



Practice Focus

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Series 5 Personal Growth and Practice Development

Session 4 Maximizing Your Time With Each Other, Structuring Communication for Maximum Effectiveness and Taking Your Teamwork to the Next Level

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Welcome everybody to our next edition of the Practice Focus mastery. Today, we're talking about maximizing your time with each other, structuring communication for maximum effectiveness and taking your teamwork to the next level. Today folks, we're going to have some fun. We are completing this series, Practice Focus mastery section on time and all things in it, today with the very most important and valuable discussion that you could possibly have. That is the discussion, of course, about all of you. Yes, it all comes down to your teamwork and your in-office collaborative efforts, which is the way we look at it. It's a collaboration with a great people, awesome individuals, but better together than you are apart. And this collaborative effort is to bring to life and make possible all the magic you create on a daily basis with and for your patients. All too often, I hear about teams being busy and even to the point of stress and pressure and living out the daily grind while still falling short of their real ultimate potential in some way, shape or form.

Usually, and this is perhaps in your ability or inability, I should say inability, to deliberately create, engineer and in a very real sense, manufacture more best months ever by replicating the results you want more of. Why is it so elusive? Why can't we have more control and predict outcomes? Why is it that so many practice outcomes are left up to chance and not as controllable as we'd like for, and really they should be. The end of the month, good or bad, we just don't know why. Why do these things happen that we then reflect upon rather than be able to orchestrate, create what we want?

Well, look, all the answers add up. The time value of your day, your schedule, your work with patients, all as we've dissected and talked through over the past few months. Nonetheless, the ultimate slack-adjuster and the real value-creator is always found within where you personally, and as a team put your focus and how you invest your time together.

And we're going to tackle this in three different parts today. And boy, it's going to be a lot. Any one of them could be your entire meeting or discussion that you have. So I want to challenge you, this time around while our last two Practice Focuses were sort of left up to your own discussion and brainstorming and organizing. Today, we're going to be super deliberate and very definitive. We're going to practice, go figure, great teamwork and great communication. Now, here's the point. It all comes back to your focus and your value of how you invest your time together. This is everything from what projects you work on, to what topics you have for meetings, all the way to what priorities you set as a team with your overall goals and objectives. It all has a dramatic and direct impact on how you succeed.

I hear things like someone saying, "They need more training." Yet, they've been on the team for months or even years or someone who isn't comfortable with the procedure or a piece of equipment or a protocol or a process. And yet it's been in place for a long time. Far too many things remain half-baked in the practice or in the implementation process. And that becomes a liability to everyone. It holds us back on potential, it causes stress and frustration and overwhelm, and all that leads my friends to the achilles heel: discouragement.

We don't want that. We want fun, I told you, fun! So let's stop any half-assed efforts from this moment forward. And let's realize it's better to go all-in on a few than halfway on many. The greatest ideas in the world left on the list to do, have no value or impact. Whereas the right and chosen ones, they could move from lists to reality. The ones that get done are the things that drive your results. And by the way, make all of this a lot more exciting for everyone involved.

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This would be a great stopping point right now to lay out all existing projects and priorities and decisions and goals and see where everything and everyone stands. And with each area of the practice in an organized and possibly reprioritize, what is more important, viable to carry out as a team and then set yourselves up with a plan to make it happen. Let's simply put into practice, in real life, productive meeting right now. I also like to break things down as a business, and I've done this really forever, forever in my time and doing what we do even far outside of dentistry and even with our own business development. And even as individuals into three categories.

Here they are, number one category, what's being created or on deck? What's up next? What's in the stage of growth of your practice or of contemplation even research? Okay? And then the next stage or category is what's being developed right now? What's being trained on, put in place and implemented? What's turning from idea into development, into decision? And then finally the greatest category of them all is what's moving to full execution and actually into realtime daily flow and operations and therefore actions? It's got to go through all three phases.

Great businesses and practices have something, but not too many, sometimes not even more than one thing in each of these areas. And then they break it down with monthly and quarterly objectives. And then they rinse and repeat, this is healthy for a team and the right way to integrate changes and improvements, whether new or old, whether we're recommitting or we're creating new commitments.

Now it gets even more exciting when you break it down by departments or areas of the practice, and then even further into positions where each and every team member has their own three stages they're working on. Okay, that is part one of your multiple parts to this final time assessment and activities for you all as a team. You've got it? What is in planning, in development, in action. By the practice as a whole, by each department and area within the practice, which is groups of people where there are one or a few in front and back and hygiene and doctor and specialty and this and that. And then individually, as me, myself and I, you, what are you working on in terms of planning and development in an action?

Okay, now that becomes a dynamic list and I hope it helps you get the most out of the time you've got so that you're more organized and everyone has clarity where everyone's at and what's most important and what isn't.

The point is to eliminate the time between ideas and discussions, and implementations and actions. The whole less talking about it, more doing it, the whole not talking about the same shit again and again and again. Same shit a different day kind of thing, a different meeting in this case, and to avoid the delay and inconsistency to pulling off important matters first and fast. My two favorite words: first and fast. Such as, a change to a hygiene protocol or an enhancement to a new patient experience, or an addition to a procedure or an assistant responsibility, anything, a change in insurance, it goes on and on, verbiage on the phone. Why does it take so long? Why do we have to constantly revisit it? It's thought about, it's discussed, it's developed, it's decided, it's put in place, it's acted upon and forevermore, it's done.

