



LEVEL UP

Small Steps. Big Impact.



Adam
Kreek





What Does It Feel Like to Level Up?



Adam
Kreek





Adam
Kreek



Rowing a 2000m Olympic Race

5:30 minutes

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



Adam
Kreek



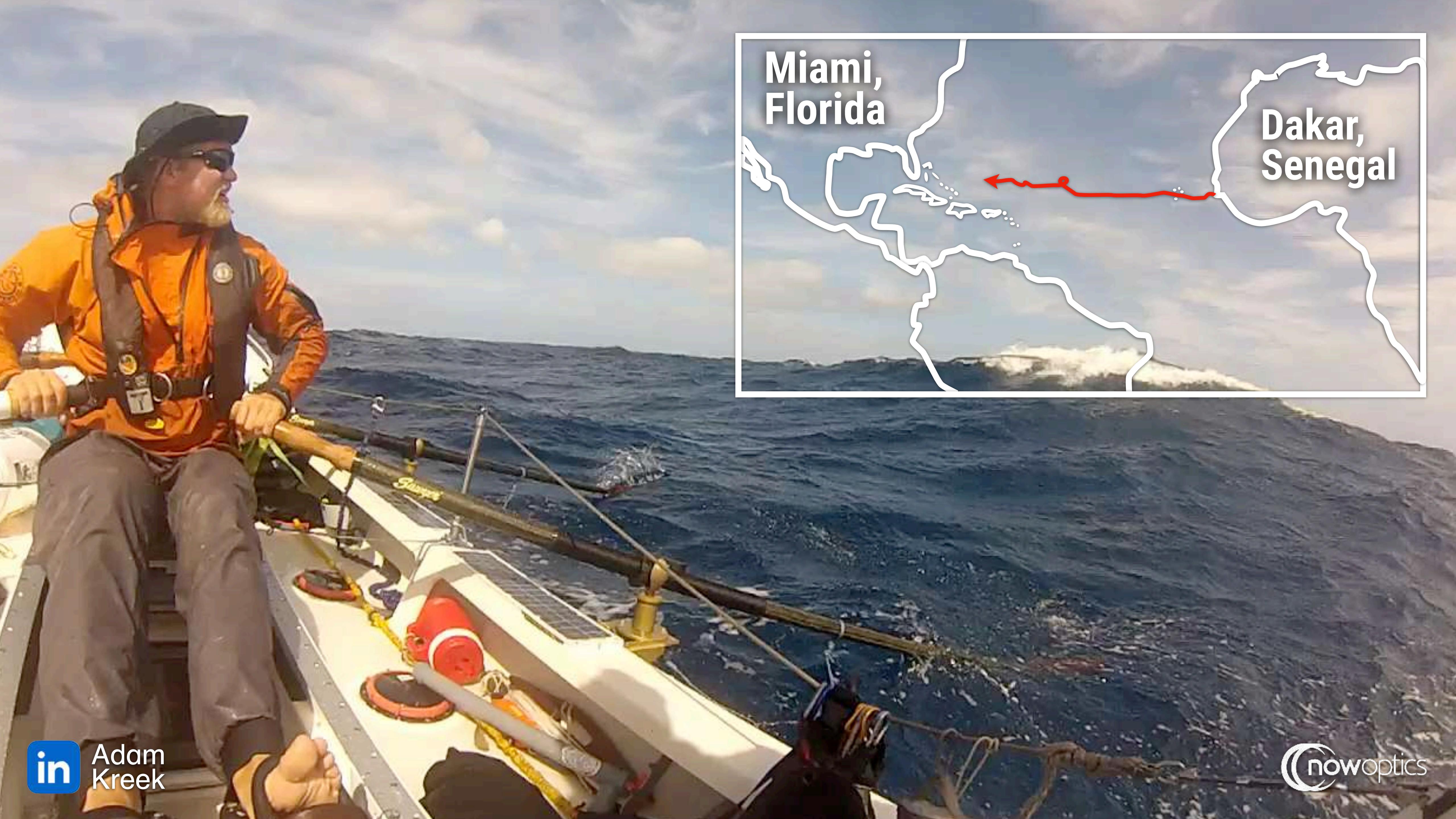


Adam
Kreek



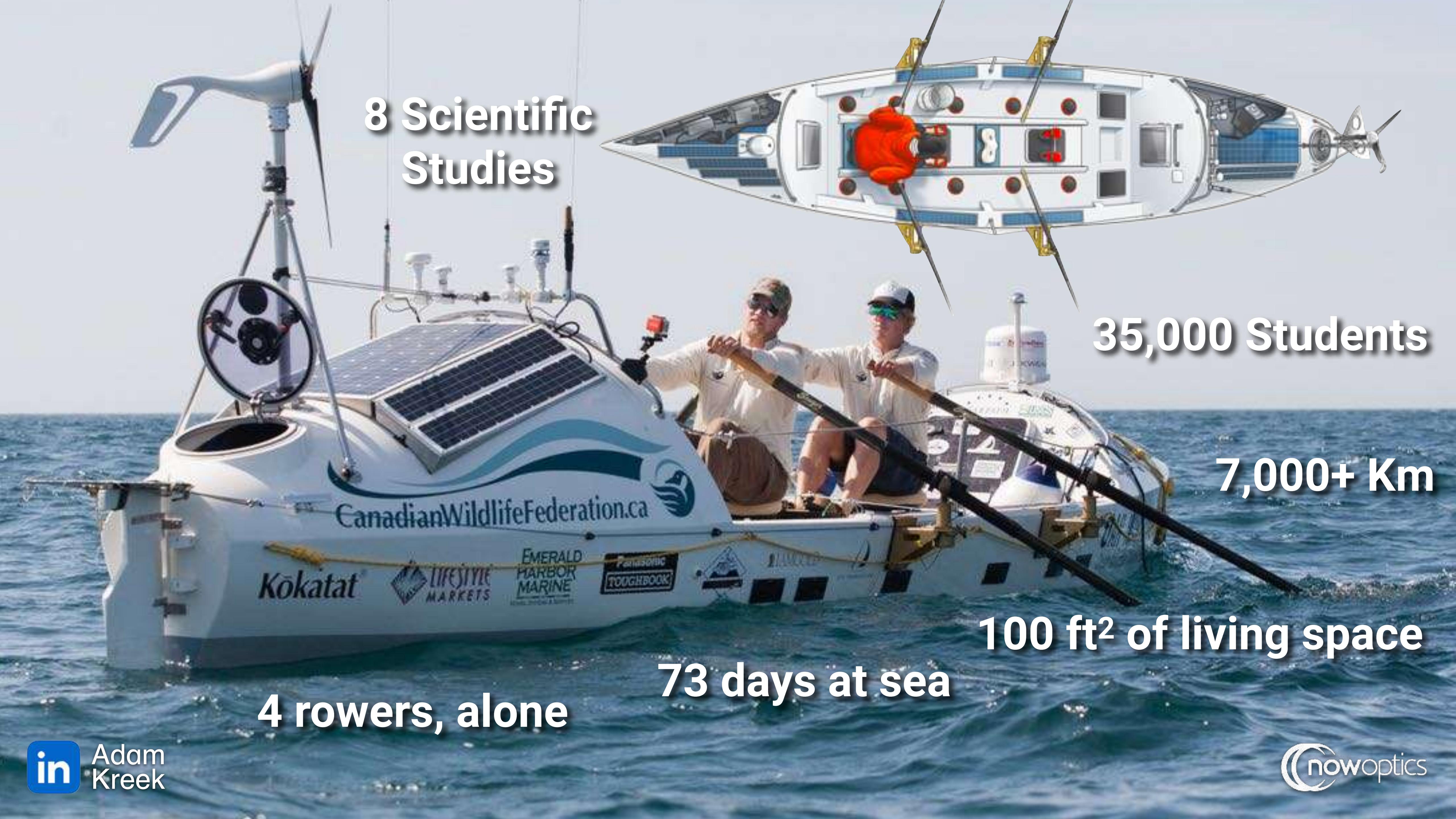


Hard is here.
Its time to level up.



Adam
Kreek





8 Scientific
Studies

35,000 Students

7,000+ Km

100 ft² of living space

73 days at sea

4 rowers, alone



Adam
Kreek



A photograph of a man rowing a boat in the ocean. He is shirtless, wearing a life vest, and is focused on his work. The boat is a small, dark vessel with a blue stripe. The ocean is choppy and blue. The sky is overcast. In the background, another person is visible on the boat.

73 days at sea

4 rowers, alone

100 ft² of living space



Adam
Kreek





Adam
Kreek





Adam
Kreek





Change is here.
Its time to level up.



