



PPA
Podcast

PPA Podcast

September 13, 2023

The Undeniable Truths That Lead to the Success of Your Practice

Listen Online
dst.media/ppa93

The Practice Profit Accelerator is where we dive deep into the most pressing questions we're hearing from teams across North America.

Enjoy listening to all the insight shared in this action-packed podcast.

PPA Podcast

Kevin: Good day everyone, and welcome to the latest episode of the Dental Success Today Practice Profit Accelerator podcast. As always, the official welcome to the one and only Scott Manning.

Scott: Kevin, just, I'm fired up to be here. And you always put timely topics in place and yeah, I just remind people, it's like the halftime. The point is not to take a break, the point is to get fired up, and that's what this is for. And we do it better than anybody on the planet. That's what I know.

Kevin: I love it. Well, here's what's interesting about today. This is an important episode because it is the last one before we will be with all of our amazing doctors for our annual retreat. And the reason why that's so important is this: the topic of our show today is based upon the writings that you've been doing of late where I'm just going to summarize briefly here as the lead in of what you term, "the undeniable truths that lead to the success of your practice."

And what's interesting is one of your messages revolves around two very specific questions which we're going to go into. And here's what's so interesting about it, is that you and I live and breathe these two particular questions, just like we're asking of our doctors and team members and as a team, as a unit, in order for us living this out because we take responsibility to set up our doctors and their spouses, for those whose spouses come along, so that we can create the proper environment and create the appropriate energy for our doctors to be able to gain valuable clarity and insight because this is the event we use to help position properly the next 12 months of our lives.

And that's why this event is so important and why we encourage people to work so hard to get there and to earn really the honor and the right to be at it because we want everyone to be there with the right mindset, with the right mission in place because not only does it benefit the practice, it goes so far beyond. And that's why I was so excited about today and how ironically, or serendipitously let's call it, your writings have been in place for this given all that we've been doing leading up to it. So Scott, if you don't mind, man, why don't you take it away and dive in where you feel good about this and let's set the stage to be able to transfer this down to our team members as well who are going to listen in.

Scott: Well, I got to say, Kevin, it's always, I must say, it's a little surprising sometimes, and two sides of the same coin. It's surprising that so many people, they really take the writings and not just... You're talking about me at this point, which is fine, but your leadership, Thursday materials, everybody, the people that take it into the framework of the practice and they utilize it and bring it to life, it's amazing. So I'm always amazed by that. On the flip side, I'm also amazed that the laziest of people that don't. And so I'm thinking, what the hell?

It really comes down to these questions, is that unless you're living the greatest groundhog day of your life every day, you can't imagine it being better, then you've got to do something to blow up just the grind, the status quo.

PPA Podcast

Scott:

And quite frankly, the reason we send something every day, it's really, I don't know why I'm going to use this term, but it's something called neurolinguistic programming, but it's called a pattern interrupt. The whole reason we sent you is we want pattern interrupt, because it allows people to self-assess, check in, to double down or to potentially, and most of the time, refocus and re-fire.

And so when you're asking me about this kind of two topics, the undeniable truths and the questions, and I guess I'm going to start by, I was really trying to think about what made sense and how the order, because probably it's actually interwoven, they're probably both interwoven. But the two questions that I believe lead to success, and I wrote about this, they really stem from the first undeniable truth, which undeniable truth is that the practice today is the sum of all the previous decisions. And you think, well, maybe that's kind of like life. That's kind of like life.

Now, we certainly know there are tragedies, there's unexpected things that happen. If you say generally speaking, we are living in the moment based on the past that's led to it. And to save time, I'm not going to, like stories. The fact is, most people are doing things the way they're doing them less out of purposeful conscious thought and decision, and more out of habit, ease, previously, it's the way we've always done it. And that's why you hear, "We made changes and then we didn't stick to them." Because it's harder to create a new habit than it is to keep an existing one. And with the proper focus in the short term, anything can be done in the short term, but most people's short term is an end term, and then it goes right back the way it was. And this is because they're not looking ahead at what they want to achieve.

