



Practice Focus

Practice Focus

Series 3 Team Mastery

Session 11 How to Achieve Your Goals by Controlling Outcomes and Being Proactive

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Practice Focus

Hello everyone and welcome back. Welcome back to another edition of our monthly Practice Focus sessions. This month I'm entitling our objectives here, "How to Achieve Your Goals by Controlling Outcomes and Being Proactive." I really hope you're all doing well. I know your time is so limited and ever so valuable each and every day, and to take time to come together and have meetings like this, hey, I commend you. So many people, they don't do it. They don't do it. As a matter of fact, so many people stop doing the things that made them successful in the beginning. I could give a list, eight, ten, twelve things that most practices, they do in the beginning, with amazing results, and then one by one by one they fall off.

Then pretty soon they wonder how they were successful in the first place. I just want to say to you, coming together as a team, it's very special. Going to work on yourselves automatically puts you in the top 10% of any other professionals in our great industry. I do want you to make the most of this one. It is another month, another focus. I'm going to hit you from four different angles. We're going to have a comprehensive discussion, and I'm really looking forward to seeing what you do.

Now, as I said, I know your time is valuable. In fact, one of the most common things I hear about your Practice Focuses is that you don't have enough time to get through it all. Hey, you know, that just means you take it seriously and you have good stuff to talk about.

Really good stuff. That's all good for you. However, I do want to make sure you're not just rushing through these like some homework assignment, and instead, you're really focusing on making the most of them and really diving into deep discussion because that's what brings out the good things for your team. I could give you a little cookie-cutter checklist. I could give you some little script to read to each other and that would mean nothing. Okay? First of all, it would be insulting to you. What I would believe is far better is that I trust in your ability, I have confidence in your skill, I believe in your capabilities that you can all work together and you're going to come up with far better things than what I'm going to just say on this recording or put on a piece of paper.

Okay? Now, this brings me the three quick points. First of all, I really hope you broke down the Practice Focus from last month about Consistency, and that you have your lists and your focal points that you've gone to work on so that you can double-down your efforts. You can make the greatest differences with the key leverage points that matter most. As I always say, and you know this, the hardest part of success is the discipline to do what works over and over and over again. The next point I would like to make is that you're getting very, very close to the culmination of your mastery series, and you're going to really love the format changes you experience in a couple months.

The reason I say this is because you've done the work. You've done the work over the past twelve months, and you're ready for my graduate level. Quite frankly, graduate level Practice Focuses that we reserve only for the highest peak performers who make it this far. You're going to find them more interactive, more specific, and yes, even a little less time-consuming. I'm really excited to get your feedback on them.

Finally, that brings me to this month right here and one of my favorite topics and really philosophies of success overall, and that is, taking control over outcomes. Yes. You know what I'm talking about. I get to tell you bluntly what I mean because we're on the same page here. We believe the same things. We're on the same team.

Practice Focus

I'm talking about getting rid of excuses. Most practices never move past accidental success. They hope for a good day. They cross their fingers they're going to hit their goals or they're going to find some same-day dentistry. There's really no rhyme or reason or deliberacy to it. Now, of course, patients will say they don't want to pay for treatment. They will say they want to wait for insurance. They will say, "Does this really need to be done?" Of course, you're too busy to do everything. We know all of the important tasks take longer. We realize you don't want to make patients wait and you don't have enough time to get everything done. Hey, those are excuses. You're above all those because they're things we already know.

They're things and realities that we have to deal with. Because when you take these realities, you can then predict and be aware of them. We can all set them by being proactive and taking appropriate measures to counteract these things that otherwise stand in the way of average teams, but not you. You're anything but average. In plain English, I'm talking about having more foresight, being more proactive, looking, thinking, acting ahead of this moment and making success happen, setting yourself up for success beforehand. Now, we're going to go into tactics, so it's not just conceptual. Some of this will certainly be a review, but all the same, that's the point. That's why you have the meeting. What else new is there to talk about?

This is about review and doubling-down efforts and refocusing, which is why it's called Practice Focus, on the things that matter most. Now, first, the obvious. The obvious control measure is your schedule. Of course. The schedule of the future, however, is often not talked about, let alone controlled. If it hasn't happened yet, if the day isn't past, then it's still under your control, whether we're talking about doctor, hygiene, new patients, everything. I'm talking about going out into the future understanding every decision you make today, every dollar of diagnosis you are placing into the schedule in the future, the decisions you make today have implications on the future schedule that you will run out.

Now, of course, I want to see you schedule the goal as far out into the future as possible, ideally still with some room to spare, but there are things we have to pay attention to. Well, many of our specialists, they're booked out with large procedures for months on end, but they have to have new patient dynamics where they're coming in every day. As we have great practices, depending on your procedural mix, you want strong anchors as far out as you can get them, but we have to manage the small things throughout the day also. We have to make sure that our new patients are free flowing and they're not booked out for weeks and nobody can get in. We've got to make sure that we're not collapsing our blocks so our new patients are scheduled when the doctor can't do a thorough job of diagnosing. We need to monitor our treatment conferences and how quickly we're turning them over. I could go on and on and on.

Today, I don't want to belabor the tiny details. We've done that time and time again. What I want you to do, is I want you to simply assess how well you are controlling the schedule of the future, how well we're managing it, and orchestrating it before it happens. It's easy to look back at the past, look ahead at the future, and have this conversation. This is something that you really ought to do probably every quarter, maybe every month, but certainly once or twice a year.