Adam
Kreek



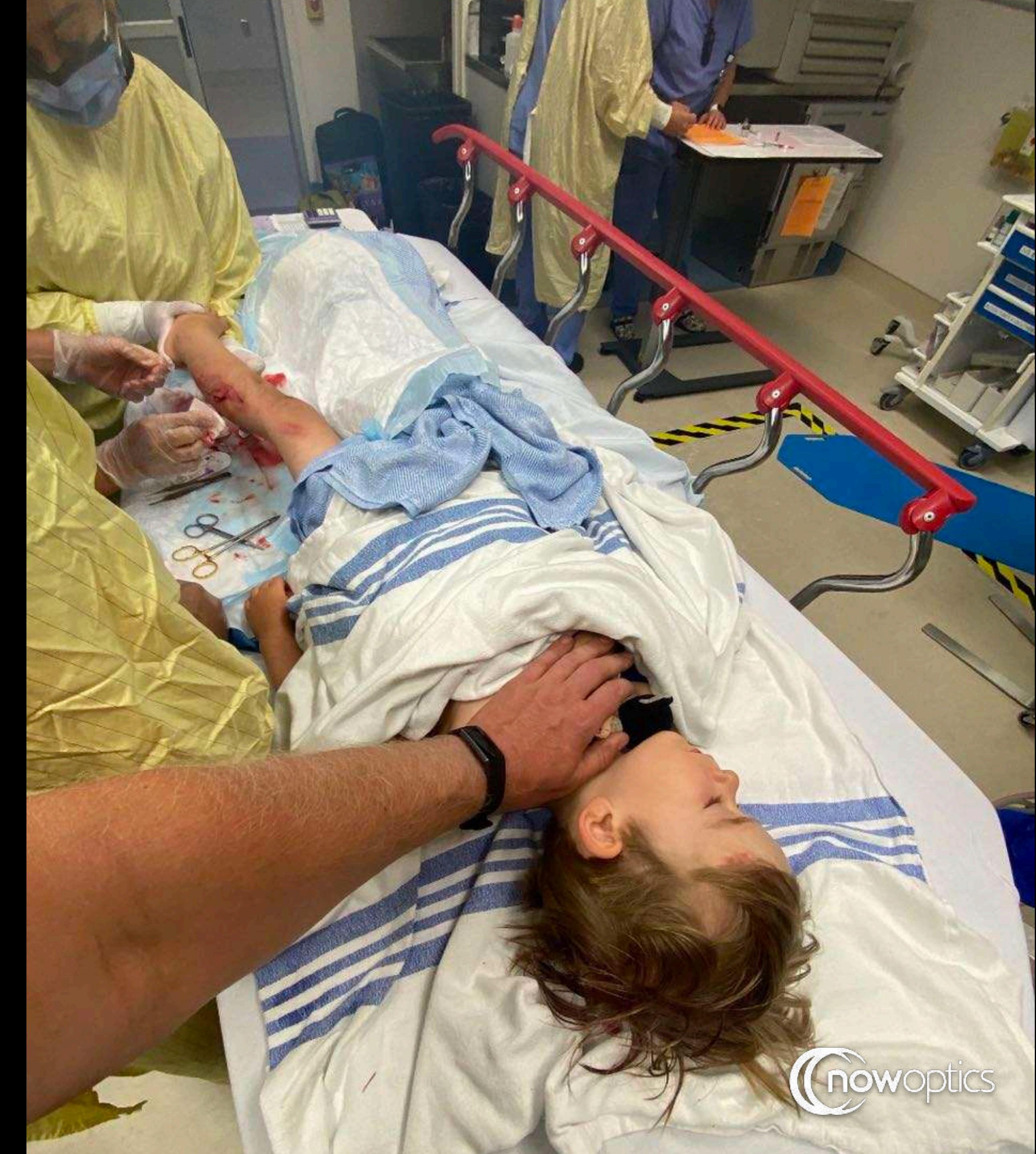
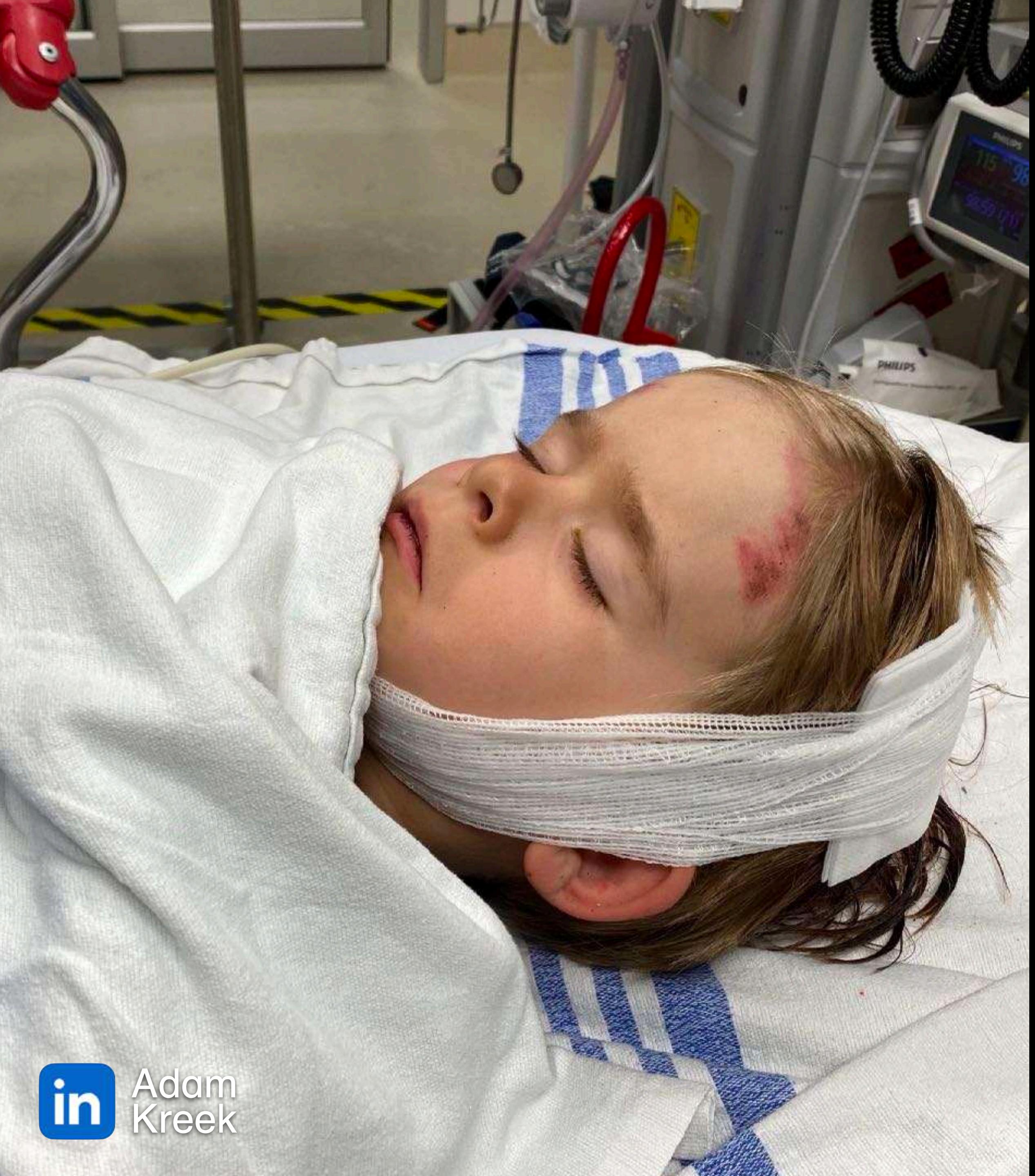


