



# LEVEL UP

**Small Steps. Big Impact.**



Adam  
Kreek





# What Does It Feel Like to Level Up?





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# Rowing a 2000m Olympic Race

*5:30 minutes*

*No pacing, no holding back  
All-out sprint.*



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**Hard is here.**  
*Its time to level up.*





Miami,  
Florida

Dakar,  
Senegal

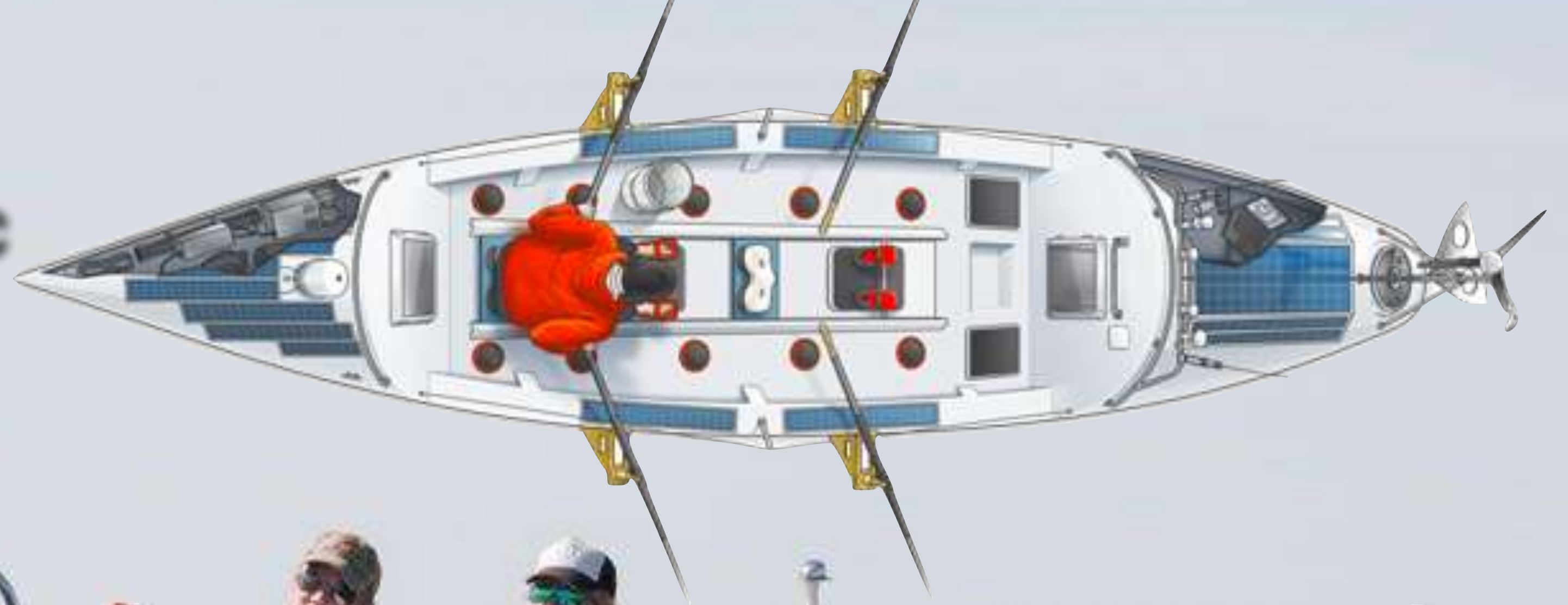


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**8 Scientific  
Studies**



**35,000 Students**

**7,000+ Km**

**100 ft<sup>2</sup> of living space**

**73 days at sea**


**4 rowers, alone**



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A man is rowing a small, white boat on a blue ocean. The boat has a dark blue canopy and a white cabin. The man is shirtless and wearing sunglasses. The background shows a clear blue sky and the horizon. The text is overlaid on the image in a white, bold font.

73 days at sea  
4 rowers, alone  
100 ft<sup>2</sup> of living space



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**Change is here.**  
*Its time to level up.*





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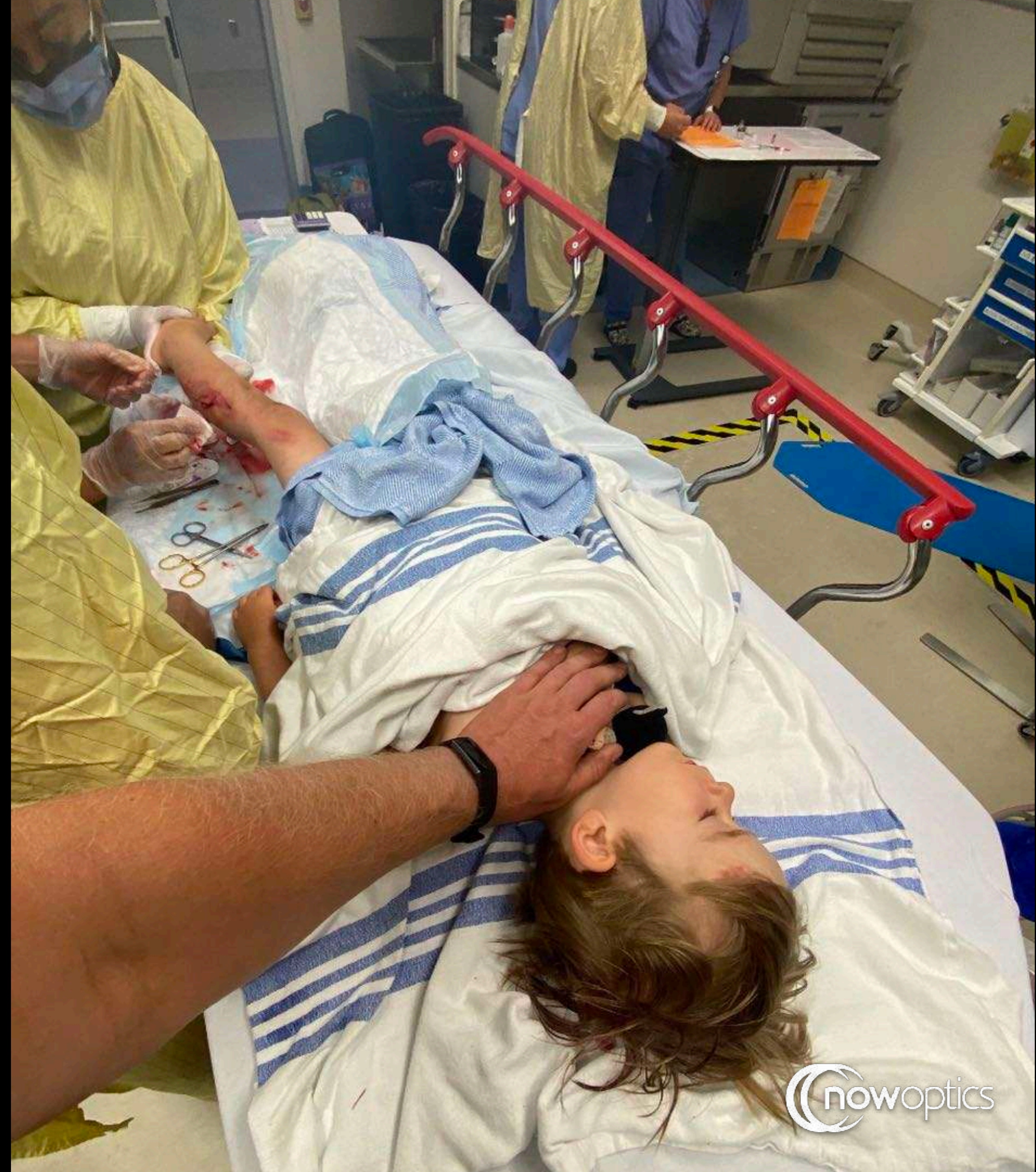
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**Challenge is here.**  
*Its time to level up.*





Each of has to **level up our leadership** when it matters.

*Are you ready for the  
challenge?*



# London, ON

## Canada's most average town







**“You are an Olympian. You just don’t know it, yet.”**





# IDENTITY EVOLUTION





*You manage brands, people, pressure, and change.*

# HARD HAPPENS



*You straddle strategy and reality: what the executive team needs and what your store floor can actually absorb.*

*You're responsible for the numbers, the morale, the customer experience and clinical compliance.*

*Like it or not, you manage and hold the emotional weather of the team*



# HARD IS HERE



*You are built to **lead** through it*

*We each have tools and values to  
endure, achieve more and make hard  
work feel more meaningful.*

***Im sharing mine with you***



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# WHAT'S YOUR NEXT GOLD MEDAL MOMENT?





