



THE
GROWTH
MODEL
for
DENTISTS

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The Growth Platform in a Nutshell:

Introduction to the introduction

The Growth Platform is an e-learning curriculum and customizable platform to deliver lessons and videos to train your team. There are four foundational modules, each with several submodules. The four foundational modules are **Values, Vision, Team, and Process**.

The modules are related in the following way: Once you are clear on your vision and your values, then you can choose how to optimize your team and your processes in order to accomplish that vision according to your values.

Values and vision are personal and specific, but our values and vision might help you get a handle on articulating yours. Similarly, for the Team and Process modules, our experiences and methods will illustrate how we have implemented Growth Platform thinking in our practice in order to inspire you to find your own way grow.

There's no one-size-fits-all advice, but our experience serves as examples throughout. The examples in this short book will give you the beginning of an idea of how we've applied this approach and the results we've achieved with it.

Introduction to the Growth Model

The Why

This may be surprising: After becoming a dentist and earning the loyalty of a group of patients, opening a dental practice is not a gesture to symbolize taking your involvement in dentistry to the next level.

It's starting a business.

The difference between being a dentist and running a dental practice is too often only fully appreciated when things are at a make-or-break low point, and have been bad or less than optimal for a long time. Sometimes the excellent margins in this industry insulate dentists from feeling the negative consequences of performing below their potential. "After all," the insulated dentist says, "we're turning a profit. What's the problem?"

That's a good point. A point of departure. The point where the ways of running a dental practice diverge into different paths.

The reason I'm sharing the methods and techniques we use, that I've read about, borrowed, or developed in my own practice over the last 36 years is because I know that there are plenty of dentists who don't feel the way that the insulated dentist above feels. They see the potential for a dental practice to thrive and they want to make it happen. Maybe it's because that's the vision they had in mind when they started, but they could never make it happen. Maybe their practice was thriving once, and they truly want to get back on track.

Whatever your reasons are, if you read beyond this paragraph, it is because you are serious about finding out how to bring harmony, smiles and laughter, and predictable, sustainable growth to your dental practice. You're not satisfied with anything short of that.

That's great! There's no reason to be. There's a lot you can do, and we've collected a lot of it into a very easy-to-use format. The Growth Model is not the answer to all of your problems, but it will give you what you need to get **growing**. This book is an introduction to and overview of the material.

Whether you're interested in being involved in the day-to-day operation of your practice, or you're looking for a way to step out from that role, this little book is a formulation of the bare essentials of the Growth Model into a fast, one-sitting read that will be enough to get you thinking differently about what is possible for you and your business. If you want more background about me or the Growth Model and Growth Platform, keep reading. Otherwise, skip ahead to Section I: Values.

Background:

Where I'm coming from

My goal in writing this small book is to provide a tool, a filter to help an owner or manager gather insight and guide the day-to-day operation of their business. We have named this concept The Growth Model. The principles of The Growth Model are delivered through an e-learning-based training system we call The Growth Platform. The book's compact format enables me to communicate this powerful message to the targeted reader in a relevant and useful format.

What you do with this book may be the beginning of a significant change in your business, your career, and hopefully your personal life, too. What will follow will be the successful byproducts of a growing business. The results achieved through this system are predictable and sustainable, and the workplace you create will be a great place to be for both employees and customers. The realized rewards of increasing revenue along with more personal freedom will be the most notable differences that will be enjoyed. How do I know this successful change will occur? I have been operating this way for many years and have been, and continue to be, well paid for it!

What this is and what this is not

This model is a guide for thinking that gives the owner of the dental practice a predictable and measurable method to get your business back on track and stay there. Everything has been brought down to its most essential, actionable form here. This book is a document to inspire you to see that there is a way around many of the most common problems limiting both the growth potential and happy operation of dental practices.

It will be a tool that will embrace and highlight best practices. I will share what works for me and what doesn't. I will also include input and lessons from those who I believe have mastered specific aspects of the process. A goal of the next phase of Growth Model for Dentists will be to develop a peer community of dentists and other dental practice staff who can share their personal best practices and experiences.

Why now?

