

PRACTICE FOCUS

MID-YEAR REVIEW

BY SCOTT J. MANNING, MBA

Welcome to your next practice focus session of the month and we are arriving at very close to the halfway point of the year. I want to give you a special warning, a warning that this session will require a full meeting time. So assuming you're listening to this and preparing for your team event, whoever's responsibility it is to pay attention, I'd strongly encourage you to set aside a minimum of one hour time, depending of course on how big your team is for this. Everything should be done in one sitting instead of weekly lessons, to plan and prepare and execute accordingly.

I'm going to ask you to submit results and reports of all information to my office, to me directly, at this private fax number (317) 534-3061. Please submit this. This is your midyear review and it's very important that you do it in its entirety. So today I will say, really I guess what I just said, it's time for a good ol' midyear checkup. What happens is everyone waits until it's way too late to do this. July, of course, is the middle of the year. For heaven's sake, you can't wait until after the halfway point to assess where you are at and how you're doing. So here's what we're going to do. Right now, I want you to get out a sheet of paper and I'm going to talk you through step by step exactly everything that I want you to check up on and I want you to look into.

This gives us the rest of the first half of the year, at least a week or a couple weeks, depending on when you're doing this, this gives us an opportunity to be able to get ahead of the second half of 2016. It's very important that we get ahead of it and we begin with the end in mind of what we want to do. The only way to determine the goals for the second half of the year is to manage our results that we've gotten up to this point so far. So please follow along. I don't have a lot of hype and exciting things to go through today. This is a working session. This is a sit down, put on your thinking caps, get out your pen and paper. This is about all of us diving in together and really analyzing and deciding to do more and better and really to get to the next level very quickly. So right now, a sheet of paper, here we go. I want you to make a list of

everything you feel is going well right now today, for everything that you have accomplished, improved, put in place, changed, enhanced, etcetera so far this year. Everyone make a list, small, big, little, something that's for you personally, something that's for the team, it doesn't make any difference. I want to start with the positive, focus on the positive, and make a big long list of everything that you've done, accomplished, improved, changed, decided, anything.

This is the first thing that you'll be sending to me for my personal review. I'll be sharing with my team. We'll be giving out very special awards, midyear awards and surprises for the people who did the best job, who have had the best success, and had the most follow-through and execution. So every team member and of course you're

going to share with everybody. So what you would do is probably stop this CD right now and then you'd do this first part. Then you'll go to the second part.

**#1- What is going well?
What have you improved,
what victories are you
celebrating?**

So I'm going to keep right on going here because you can control whether you're talking or working. After the list of improvements, now you're going to write down the one, two, or three things that you feel have not been done, things that are still open-ended or areas of the practice you feel are requiring immediate attention. So again, you're going to assess your top three, it could be four or five, but you want to try to go to at least a few, areas of concern or opportunity, areas of improvement, things that you believe that need attention, that are still open-ended or have not yet been done. Very important. This is the next one.

**#2- List 3 areas of concern
or items that are still on
your "to-do" list.**

Then I want you to circle the one that will have the single biggest impact. I want you to

circle the one that you believe to be the absolute highest priority. That's the second spot here, the second step. So now we're identifying opportunities for improvement and you are deciding on the highest priority.

Remember, everyone's participating. Everyone's ideas are equal. Everyone is a part of this process. This is not the one person is more in charge than another. Everybody contributes. We want to listen to everyone's perspective and, please, for goodness sakes, participate. You should want to have a voice. You should want to have a say. You can't complain about things that you don't acknowledge and are willing to contribute to. Okay pause. We're going on.

Now I want you to reflect personally. I want you to write down something you personally feel you have improved and I want you to write down something you know you need to continue to work on and improve. So now when you write down what you have improved and then what you can improve, I want you to think about, is there something that you may need more training in or you may need help with, something you don't feel as comfortable with? You can write down anything you want but you're going to do a little personal assessment.

**#3- What have you improved
personally? What can you
continue to improve or feel
you need more training on
personally?**

Now I want you to go and share everything with everybody. You could've done it a step at a time, share with everybody, or you can do it all at once. It doesn't really matter. I want you to listen to everybody and understand exactly how everyone feels and then you should end up with a consensus, a summary of the highest priorities of opportunity and expectation for growth and then you'll also end up with a way to help each other. We'll call it like a little buddy list of something that each person wants to improve upon and someone else in the practice is maybe doing that really great, that they can support and they can help out with. So it's very important. This should be very exciting to assess and look at the ways that your team has done an amazing job of celebrating the victories that you've achieved so far and it should be as exciting to identify the next level of improvement, the next areas of growth and development that you all want to dive in and help each other with, so you can really reach your full potential.

Okay, now we're going to take a look at reality. Numbers, oh yes,

practice growth, daily averages, your five bucket daily averages, your overall productions, collections averages, scheduled in the future treatment values. We're going to compare these with where we were at the beginning at the year. Then we're going to either reward you or punish you, whatever it takes. We're going to reward you accordingly or punish you accordingly. That's kind of how the world works.

So it's very simple. I want you to look back over the last five months. I want you to assess your average production and collections and then I want you to assess your daily scheduled treatment, your daily diagnosed treatment, and we're really going to dive down into the things that matter. *Remember, you can't look at production and collections and know anything. It tells you nothing.*

The only thing that will decide whether you're doing a great job or not is whether your daily diagnosis is averaging at least three to five times of your magic number and if your case acceptance is at least 30% to 70%, depending on what you're doing.