You need to really assess your schedule guidelines and what you're doing. But you only can have control over the schedule if someone is monitoring it day by day, really hour by hour, and not taking it for granted.

Practice Focus

The next thing I want to talk about are the daily huddles, and my philosophy on winning the day. Now, you understand this is all about preparation, but also it's about thinking through the day and what opportunities exist to achieve creation and helping your patients on a daily basis. Remember, our goal is always to out-diagnose our goal, to get case acceptance at least equal to our daily goal, and of course, strive at all times to out-collect our production. These are all healthy indicators.

Now, what are you doing to not just review the charts, but instead to bring the day to life, to visualize, to assume, to expect, to plan out in the morning huddle exactly where your opportunity is going to come from, what you're going to do in order to push yourself over the edge and make this happen. When we get caught up in the rat race of just chasing production dollars, we end up with very difficult ups and downs and no control. It all stems back to, you're never going to get more case acceptance than the treatment you present. You're never going to present more treatment than you diagnose. You can start with the big picture. You can go down lower than that, but we must understand these numbers are not magical. They don't come out of the sky.

Your collection of production are anchored directly to your case acceptance, your development of your schedule, point number one, and obviously these things are tied to your diagnostic conversations.

Now, you must pay attention to control the future healthy indicators of success. I can tell whether a day is going to go well or not by looking at the future of the day, not moment by moment, but planning out to know where your opportunities are coming from.

The next element of control is certainly with your patients. Now, this is obvious, this is what we talk about every single week, your communication and verbiage to achieve success and results.

Last month we focused on consistency and I would like to circle back and challenge you on what success steps do you use that you can improve or what have you done once you've done this no longer. Okay? Let me rephrase that. What have you used to do all the time that maybe now you forgot or you stopped doing? More importantly, what can you do to be more proactive with your patients to control outcomes? Now, I'm telling you, you have time to do it. Every person, quite literally, everything from the phone calls to treatment presentation to triangles and interviews and pictures, everything we do that I teach that you have embraced is all about being proactive and controlling patient outcomes, everything. Everything. Okay?

I really want you to take a hard, hard look, at where putting your foot in your mouth, maybe where you're not doing enough. This is a multifaceted Practice Focus because I want to focus on the four corners of the practice. I'm not going to go beyond this, but I want to ask you to break out and role-play places where you can improve your language around expecting and assuming and positioning patients to move forward proactively, versus being timid, or bashful, or making things less important instead of building value every step of the way. Can I remind you of something? You are selling the patient, I said the word, selling the patient, on the next step.

Not the next step of treatment, but from phone to appointment, from appointment to diagnostics, from diagnostics to belief, from belief to value in investing, from investing to timeliness of doing the procedures. You understand.

Practice Focus

You have to stay big picture clinically. But when your conversations do not motivate a person to simply be interested in the next part of the experience, then you're going to lose them. Now, finally, our proactive control measures for the future are keeping the team communication alive and doing consistent meetings, but also reviews and discussions and checking in with each other. Really, okay, really you should never have a team member leave or have any surprises because something wasn't known.

You should all strive to be the team member you want others to be with you. Seriously. Do you think that you understand what I'm saying? I sound so silly, but it really goes back to a good old fashioned golden rule. This is the principle we can never ever forget or live without. Sticking together requires open communication and support over each other. You can't be controlling the future if you aren't on solid ground as a team. Never forget that. Being proactive with the relationships with one another, doctor and team member alike, is so critically important. Now, here's the recap for this month and your action plan. First, discuss your proactivity and control over the schedule. Mainly to schedule the future.

Double-down your efforts, who owns what, who does what, how do you have checks and balances in place so that no day is a dud or a surprise, and that you're staying ahead of your goals. Remember, a day that hasn't happened is a day that can still be controlled. Second, you're going to embrace my win the day philosophy and you're going to create days you want to have by focusing on where your successes are going to come from. Not just production in terms of today, but all the way up the pyramid. Who is going to bring us home today? How are you personally going to contribute to our successful objectives? What has to happen for each and every team member to achieve our diagnostic, case acceptance, collection goals, and then of course, looping us back to item number one on scheduling.

Number three, third, moving your verbiage and communication with your patients forward where you can tighten up on this. Where can you tighten up on this? Where can you make a difference to get the less of the way out and more of the way up on their pathway to health? The fourth, how are you doing on your team communication and checking in with each other and being proactive about each person? Perhaps it's time for an all around review and open discussion to keep the lines of communication open, understanding and clarity of objectives, roles and responsibilities to help each other win and be the best you can be individually and together. Now, those are some powerful four pillars of success for all of you, and I would trust that your discussion will be powerful and meaningful.

It's your responsibility to make it so. I'm going to turn you loose now so you can maximize your time and really make something very special happen this month. These are the four corners of your practice. All must be paid attention to and gone to work on: the people side, which is your team and each other, and of course, your patients in your discussion communication and verbiage, proactivity with them, and then ultimately how you build and create and manufacture, orchestrate a successful day, which leads you to your ability to control the schedule of the future and be ahead of your goals.

Until next month, remember, I want to hear from you, and I'd love to join in in your next team discussion and follow up on any questions and specific points you come up with here today. Now, it's time to get to work.