In my experience, predictable growth is just not accomplished in an organization without tremendously intensive, cost-prohibitive, hands-on effort of training and managing the business structure. But now, with the technology we have, we are able to tap into an entirely new set of capabilities that was not previously feasible for the small business to implement. Marrying this technology with a knowledge base that only comes from real-world experience has enabled us to bring this great tool and its capabilities forward. Creativity is driven by human ingenuity, and when coupled with technology, the methods are more affordable and the results achieved are amplified.

Why bother?

I am fascinated and motivated to share this with others. For those of you who know me, you know that relaying anything in a short, concise manner is a challenge for me. I am driven by activities that I have passion for, and when thinking and speaking about Value Creation in the business context... away I go! Limiting my comments to the dental industry and limiting the length to that of a one-sitting book to introduce this material is a natural way for me to share these valuable strategies in a clear and focused manner.

Dentistry is a business where the owner, who is usually a dentist, also works in the business in a "boots on the ground" role, in direct contact with patients and the team. At the present time, I am still practicing dentistry two days a week in a group practice that I founded 36 years ago. I am also happy to add that these two days run from 8am to at least 8pm — 12+ hours of face-to-face, ear-to-ear, patient-centered care. I love my continued "boots on the ground" interaction with our patients, and my long term chair-side team are absolutely thrilled with the new freedom discovered within these extended shifts, and would not go back to 4 days of 6 hour shifts without a fight! My understanding is that our practice is actually the longest standing group dental practice in North America.

Dentistry has room to improve and a plenty of reasons to start

A big eye-opener for me as I ventured from the dental world into other sectors of the business world was the shocking reality that the high profit margins that we have enjoyed for many years in dentistry are almost unheard of elsewhere. Because of these margins, some dentists were able

to get by in their practices without developing a clear, methodical business structure.

It is now becoming increasingly competitive in dentistry, with pressure on insurance-driven revenue, and containing escalating costs and expenses. Furthermore, we have very little control over our pricing model, which is driven by a marketplace heavily influenced by the dental insurance industry. More and more practice owners are looking into developing structures that help keep their profitability high, but what they don't know is that, even as important as it is, profit is a byproduct of taking care of your people. Even if it's the number one reason you put a business structure into place, it can't actually be your number one priority. If this seems interesting or challenging for you, you will enjoy the rest of the thinking in this book.

How “taking care of your people” translates to growth

When conventional businesses focus on money first, as opposed to creating essential value for the customer and taking care of their people, it becomes increasingly difficult in an exploding competitive marketplace to sustain growth and profit. With these priorities and values, individuals are moved to operate within their own set of parameters. Because customers are not the first priority, they perceive this. They seek value elsewhere. As a result, the business will suffer declining productivity, sliding profit, diminishing market share, and a deteriorating workplace culture.

These overwhelmingly negative results are insidious and are too often left unchecked, and become the norm in many places. The root of this can be as tragically simple as being conflict averse and avoiding unpleasant conversations and adapt to this environment of decline instead of working effectively to turn things around, until a pivotal tipping point occurs, where the crisis seems to be rooted in a single catastrophic event. The reality here is that this is not the case and, in fact, the change that was being avoided and resisted was exactly what a growth-centered business would have embraced.

My experience with other business owners is that in their busy day-to-day business lives, they don't confidently operate within a clear structure in terms of understanding the purpose of the company. Almost by default, the conventional focus on revenue and profit become their holy grail.

Growth Model thinking understands that revenue and profit are only secured sustainably and predictably by focusing on the people in your business: your patients and your team.

It is vitally important to have your full team in sync with individual daily activity that is communicated to everyone, in real time, with a goal of achieving increased effectiveness linked to your Company Vision and Values. Make no mistake, revenue and profit come roaring back to the table following this concept.

What you can gain from all this

The ideal outcome of using this material will be that every individual in your business experiences a true sense of pride and accomplishment in the workplace, along with enhanced feelings of security in terms of superior compensation and career stability in an environment with a great culture.

Transparent and supportive communication is embraced at all levels to ensure that growth and change are part of the very fabric of the practice. This is underpinned and made possible by the open acceptance of responsibility and accountability for actions and results.

You, the business owner, will be able to feel more of an ultimate sense of control over the future and progress of the company, and the entire team will gain a voice that will lead to empowerment and the ability to coordinate efforts to achieve goals. Seemingly complex issues will be seen through a lens of simplicity, where all things are linked and obstacles are easily navigated and overcome. In fact, these barriers will highlight opportunities to strategically grow. This difference is characteristic of The Growth Model.

