

A person in a blue jacket stands on a rocky mountain peak, looking out over a vast, snow-covered mountain range. The sky is a soft, hazy orange and yellow, suggesting sunrise or sunset. The mountains are layered, with some peaks covered in snow and others in dark, forested areas. The overall mood is serene and expansive.

# **The CEO's Work: Developing Culture, People, and Teams**

**Jennifer Perno, Rich Baudry, Russ Certo, Dan Bajus**

# Where Are We Headed Today?

1. Context - Honest sharing about our leadership journey.
2. Culture - Identify key culture drivers in a PT practice and evaluate how they influence team performance, retention, and patient outcomes.
3. People - Outline a structured leadership development pathway for clinicians and administrative staff to support practice growth and reduce owner dependency.
4. Teams - Design accountability systems and organizational structures that align clinical quality, team performance, and financial sustainability.



**WHAT'S YOUR STORY ?**



# **The Law of The Lid**

**“The growth of the leader determines the growth of an organization” - John C. Maxwell**


LESSONS

LEARNED





C U L T U R E



WHAT'S  
YOUR  
WHY?

# Personal True North

**Credo - What do I believe?**

**Mission - What is my purpose?**

**Core Values - How will I behave?**

**Vision - Where am I headed?**





# **Corporate True North**

**Credo - What do we believe?**

**Mission - What is our purpose?**

**Core Values - How will we behave?**

**Vision - Where are we headed?**



# Mission



**Why do we exist?**

**What is our purpose?**

**What problems do we solve?**

**WHY DOES OUR COMPANY EXIST?**

**How will we behave?**

**CORE VALUES**



# Developing a Compelling Vision

# Developing People



**4. Great leaders want  
great leadership**

**3. Development  
through systems**

**2. Build Alignment**

**1. Figure Out Personal  
True North**



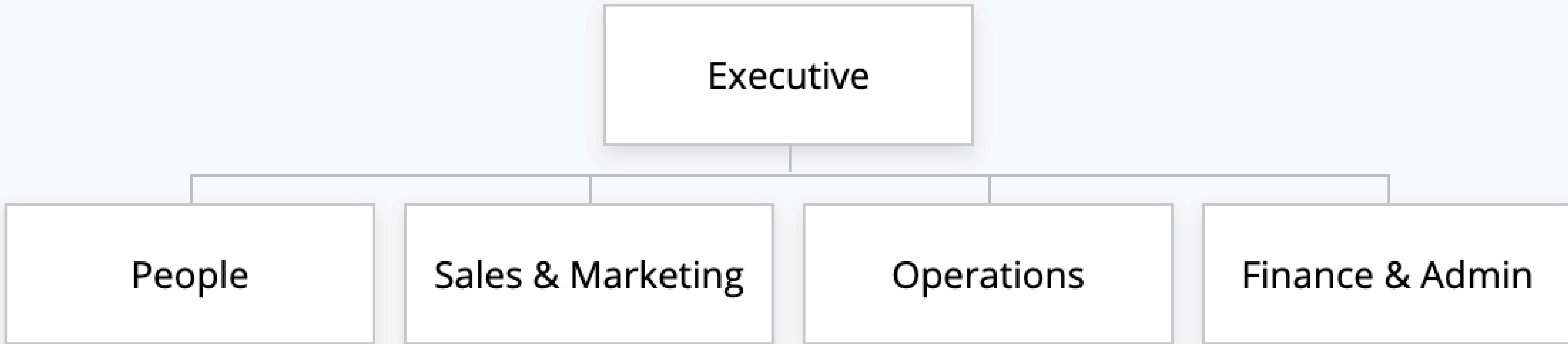
# Building a High Performing Team





Identify Who, Not How

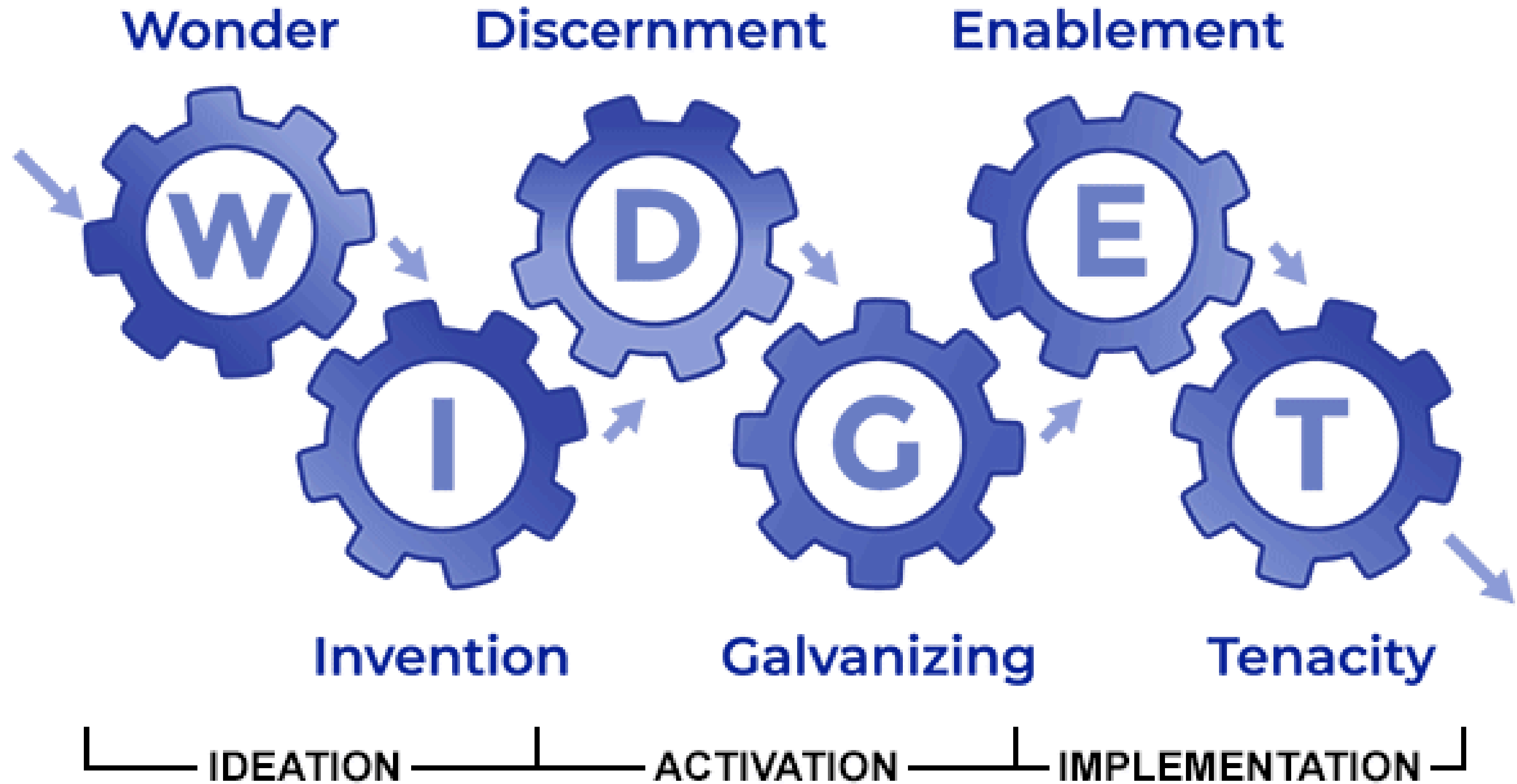
# Accountability Chart



**Build the seats, then fill them with the right people.**



# The 6 Types of Working Genius





If you want to go fast, go alone. If you want to go far, go together.”

- African Proverb

***“What got you here, won’t get you there.”***

**LEADER**

**What kind of leader does your organization need you to become?**