Adam
Creek



now optics







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



Adam
Kreek

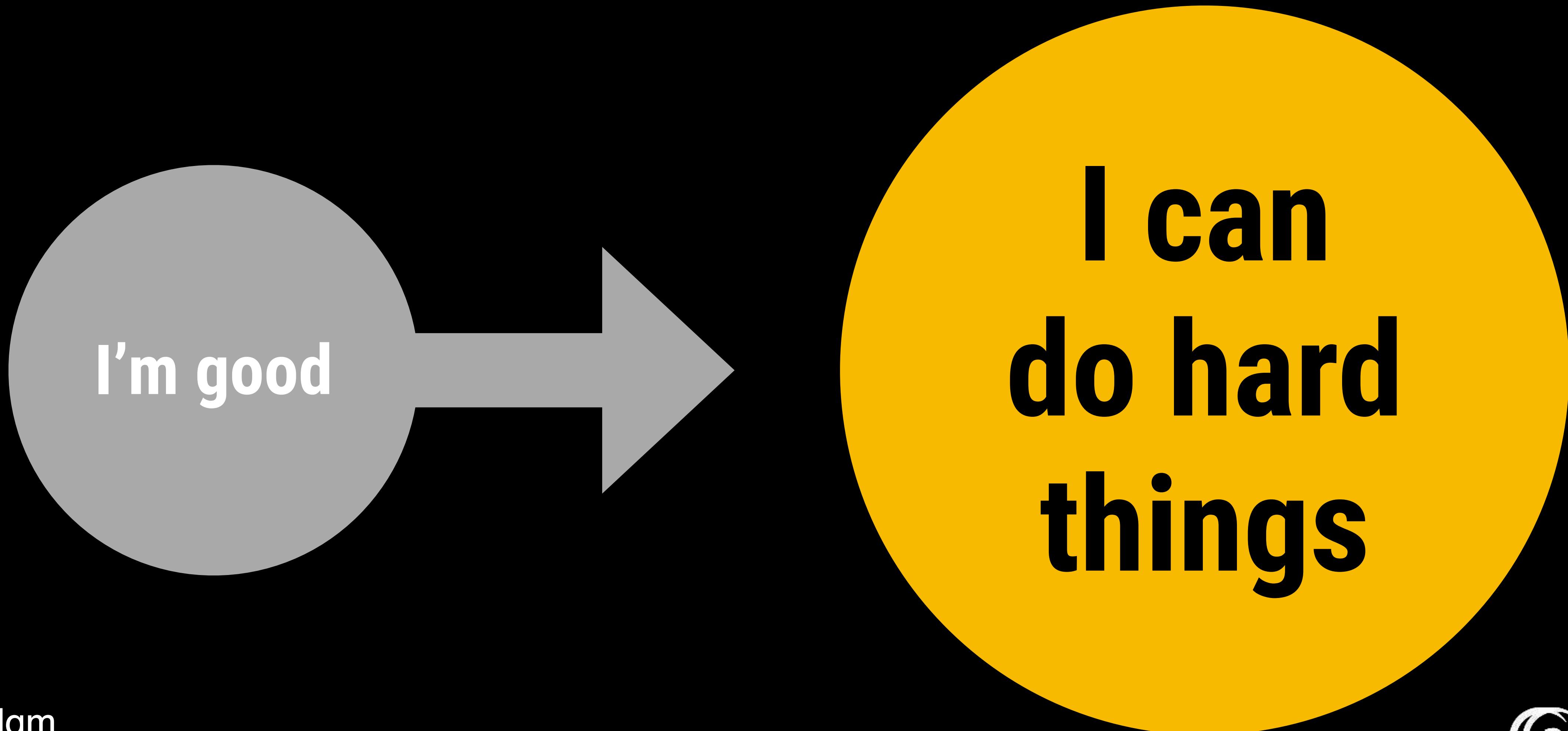




“You are an
Olympian. You
just don’t
know it, yet.”



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



Adam
Kreek



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.

I'm sharing mine with you



Adam
Kreek



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.



Adam
Kreek

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?



Why do we set goals?



Why do we constantly search for meaning?

Fear of
Effort

Fear of
Failure

Fear of
Judgement

Fear of
Success



Effort changes identity.

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



Adam
Kreek



“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



Adam
Kreek





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.

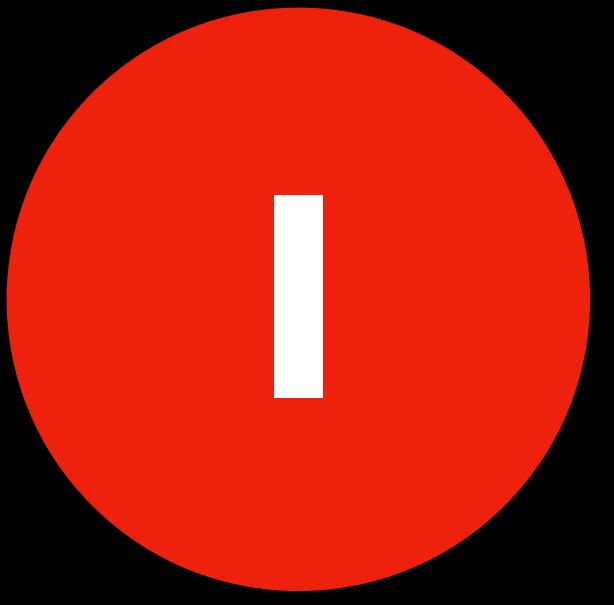
A new clinical practice you coach your staff to master.



Adam
Kreek



How do we work
hard without
becoming hard?

**I****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.*

**C****COLLABORATION**

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

**A****ACCOUNTABILITY**

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

**R****RESPECT**

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

**E****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



Adam
Kreek





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?



VALUE **Integrity**

#1

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



Adam
Kreek





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?





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.



Adam
Kreek

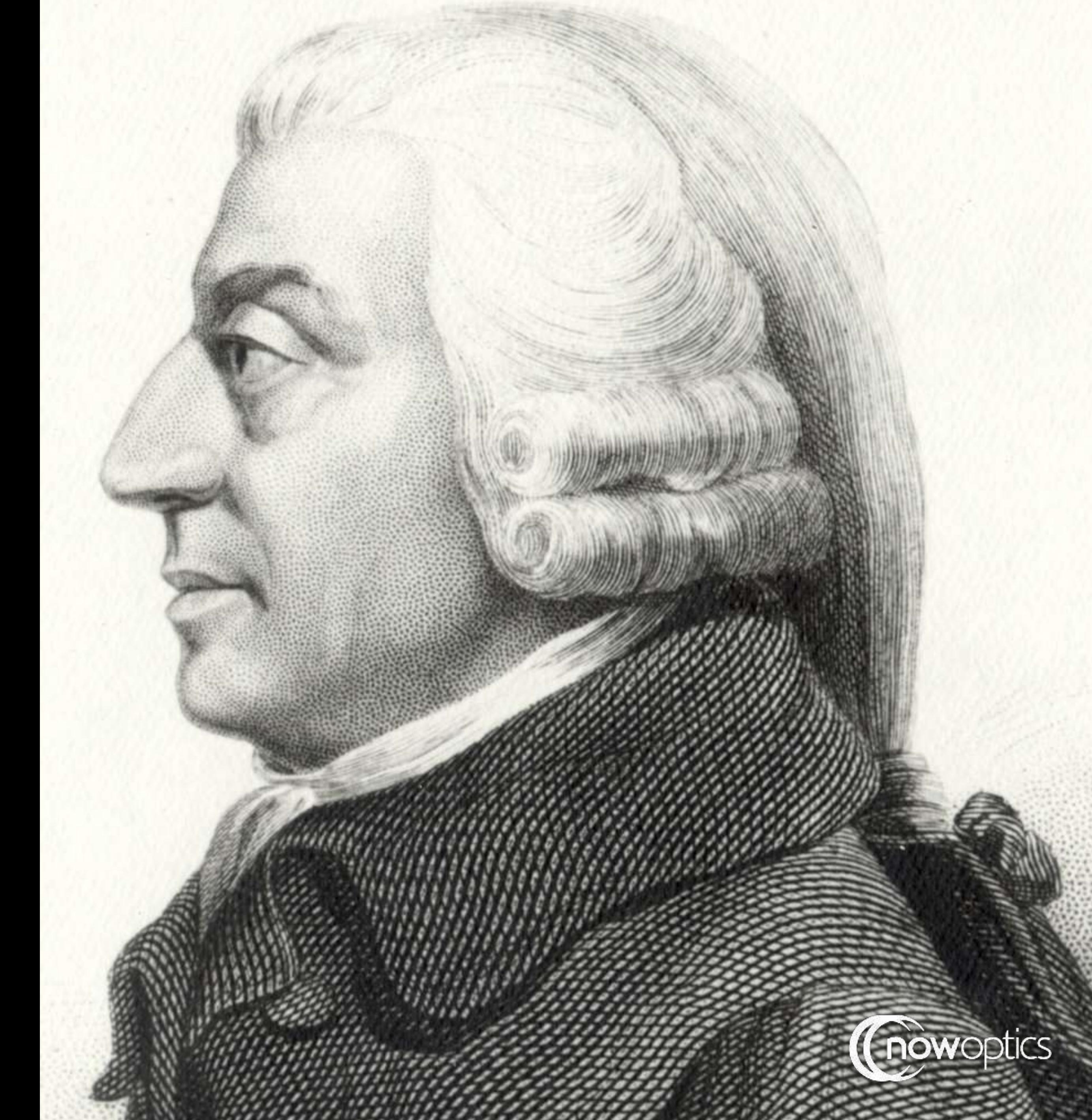


“Expect and hope
that a **quarter of**
your projects fail.
If not, you’re not
taking enough
risk.”