To quote my son Sean, following an all-nighter prior to a final exam in engineering, "We must stretch our comfort zone, not to inhabit it, but to continuously explore it and find the blind spots. The process of expanding your comfort zone is self-actualization, and that is growth." (Brilliant! on the other hand, what was he taking?)

So, once again, I will provide you with some practical solutions and breakthroughs, and steer you to attaining maximum value from the platform and tools that I present. This is not a book that details problems with a fear-based approach, or a book that stokes a sense of urgency but never plainly brings forth a system to achieve anything—or likely ever intended to. It is also of note that this is not an all-or-nothing approach.

Use what fits for you. The Growth Platform facilitates and encourages individual tailoring to meet the needs of a particular business or individual.

As Dan Sullivan, The Founder of Strategic Coach, so brilliantly emphasizes to his entrepreneurial clients: it is about

Progress, not Perfection

Therein lies the key to growth! Enjoy the journey. Let's get started!

1.

Values

The why before the how

I cannot emphasize enough that **Values** are the central, underlying, guiding force behind everything that happens in a business. Without this fundamental element, a business structure will operate without clear direction and be devoid of any real vision. In my experience, the most successful business owners have a clear grasp on their personal values. Moreover, this always seems to translate into an uncomplicated and intrinsic set of company values.

Without exception, knowing your values is the foundational element in a successful, predictable, and sustainable business.

It is not imperative that the owner's personal values lead to or mirror the company values, but I will tell you that the exercise of developing, defining, and strengthening one's own personal values is a life-changer! An owner with strong, clearly articulated personal values cannot help but positively impact the values of their business. There is a great deal of momentum gained in the successful accomplishment of both short- and long-term goals when these goals are aligned with your higher values.

This also follows with business goals. I cannot tell you how relieving it is to eliminate a goal that shows little or no progress, once you understand that it is not connected to your stronger values. In this world, where there always seems to be too much to do, where too many of each day's tasks are not effective or purposeful, it's liberating and clarifying to be able to check if the goals you're working toward are truly your own.

I have a strong passion for organizations and people that are purpose-driven. To have purpose requires a very strong set of core values that become a go-to place source of orientation and intention in all situations, be it weathering a catastrophic situation or celebrating a major success. Within this inevitable cyclical nature of things you will find harmony which translates into a very fulfilling life and successful career where accomplishment and reward are a wonderful byproduct of simply doing the right thing as a habit. But, like a great golf swing leading to predictable

shots on the course, you have to constantly work on it, and usually you can't do it on your own. It usually requires focused direction from someone (a coach, so to speak) with a unique ability to teach and translate proven principles that complement each individual's own personal style, ability, and methods for initiating action and thinking. If you have had the experience of a great sports coach, this analogy will make perfect sense to you. When you are successful at getting into this zone in business or life, that's what it is truly about. I would urge anyone to formally engage in this type of resource, and for me the Strategic Coach Program has been a pivotal force in my personal and business development.

Look after your people

There are many ways to establish a company's values, but for me, in the Growth Model, I refer back to basic truths that exist in all things worthwhile. If there was only one value in the practice it would be to **look after your people:** your patients and your team.

Dr. Nate Schott, a very successful dentist and entrepreneur, says, and says very well, "Just look after patients and the practice will look after itself." This is a theme throughout the Growth Model, and it will come up time and time again in different aspects and applications.

Nate is one of the most productive and successful dentists I know. In the past, he was the archetypical micro-manager. But, by simplifying his approach and making this his #1 value, he has changed not only his approach to management, but, most important, the level of patient care in his dental practices (four and counting, and, oh yeah, they are some of the most profitable practices in the country).

The Growth Model values

I like to break things down into 4 components. Here are the four **Growth Model Values**

- 1. Create great value for our patients and team**
- 2. Authenticity—Do the right thing**
- 3. Transparency—Supportive, open sharing**
- 4. Smiles and Laughter—a result of taking care of your people**

These underlying values must form the very fabric of the practice day to day. Using these values as a guide will create and foster that unmistakable pervasive feeling of belonging in the practice that is sensed by both patients and staff as a place where you are *simply happy to be*. It really is all about the people.

2.

Vision:

Navigating with purpose

Now we are ready to move into the **Vision**. I like to say, If you understand the Why—your vision and values—it will lead to the How—what you do every day to achieve your vision.

