

# BusinessWatch

YOUR DANE COUNTY BUSINESS CONNECTION

## [ Defining Moments ]

*An opportunity for business leaders to share an experience that was essential in shaping a personal business philosophy or principle*

I believe it is essential for business and professional leaders to have the ability and fervent desire to create an entrepreneurial atmosphere, not only for themselves, but for their entire organization and employees. The importance of this concept was made clear to me when my own entrepreneurial freedom and creativity was jeopardized during my professional career.

I started practice in 1978 at Davis Duehr Eye Associates, which at that time was comprised of a unique group of 15 excellent and highly specialized ophthalmologists, founded by two great leaders—Dr. Frederick Davis and Dr. Peter Duehr. The atmosphere in the group was such that everyone felt that their ideas and contributions were valuable and important to the group. In fact, one of my ideas, to build a free-standing ambulatory surgery center, became the first successful Medicare certified center in Madison.

Unfortunately, due to a change in the medical environment in Madison, especially the advent of HMOs, the Davis Duehr clinic found it necessary to merge with a much larger, HMO-dominated clinic. Suddenly, my sense of contribution to this larger group was insignificant even though my productivity financially was among the highest of all physicians. I felt trapped in a web of bureaucracy. These feelings lead to increasing frustration and unhappiness with a profession I otherwise so dearly loved.

Dr. Shapiro and I realized that being able to retain our creativity and excellence to provide the best eye care in the best environment required us to leave the large group and form Anderson & Shapiro Eye Care, our own independent ophthalmology practice. This decision to maintain an entrepreneurial spirit was amongst the best decisions I have made in my life and has lead to a great deal of personal and professional satisfaction.



Consequentially, I have encouraged our employees to have the creativity and freedom to make improvements in our practice that result in better care for our patients. The ability to make a personal difference in an organization brings more energy and excitement to the work place—traits that every organization needs to thrive! ■

---

*Dr. C. Joseph Anderson is co-owner of Anderson & Shapiro Eye Care.*