And so this is where I loop in this question, the two most important questions that every team they must ask themselves every single day, and really this is applicable to individual patients, is what can I do to help this person today? What can I do to help? And the key element of that, it's not, can I do my job? Can I execute the task? Am I fulfilling my job description? It's not, can I get through the day? Can I stay on time with the schedule? All those things, they're going to happen, hopefully. But it's not the essence of why we're here. It's not the main point.

And so today's day in practice, in life, in anything, it's become a routine cycle of whatever has led up to it. The way to break that and the way to remind yourself of the purpose is remembering it's all about the people. We put the patients first, blah blah bullshit. No, because if you really did that, unequivocally, without fail, and you did it in a deep, substantial, significant way, then you would be obsessive over this idea of where's the magic in this moment with this patient that I can deliver an outcome, that I can be of value, that I can serve. So I just use help because it goes with health.

The second question though, is what am I? The question I write is what are you going to do today to help us win? But it's technically rhetorical. It should be, what am I going to do? Here's what I'm going to do, team, to help us win today.

PPA Podcast

Scott:

And if everybody has an answer to that, and by the way, they share in the morning huddle, it's not a subconscious, nobody can read your mind answer. It's a public proclamation. You develop this synergy that is, it's unshakeable, it cannot be stopped, and this synergy, an energy that drives. And so it's these questions that help you get through this daily grind, this habit routine, to focus in on the victory. And the more clarity someone has and really a team each other has over clarity over how we're going to win, what exactly you're going to do, the more possible it is.

And Kevin, the one thing we know about all these people, we know a lot. One, we know they're amazing, extraordinary, they want to do well. And anyone listening to this, by golly, either that's been forced on them or they desire to do better. Might be both. But we also know they're human because you and I are human too. And humans are like water. They seek the lowest level, they do the least, not the most. It's just the human. So everyone thinks somebody else is going to do it. The clinical team thinks, "Oh, the doctor going to do it." So we make excuses about diagnosis. Doctor thinks, "Clinical team is going to take the pictures, talk about the pictures." Business team thinks, "Oh, well, the back team's got to sell it." The back team thinks, "Oh, the front team's screwing up the schedule."

Everybody thinks the way to win is somebody else doing their job. Instead of us grabbing a hold of and saying, "Baby, give me the ball, this is how I am going to contribute to success." And when you link those two together and you blow up the past, the habits, the present, keeping us from our potential to what it does, it changes the entire game of dentistry. And again, I would just say entire game of life. I'll let you make all that more tangible. Bring us back down to earth.

Kevin:

Well, there's a lot to unpack right there, Scott, and we could spend an unlimited amount of time on what you just described. So I'm going to pull out a few things and see if I can help to bring a different level of awareness around what we're trying to talk about. So the first thing where I want to go in this question where you talk about how can I help, the two questions, here's the thing: the reason why we talk so much about preparation and planning and being thoughtful and those kinds of things and going into the day, not just showing up and, awesome, here we go. Is because here's the reality of it: your past, in other words, what have you done up until this point, is going to predict your future. Whether that future is five minutes from now, five months from now, five years from now. Your past efforts, your past focus, your past priorities, are going to create the vision for what's ahead of you.

And the flip side of it is, your future will prove your past. And what that means is, five minutes from now, five months from now, five years from now, you can look back and understand why you are where you are in the future. It's an interesting way to look at things because I feel like there's still too many people who believe that they can change the course of the future in every given moment, and it just doesn't work that way. Are there some things that we can navigate through and work through on a short-term basis? Absolutely.

PPA Podcast

Kevin:

Yet the vast majority of it is based upon the work we did to create a successful outcome in the future.

And where I want to go with that is we hear often questions of, “Man, how can we motivate our team?” Some team members saying, “How can we motivate our doctors?” And it’s an interesting question and it’s a good starting point. It’s just we don’t take it far enough. And what I mean by that is this. Motivation is great. There are some days when we all need it. Me specifically too. As much work as I put into things, friends, I need it just as badly as anybody else.