- Adam Smith
Economist, Philosopher



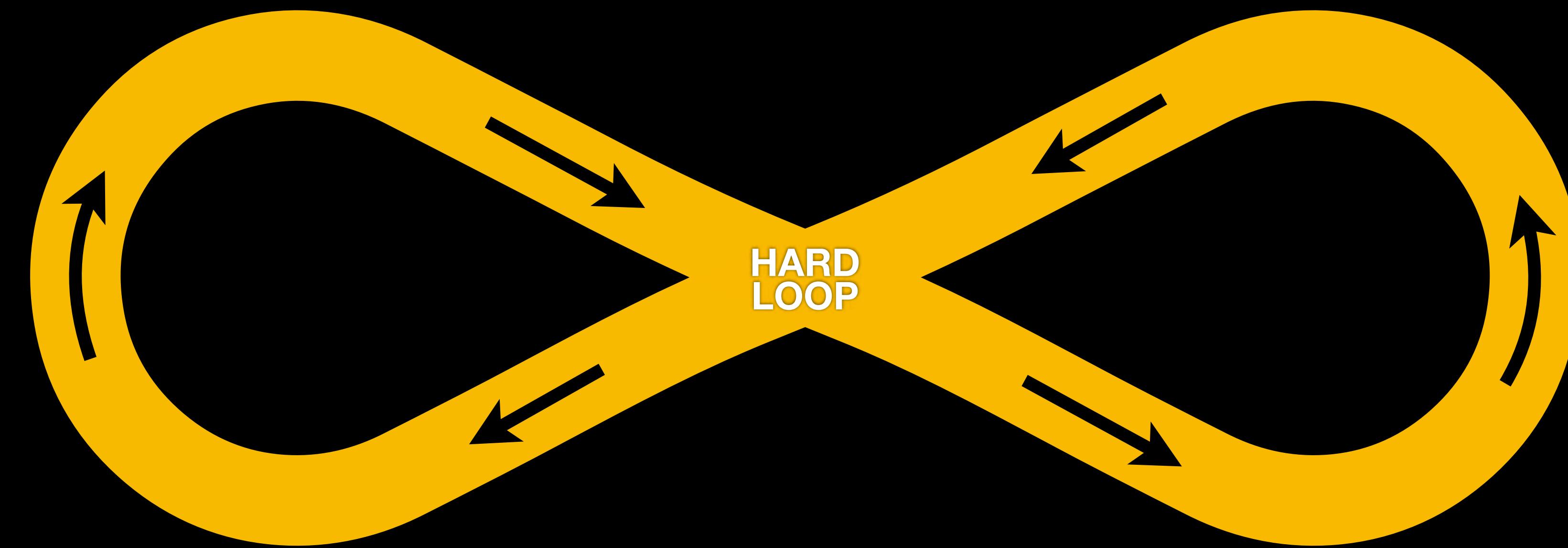
Adam
Kreek





recommit

respond



reimagine

reflect

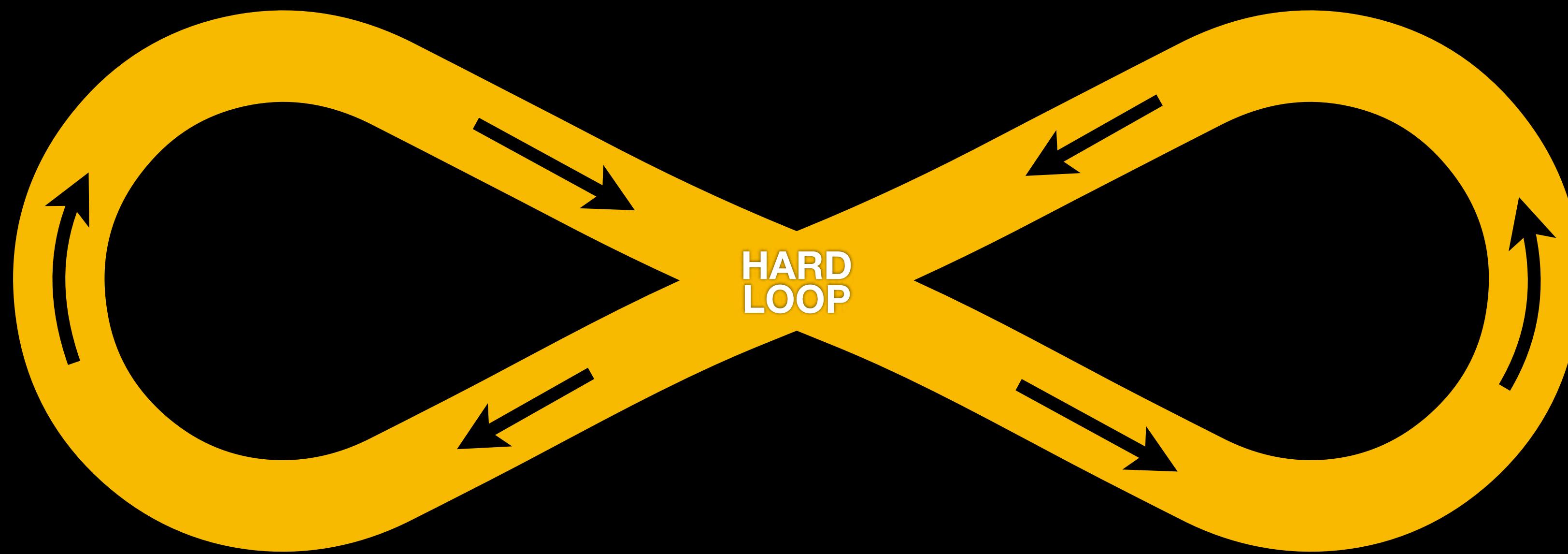


Adam
Kreek



I CAN WIN
THE HARD
recommit

I CAN SURVIVE
THE HARD
respond



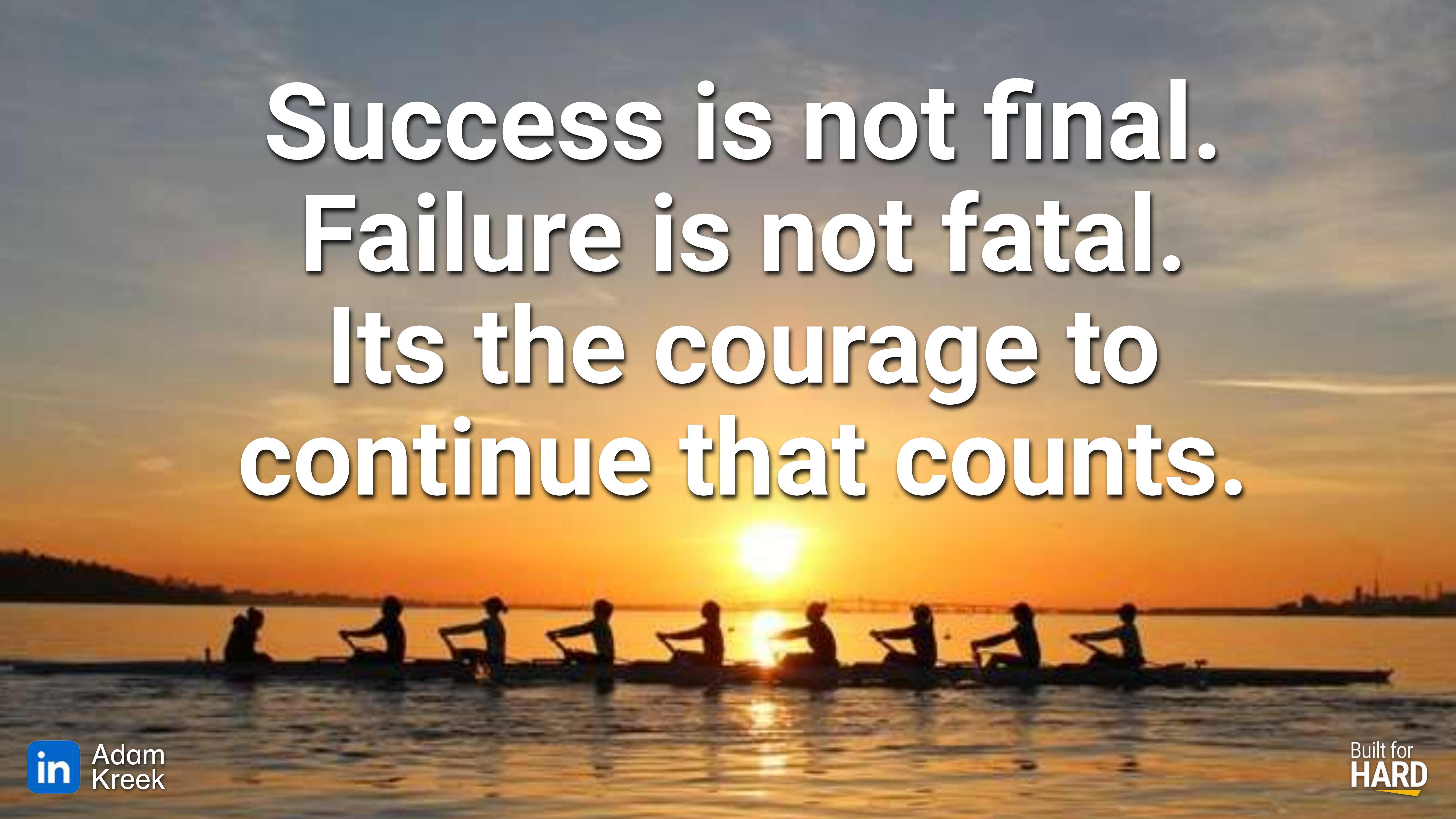
reimagine
I CAN DO
THE HARD

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.





Why try? What happens will happen anyways.

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

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

I have control over my life and direction.

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

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

I determine my future!

My focus and hard work will deliver results.



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*
- *Recommittting to clinical excellence— even when it slows you down at first*
- *Reflecting upon your response instead of blaming, pleasing or protecting*