I believe in a vision or a mission statement, but not simply as a nice-sounding tagline with no real connection to the day-to-day reality experienced in the business. That type of concocted affirmation is usually focused on externally marketing the business and rarely has the kind of substance to serve as the guiding force for the team.

Your vision statement should be preferably one line and clearly have the patient as a focal point.

Here is a fine example:

To continually enhance the lives of our patients, team, and community.

Use this or, better still, engage with your own team to create a meaningful statement as a group that is relevant to your practice. There's nothing arbitrary about a vision statement. You're going to use it.

How Values and Vision lead to Growth

As you get clarity on your values and vision, it might help to get an explanation as to how something that seems so philosophical or abstract can serve as the foundation for a system of tools to grow a business. How can philosophy so powerfully impact your business at the dollars-and-cents level?

Because **values and vision** are so foundational, so influential and driving, the specific values you choose and the vision you have in mind will *deeply determine* the results you can achieve down the line. The kind of

relationships required for the specific and distinct processes that allow a business to create ongoing value for your team patients require a certain mindset to develop and sustain authentically.

By coming to every interaction with a purpose—not an agenda, but a certain set of priorities, intentions, and desired outcomes in mind—these interactions are much more likely to end in a positive result than if entered into with no guiding concept of the purpose of the interaction. The outcomes you value and the vision you are trying to realize are the facts you use to orient yourself toward acting on your purpose.

It's about relationships

Everything meaningful in life and business starts with a relationship. This may seem like a straightforward insight, but without a strong fundamental relationship, it is not possible to begin a conversation that leads to true understanding of another person's needs and wants. Without that understanding, you are only able to guess at what to do to make your people feel they are receiving remarkable, loyalty-inspiring value.

This relationship occurs on many levels, and is a product of many different touches, from visual to verbal to physical. Relationship occurs in a business on "Front stage," in the presence of a patient, or "Backstage," between the team members. The benefits and positive byproducts of valuing the relationships with and amongst your team are detailed in the next chapter, but it's important to know what comes from valuing the relationship with the customer as we've outlined it here.

What Happens When You Deliver Value

Three essential and predictable things happen in a situation where value is provided and perceived by a patient that I like to frame as your reward for delivering value. You get paid, you get future business from a loyal patient, and you also get new patient referrals! This might seem elementary and simple, but that is the entire equation for sustainable success and growth.

The difference here helps to further illustrate the mindset necessary for growth. Growth Model thinking says that we should never expect to be rewarded, monetarily or otherwise, until we have created benefit for the patient. Because in so many cases the conventional system allows us to get paid without creating value for the patient, it's easy to believe that we're entitled to more than we are. This leads to undervaluing your relationship with your patients. Keep in mind: we are not entitled to the reward unless

we have created value for patients according to the *platinum rule*: Treat others how they want to be treated.

Too many businesses talk this talk but do not walk this talk. Getting this right will put you and your business at the head of the pack. If you do not think you are in competition for patients and a share of the revenue for dental treatment you better wake up from that dream, as those days are long gone. Creating a strong sense of loyalty from your patients is the most powerful multiplier a business can earn. All too often I hear of production goals, growth goals, new patient goals, etc., and I will tell you in this model they are not goals, but *results* of achieving your goals that are all about the practice values. If you achieve these, the numbers will be through the roof!

This is why, in all situations,

Understand the Why and it will lead to the How

The parting thought for this section has been variously attributed, but goes back at least as far as the 1940s. It's all still true, and everyone in business will gain something from hearing it:

A customer is the most important visitor on our premises. He or she is not dependent on us. We are dependent on them. They are not an interruption of our work. They are the purpose of it. The customer is not an outsider on our business. They are a part of it. We are not doing the customer a favor by serving them. They are doing us a favor by giving us an opportunity to do so. The customer is not someone to argue with or match wits against—the customer is a person who brings us their wants. If we have sufficient imagination we will handle those wants profitably to him and to ourselves.

3.

Team

Overview: Take care of your people

Mark McNulty is my financial advisor and a long-time trusted friend. He works exclusively with dentists of higher net worth. He has an exceptional process for managing the wealth of dentists that leads to successful, predictable retirement. He wrote a book about it called *The Six Million Dollar Dentist*.

