

A large blue 3D arrow pointing upwards, breaking through a wall of white cubes. The arrow is positioned on the right side of the cover, and the cubes are scattered around its base and along its path.

# 5

IDEAS THAT  
*QUICKLY*  
ACHIEVE  
TEAM

BREAKTHROUGHS

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# **"5 Ideas That Quickly Achieve Team Breakthroughs"**

Report and Strategy Guide

**by Scott J. Manning, MBA**



## **Idea 1 - Settle for Nothing Less Than a "Self-Managed Practice"**

A manager of a practice usually has to have multifaceted duties:

1. They have to be a producer.
2. They have to answer the phone.
3. They have to handle the schedule.
4. They have to do 15 things or more.

Most managers have too many responsibilities in addition to managing the office. They can become overwhelmed and the result can be a poorly functioning practice.

To solve this dilemma, either you get big enough to have management or you learn to operate with a team player concept. The coach stands on the sidelines while the players play. That's called a self-managed team.

If you're a producing doctor in your practice, you're the quarterback. You have a team of people on the field. Self-management means you do a huddle, everybody lines up, they know the play, and you score points. There's nobody standing on the field watching over you. You have coaches on the side that help in in-between time, such as someone like me.

You can become a leader only, a doctor only, or an owner only.

Or you can do nothing. You can retire.

What you don't want to become is a manager.

Just delegating someone from your administrative or clinical team to be a facility leader or manager or anything else is not going to work long-term unless they are trained to be a highly skilled leader.

I believe in growing from within. I recently placed a person who was a one year hire and had zero dental experience in the position of Director of Operations of a fast-moving \$10 million practice because it's built for it.

We can have a practice office-management position, but we can't burden them with so much stuff that they're no longer effective.

The key is growing, empowering, and nurturing a team that's completely self-managed. Settle for nothing less.



## **Idea 2 - Establish Clear Roles, Ownership, and Responsibilities**

Look at each position as its own business – and start defining specific roles and responsibilities.

Ownership is so important. Each team member needs to regard his or her own position as a business of one. They are held accountable for the performance, the accountability, and results, of every single individual position. The way we drive team ownership is by clarity of expectations and independence of roles and responsibility.

I cannot emphasize the word clarity enough.

I want you to identify your top three priorities for every position, for each person who fulfills that position, for every day and every patient visit. Then assign a person to that position and determine what that looks like on a daily basis.

What does that look like on a patient-by-patient visit? Note that their three priorities for the day are different than their three

priorities for every patient. They have to be accountable for both of those things. We cannot move to accountability until we have this figured out. Those priorities will be used to judge their performance.

Finally, when it comes to ownership of roles and responsibilities, the most important change or shift in the practice is that everybody reports to someone and that person is never you, no matter what, ever. Never, ever is it the owner or the doctor or doctor-owner.

The reason is because that puts you way too close to the front lines.

We want to teach them to perform and then report.

Most of the time, we have to check in on everyone to see if tasks get done. So, we go over to the desk and the labs aren't there, or we go over here and the deposits aren't made, or we see if the charts have been gone through. Everything is about somebody else having the responsibility to see if something got finished. That is what causes us frustration, chaos, inefficiency.

We want to reverse this behavior and get them to own their role so that they then report the results.

You should be looking seriously at each person's attitude and interests to see that they are motivated to not only do well but to do their best in their position. If they are not, then there is no denying that it is just a matter of time before they ruin others or leave you searching.

Be proactive with your team and you'll prevent a whole lot of unnecessary work and troubles along the way.





## **Idea 3 - Shift Roles and Responsibilities Based on Strengths**

One of the big problems I see is practices with people who have been there too long doing the same thing. They have become complacent and uninspired; not because they want to, but because they are human where routines and habits set in and that's no good.

If this is the case for you, consider shifting team members to roles that capitalize on their strengths. My philosophy is that God gave us weaknesses so somebody else could have a job. He also gave us strengths, and we should use them!

Most people recognize a weakness and try to improve it. Instead you should take your team, find out what each member is best at, and let them own that! If there are places where they need to improve or enhance their skills, that's fine, but don't try to teach a fish to fly.

For example, during an incredible Blueprint Day with a truly amazing Doctor and his "right arm" Practice Champion, we had



a dynamic breakthrough. They had been working together for 10 years building a successful million-dollar plus practice in rural Texas, now they were ready to elevate their performance and set out to double the practice as quickly as possible without increasing overhead at all.

Here's the thing, they said we have a great team, but the people aren't really working up to their potential. They can do better, they want to do better, they just aren't sure how to help them be their best.

While there were several breakthroughs during our day together, two of the biggest ones were a simple switching of two people. Literally swapping them from one position to another with responsibilities that were more in alignment with what they saw themselves doing at this point in their careers.

They have seen an immediate result from this change and they did it without hiring or firing anyone else; just helping people be in the position that best suits their strengths and interests (which by the way might change over time and that is okay).



## **Idea 4 - Set Clear Expectations for Each Team Member**

Here are the things that are essential to have laid out for each team member in order to help them see their position in your Practice as more than just a Job and to perform with excellence and ownership like it really matters to them beyond just their paycheck.

First, the daily and weekly responsibilities for each position. This is the closest to the “job description” concept but it needs to focus on what exact performance standards and outcome-based expectations would be.

- For example, you hire someone for Hygiene “to do hygiene” and yet we wonder why she/he does not perform well because we have never given her/him a checklist or a specific outline of what your expectations are.
- What is a good hygiene visit, clinically and from the patient’s experience?

- What is the expected financial results of each visit, day, and week in Hygiene?
- What is the appropriate way to educate patients, recommend treatment, and influence the patient to pursue improving their oral health and aesthetic appearance? (Which by the way is the most important part of the whole thing – helping patients get healthy... creating dentistry.)