# Set Goals & Find Meaning



# WHAT YOU DO MATTERS

**You give the  
gift of sight.**



**You make it  
affordable.**

**You care about the people  
you lead.**



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# WHAT'S YOUR NEXT GOLD MEDAL MOMENT?





# 12 Years






**12 Years**  
**580 Races & Time Trials**  
**7,200 Training Sessions**  
**13,400 Hours on the Water**  
**2,200,000 Practice Strokes**

**Olympic Race: 1st**  
**Strokes in Race: 220**  
**Time to Win: 5:23.89**

**What is your focus?**





**1 Choked Olympic Final**  
**2 Herniated Discs**  
**100 Lost Training Days**  
**1,000 Failures in Training**  
**2,000,000 Imperfect Strokes**

**Olympic Race: 1st**  
**Strokes in Race: 220**  
**Time to Win: 5:23.89**

**What missed strokes make YOUR gold?**



# Why try?





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# Why do we set goals?





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# Why do we constantly search for meaning?

Fear of  
Effort

Fear of  
Failure

Fear of  
Judgement

Fear of  
Success



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# Effort changes identity.

*Falling off isn't the  
problem, staying  
down is.*



“Do not judge me by my  
successes, judge me by how  
many times I fell down and  
**got back up** again.”

- **Nelson Mandela**  
Former President South Africa







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Learn to love  
the work of  
becoming.



# WHAT'S YOUR NEXT GOLD MEDAL MOMENT?





# It's not about the medal. It's about the moments that make a gold medal happen.



*A staff member who grows because you coach, not crush.*

*A store experience that turns a frazzled customer into a confident advocate.*

*A slipping sales report you resolve and fix.*

*A new clinical practice you coach your staff to master.*





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How do we work  
hard without  
becoming hard?





## INTEGRITY

*We see integrity as building a foundation of trust with our customers, employees and stakeholders by communicating honestly, ensuring consistency and delivering on our commitments.*



## COLLABORATION

*We see collaboration as combining the talents of a diverse group, offering proactive communication and being open-minded to new ideas.*



## ACCOUNTABILITY

*We see accountability as taking initiative, delivering our best in all we do, accepting responsibility for our actions and taking ownership of results.*



## RESPECT

*We see respect as prioritizing human relationships, being present, connecting with transparency and empathy.*



## EMPOWERMENT

*We see empowerment as making purpose driven decisions to support the company vision, showing appreciation for others, and taking care of the individuals we serve.*

# Eye Care Values



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# WHY SHARED VALUES?

align ideal behaviours

attract and serve customers

positive employee interaction

assess performance

prevent and mitigate conflict

guide difficult decisions

set culture foundation

improve morale, pride

differentiate brand

drive innovation



How can you align  
your **values** with  
others to take on  
more meaningful  
**challenges?**



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# VALUE Integrity

## #1


*When we communicate honestly, consistently and deliver on our commitments, we build a foundation of trust.*



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**What missed strokes make YOUR gold?**





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**COLLAPSE** The fifth-place finish of the favored men's-eight team was difficult to explain





**SCIENCE**

# Learn from others failures

*We find it easier to learn from others failure than our own failures, because of ego. When we check our ego? We learn much more from our failures.*

*Not Learning From Failure—the Greatest Failure of All, November 2019, Psychological Science. Lauren Eskreis-Winkler.*



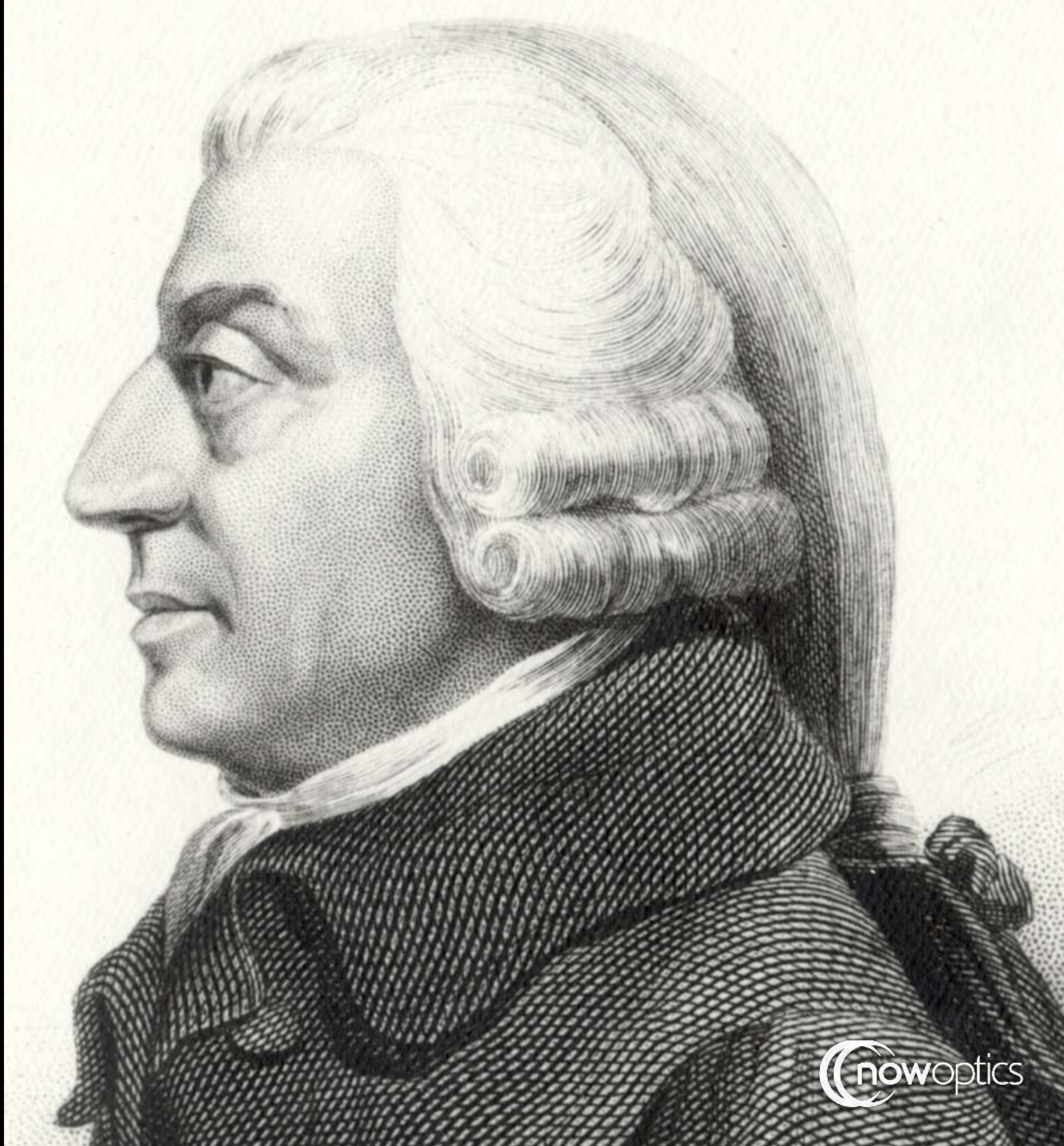
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“Expect and hope  
that a **quarter of  
your projects fail.**  
If not, you’re not  
taking enough  
risk.”