Something he recently shared with me about why dentists retire is very interesting, and very sad. Mark told me that over and over, when one of his clients is feeling pushed toward retirement, it's often by the wish—the perceived *need*—to escape the strain of never-ending staff problems.

How many of us can relate to this? Too many. It shouldn't be this way, and I can tell you that it doesn't have to be. People are the reason you're in business. Your team is the primary driver of success and growth. Again, one of the key thoughts in the Growth Model is:

Take care of your people.

It's a simple thought, but we take it very seriously. In doing so, we've come to several conclusions that have made our practice great place to work and be a patient. In short, what "take care of your people" means is this:

If you do what it takes to hire, train, manage, and keep the right people on your team, and if you listen to what patients—they're your people, too—want and need and then deliver it to them, you will, as a byproduct of all of this effort, grow your practice and improve your results. Everyone involved will benefit.

Without question, the most crucial component of successful growth is a dynamic and integrated team. It is the absolute engine of your practice. When functioning correctly, like a finely tuned machine, all of the parts harmonize into one great result. What flows effortlessly is a product of systematically coordinated and converging systems that present primarily through each interface with a patient.

Just like any remarkable customer experience, from a restaurant to a car repair to a resort vacation, this overall care must be perceived as comfortable, personalized, and genuine. Believe me, for a team to deliver this level of service requires training, practice, and support! The Growth Model was put together to help us manage this very serious effort.

Because your team is the primary driver of growth, a major purpose of the Growth Model is to help you put the structure in place and handle the ongoing training necessary to accomplish it sustainably and predictably.

A word on Growth Model communication

The **transparent communication** we use is one of the most revolutionary aspects of the Growth Model. It's discussed in several places in the Team and Process sections. In short, we have open communication with and amongst our team. Information—needs, next steps, performance metrics, are transparently shared. We share our numbers with our team. They know where we're at in terms of revenue, profit, and growth. In numbers, with dollar signs in front of it.

Every person working in a practice—from owners to maintenance staff—is trying to improve these numbers through their performance. There is no way to make motivation more clear and simple than to share these numbers directly. And we know that it reinforces the fact that the whole team, from the newest assistant to the most senior administrator, are all paid from the same "bucket" (more on that in Process), which is filled by our combined, collective, coordinated, measured, and constantly improving efforts.

When communication is clear and transparent, all expectations, reasons why, and rewards are clear to everyone.

It works. It's different than how many people do things, but it makes all the difference in the world.

You cannot manage that which you do not measure. By measuring your results, you have the beginning of the feedback loop necessary for **constant and never-ending improvement.** But if these metrics aren't shared with the entire team transparently, you never close the loop, and measurement and feedback can't lead to predictable improvement. Metrics help managers make decisions and guide their actions. Why not give the whole team this advantage and ability to understand how their performance affects the big picture and the bottom line—theirs and everyone's?

Getting over the discomfort you may have about sharing your business metrics might sound like a leap of faith, but once you take that leap, you will see that it was a key step to make growth possible in a whole new way.

Conclusion

So much of the Growth Model is about knowing before acting:

Knowing your vision and your values is all about knowing why you're doing what you're doing. In Team and Process we talk about *how* to actually do it, and that requires gathering information and taking measurements so you can know what needs to be done. I'll describe some methods of gathering insight about the individuals on your team and see example of the simplest and most scientific way to put teams of complementary personalities together to deliver **the outstanding face-to-face customer service experience that drives growth at its core.**

By understanding how your team's personalities and how they interact impacts your business, you'll be one step closer to, predictable, sustainable growth.

This focus on people is the only logical way to reach predictable, sustainable growth. It takes a lot of work and a lot of perhaps initially shockingly transparent communication. But it's worth it. In the Growth Model, the **Team** module goes into detail about how to get this focus in place in your business. For now, here's the Team philosophy put as simply as possible:

Loyal staff, compensated well, placed in roles they are suited for, understood and understanding of each other's unique contributions to the team and managed with open, transparent communication across the entire practice.