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

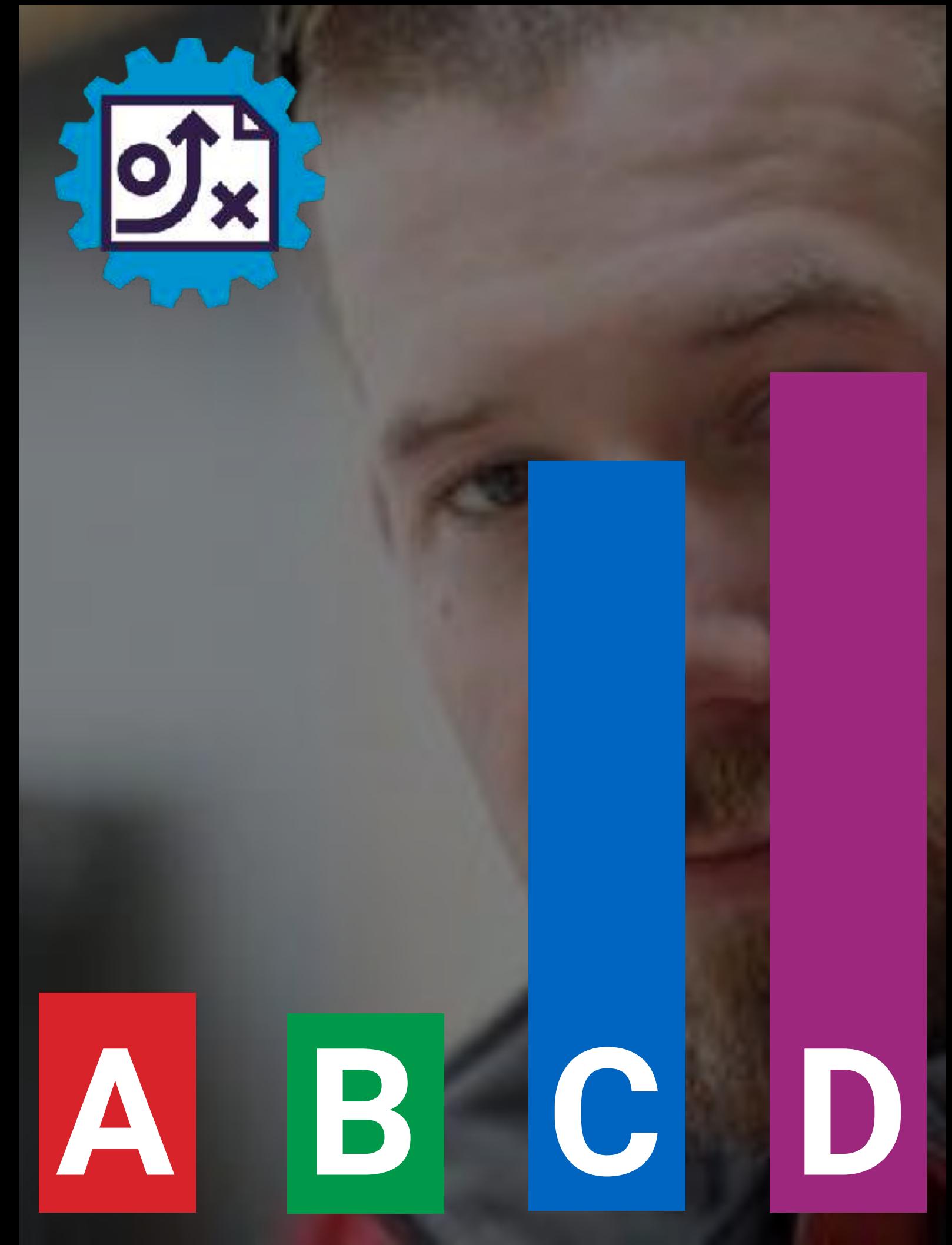
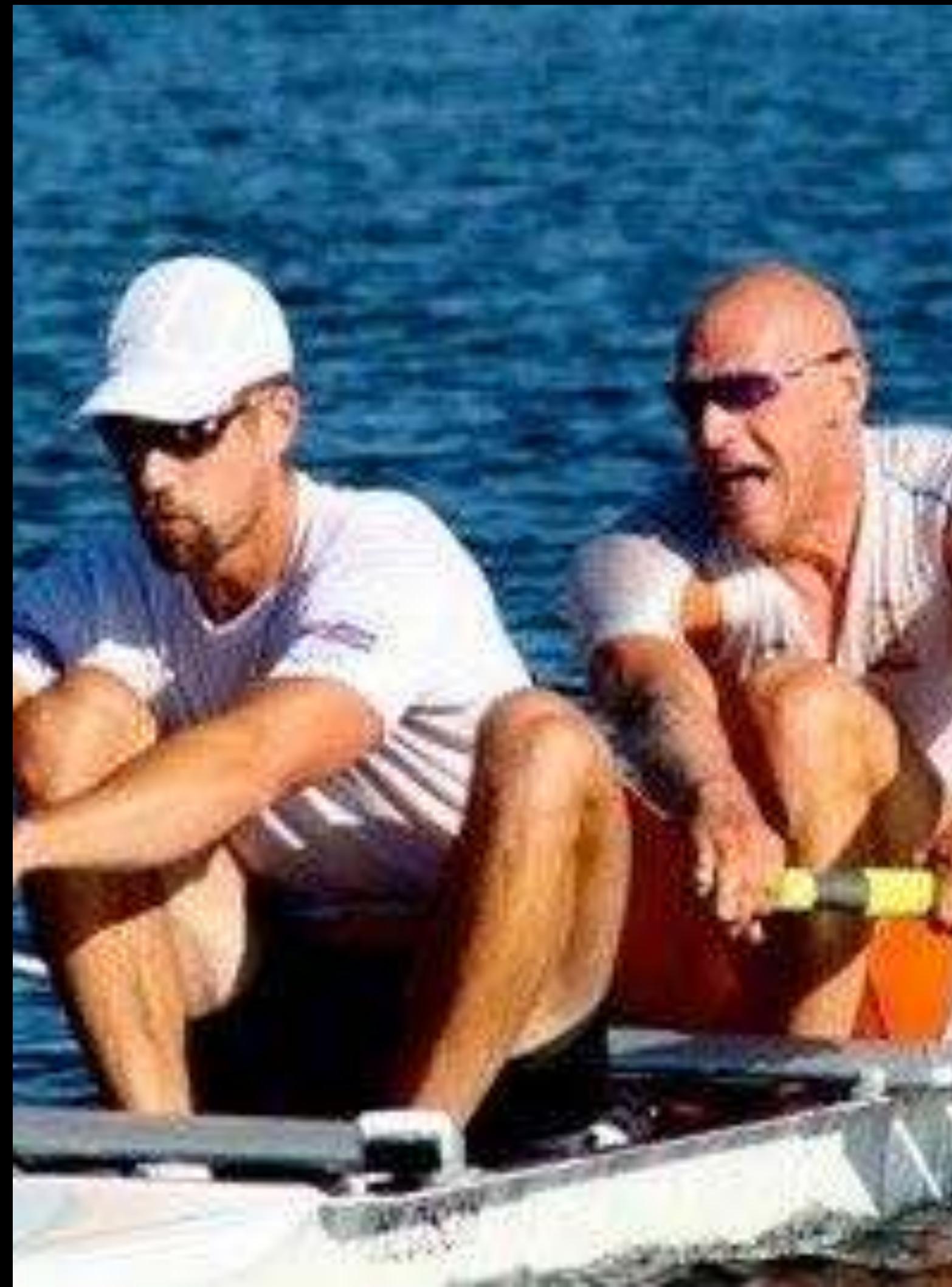
#2

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



Adam
Kreek





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



Adam
Kreek



THE DISEASE **ME** OF

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



Adam
Kreek

Adapted from Pat Reilly, The Winner Within: A Life Plan for Team Players



I've found the 'I' in



It's hidden in the
A-Hole!!