- **Adam Smith**  
Economist, Philosopher







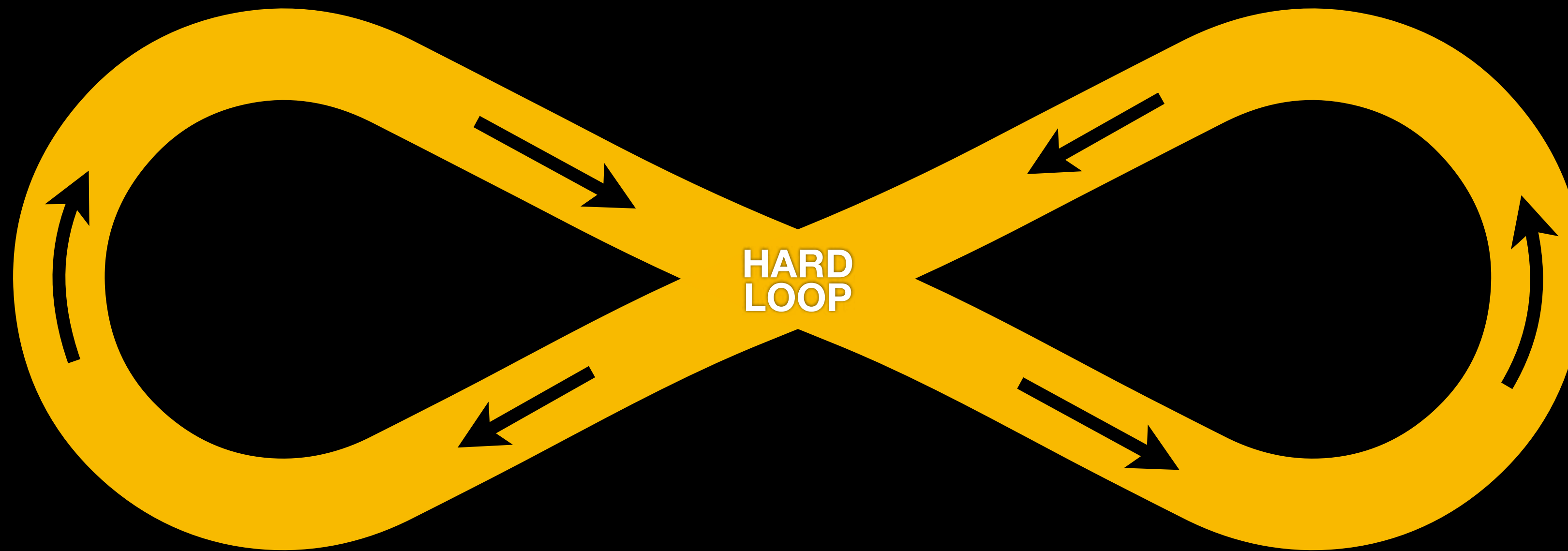
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recommit

respond



reimagine

reflect

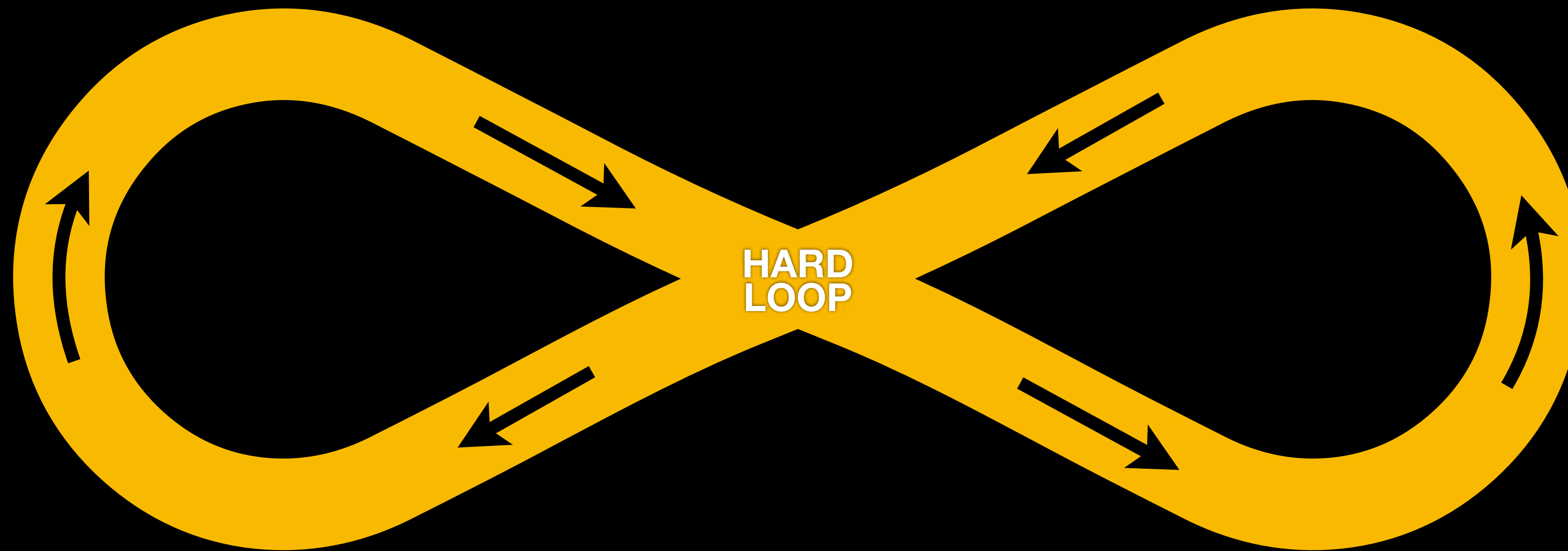


**I CAN WIN  
THE HARD**

recommit

**I CAN SURVIVE  
THE HARD**

respond



**HARD  
LOOP**

reimagine

**I CAN DO  
THE HARD**

reflect

**THE HARD IS MY  
RESPONSIBILITY**



THE  
RESPONSIBILITY

ETHIC





**Success is not final.  
Failure is not fatal.  
It's the courage to  
continue that counts.**



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Built for  
**HARD**



Why try? What happens will happen anyways.

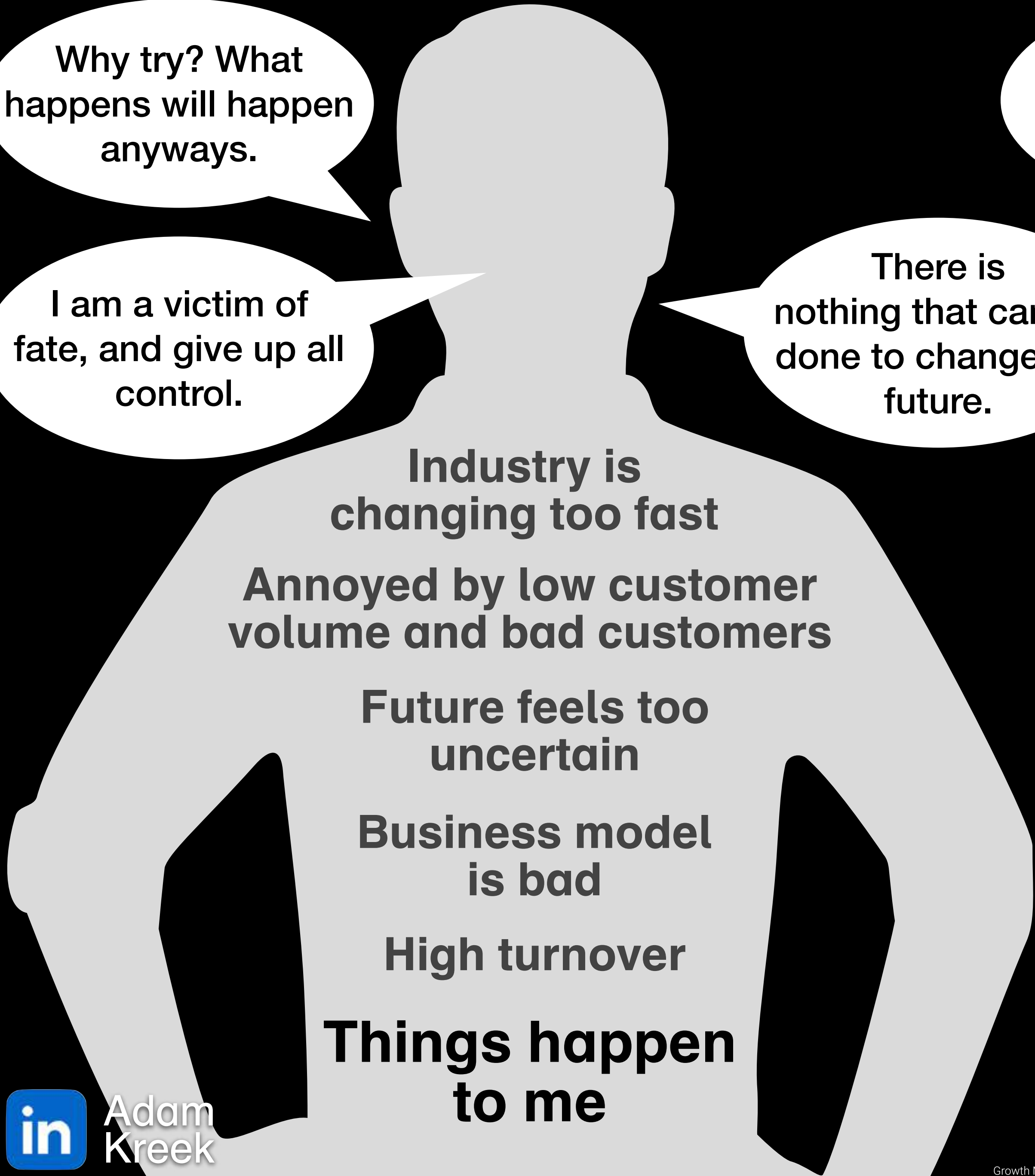
I am a victim of fate, and give up all control.