3.1

Strengths, roles, and transparency

The starting point to develop a great team is to identify their individual strengths. Identifying one's personal strengths is a key component of matching individual's skill sets with the responsibilities of each role. An

essential element when hiring new staff and bringing deeper understanding of your existing staff is the utilization of personality and strengths testing programs that are readily accessible and easily applied and interpreted. **I will not hire a team member without the benefit of the information provided in a few of these tests or profiles.**

These tests are not perfect, but when put in a real life context and combined, they will prove invaluable. The insights gained by each team member go far beyond the workplace in terms of understanding their own personality and responses to real-life situations. When an individual becomes more self-knowledgeable and has a similar awareness of others' behavioral patterns, an environment of appreciation is created among the team as opposed to an environment of criticism and unfavorable judgment.

Managing roles with the Kolbe Index

My number one go-to is the Kolbe Index. It is an invaluable asset for understanding one's actions. I'll explain a little about it to illustrate how the insights gained from it are applied and how using and openly sharing personality metrics will impact your business positively.

In their own words:

When you manage people according to their conative strengths, they'll excel. Force them to work contrary to them, and you'll have costly stress. This hidden factor behind many failures can become your secret to success.

Basically, the Kolbe Index measures a person's conative nature—**how one tends to initiate action** in a given situation. We are born with this innate mode of action, and, as Kathy Kolbe says, "It is perfect for you." There is no right or wrong, and one profile is not better than another.

But specific modes are better suited for specific roles. Since we default to using our dominant mode of action, what follows is that when we are required to act in an area that is not in a dominant mode for us, we have more stress, and our performance over the long term tends to be mediocre at best.

Understanding your strengths and tendencies is clarifying and liberating. Once one is armed with the knowledge of their conative nature, something inborn that cannot ever change, this self-knowledge affords a great sense of freedom to be one's self. Just as important, it brings a

deeper level of understanding of those around us with different profiles and ways of initiating action.

Understanding your team this way is enlightening to say the least. What an amazing team tool where linked performance is key. When considering the cost (about \$50 per individual) and the ease of completion (about 30 minutes online), it is no-brainer to integrate this test into the practice toolbox.

How to implement Kolbe insights

I have many examples in my businesses and in my own family of how the Kolbe profile provides indispensable information into human behavior; and when understood, instead of constant criticism, sharing and reassigning duties and changing seats is the new way to approach these previous conflict scenarios.

Here's an illustration of using these insights using some of the Kolbe terminology:

Someone with a low Follow-through will be seen as lazy and never completing tasks by someone with dominant Follow-through. Conversely, a person with dominant Follow-through is seen by many peers as obsessive and uptight. Those who score high as Fact-finders can never get enough information on something. They can be seen as "holding up the show" by others. A Quick-start is always initiating new ideas, and impatient to slow down. An Implementer works well with tools and building things.

If you build a team that combines a Fact Finder, a Follow-thru, a Quick-start, and the Implementer, you will have an amazing team, covering all bases from the decision to the research and planning, to the completion of the tasks, and the hands-on implementation.

Especially since people tend to gravitate toward, hire, and choose to work with others who are of a similar Kolbe profile to their own, it's important that everyone understands the importance of each and all of the four modes and has an appreciation of the benefits of a combined approach by all, which will blow away a team comprised of individuals with self-similar profiles.

Other tools for team insights

There are many other excellent assessment tools such as the DISC tool, Myers-Briggs, Strength Finder, and others. The key is to bring some science into your understanding of your team in an open, supportive framework without reinventing the wheel in terms of how to gather and interpret the information. It is not about getting too in-depth into the body of research at hand, but to have a serviceable grasp of this information and how it impacts daily behavior and action within the team, and with the patient. It also leads to some great fun on the team, as you go through the exercise together and demonstrate an investment centered on them—and an obvious, sincere wish to truly understand them.

The insights about the dynamics within your existing team that come from using these tools are also helpful to keep in mind when you're hiring new team members.

Hiring for Growth

The critical importance of the hiring process demands that it receives a concerted effort and analysis. This effort will pay off in multiples by adding valuable members to your team. The inverse holds true when hiring is given inadequate time and positive energy.

A key perspective shift for hiring for growth:

Look at hiring as an opportunity to *strengthen your product*, rather than a task to *fill a void*.

One surefire way to improve your product is to hire with an eye toward first impressions and “face-to-face.”

First impressions

The hiring process revolves around first impression, strengths and skillsets. You only have one chance to gauge a first impression. Although this can be overanalyzed, the initial face-to-face impression an applicant makes will speak to their capacity with the most pivotal quality and ability of a team member to form relationships.

