it can be extremely unpleasant if you are as leader in charge.



Paradigm of Leadership

Leaders transfer ownership for work to those who execute the work



Leaders create the environment for ownership where each person wants to be responsible



Leaders learn fast themselves and encourage others also to learn quickly



Leaders coach the development of personal capabilities

Management Success

How to inspire
commitment,
productivity,
enthusiasm, teamwork
and cooperation?





A simple, yet elegant, list of eight management practices that a good manager does:

- 1. Be a good coach; act as a mentor**
- 2. Empower your team & don't micromanage**
- 3. Express interest in team members' success & personal well-being**
- 4. Be productive & results-oriented**
- 5. Be a good communicator & listen to your team**
- 6. Help your team members with career development**
- 7. Have a clear vision & strategy for the team**
- 8. Have key technical skills**

Micromanagement makes

BEST PEOPLE quit.

Steve Jobs (1955-2011)



7 Things employees hate:

- ✓ Surprises
- ✓ Unfairness
- ✓ Unclear goals
- ✓ Policy disconnects
- ✓ Empty talks
- ✓ Isolated leader



Dealing with toxic Employees means eliminating bad Behavior



**Don't underestimate
the damage one toxic
employee can do.
Defuse the behavior
before it spreads.**

ONE negative employee can cut a team's performance by 20%, 30%, even 40%! There's tension...drama...hostility – a backstabbing shot at a meeting, the promise not kept, withheld information... you call it.

Stop the Pessimism!

How to overcome “negative vibes” among your staff



DON'Ts



- ✓ **Don't shower negativists with lots of attention**
- ✓ **Don't get drawn into the employees' negative mind-set**
- ✓ **Don't stop asking them to pitch in**
- ✓ **Don't correct them less often**
- ✓ **Don't allow employees to get bored**
- ✓ **Don't lower your expectations of them**

YES

- ✓ **Communicate in a positive professional manner no matter what the situation**
- ✓ **Listen carefully**
- ✓ **Peacefully resolve conflicts**
- ✓ **Be able to deliver bad news**
- ✓ **Work with even the most difficult people**
- ✓ **Empower employees (stop the victim mentality from forming)**
- ✓ **Carry out essential supervisory roles and functions**

Happy employees are 12% more productive.



Managing other people is never easy, but some employees make it particularly difficult. When an employee's negative attitude is not addressed properly, other team members become resentful, they lose respect for you as a leader, and they may develop their own negative attitude.

Become an empathic leader:

- ✓ **Always listen;**
- ✓ **Don't assume, and**
- ✓ **Be present**

Building a solid defense against stress and pressure



- Discover why working longer and harder doesn't necessarily make you more productive
- Determining your top 10 stressors: Brainstorming on how you'll eliminate or reduce them
- Your life outside of work – do you have one?
- Getting organized is vital to decreasing stress, and
- Can ward off insanity, shorten your workday, get you out in the fresh air, develop a healthy balance and improve your quality of life





Keep in mind: There will always be surprises, deadlines, projects and stress.

Lower Your Stress Level and Enrich Your Life

LOWER YOUR STRESS LEVEL AND ENRICH YOUR LIFE



Don't worry
about 'losing'.
Thinking about
'winning'.
(Coach K)



For you as become/being a better Leader:

Culture positive characteristics in your own personality,
maintain credibility and influence, be a strong mentor,
honing your delegation skills

&

Escape the complexity trap & get to work that matters: SIMPLE wins.



Simplification is
important!

It is NOT a buzzword. It simply
needs to become our way of
working.

Simplicity is the opposite of Complexity and is defined by four elements:



- ✓ As minimal as possible,
- ✓ As understandable as possible
- ✓ As repeatable as possible, and
- ✓ As accessible as possible

