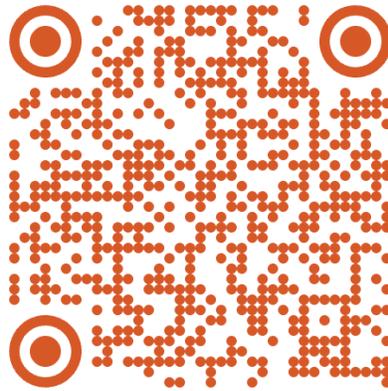


# Leadership Emails



## September 18 – October 9

**Today...Choose to Be Extraordinary!**

What I Know

Reflection

90-Day Challenge

Ego Is About Who's Right...Truth Is About What's Right

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Kevin's Leadership Emails are powerful explorations into personal development, both inside and outside of the practice.

Enjoy reviewing all this transformational, thought-provoking content.

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# Leadership Emails

## What I Know

Today is a special day, as we are about to kick off our annual retreat in the Arizona desert. I have been here since Monday to get fully prepared for our most significant event of the year.

As I have been immersed in all of the finite details of the event, that my wife has so thoughtfully planned out, I couldn't help but think back to multiple messages from the book, "War of Art," by Steven Pressfield. An event like this is the exact moment where Resistance shows up to cast doubt in your mind and do anything to derail the undeniable force of good that will come from the collaboration of positive energy and creativity from those who were invited and accepted the invitation.

The one message that stood out to me, that can apply to all of us in all different aspects of life, is titled, "WHAT I KNOW."

The message is short, yet mighty in power should you choose to ponder it. For those of you who are unfamiliar with this book and/or the author, Pressfield wrote the book to aspiring writers, yet its message has proven to traverse into any profession and any aspect of life that is meaningful to you.

*"There's a secret that real writers know that wannabe writers don't, and the secret is this: it's not the writing part that's hard. What's hard is sitting down to write. What keeps us from sitting down is Resistance."*

Let me recreate the above message without the focus being on a "writer" so you can insert your own specific role in life that applies to you, which will make this even more meaningful.

"There's a secret that real \_\_\_\_\_ know that wannabe \_\_\_\_\_ don't, and the secret is this: it's not the \_\_\_\_\_ part that's hard. What's hard is sitting down to \_\_\_\_\_. What keeps us from sitting down is Resistance."

I would encourage you to write or type this out yourself. Please, do not limit yourself to one word while filling in the blank. Allow your mind to speak whatever comes to mind.

Allow me to share an example related to being a father, which is the single most significant role I have in life today.

*"There's a secret that real fathers know that wannabe fathers don't, and the secret is this: it's not the showing up part that's hard. What's hard is being fully present and vitally engaged with your children. What keeps us from treating our children this way is Resistance."*

What comes to mind for you?

Personally...

Professionally...

How is Resistance standing in your way of achieving a high standard of excellence?

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Find the source...you can create a process to manage the impact.

Being a force for good is not easy, yet, is incredibly rewarding and worth every ounce of energy applied to being a bright light unto others.

*Today...Choose to Be Extraordinary!*

# Leadership Emails

## Reflection

It has become a tradition for me to spend time focused on my family after the conclusion of our annual doctor retreat.

During this time, I make certain I create the space to sit in silence for the purpose of reconnecting on my priorities in all aspects of life.

This year, I found myself in the still of the morning, sitting on my back porch overlooking our pond with my GoldenDoodle, Nellie, by my side.

My intention was to assess the following categories of my life:

- Faith
- Family & Friends
- Professional Commitments
- Self

I reflected on the following questions:

- What do I want more of?
- What do I want less of?
- What would bring me more joy?
- What is out of alignment that needs to be eliminated?
- What am I committing to doing from this day forward?

The time spent was incredibly valuable. I identified an abundance of good that I am staying committed to, while also finding opportunity to be better and enjoy more.

Overall, I spent the better part of an early morning in silence and peace, in order for my mind to connect to what my purpose is in each of the aspects noted.

I share this with you during my personal week of retreat to hopefully create a spark for each of you to spend the well-deserved time designing your own life.