Adam
Kreek



The Cure?
believe in something
BIGGER

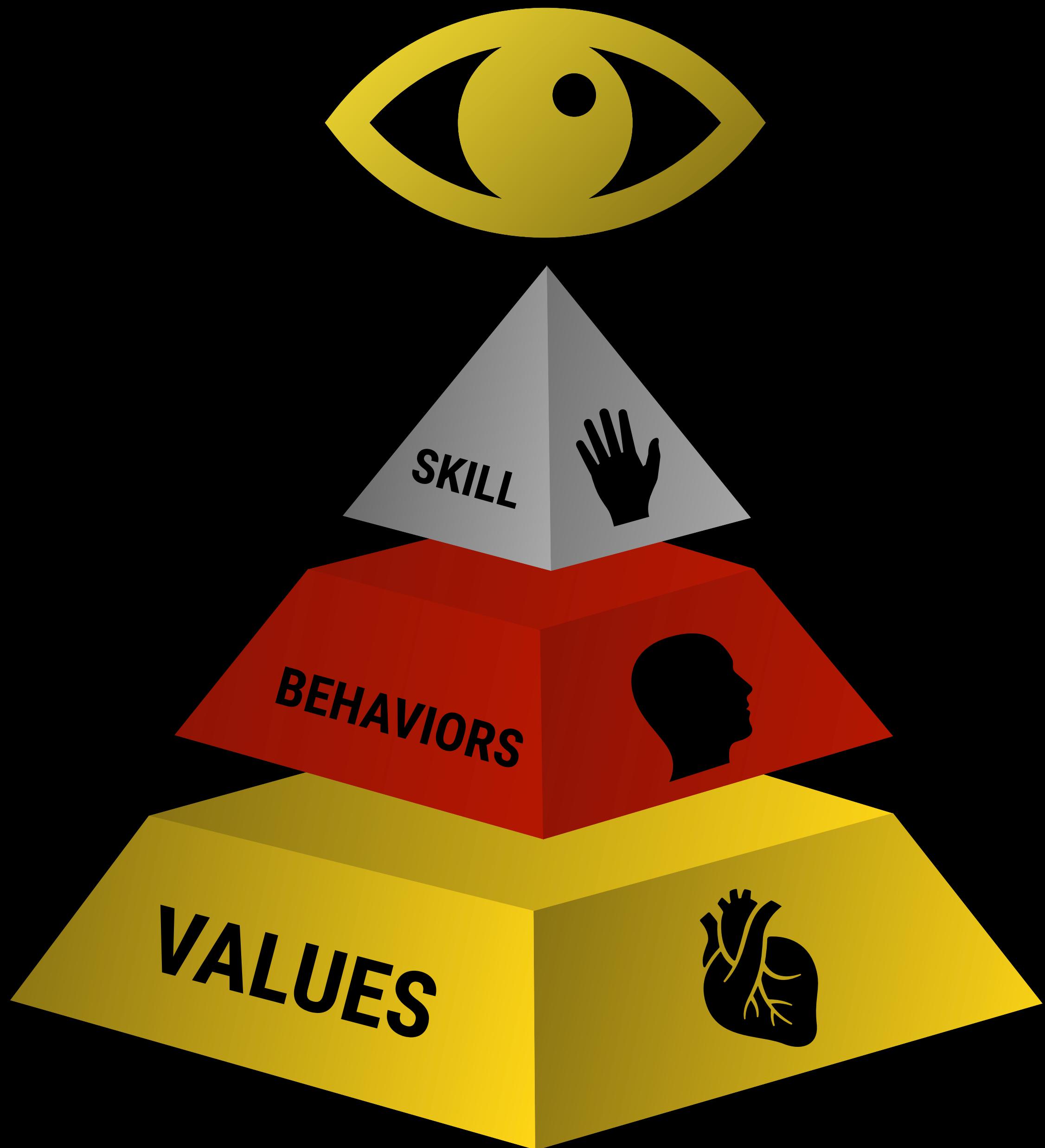


Olympic Purpose:
Make the Boat go Faster

Ocean Purpose:
Safety, Science & Education



Business Purpose:
Give the Gift of Sight to Customers



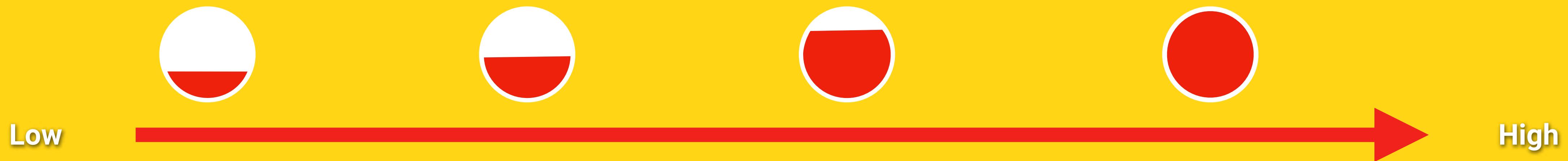
UNIFIED PURPOSE

**DIVERSE
ROLES**

**DIVERSE
PERSONALITIES**

**UNIFIED
CULTURE**

What's a High Performing Team?



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:

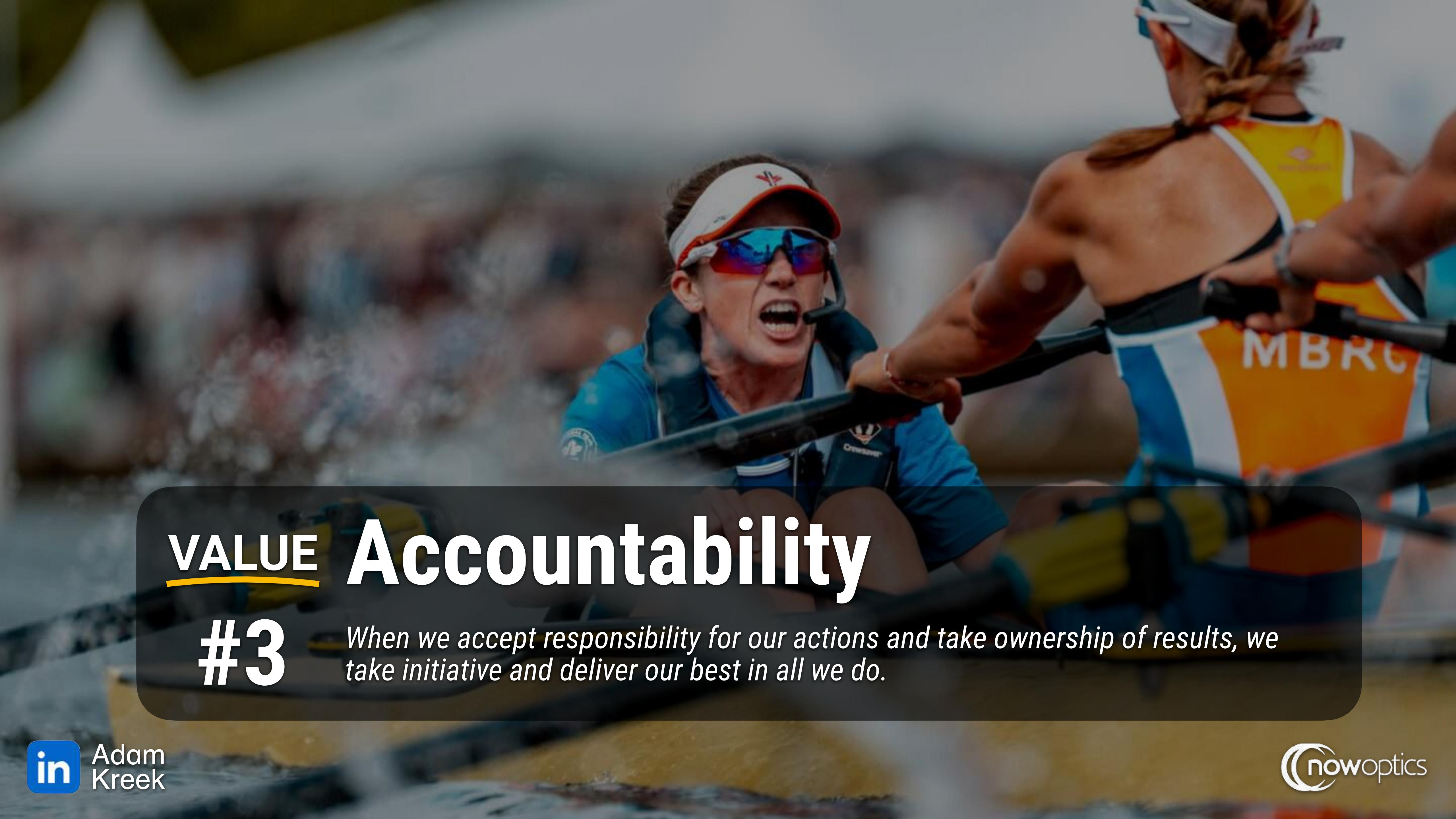
*Front of store →
exam → back to
frames →
customer debrief
→ checkout*

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

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



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

A dynamic, blurred photograph of a rowing team in action. In the foreground, a female rower wearing a white visor and blue sunglasses is shouting with exertion, her mouth wide open. She is leaning forward, gripping the oar handle. Behind her, another rower in a yellow tank top and black shorts is also rowing. The boat is white with blue and orange accents, and the number 'MBR' is visible on the side. The background is a bright, overexposed sky.

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.



Adam
Kreek





Mike Spracklen

Legendary Olympic
Rowing Coach



Adam
Kreek

“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



Adam
Kreek



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:

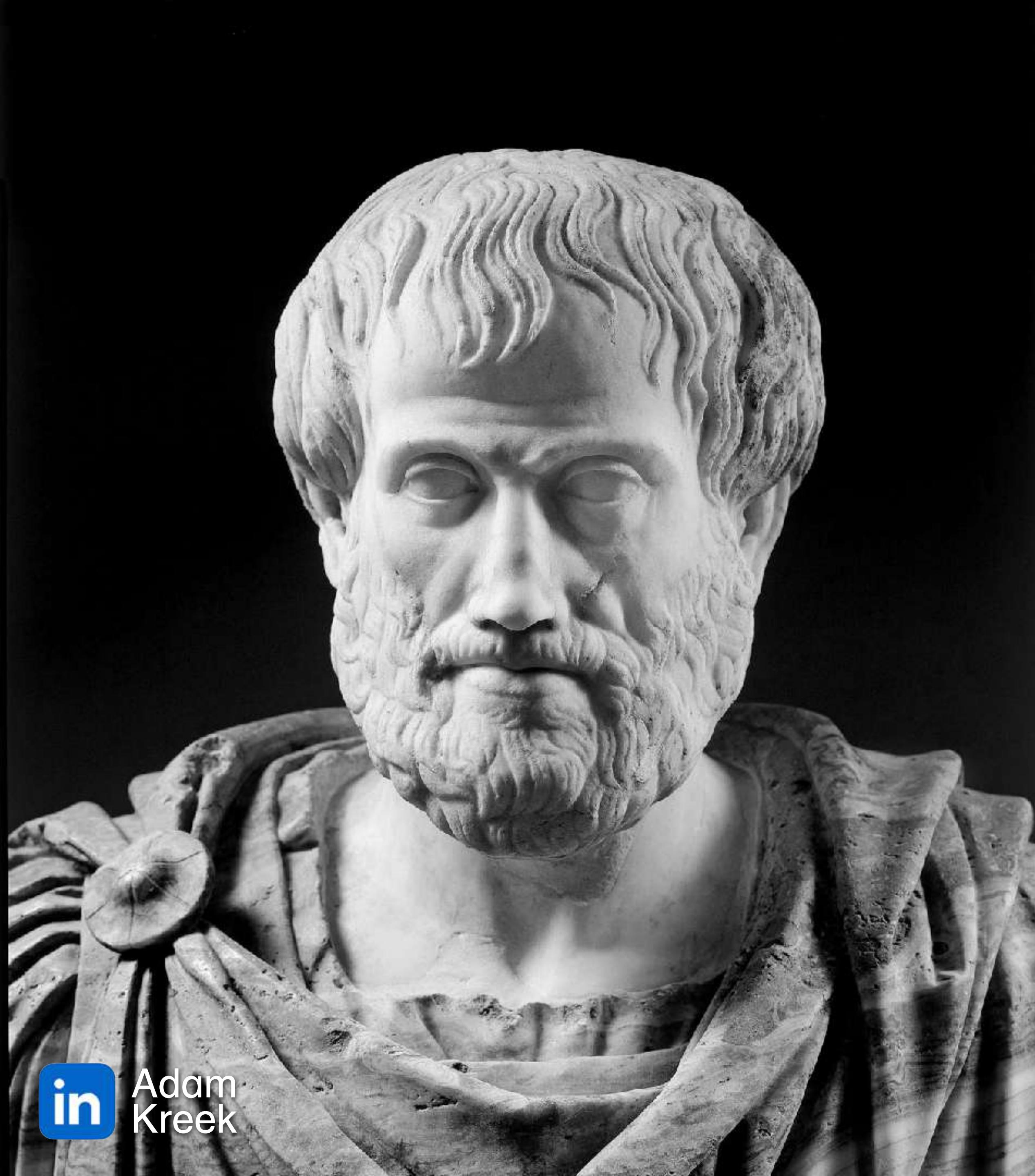
- eye contact
- smile
- listen
- show you care
- share what's next
- take time to explain
- provide reassurance