That's been one of my mantras

Focus and simplicity

Simple can be harder than
complex

You have to work hard to get
your thinking clean to make it
simple

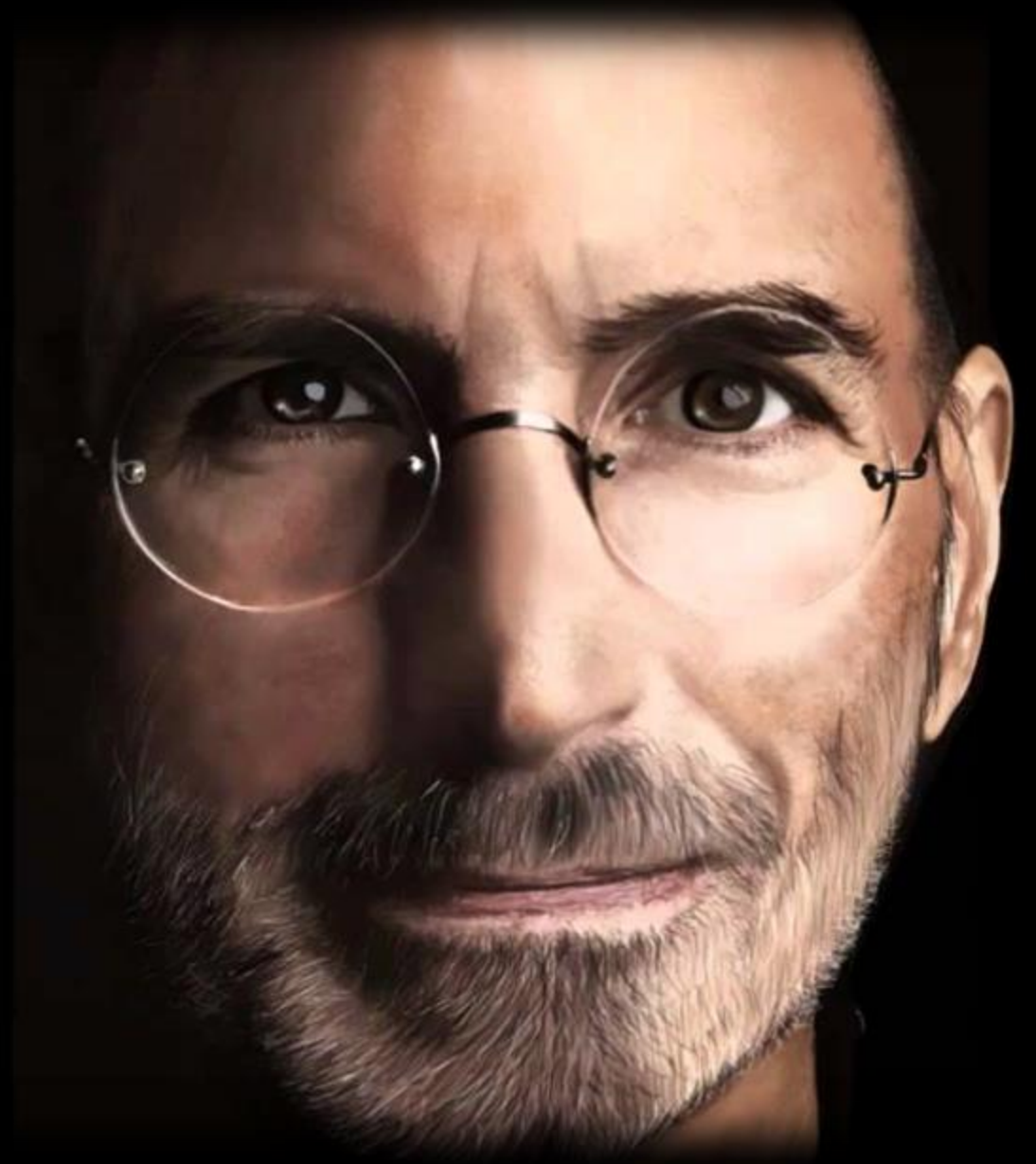
But it's worth it in the end
because

Once you get there

You can move mountains

Simplicity is the ultimate sophistication.

–Steve Jobs



**It's a no brainer
The more talented,
engaged, and
productive your team
is, as more successful
you will be in your
own career**



The Essentials of Management

(preventing yourself from being crashed & burned)



Take the right first steps: Find out how you fit in the big picture & and get your team's attention



Get advice on how to relax;
Be hero, diplomat & motivator as ONE



Understand the existence of different approaches how to motivate;
Master to manage your vital time

Recent Study shows that 60% of new managers fail. Make sure you don't by knowing key characteristics for your leadership role.

**You don't inspire your teammates by
showing them how amazing you are.**

**You inspire them by showing them how
amazing they are.**



Robyn Benincasa

Director's Guide

GIVE and PROVIDE



"DIRECTIONS"



"FEEDBACK"



"CRITICISM"

You have to be clear; if your staff don't "get" what you need, they can't give you what you want.

Director's Guide (cont.)