I encourage you to set aside 30 minutes, 3 hours, 3 days, or whatever amount of time that is meaningful to you so you can take account of all matters of your life.

You want to make sure that YOU are influencing the direction your life is going, the experiences you are having, and NOT allowing the circumstances of life and people around you to dictate where you are headed and what you are experiencing.

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As I spend time in thought and prayer this week, refueling to be my best self, my wish is that each and every one of you are experiencing love and joy in some, and hopefully all, aspects of your life.

When it is all said and done, we truly have so much to be grateful for.

I'm grateful for all of you!

*Today...Choose to Be Extraordinary!*

# Leadership Emails

## 90-Day Challenge

We have arrived at the final quarter of the year. The majority of our teams have experienced breakthroughs in various aspects of their practice initiatives during the first three quarters of the year. I applaud you all for your efforts thus far!

Today, I am offering you an opportunity to participate in a 90-Day Challenge to finish this year stronger than any other, as you focus on your remaining initiatives while positioning yourself to start the new year strong.

I think the majority of people believe 90 days of anything is achievable; that is it the perfect timeline, a blend of approachable and spacious, giving us a great chance to create significant, lasting change in our lives.

My challenge to all of you, should you choose to accept, is rooted in making a commitment to yourself and your team.

**The commitment is simple...**

I, Kevin, am making the commitment to:

1. Avoid being the source of drama.

Instead, I will stay positive and encouraging.

2. Avoid being the source of gossip and will not contribute toward any gossip happening among my team members.

Instead, I will point out the destructive conversations and remind others to be kind to each other.

3. Avoid blaming other people in an effort to cast a shadow upon my team members in order to make me look "better."

Instead, I will focus on creating a better outcome regardless of who is to "blame" for a particular situation.

4. Avoid shaming any of my team members.

Instead, I will offer up supporting words in an effort to encourage my team members to be their best.

5. Avoid judging any of my team members.

Instead, I will remain humble and acknowledge we all have our flaws and make mistakes.

**This is the foundation to a Championship Team.**

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There is only one pathway: daily excellence demands a commitment from each and every person to build an extraordinary, cohesive unit.

In a world full of negativity and destructive behavior, this commitment is a requirement for shining brightly, as opposed to being a source of darkness.

Are you with me?

Are you bold enough to make this commitment...in your professional life...in your personal life?

If not, why not? What is happening in your own life that suggests you need to take joy away from other people's lives?

We CREATE our own unwelcome situations by the way we talk about and treat each other.

Read that again and let it sink in.

On the flip side, YOU also have total control over creating a healthy, positive, and welcomed environment to share your God-given gifts and be a source of goodness for everyone.

What will you choose to do?

*Today...Choose to Be Extraordinary!*

# Leadership Emails

## Ego Is About Who's Right... Truth Is About What's Right

Over the past week, I was part of several conversations where I was helping team members get to the source of problems they have been trying to resolve by going through an extensive Q&A session.

My goal is to not only help with the immediate solution, but to stop the problem from arising in the future...in other words...fix the problem rather than simply offering a temporary "band-aid" to move onto the next item on the to-do list.

This reminded me of a topic I have written about over the years many, many times.

A gentleman by the name of Mike Maples, Jr., a venture capitalist, did a great job summing up his approach to identifying the source of a given problem that has become useful for so many people I have shared this with in the past.

I have adopted a similar process for the majority of my professional life, and it has served me well. Since all of you are highly focused on redesigning your practices right now, I believe it is timely to add this to your toolbox when you feel like you are stuck trying to solve a problem, once and for all.