There is nothing that can be done to change my future.

I have control over my life and direction.

I determine my future!

My focus and hard work will deliver results.



**Industry is changing too fast**

**Annoyed by low customer volume and bad customers**

**Future feels too uncertain**

**Business model is bad**

**High turnover**

**Things happen to me**



**Look for ways to adapt to change**

**I optimize my business to attract better customers**

**I can seek information and plan**

**Change model or change industry**

**Build culture**

**I make things happen**



Adam Kreek





***Integrity is the  
foundation.  
Every shortcut  
erodes trust.  
Every honest  
recommitment  
builds it.***



**When a procedure, a handoff, a conversation aren't perfect, integrity looks like:**

- *Responding calmly when something isn't right*
- *Reimagining the workflow instead of bypassing it*
- *Recommitting to clinical excellence—even when it slows you down at first*
- *Reflecting upon your response instead of blaming, pleasing or protecting*



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When something doesn't go perfectly will you rush past it? Or will you slow down, use **integrity** and run the Hard Loop?





# VALUE Collaboration

## #2

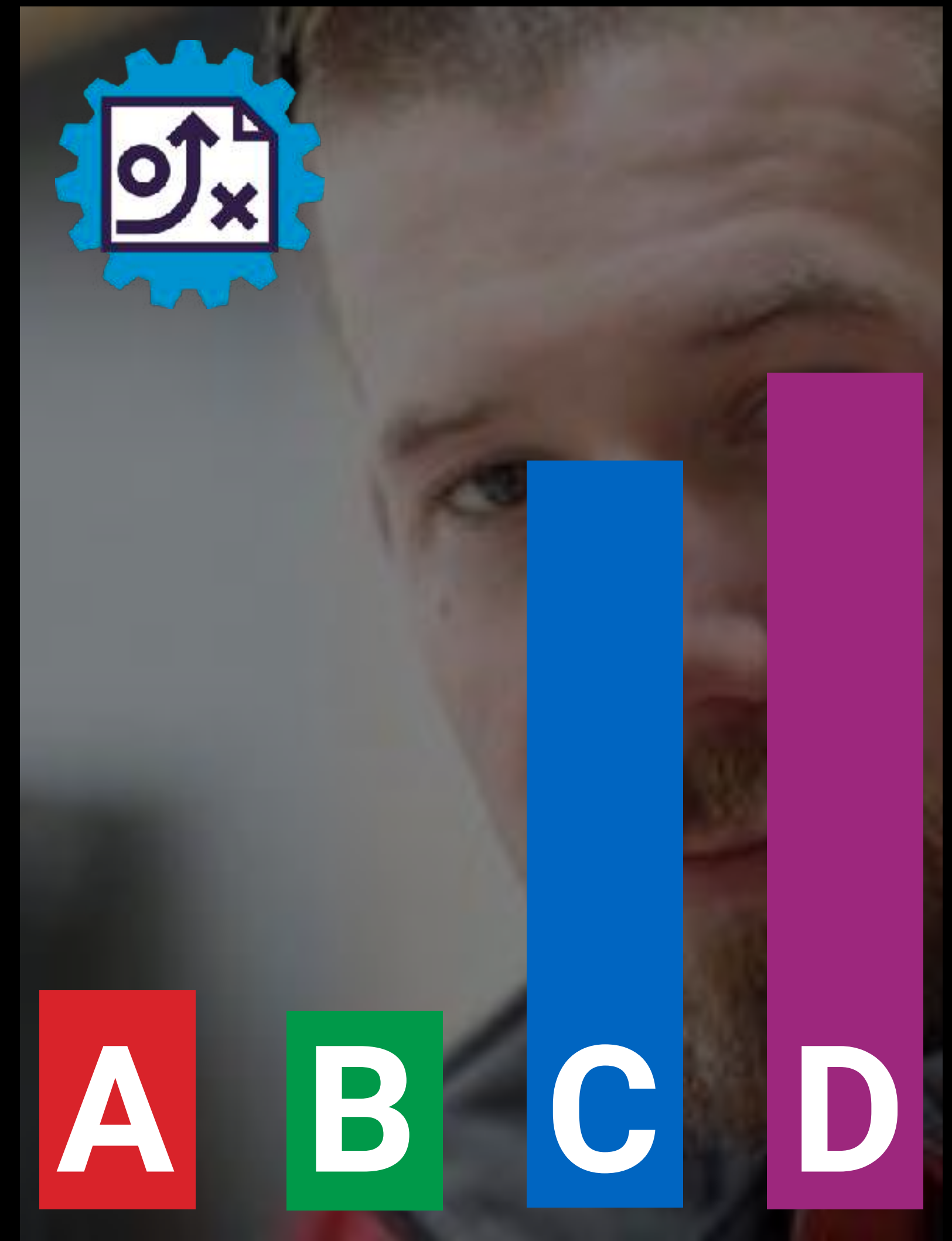
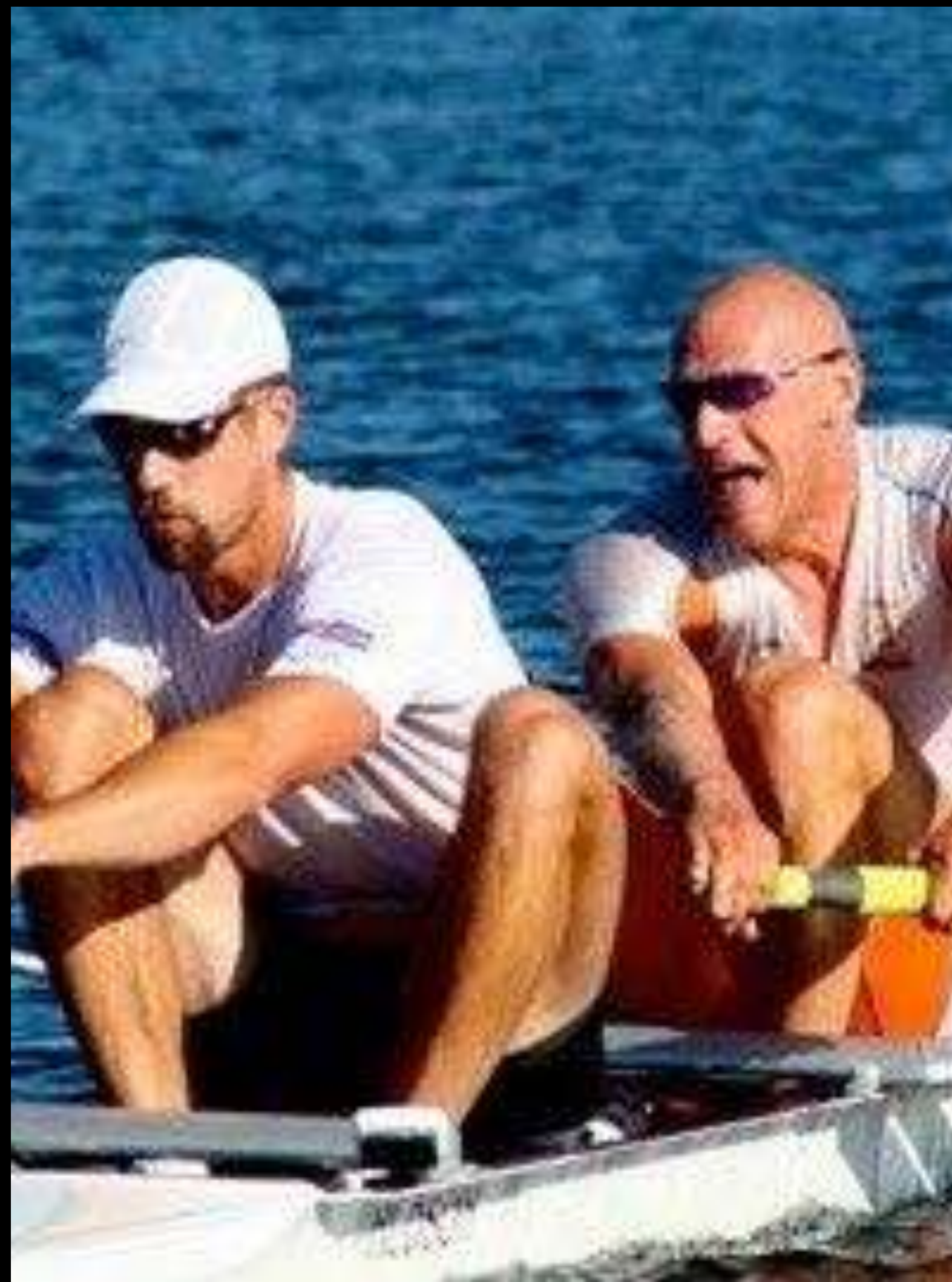
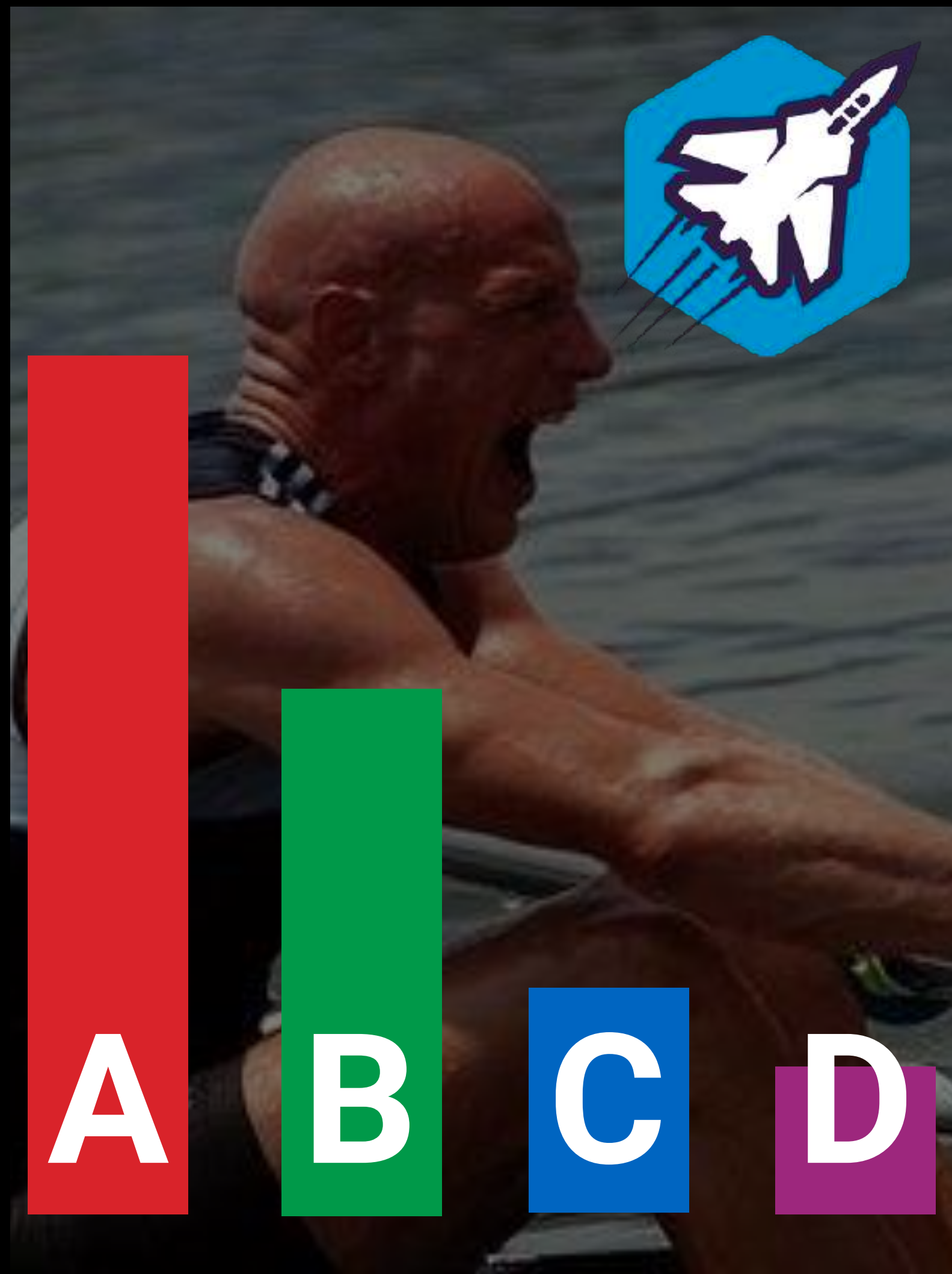
*When we offer proactive communication and are open-minded to new ideas, we combine the talents of a diverse group.*