Adam
Kreek



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



Adam
Kreek



A photograph of two female rowers in a boat, captured in mid-stroke. The rower on the left is wearing a blue tank top and sunglasses, while the rower on the right is wearing a red visor and sunglasses. They are both wearing dark athletic gear. The background is a blurred water surface, suggesting motion. The overall image has a slightly desaturated, cinematic feel.

VALUE Respect

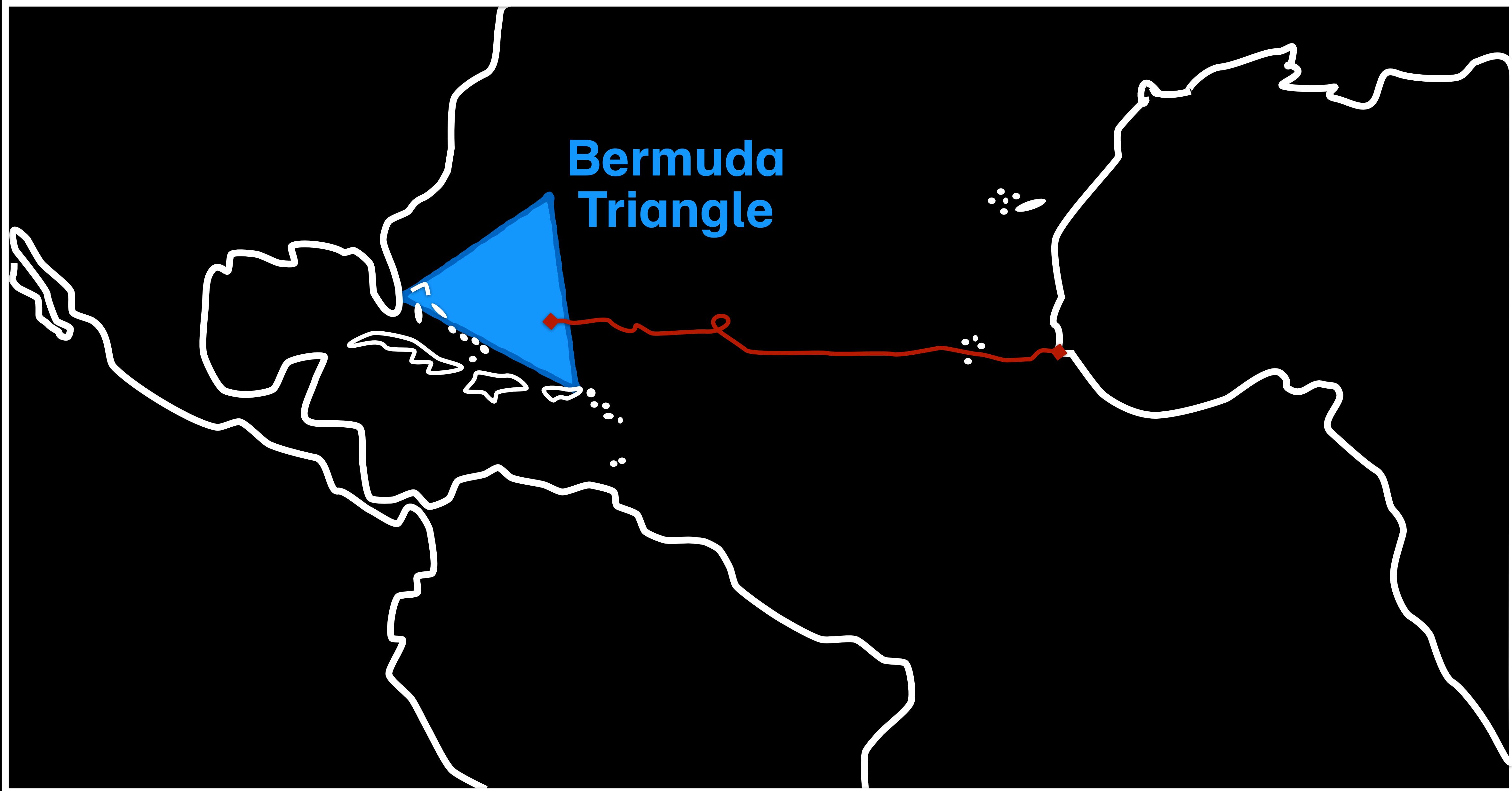
#4

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



Adam
Kreek





Bermuda Triangle

73 days in, our boat capsized.





“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



Adam
Kreek





'CAPSIZED'



NBC DATELINE

ROI x 3
marketing



Adam
Kreek





UNITED STATES
**COAST
GUARD**
PROTECT / DEFEND / SAVE



Adam
Kreek



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

**Respect is staying
present, and
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*



Adam
Kreek





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.



Adam
Kreek





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



Adam
Kreek



***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*

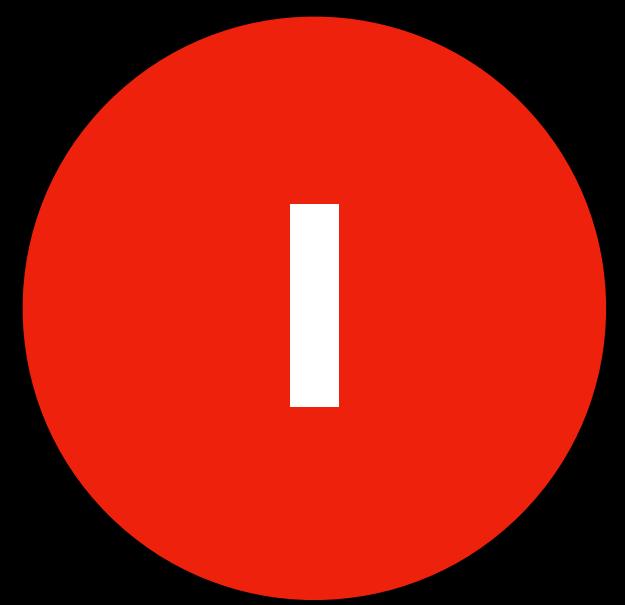
Empower customers by:

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

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

Eye Care Values

*EARNS
TRUST*



INTEGRITY

*REMOVES
FRICTION*



COLLABORATION

*BUILDS
CONSISTENCY*



ACCOUNTABILITY

*KEEPS US
HUMAN*



RESPECT

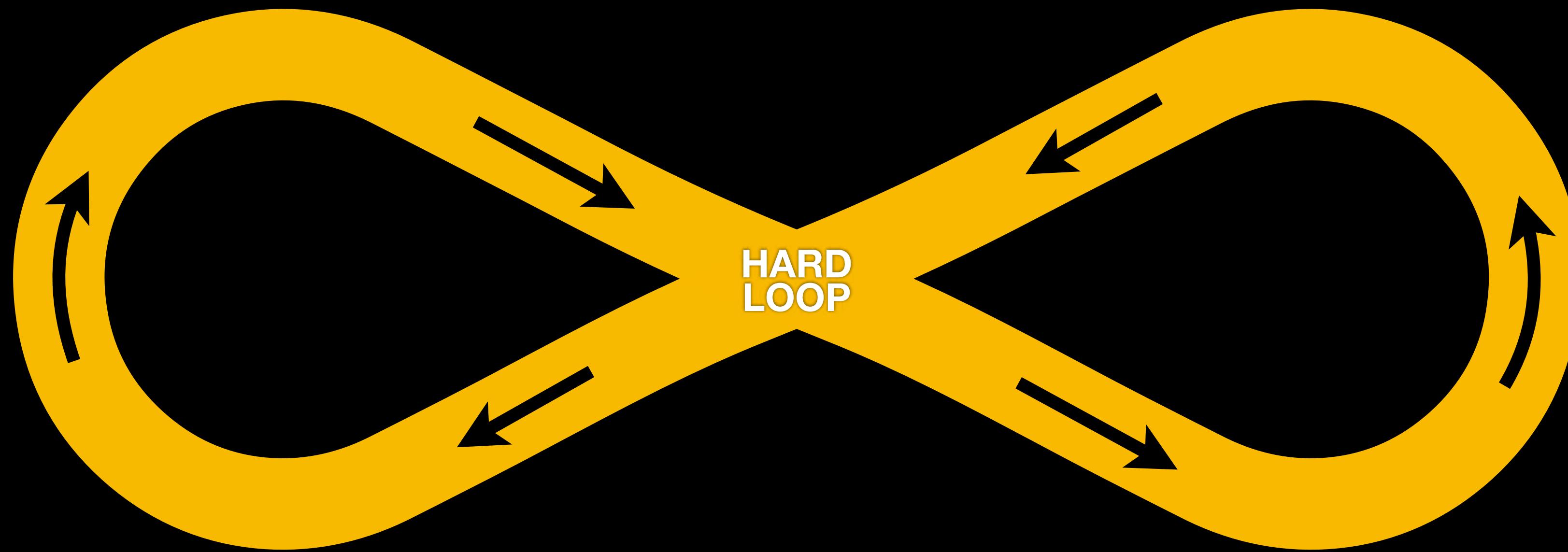
*LIFTS
EVERYONE*



EMPOWERMENT

I CAN WIN
THE HARD
recommit

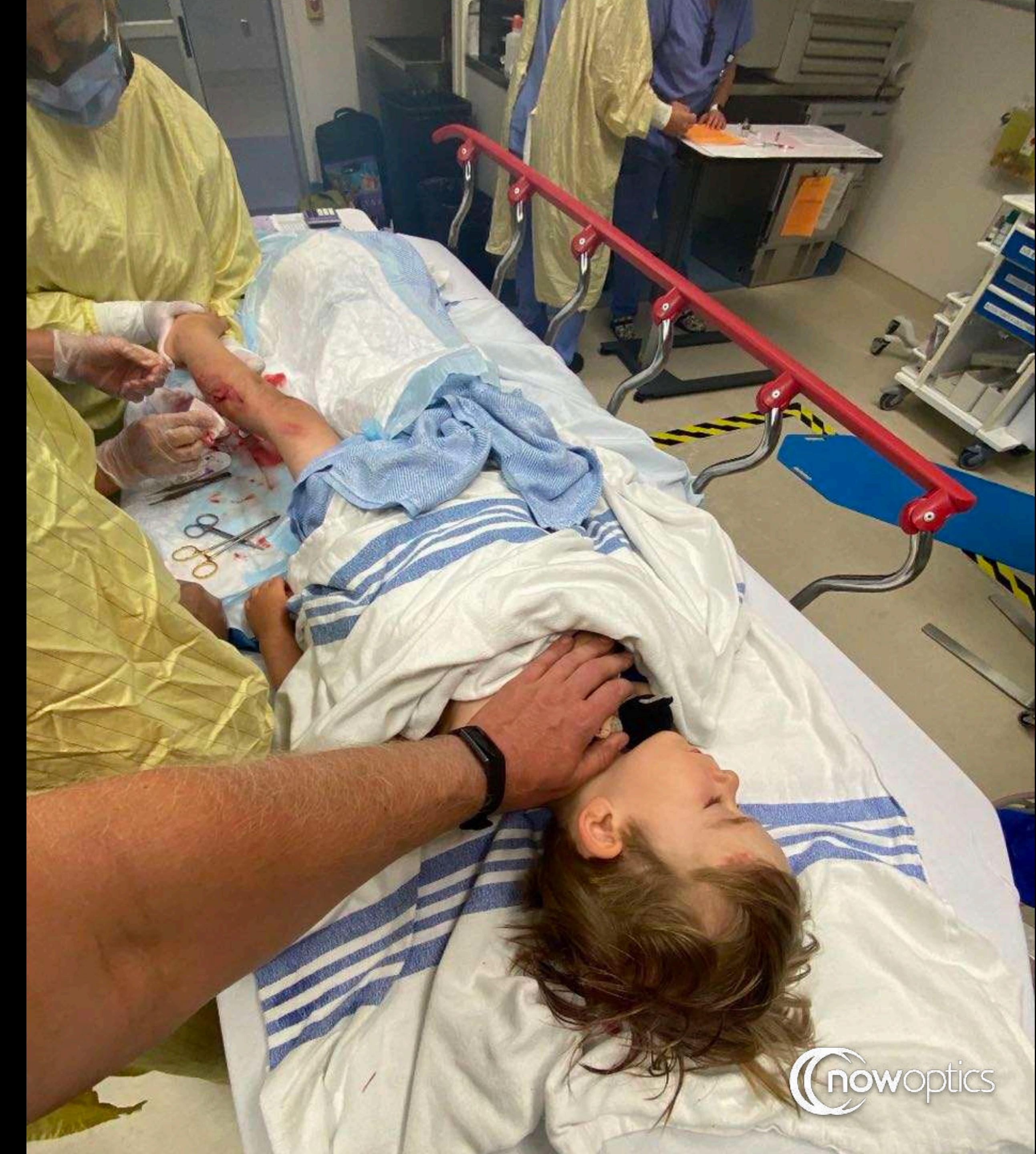
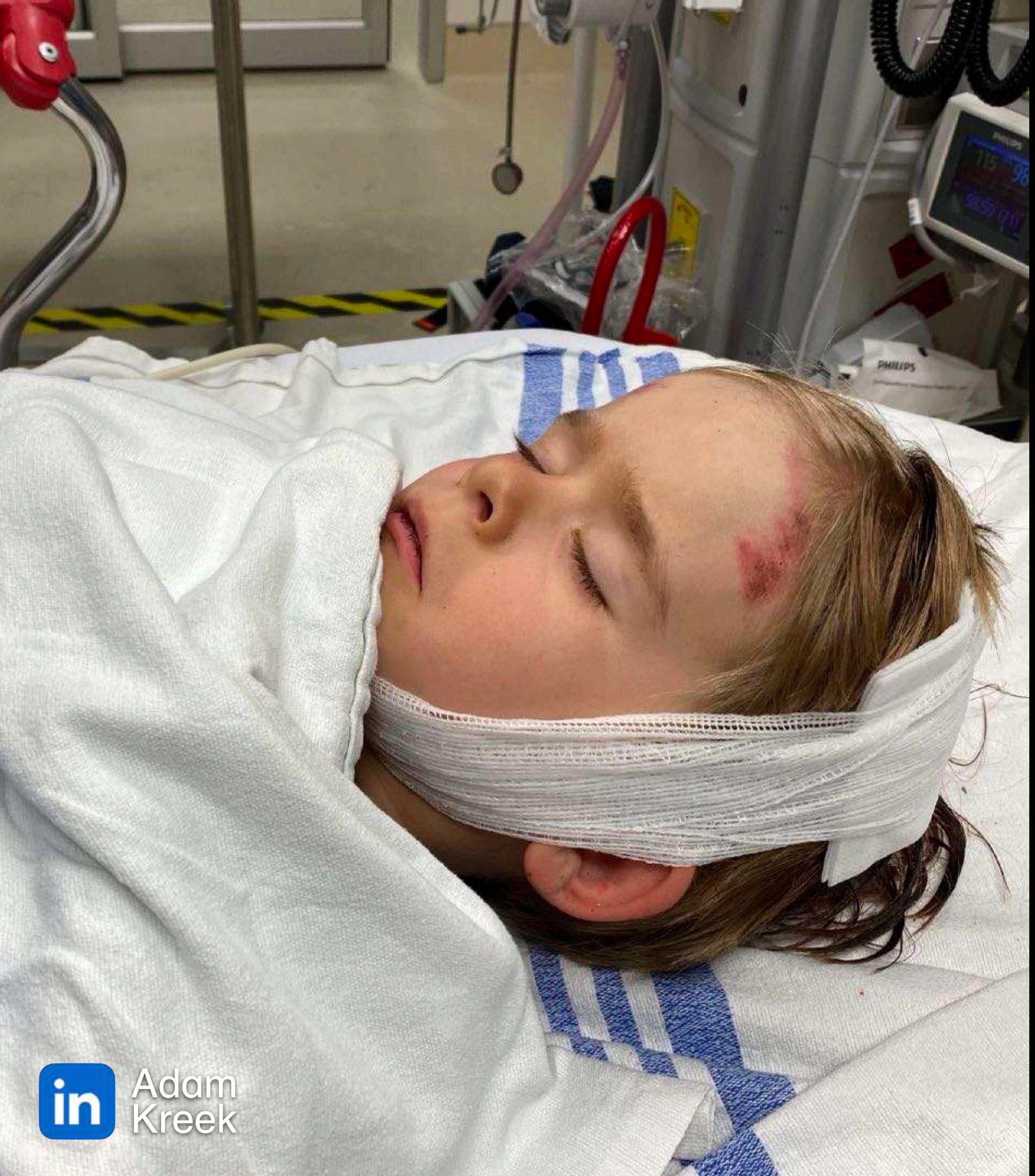
I CAN SURVIVE
THE HARD
respond



reimagine
I CAN DO
THE HARD

reflect
THE HARD IS MY
RESPONSIBILITY

One more loop to
close...





Adam
Kreek





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.



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*
- *Recommittting to clinical excellence— even when it slows you down at first*
- *Reflecting upon your response instead of blaming, pleasing or protecting*



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*



Adam
Kreek



*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



Adam
Kreek



**Respect is staying
present, and
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*



Adam
Kreek



***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*



Adam
Kreek



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



Adam
Kreek