Get it to done. That's the point, not to do, to done. And then that means you get to execute. So, this my friends, will explode your results. Now for the other part of our time with your team, that's what we want to say. What is the value of our time with our team? Our time

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together? What's our value? Simply put, you got to have it. I want a full reassessment over your morning huddles, your end-of-day debriefs, your weekly check-ins, your monthly meetings, your quarterly reset. And you get the point. It's not enough to know the chain of command. You must know the chain of communication and how things flow, what every team member's expectations are of everyone else and of themselves and what your goals are. And therefore the format of each and every one of your gatherings. We got to do it. If we increase the value of the meetings, we'll increase the value of the outcomes.

Okay? The best way is to map them out with the time scripting, literally breaking it down into five or 10 or 15 minute chunks or increments of time of what we're covering in each and every one of our meeting structures together. You've learned about the scripting of time and thinking through the process of that and the visualization over the past few Practice Focuses together where we've gone over your schedule and the patients. And now it's time for you to do it with each other. Please hold sacred your meeting time, and guess what? When you make them more effective, you'll need less of them.

But this "sharpen the axe approach" is the key to making everyone more successful in creating a culture of proactive communication that leads to positive progress and ultimately creates opportunities for growth. I'll take you through a very quick review of each of these and the points to them that you could just simply walk through them and assess how you can improve on your own, or you can go back to the drawing board.

Obviously we know morning huddles are about opportunity creation. They're about visualizing the success of the day. They're mapping out the flow of everything that's going to happen so that nothing is missed: no patient, no opportunity, no treatment, no dollars, there are no gaps in communication.

End-of-day debriefs are about looking at the day before we move on, backwards in the rearview mirror and saying, "We set all these objectives in our morning huddle. How did we do?" We're holding ourselves accountable in realtime. And then we're making sure that we're prepared for tomorrow so we can run fast into the morning huddle and be productive when we show back up.

Weekly check-ins, oftentimes our point people from each area of the practice, so they could be everybody. Just walking through how the week is spent. This is where we're reflecting on numbers and progress for the month. And we're also forward-focusing on the future of the next couple of weeks out. It's a little past, a little present and a lot future on the weekly check-in so that things don't roll over: baggage, problems, conversations that need to be had or anything else. This is how we end up not showing up at the end of the month and wondering why our numbers are down, because we're pacing and tracking daily, weekly into monthly results.

And then monthly meetings, of course, whether you have one or two, should be a combination of dealing with the good, better, best. What's going well? What needs to be improved? What questions do we have for each other? And then what decisions do we need to make? Our four magic questions.

Those really should be a part of the daily weeklies. The more you do this, the less you will have to take up a monthly meeting with a bunch of bullshit. You want your monthly meetings driving the priorities, the implementations, the training, and the changes that will lead to a

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growth in your practice. If you take a monthly meeting and they're not driven by these things like today, like Practice Focuses, and with realtime implementations, well then you're going to be wasting your time. It should not be an ongoing conversation month to month. It should be about what are we doing to drive growth in the practice and what are we putting into place? And then splitting off in groups as needed to work on actual training and implementation.

And then of course, quarterly, we have to really say, "Okay, what did we learn from the last quarter? Where are our results at compared to where we want them to be hopefully better. And then what are we going to do to course-correct, to reassess, to adjust, to level up to the next priorities and goals for the next quarter out?"

And so again, very important. You might also be doing some... a lot of personal development things. In the quarter, you might be doing some team outside the practice gatherings or activities or whatever it is. This is all about where you build camaraderie and you create... continually create that culture and that togetherness.

So, there's other things you should go over at this point. You can talk about your training or onboarding process. How do we integrate new team members? And that all has to do with communication. We can talk about our clinical philosophy, our treatment plan, review sessions. What are we doing to make sure everybody's on the same page of diagnostics? We're going to talk a little bit more about these things next month. And then finally our new patient tracking, all parts of communication. So how can we level up communication with all of you so that we're at the highest and best use and value of our time together?

All right, now, I know this is a lot, no doubt you'll run out of time to wrap up this month. So the final piece of communication, "time management," I'm going to save for the next Practice Focus and use that to transition us into the next powerful series, that you're just going to love. And it's where we bring the magic to life in a big way of tying together our team and patient communication, and really taking our experience of dentistry, our interactive, participatory experience to a whole new level.

Fun stuff, friends. I'll leave you with this third and final part of this month's Practice Focus mastery about team interconnectivity, intercommunication, and working together. Overall, and in general, what can be improved from your perspective within the communication, within the practice? More open-mindedness, more delegation, more accountability, less on any one person, less distraction, less confusion, less lack of clarity kind of things. Whatever the answer is, if we are going to grow as a practice, we have to grow as a team. And that always comes back to how we work together and communicate with each other.

My question to you is very simple. In what ways specifically, can you personally improve? What have you learned from this discussion today? Is there anything you want to ask of your team members? Open, honest, free-flowing, transparent communication is the key in all relationships, as you will know. It's one thing to know, a whole another thing to do.

And lastly, what are our final commitments, decisions, and takeaways from this? What are we moving today from the to-do to the to-done, and moving forward in the future with a better team.

Ready go! And I'll see you next month.