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Can you shift from individuals to team?  
**What's your shared, higher purpose?**





“If two **think alike**, then one  
is **not thinking**.”

- **Leif Erikson**  
Norse Explorer



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# THE DISEASE OF **ME**

Do you suffer from  
from too much you?

**“woe is me”**  
you feel under appreciated

**“we’re so cool”**  
you stay within your cliques

**“we lost, but I won!”**  
excessive joy in a personal performance when the team loses

**“give me more credit...”**  
you desire to have more recognition than your  
teammate(s)

**“I deserve more!”**  
lacking material rewards overly-frustrates you



I've found the 'I' in

TEAM

It's hidden in the  
A-Hole!!



The Cure?  
believe in something  
**BIGGER**





## **Olympic Purpose:**

*Make the Boat go Faster*

## **Ocean Purpose:**

*Safety, Science & Education*



## **Business Purpose:**

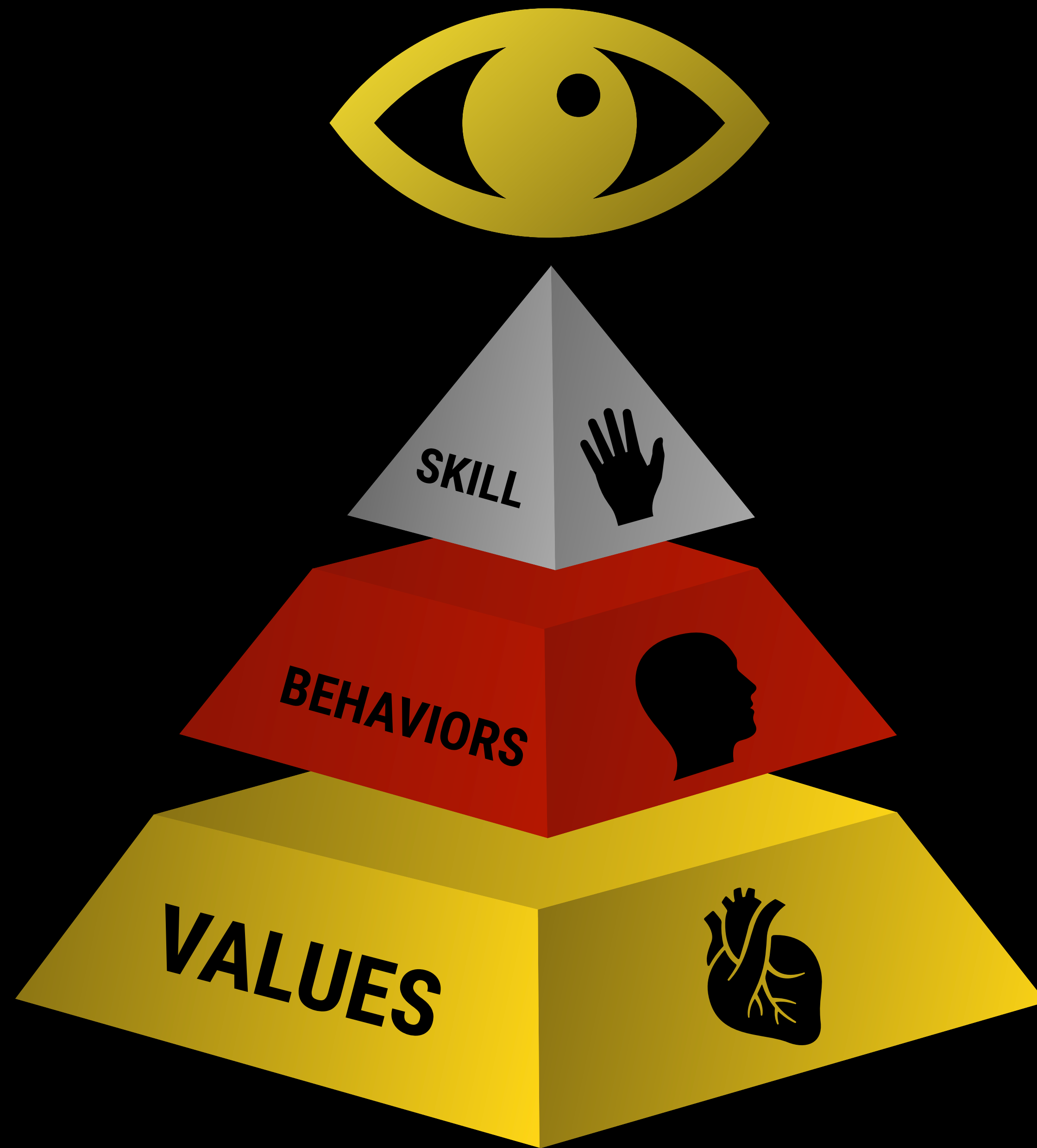
*Give the Gift of Sight to Customers*



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**UNIFIED PURPOSE**

**DIVERSE  
ROLES**

**DIVERSE  
PERSONALITIES**

**UNIFIED  
CULTURE**



# What's a High Performing Team?



Low

High

## CHAOTIC

Misalignment between actions and values.  
Childish conflict, disruptive behaviours.  
Unaware of values, personality, drives.

## BASIC

Self awareness of personal values, personality and drives. Self-regulation occurs to preserve relationships.

## PROFICIENT

Awareness of **self and others** is present. Healthy conflict, commitment to results, **shared values**, accountability and trust are present.

## OPTIMIZED

Teams are **consciously built** based on organizational needs, **shared purpose** and individual capabilities.  
Teams **share values**, communicate respectfully, collaborate effectively.



*Collaboration is  
all oars together:*

*Front of store →  
exam → back to  
frames →  
customer debrief  
→ checkout*

When retail + clinical + virtual tech +  
brand standards are all rowing  
together, collaboration looks like:

- *clear greetings*
- *clean transitions*
- *shared language*
- *one standard of care*



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Where is your **customer**  
feeling friction right now?  
And how do you get  
everyone rowing in the  
**same rhythm?**



A background image showing two rowers in a boat. The rower in the foreground is a woman wearing a blue shirt, a white visor, and blue sunglasses, with her mouth open in a shout. The rower behind her is wearing a yellow and blue singlet with 'MBRC' on it. The background is a blurred crowd of spectators.

# VALUE Accountability

## #3

*When we accept responsibility for our actions and take ownership of results, we take initiative and deliver our best in all we do.*



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**Mike Spracklen**  
Legendary Olympic  
Rowing Coach



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**“You can train all winter and win by less  
than an inch. Always be inching.”**







**“Excellence** is no accident. It is **hard work**, perseverance, learning, studying, sacrifice and most of all, **love of what you are doing** or learning to do.”

- Pele

Brazilian Footballer



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# Inches Add Up

*What Marginal Gains Are You  
Focusing On To Gain The  
Advantage When It Matters Most?*



**220 Strokes**  
**220 Inches**



*In your stores,  
accountability  
starts with the  
smallest inch.*

*And when others'  
expectations are  
low, small things  
feel big.*

**Examples of tiny inches you can coach:**

- eye contact
- smile
- listen
- show you care
- share what's next
- take time to explain
- provide reassurance



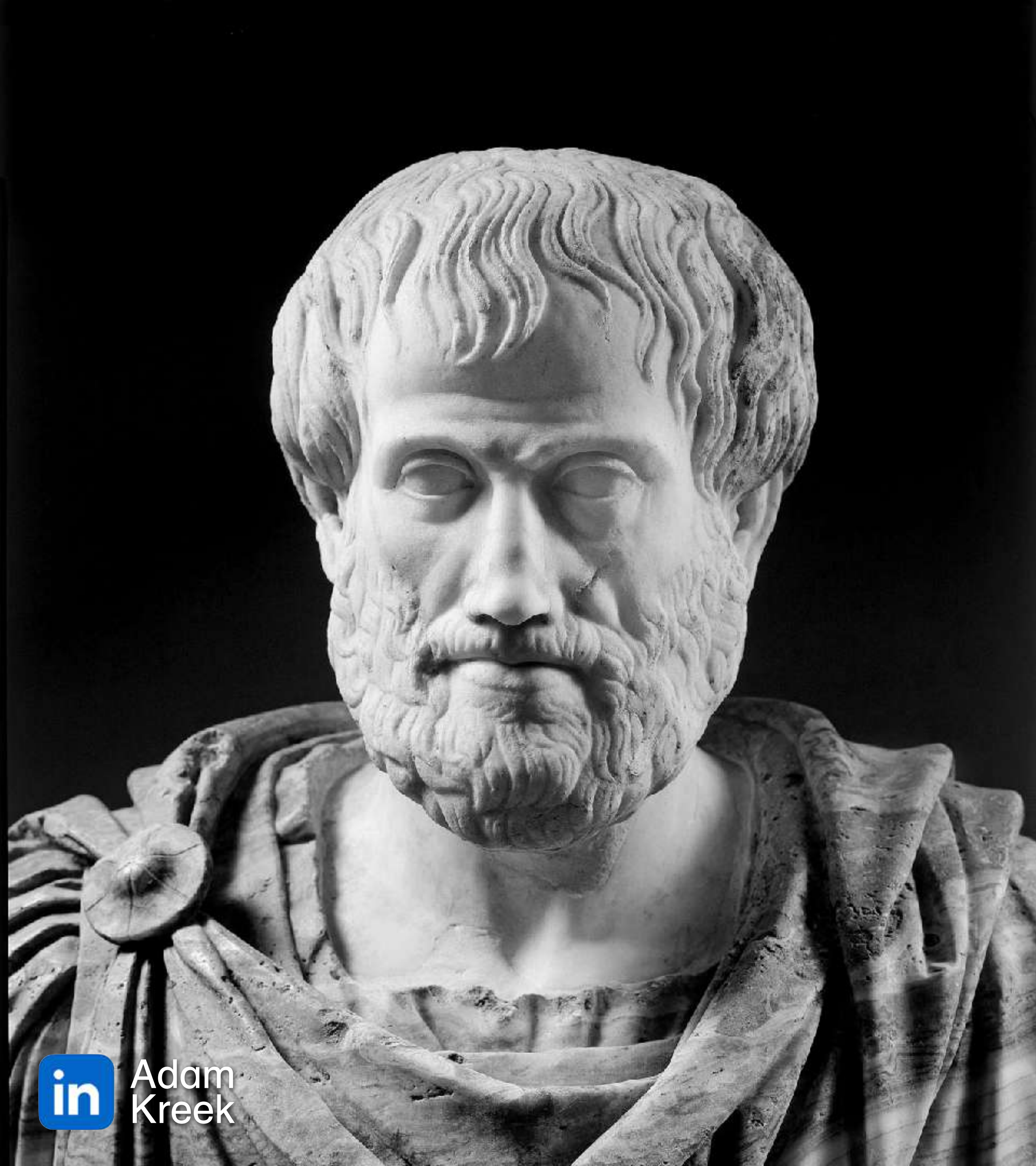
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What's the **next inch** you  
want your team to own?  
One behavior **you can**  
**reinforce** until it becomes  
automatic?





“Excellence is an art won by training and habit.