So you need to make sure that

that's happening. If you're not diagnosing and scheduling more than your magic number, then no wonder you're having problems. You should be striving to diagnose and schedule twice your magic number.

So if your goal is \$200,000 a month and you work 20 days, then you'd have to do \$10,000 a day. If your goal is \$100,000 a month and you work 8 days, then you know that your goal is whatever that comes out to, \$7,500 or something, I think. So you need to make sure you understand, if our goal is \$300,000 a month and we have 15 days to do it, we know we need to be at \$20,000 a day. **So you want to be scheduling more than your magic number.** That's the only way you're going to be able to produce and collect that money. You already know this.

#4: Ensure that you know your daily "magic number."

I want you to break down your five buckets and analyze your hygiene daily, treatment creation. Analyze your assisting and your restorative side. Analyze your new patient values. Analyze your reactivation. I want you to sort through all five of your specialty, any specialty bucket you have, implants, ortho, sleep, TMJ, whatever it

may be, big full mouth cases. I want you to go a layer deeper and assess each individual team member's performance based on the diagnosing and scheduling of treatment.

#5- Analyze your current numbers from Jan 1 to present. Monthly goal per bucket and actual diagnosis/case acceptance.

Obviously administratively, we're looking at everything that happens from phone calls answered to appointments scheduled to people showing up. Our treatment coordinators, we're looking at the average collections on the day the case is presented. We're looking at our first 30 days with new patients.

Listen, you can do whatever you want. I just want you to dig down deep and understand what reality is and then when you compare six months ago to six months to today, you're going to be able to see things you've done great. You're going to be able to see things you can improve on.

Once I gather all of your information, once you send me all of your information, then we can very easily do an advanced training session and work through all this together and it'll be very fun.

So now, next year, you're going to set your six month objectives

of where you want to be by January 1st, 2017. I want you to take those goals and make sure they are solid, strong, and bold. Then you're going to divide them into three levels, the next 60 days, the next 120 days, the next 180 days, which will put you at the end of November with one month to spare. Now, you know where you need to be tracking and pacing to actually make this happen.

#6: Set your goals for the January 2017.

Finally, our last exercise is to go back to your list of priorities and add anything to it that you feel is the reason you've achieved your goals or you fell short of your goals and write down the most important breakthroughs, the urgencies, the area of importance, that must be corrected, focused on, reworked, changed, improved, whatever, in order to make your goals actually happen.

#7-Update your list of priorities to include action items that could be improved upon to make your production goals a reality.

Now, go around the room and listen to everyone's input as to what they believe to be the

priorities to take you from the numbers you have today to the goals you have by January 1st. Now remember, you're going to use a two, four, and six month benchmark. That means that you will then have the opportunity to still finish strong in December.

To conclude, each and every team member should set a 30 day goal by the end of June you will personally have achieved to make sure it's able to be tracked and measured, accounted for, and that it's going to move us forward and contribute to the growth of the practice. If everyone accomplishes their goal and we win, then what is going to happen? Let's agree to a reward and a celebration. If everyone accomplishes their goal and we win big, I want you to agree to a reward and a celebration for the whole team.

Now, take the next four weeks and revisit this every week, reporting back on your progress and going over your priorities. Who owns what? What's next? And how are we doing? I know you're going to crush this, okay? I know. To make absolutely incredible things happen, you have to stay focused, stay hungry. You have to be aggressive and you can accept only victories from yourself and others, daily wins, patient-by-patient success. That is what

will make it all happen.

Now, this month's exercise is very tedious. It's very complicated, but it is absolutely essential if you're going to elevate the level at which you do dentistry, you perform in your practice, and you take care of your patients. You can re-listen again and again. You can go through it step by step. It's very simple. Everything that we've accomplished and achieved, let's celebrate. All the three priorities of improvement and areas of challenge or concerns, we need to identify. Individual personal success and personal improvement lists, we have to manage and maintain.

You have to look at all your numbers, all five buckets, the breakdown of departments and people and you need to look also, of course, at your guiding of production collections. You're going to set your goals for January 2017 and you're going to work backwards into a two, four, and six month plan and then you're going to summarize finally every team member's commitment to a 30 day action, some goal that they're going to achieve, that directly impacts their ability to contribute to your goals and objectives and to grow through the practice.

It should, as I always say, be a hell of a lot of fun to be doing

this and working on it and having these conversations. Team members, this is what taking ownership over your roles and responsibilities is. This is how we grow the practice, achieve extraordinary results, and how you win big. Of course, I'm assuming and I absolutely demand that you have ways to win in terms of your incentives and bonuses and achieving bigger goals. So feel free to have open discussion about this if necessary and let's get to that 30-day celebration and 30 days from now, let's celebrate a great victory of making very deliberate and focused progress.

Thank you very much. If you need anything at all, Tyrella, Kevin, myself, whatever you need, we're happy to help you through this. Please, get out there, make the magic happen. Fight the good fight. Work the plan. What they say, plan your work and work your plan and let's make sure that we go forth and execute so that we can all have success and you can grow your careers and keep challenging yourselves each and every day you show up to help patients get healthy. Thanks so much and have a great day. Have a great June. I'll talk to you very soon. I look forward to reviewing all of your results, the good, the bad, the ugly, all the numbers, everything, and especially the goals that you're going to be submitting for six months from now.