The deal is this, though. Whatever motivates you in a given moment isn’t going to carry you through a day, a week, a month, a year. Motivation gets the juices flowing to cross the chasm to habit. And so the past, your past, again, going to the past, your past focus, attention, energy on your current habits is going to predict your future. That’s why if you’ve been reading any of my stuff, I have spent time talking about habit and the importance of being aware of it and what it is that you’re doing routinely, day in and day out when you’re no longer thinking and just doing, because if those habits aren’t in alignment with where you want to go, then the obvious prediction of the future is you’re not going to get there.

And so when Scott brings up the questions, most specifically, number two, what are you going to do today to help us win? Or what am I going to do today to help us win? It’s all, all of it, is in the preparation of what’s going to happen next. And I alluded to this in an email, I forget if it was last week or the week before, where I basically described my process of putting together a brand new presentation every year for this retreat that we’re about to embark upon next week. On average, I’m 40 to 60 hours into a brand new presentation. And again, I’m not saying that for people like, oh, wow, wow, that’s really incredible the amount of time you put in. Because I guarantee you, there’s people far more talented than I that could probably put together a presentation in five hours or less. I’m just not that good. And so I’ve got to put a lot of time, thought, effort into it in order for me to be able to, hopefully, accurately predict the future results.

And I’m hoping a week and a few days from now that all of the effort I’ve put in the past and the questions I’ve asked myself of what can I do today in order to be able to help, fill in the blank. And what am I doing today to be able to help win specific to this retreat situation? I’d like to think that I’m setting myself up to present something that’s going to have a tremendous amount of value that will expand in the future.

So I wanted to spend a little bit of time there, Scott, because I do believe that a lot of times we either get way too far ahead of ourselves and don’t do the important pieces in the early stages, or we just, a little bit of ego in it, think that we’re so good that we can just navigate through everything that comes at us day in and day out and can get successful outcomes. And for those who can, God bless you. And for those who aren’t, I can guarantee you, there’s some core fundamental principles as to why that is not happening.

PPA Podcast

Scott:

Yeah, Kevin, it's so cool listening to you and nobody pours more of themselves into something than you do. I think it's inspiring to listen to it stated. And what I really love is the way you articulate about past leading to future. I always say your future does not have to be predicated on the past if you make change, new decision, et cetera. But the reason why most people, it is Groundhog Day is because it's just the replication of the past. And then you've got people who cop out about, "enjoy the moment, be in the here and now," and all these things, but obviously the moment is over. As soon as the last moment is already done, 20 minutes of this call and it's over. What moment are we talking about? We've got to be talking about the next moment, not the current moment, it's already over.

So it matters to where people choose to take responsibility for what's going to happen next. And we talked about these truths as I titled them, and I think the next, you already alluded to this, but the next truth is that it's the whole definition of insanity. And everybody's heard that, but yet, very few people, and I hate to even say, "stop," because you can't stop life, but very few people reflect and you said the word awareness, have enough awareness as well as enough ambition to say, "How do we want to change going forward?" And the practice will stay the same if everything else stays the same. All the patients will be different. The days are unpredictable. It's like a pinball machine. You never know. There will be a wrench thrown in it, but all that stuff becomes the constant, all the variables become the things we can expect because we don't choose to take more control.

And it begins by a decision. A decision, our tagline is, "More isn't better, but better is better." And sometimes more could be part of what would be better, but we have to define what is improvement. What could be better? What would we do if we could do anything? Where is fear in our way? Where is status quo, past decisions, self-limiting beliefs in our way of making change and evolving?

And to bring it back down to, we always try to make some of this tactical. Tactical with patients in the morning huddle, you mentioned the word, "preparation," in general. Then we say, what is the next step? What are we doing to move the patient's health forward? Not what is it today, because that's a reflection of the past. Past treatment planning, past education, past diagnostic standards.

It's how are we going to look into the crystal ball of patient's health and say, where are we taking them? What does better look like? Maegen gives the example of you're doing triangles, it's great. It's not a yes or no. It's on a scale from one to ten, how good are they?

And so I always say, apply that to health. The patient has a great smile on a scale from one to 10 though, where's it at? Because if it's a seven or an eight or a nine, it still ain't a 10. So there's room to have a conversation there. It's just across the board, saying, what we're doing doesn't have to stay the same. It doesn't have to stay the way it is.