LEARN

**What
to say**

**When
to say**

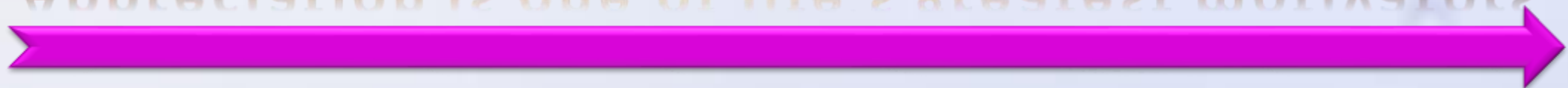
**How
to say**

Director's Guide (cont.)

Assertive Communication

Expressing one's thoughts and feelings in an honest, straightforward and correct way. It implies respecting the thoughts and beliefs of others, while we defend our own. Adequately expressing feelings and desires requires important personal and interpersonal skills.

Appreciation is one of life's greatest motivators



Director's Guide (cont.)

Balance Job and Life



Balance Job Priorities & Life Responsibilities



Leaders develop in others the competence, as well as the confidence, to act and to excel



Take Action: Strengthen Others by increasing their self-determination and developing competence



Building Accountability in the Workplace

If you

- a) Set clear expectations;
- b) Deliver useful feedback,
- c) Rewarding success,
- d) Have a follow-through strategy when your staff members don't hit the mark
 - all without coming off as the bad guy -

then

you can create an atmosphere where your staff takes ownership of their work.



The Strength of the team is each individual member.

The Strength of each member is the Team.

Phil Jackson

Encourage the Heart

- a) Visibly recognize people's contributions to the common vision (thank-you note, a smile, a public praise, let them know how much they mean to the organization)
- b) Express pride in the accomplishments of your team
- c) Tell the rest of the organization about what the team has achieved
- d) Make people feel like heroes
- e) Hard work can be fun work; find creative ways to celebrate accomplishments
- f) Take time out to rejoice in reaching milestones



What sustains the leader? From what source comes the leader's courage?
The answer is LOVE



Leadership

Is not wielding
Authority – it is
Empowering

People

Becky Brodin

We need to accept that we won't
always make the right decisions,
That we'll screw up royally
sometimes – understanding that
failure is not the opposite of
success, it's part of success.”