We do not act rightly because we are better than others. Instead, we display virtue because we have acted well.

We are what we repeatedly do. Excellence, then, is not an act but a habit.”

- Aristotle  
Greek Philosopher



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# VALUE Respect

## #4

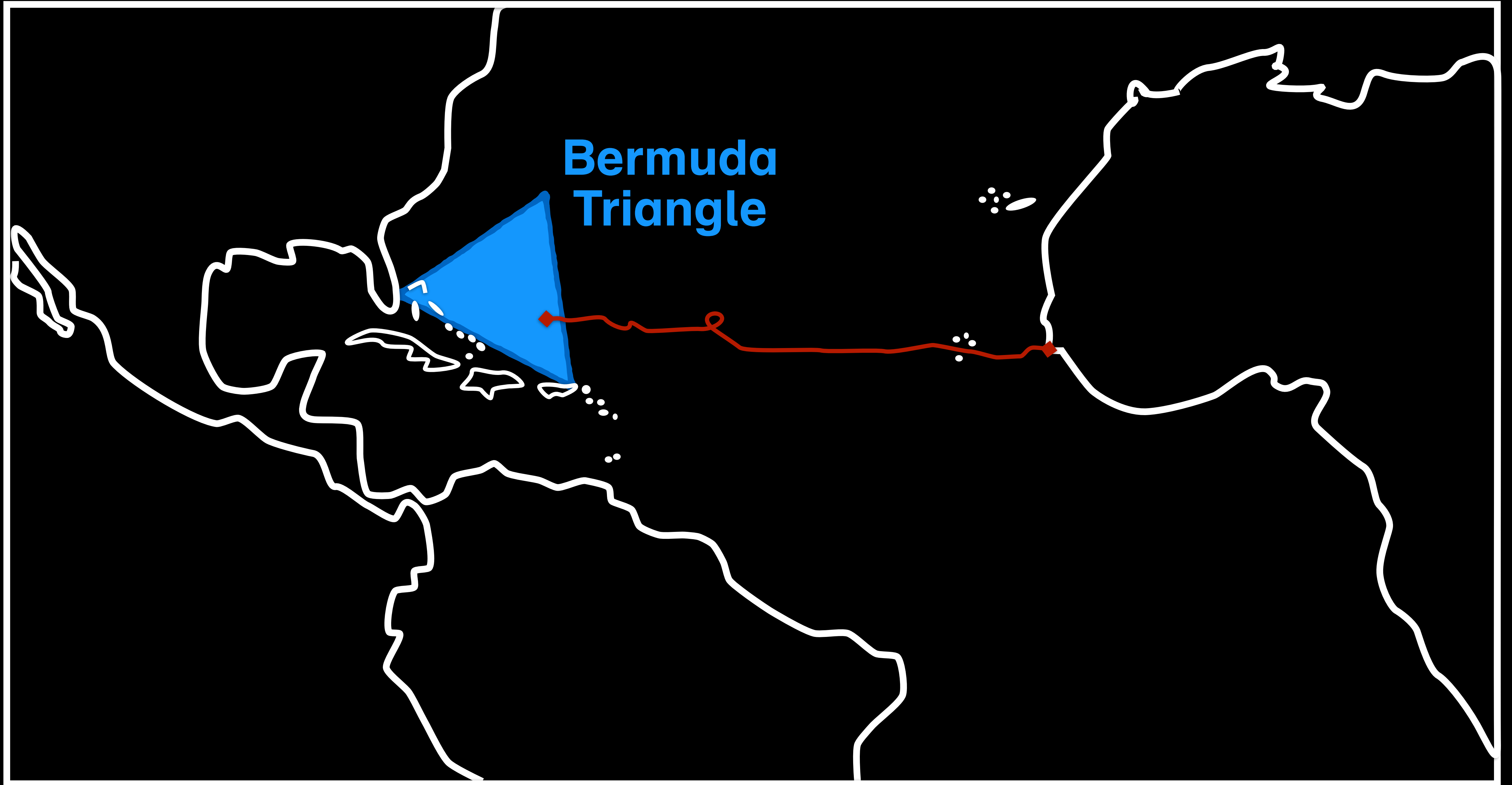
*When we are present, and connect with transparency and empathy, we show each other that we prioritize human relationships.*



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“There is always light. If only  
we're brave enough to see it.  
If only we're **brave enough to  
be it.**”

- **Amanda Gorman**  
American Poet



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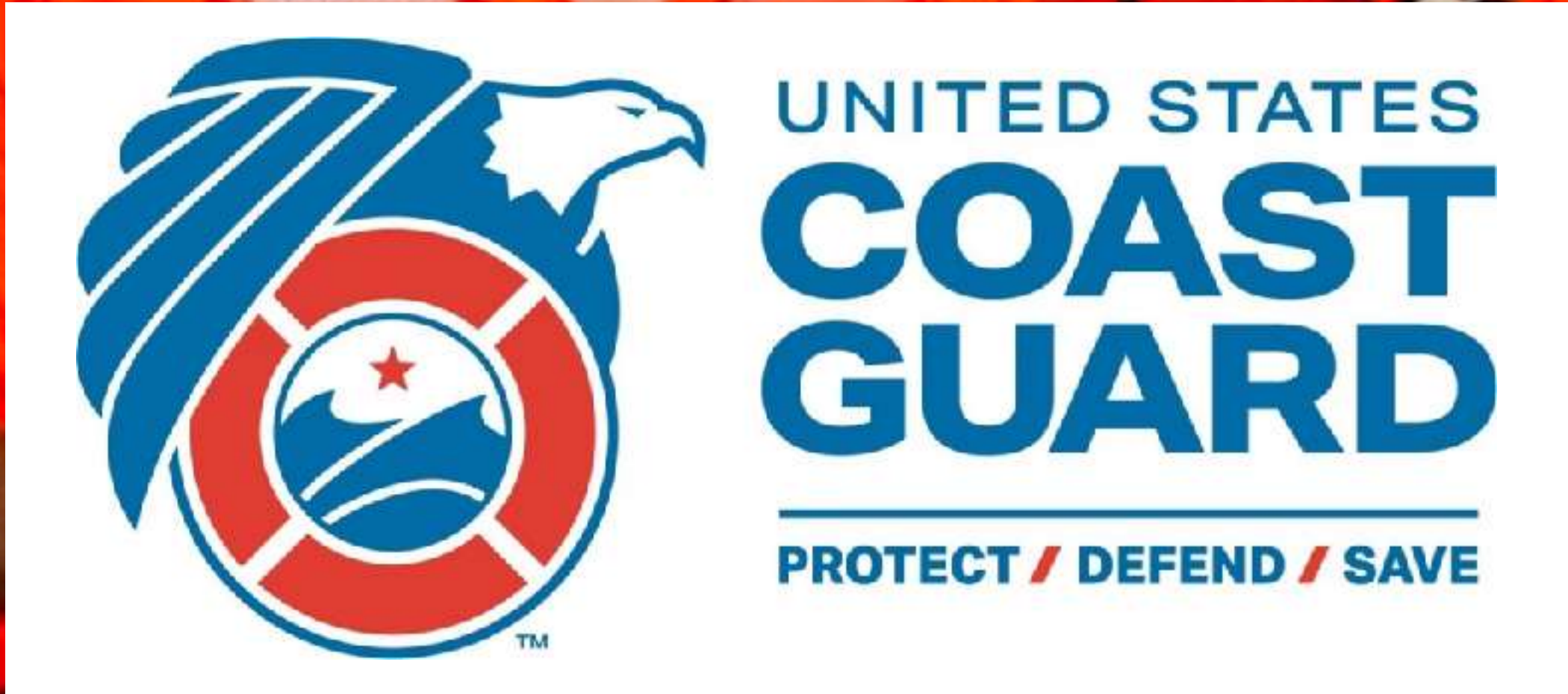
‘CAPSIZED’



NBC DATELINE

ROI x 3  
marketing





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When your **store is under pressure**, do people feel rushed and minimized?  
Or feel **respected, seen and guided?**



***Respect is staying  
present,  
transparent, and  
empathetic—  
especially under  
stress.***



**Respect shows up:**

- *in how you speak to a customer who's anxious*
- *in how you coach a team member who's overwhelmed*
- *in how you lead through change without dismissing people's reality*