PPA Podcast

Scott:

And the other aspect of this, and again, to steal a line from, I steal all of Kevin's and Maegen's lines (that way I don't have to think of any myself, and their's are better), but Maegen always says, "Progress, not perfection." So the key is though there is no stagnation, there is actually not possible to just stop. And so progress, even if it's the same, tomorrow requires effort even if it's the same as yesterday. So I would argue that staying the same is actually harder.

So if we have to look at the future and do something different, we ought to decide what that should look like. So we have a patient, we say, "Your health is evolving, changing. It is quite literally not stagnant. Even if we were to maintain your health, here's what we do proactively."

"Better than that though, is you've got a gap between reality and state of ideal. Here's what we can do to continue progressing down the pathway to health."

So again, I'll let Kevin fix this up, but that's the key. The practice today, technically, the practice tomorrow should look different, because it's effort either way. So we have to consider what the evolving, the growing, and the progression of your development looks like. And this applies to you, to your patients. Kevin, this is why, your favorite topic, we can take schedule and we can shove schedule at people every six months if they're doing something. Every year, if they're a little bit slow. And the same exact conversation about schedule will come out completely differently because of the fact that there is nothing that actually remains the same. And in the application of those things nets a different result, a different outcome.

Kevin:

I love it Scott, but yes, my favorite topic's schedule of course, as always. And it's interesting because just that example alone is encouraging for people. I think a lot of people just take it all for granted and they hear the phrase of, well, you hear it differently. Well, maybe you hear it differently. You have to choose to hear it differently. You have to actually make progress to hear something differently, otherwise you will hear the same thing over and over and over again. And that's why fundamentals are so important. And in the end, if all you did was follow the fundamentals, the consistent progress that you'll make over time will far blow away anybody who tries to do the latest and greatest and whatever the case is. I always say, "Fancy makes you feel good. The fundamentals is what makes progress and what creates real sustainable results."

And so when you talk about evolution, and again, there's so much to go on here, is that you have total say in what the evolution looks like. Are there outside factors and circumstances that will influence what those outcomes are? Absolutely. Yet you can manage your way through it. You have the control though to be able to set the course just like you're able to set the course and vision for a patient's journey in health. And you evolve along the way. You close the gap from current state of health to state of ideal, all these different kind of things.

PPA Podcast

Kevin: And it's if you are willing to take ownership of where you are and were and where you're headed, no different than being the guide for your patients in a similar way, you could take today's show and everything that Scott and I talked about, and turn that into a wonderful conversation with your patients. That's why everything we do, we try to position it in a way that's applicable in most every aspect of life. Team member to patient conversation, doctor to patient conversation. Team member to team member conversation. In your personal lives, all those different kind of things.

And so as much as we could go on, we are running up against the clock. And let's face it, we've given a ton of value here that I would encourage people to listen to more than once, especially in a position, in a state where you can focus and allow your mind an opportunity to be still and process this and think deeply about it. So Scott, some final words of encouragement before we wrap it up today.

Scott: Kevin, thanks for making an amazing call and crushing it and giving people not just inspiration, but the application. And yeah, I would finish saying, very simple, we'll always want you to choose to take more control, choose to take more responsibility. My favorite equation in all the world says, "Responsibility equals reward. Reward equals responsibility."

And you want to be successful, you want to make a difference, you want to have impact and influence on other people, then by golly, nobody's going to do it for you. So as a team, be on the same page with the mission. As an individual, take ownership over how you're going to contribute and how you're going to win. And most of all, as an entire organization, determine your own future. Design your progress. Just like we engineer the schedule, engineer where you're headed, where you're going. It's so easy to talk about what happened, but boy, it's so much more fun to go out and make what you want happen.

Thanks, Kevin. Got to jump. Take care everybody.

Kevin: Thanks, Scott. Great call. Again, I encourage everybody to go back, review this, especially if you don't have the whole team there. This is a big one. This could apply really in a special way in your personal lives too, because you have just as much control there.

So everybody, thank you as always for listening on the latest edition of the Dental Success Today Practice Profit Accelerator podcast. Have a wonderful month until we're together again. Let's go get 'em everybody.