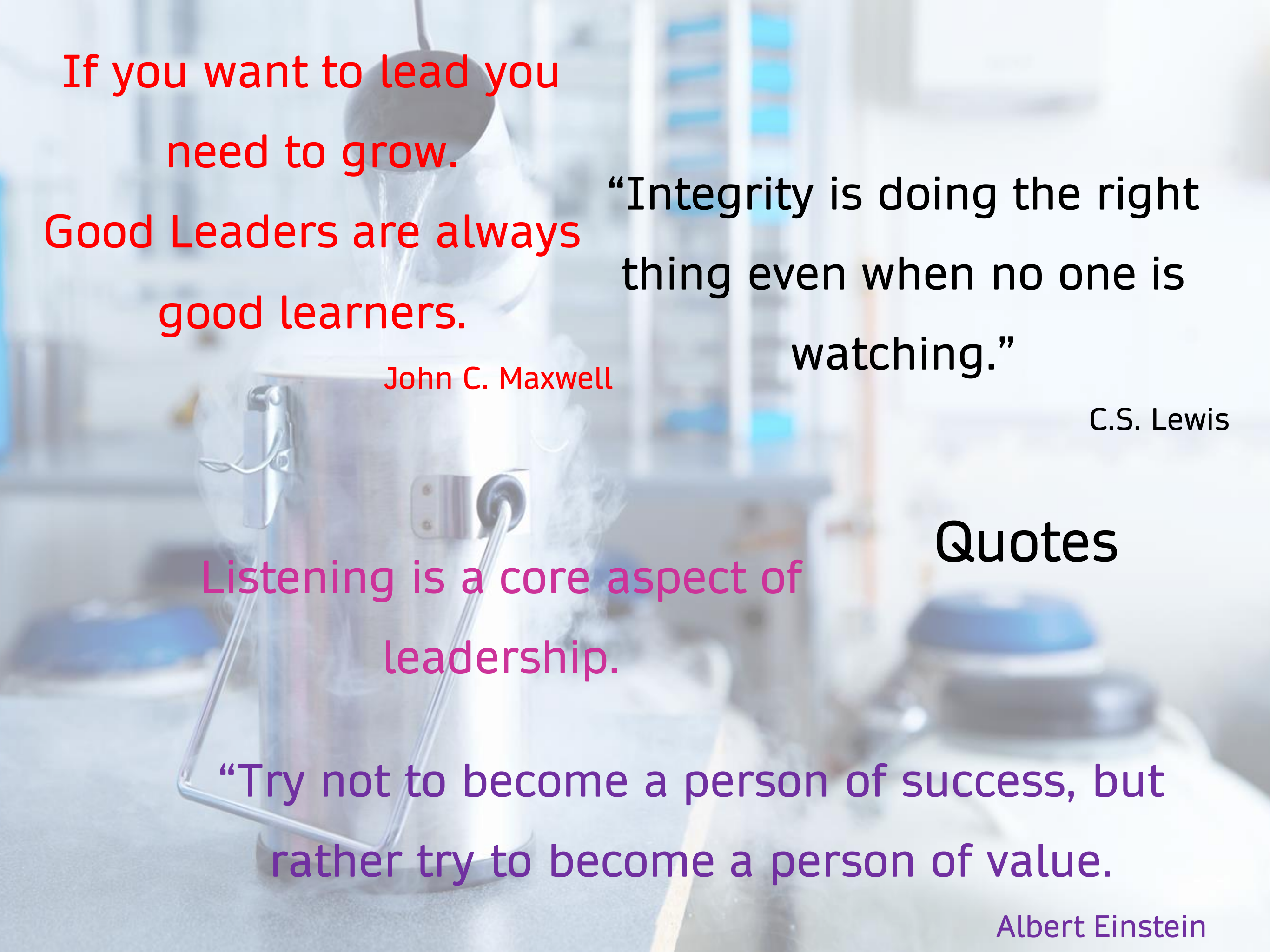
Arianna Huffington

“

IF YOU REALLY
LOOK CLOSELY,
MOST OVERNIGHT
SUCCESSSES
TOOK A LONG TIME.

STEVE JOBS





If you want to lead you
need to grow.
Good Leaders are always
good learners.

John C. Maxwell

“Integrity is doing the right
thing even when no one is
watching.”

C.S. Lewis

Quotes

Listening is a core aspect of
leadership.

“Try not to become a person of success, but
rather try to become a person of value.

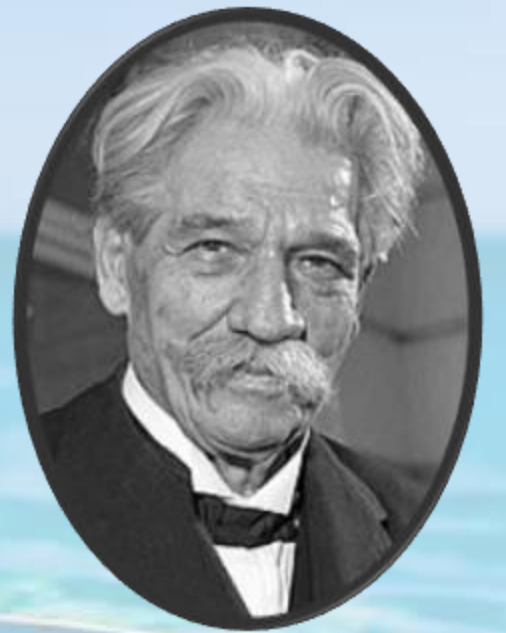
Albert Einstein

A dog with brown and white fur is sitting on a yellow inflatable ring in the ocean. The dog is wearing red sunglasses and a blue life preserver around its neck. The background is a clear blue sky and turquoise water.

Have a Role Model

“The purpose of human life is to serve,
and to show compassion and the will to
help others.”

~ Dr. Albert Schweitzer ~





Juergen Liebermann · You

High Complexity Laboratory Director at Fertility Centers of Illinois / US Fertility "Loyalty is a Cons...
now · 🌐



Today, after a fulfilled life of 96 years and servent to the public for 70 years Queen Elizabeth II returned home.

She gave many remarkable speeches.
One I quote here is an example of her remarkable Leadership.

"We are just passing through.
Our purpose here is to observe, to learn, to grow, to love.
And then, we return home."

"God save the Queen."
May she rest in peace.

"God save the King."