Make sure you walk each person through exactly what you want and how the performance will be judged on success... and what real contribution looks like to the Team and Patients and Practice.

Second, each Team Member needs to understand is HOW she/he can be a better team player... during downtime, before and after hours, in between visits. What does “being helpful” look like. This is a conversation you can have with your team; an open dialogue. Everyone contributing and being a cohesive team is anticipating needs of each other, being helpful, taking initiative, and always working for the same purpose. As crazy as it sounds, it’s most likely not that someone doesn’t want to do this, it probably is just that person does not know how, or may have worked in other offices where it’s not part of the culture. Again, communication is key. Clear expectations.

Third, everyone is expected to CREATE DENTISTRY. This is the most important part of each Team Member’s existence and what really drives her/him forward and out of the ‘just do what I get paid to do’ mentality is understanding, knowing, embracing, being held accountable.

Right now today and every day for each different position in your Practice, what are all the ways this person is responsible for

helping patients get healthy? How is each person contributing to the dentistry that is sold and scheduled? How is each person involved in educating patients and making sure everyone is working together to put points on the scoreboard, every single day?

When your Team Members understand these 3 layers of true performance and contribution, you will see how going beyond just doing their job, to taking initiative, to creating dentistry will explode your practice. Instead of an army of one out front pulling the practice up the hill, you'll have a team of people carrying the Practice forward and driving your progress and growth to achieve your goals and live out your vision.



## **Idea 5 - Settle for Nothing Less than "Ideal" Team Members**

We are always talking about A Patients and Ideal Patients; which is great but if we don't have an Ideal Team to take care of these patients then, well, it is not going to work out so well.

Consider how the culture in your practice is either supporting or resulting in Team Members who want careers... or facilitating the opposite.

It is equally important for team members themselves to self-assess their own commitment and contributions to the practice. It is always healthy to do your own little check-up to make sure you are being your best self.

An Ideal Team Member has five really important characteristics, most of which are innate but they really must be focused on to be developed more over time. They cannot be things that just happen, they are decisions and deliberate actions that reinforce them.

1. Ideal Team Members are passionate about what they do, they want to grow, and they take genuine care over patients. It is obvious this is more than just a job because you can feel their energy for making patients healthy.

2. Ideal Team Members are team players who always do whatever it takes to support the people around them; whether that is through accountability and tough love or through encouragement and support.

3. Ideal Team Members are professionals and realize the importance of the business side of dentistry. They respect the fact that the practice must be profitable in order to thrive and serve the patients in the best way possible.

4. Ideal Team Members are engaged in the overall development of the practice, the vision, mission and goals that are set. They do not stand for status quo or get complacent. They have hunger to do well clinically and also to grow professionally and financially.

5. Ideal Team Members are responsible, in the practice but also in life. They have other goals and interests. They see the bigger picture to their role in the team, they are focused on their professional career but they balance that with the reason why they work, family among other things. They know to serve others, they have to take care of themselves first by living a disciplined life that doesn't get in the way of their work and their work doesn't get in the way of their life. There is a fine balance here; there must be respect for both.

These are all big broad characteristics. I could of course add friendly, personable, and all of that. Within these five are really important traits that make them possible.



## **It's Time to Create WINNING Breakthroughs with Your Team**

Do you know what your greatest asset is in your practice? No, it's not your patients – they are an abundant resource, unlimited in quantity and controllable in quality; accessible and available as long as you are doing what is necessary to attract them.

Your best asset is and will always be your Team.

I see dentists value their equipment more than they value the people who run the equipment. The best people are not replaceable, equipment always is.

I tell my clients, the single greatest breakthroughs you will ever have will always be human breakthroughs. Your people will give you more dramatic results and growth opportunities than anything else you can ever buy, invest, try, change, etc.

Aside from yourself – your team is the secret to accelerated growth in your practice.

Breakthroughs happen when your team wants to be at work



more than they want to be anywhere else, when they want to win every day, when they do not see this as a job, but, rather, as their own practice.

And to give you the tools to make these breakthroughs happen in your practice as quickly as possible, join me at **8PM Eastern on THURSDAY September 1st, 2016** for a very special, LIVE training we're calling:

### **Team Sport Dentistry: "How to Transform Your Practice Into an Unstoppable Winning Machine!"**

I am going to give you the secrets to achieving a self-managed practice where you can walk in, do what you love, and walk out - and never think twice about whether or not something is going to get done.

You'll finally have the team you can always count on... to help you achieve your goals and the vision and mission and purpose of the dream practice you've always wanted... and the financial ambitions you deserve.

Make sure you're there.

## WEBCAST HANDOUT

NOTE: Please print out these series of pages and keep it near your desk for the Live Webcast Training. Also, take this first page and TAPE IT TO YOUR MONITOR OR YOUR WALL so you won't forget to be there for the program. You do not want to miss a single moment!

Title: Team Sport Dentistry

Presenter: Scott J. Manning, MBA

When: **Thursday, September 1st, at 8PM Eastern**

Where: [www.TeamSportDentistry.com/live](http://www.TeamSportDentistry.com/live)

**Three Biggest Reasons Why Teams Struggle**

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- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

**\*\* NOTES \*\***

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**Creating a Self-Managed Practice:**

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**Creating a Self-Managed Practice:**

STEP 2: \_\_\_\_\_

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**Creating a Self-Managed Practice:**

STEP 3: \_\_\_\_\_

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**Creating a Self-Managed Practice:**

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**Creating a Self-Managed Practice:**

STEP 5: \_\_\_\_\_

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## Team Member Roles in an IDEAL Practice

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**\*\* ACTION STEPS \*\***

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