**Below is Mike's description of his process:**

*"I step back...and slow down...and ask five 'Why's.' And when I am done, I also ask myself if I am afraid of something but too afraid to admit it.*

*We are drawn to the simplicity of jumping to conclusions.*

*We are all ignorant in some ways all of the time.*

*So, I have come to learn that what we need are methods to counteract our ignorance.*

*The five 'Why's' is a good way of slowing down and improving decision quality. The most important thing is that it lets me get into a mental space about 'what' is going right or wrong rather than 'who' is right or wrong.*

*Let's take an example: say we miss our sales target for a quarter. It can often become tempting to figure out 'whose' fault it was. Did sales fail to execute? Do we have a marketing problem? Is the product not differentiated enough?*

*If you are not very, very careful, you can contribute to an environment where people will point fingers at each other and lose their ability to truly learn from the problem.*

*So, instead, I find it helpful to slow down. If I am by myself, I write down the five 'Why's' on paper. If I am in a group, I write the questions down one at a time on a whiteboard:*

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Q: *Why did we miss our \$1M sales target this quarter?*

A: *We made fewer sales calls than planned.*

Q: *Why did we make fewer sales calls than planned?*

A: *We had fewer leads to work with this month.*

Q: *Why did we have fewer leads this month?*

A: *We sent fewer email outreaches than planned.*

Q: *Why did we send fewer outreach emails than planned?*

A: *We were short-staffed.*

Q: *Why were we short staffed?*

A: *We didn't plan around the fact that two people were on vacation.*

*In this example, it would be very tempting to answer at the 'surface' level and try to figure out if it's a 'sales problem' or a 'marketing problem' or a 'product problem.' But before that happens, I find it is better to be focused on honoring the discovery of the truth rather than determining who is to blame.*

*In general, whenever I feel things are moving too quickly, I find the right instinct is almost always to slow down and get my thoughts back in order. It ends up speeding things up because we get better decisions and more alignment of everyone on the team. If someone on the team needs to be replaced because they don't have the right skill set, we should face that problem too, but only after we have done our best to seek the truth of the situation.*

*Ego is about who's right. Truth is about what's right."*

**A common problem within a company's culture is what I call the "blame game."**

**The most common example is someone from one department blaming someone from another department for running late on a particular project, while the department being blamed will in turn blame the other for some reasons they are running behind.**

**The battle becomes a never-ending loop of in-fighting, which creates a less than desirable culture and environment to work in.**

**If the entire team would take the time to sit down and focus on the course of the problem, rather than be so quick to place the blame on someone, they would actually get more accomplished and have less stress day in and day out.**

**When I get involved to solve a problem I ask "Why" questions to try to get to the cause of the issue.**

**I routinely have to stop people from immediately blaming a particular person without first exploring the truths and facts of the matter.**

**After slowing down and taking a more global view of the situation, we can come up with a solution that deals with the source of the problem so we can actually fix it.**

# Leadership Emails

I encourage you to spend more time understanding where a problem begins and less time blaming it on the closest person to the situation.

My favorite line from Mike's response is, *"Ego is about who's right. Truth is about what's right."*

If we all care about the truth, we will solve more problems while becoming more unified as a team.

My intent for this message is to help all of you advance your critical thinking and problem-solving skills (which can serve you in your personal life as well).

I will give you a brief example from one of my conversations about delays in getting insurance authorizations. As I listened to this particular team member share the problem, which was definitely happening far too often, I appreciated her effort to "fix it," but she was not providing a solution to an ongoing problem. In fact, there was discussion as to whether the person handling this task should continue to be part of the team.

After asking several questions (why?...why?...), it came to light that no one on the team ever gave this person an exact list of how they wanted authorizations done, when they wanted them done by, and how to document the results of the insurance inquiry to know what was available for each patient.

My conclusion was that this was not necessarily the incompetence of the person handling the authorizations, but instead, a breakdown of clear and concise instruction along with proper deadline expectations.

It was a significant breakthrough: a solution saving multiple team members time and effort, as well as an improvement to the patient experience by reducing ongoing delays that were creating frustration.

As we all know, a frustrated patient will be less likely to say "yes" and move forward with treatment.

On the surface, it seemed as if the person handling the insurance was not doing a good job.

However, that person was doing the best she could to figure out her own process since one was not provided.

This example can serve as a reminder to not be quick to judge or place blame, but rather to seek the truth to make a smart decision about the situation.

I encourage you to try this approach the next time you want to fix something that isn't going the way you would like.

I can assure you that you will get closer to the truth by taking a more methodical approach to seeking a solution.

*Today...Choose to Be Extraordinary!*