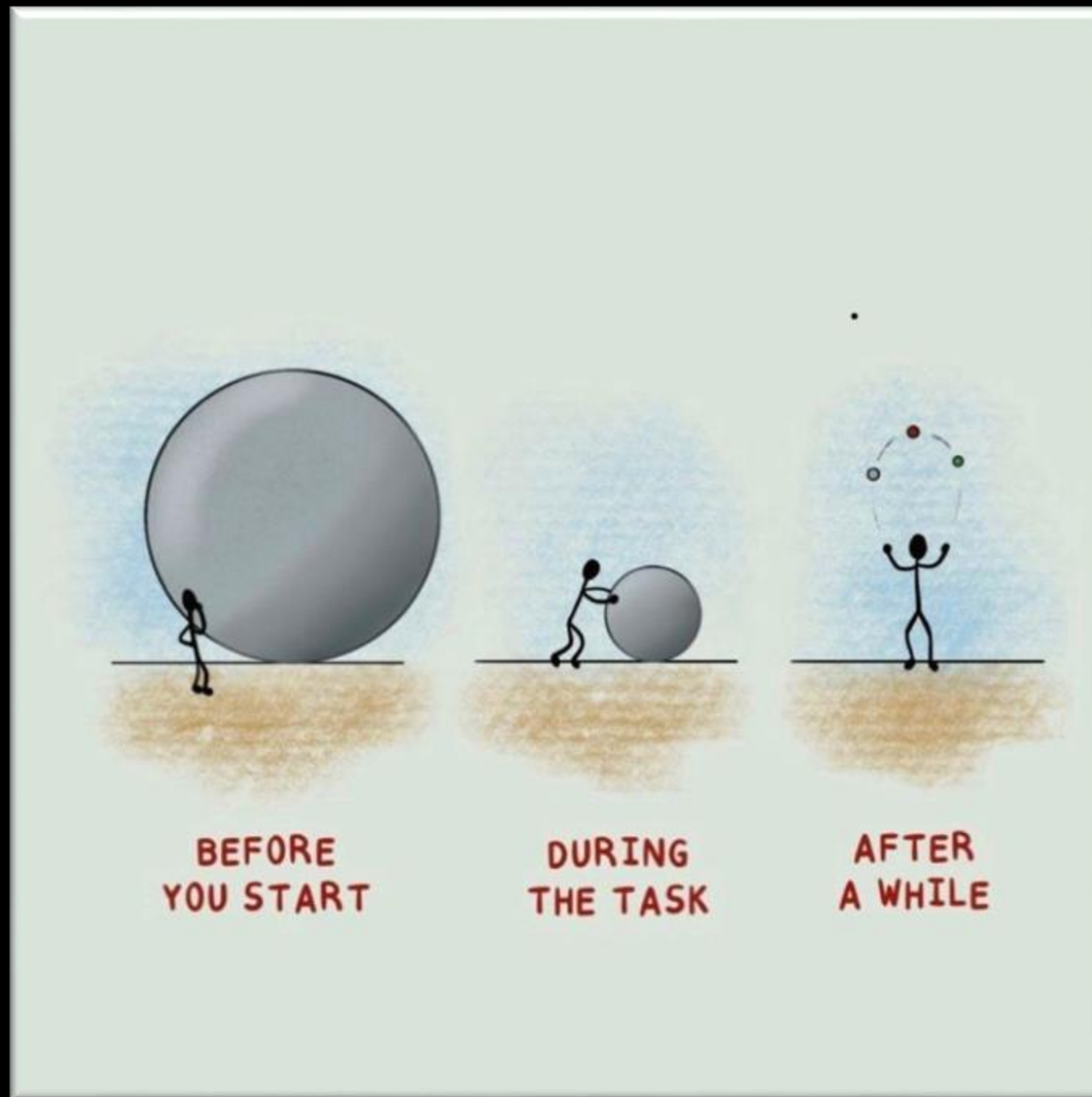
#QueenElizabethII #leadership #servent #love #leader
#learn #exceptional #remarkable

September 8th 2022



COMMONWEALTH SECRETARIAT
2011

In Memoriam
Queen Elizabeth II
1926 - 2022



“Stop being afraid of what could go wrong, and start being excited about what could go right”.



"The aerodynamic body of bumblebees is not fit to fly, but it's good that the bumblebee doesn't know about it."





Patients matters:

“Our healthy baby boy was born last week!

You turned our difficult situation into a blessing beyond measure,
and we are forever grateful to you. Thank you for all you do, for
us and so many others.



Thank you! Thank you!

Thank you!

Thank you!

Thank you!

Thank you!