**Respect is also:**

- *protecting patients*
- *protecting your team*
- *protecting the brand*



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# VALUE Empowerment

## #5

*When we show appreciation for others and take care of the people we serve, we make better, purpose driven decisions that support our shared vision.*



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**“You are an Olympian. You just don’t know it, yet.”**





***Empowerment is catching what's right, building capability, and giving others ownership.***



**Empower your staff by:**

- *noticing what they do right (in the moment)*
- *naming the behavior specifically*
- *coaching a pathway to the next level*

**Empower customers by:**

- *reducing confusion*
- *clarifying choices*
- *helping them feel confident and cared for*



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# Eye Care Values

*EARNs  
TRUST*



**INTEGRITY**

*REMOVES  
FRICTION*



**COLLABORATION**

*BUILDS  
CONSISTENCY*



**ACCOUNTABILITY**

*KEEPS US  
HUMAN*



**RESPECT**

*LIFTS  
EVERYONE*



**EMPOWERMENT**

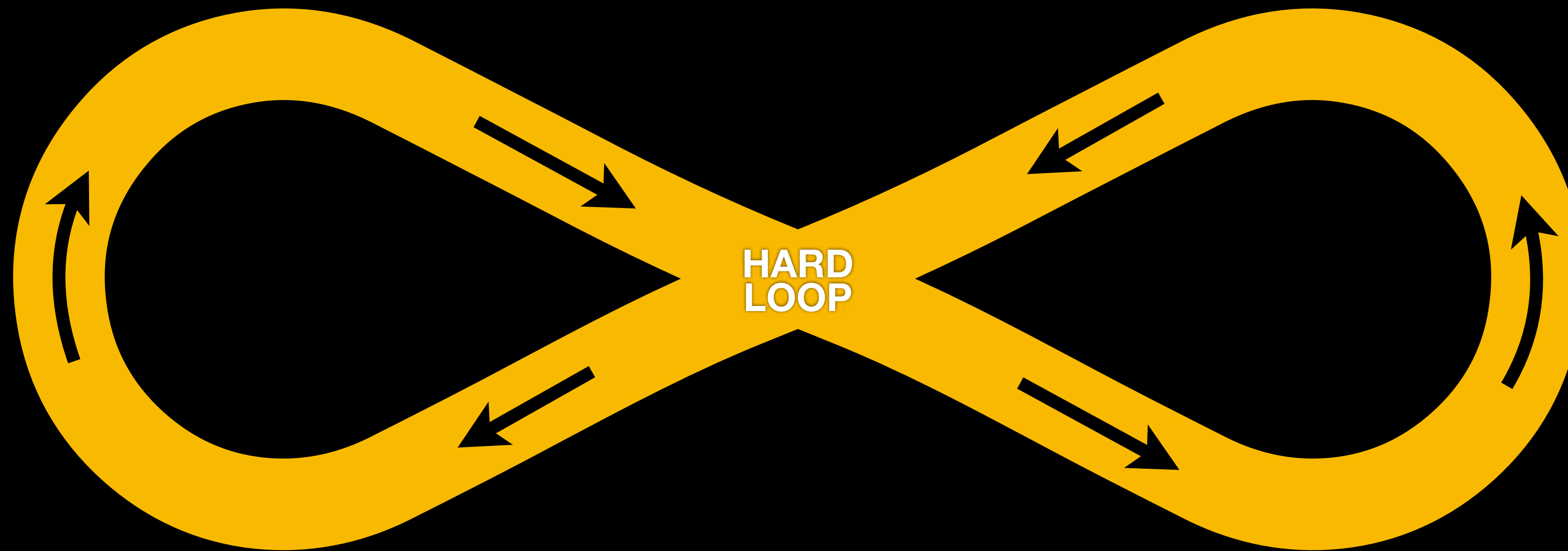


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HARD  
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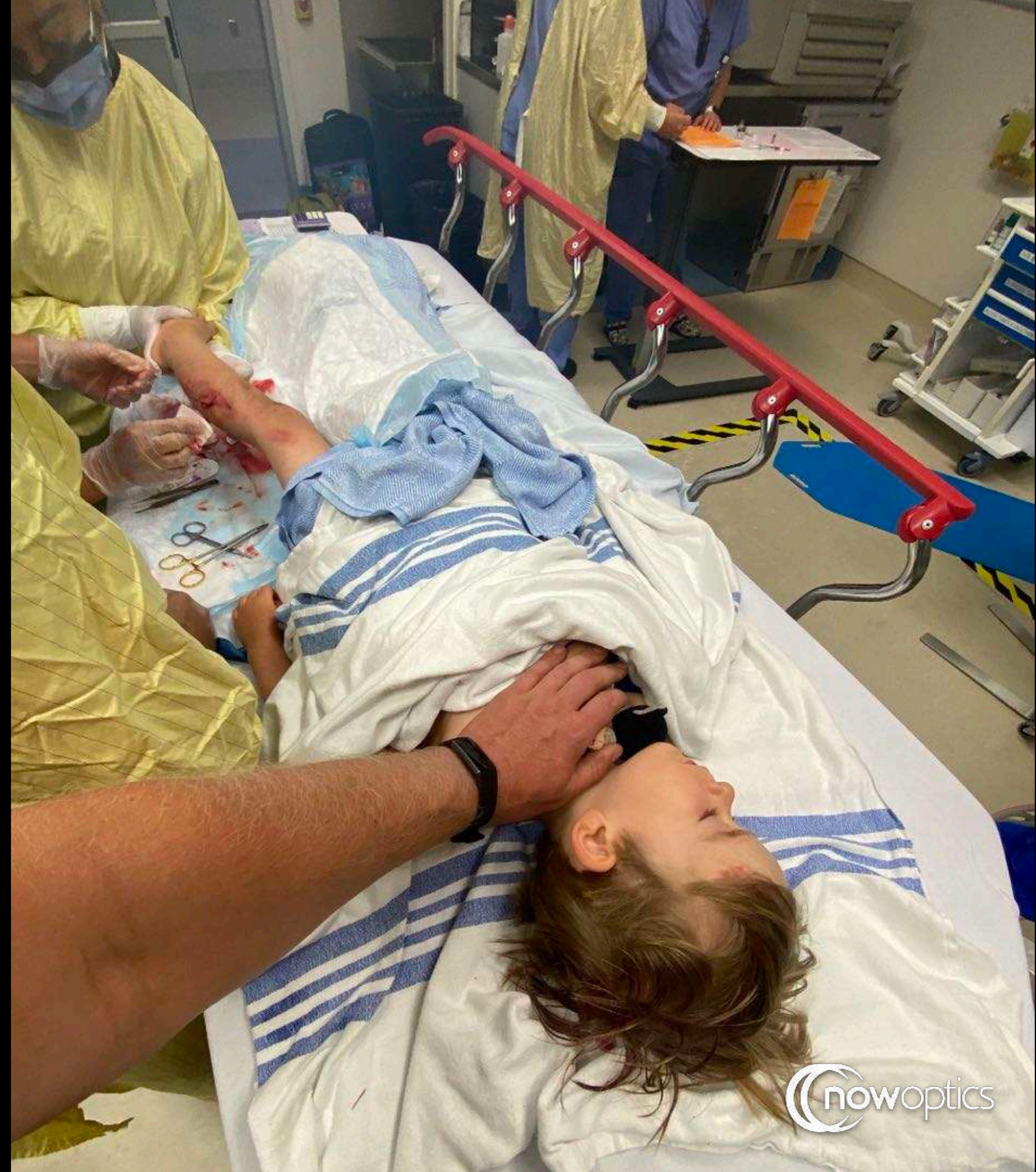
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# One more loop to close...









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Each of has to **level up our leadership** when it matters.

*Are you ready for the challenge?*



# WHAT WILL STICK?

*Pick One Idea That  
Resonates With You*

***Remember it.  
Write it down.  
Level Up.***



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nowoptics



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foundation.  
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# WHAT'S YOUR NEXT GOLD MEDAL MOMENT?







# LEVEL UP

**Small Steps. Big Impact.**





“May your seas be choppy,  
the winds unfavourable and  
may the currents regularly  
push you off course –  
unveiling wonders and  
blessings that you never  
could have predicted...  
Work hard. Be authentic.  
Persevere.  
May your next sunrise  
sparkle and warm  
the soul.”



Adam  
Kreek





# You Got This