A dental practice thrives on new patient interfaces. This initial impression as received by patients is a primary driver of growth, and so this element must be heavily weighted in the hiring decision.

The sourcing of candidates who will successfully deliver the face-to-face component of the first impression must be facilitated with a careful preparation, from the job description to the screening, pre-interview, to the meeting place, information exchange, initial greeting, the interview team, and so on.

An interview team that is in sync with the end goal is paramount. By design, the team must be comprised of people with different skill sets and behavioral profiles. We have even had success including non-dental people on the interview team. An excellent person for this position is one that has an ability to read and watch people and has that an ability to trust their gut instinct.

Avoid the common mistake of always hiring someone just like yourself, as this may not be the best match for the role. This mistake is sidestepped when a decision is arrived at collectively by an interview team. I like to use an approach called a Right Fit Judgement Filter (used in the Strategic Coach program), which supplies a template that scores the candidate on a set number of categories. When assessing these defined variables, this tool facilitates the team's ability to assimilate the information and provide a single score. It also helps to resist applying too much emphasis on a single category.

To get a comparative benchmark, score examples of Worst Case and Best Case and agree on a minimum acceptable score. *Do not cave in and accept a candidate that is the best of the bunch but still below the minimum standard.*

It is much more preferable to wait for another batch of candidates or pay a higher premium for the right candidate than to settle for someone who doesn't make the grade.

Face-to-Face

The quality and ability I call "face-to-face" should be given priority above all others. People with superior face-to-face have a very real ability to *make patients feel better*. You can make a happy person miserable, but you can rarely make a miserable person happy.

I like Maya Angelou's thought:

"People will forget what you said, people will forget what you did, but people will never forget how you made them feel."

This is simple, but crucial. Think about how each candidate makes you feel, with an eye toward how they will most likely make your patients feel.

Roles and consensus on the management team

Particular attention must be given to the management and ownership team. The roles assigned to doctors and administrators on the team will be clarified and enhanced by using Kolbe, DISC, and past experiences.

The professional relationship and respect for the unique ability of each individual must be openly discussed in a forum at the owners/administrators' table. Only then can they share vision, find consensus, and speak in the collective voice of real leadership. As Don Clay would say, "Freely discuss everything in an open debate at the table, but when you walk out through the door to talk to the rest of the team, do it as one." Not an easy thing to do, but a crucial capacity to develop.

The most difficult hurdle to overcome is to have a very clear approach to arrive at consensus in the decision process. It is the very reason why partnerships in dental practices rarely succeed for a sustainable period of time, and almost never continue in a legacy situation. This is very sad and disturbing to me, and remedying this reality is a major reason why I want to share Growth Model thinking.

A great goal is to have the administrators make the final decision after full contribution and diligence at management meetings. This ensures that there is no ego or conflict of interest, but to have the entire practice's best interest at heart. An essential element in the Growth Model is this unquestioned empowerment.

The one word that sums up the barriers to success here is "ego." The closer one gets to understanding and operating within one's unique ability, the ego has less influence. Self-knowledge is so very important to functioning in one's life as an individual and as part of a team. These thoughts are an excellent lead in to the next concept:

Are you on the team?

Most team members are aware that they are part of a team structure, and the clarity of this context helps them communicate and function on a day-to-day basis. There are team members who are often less clear about this: the owners and managers.

The question that must be asked to the owners and or administrators is: Are you on the team?

The knee-jerk response is "of course," but I truly believe this is the exception to the rule. It is imperative that the leaders be role models for on-floor performance and work ethic, for "walking the talk." This must be authentic and transparent and avoid the classic "King and His Fool" scenario, where no one feels they can freely speak the truth to the leader without fear of reprisal.

Leadership must come from a structure where the leaders and managers are simply part of the team and gatekeepers for the business structure. This is what can be called a "full-team task" when working on the collective company goals.

We have a very uncommon situation in the world of dentistry where the owners, because they are so often dentists, spend most of their time working in their roles at chair side. It is virtually impossible to run the business effectively and work full-time at the chair. My suggestion is to always be in the loop, but to delegate the business responsibilities to effective and efficient managers with clear accountability and incentives in compensation that are tied to the growth of the business. An appropriate song using a chess analogy from the rock group Yes:

"I've seen all good people turn their heads each day

So satisfied I'm on my way

Don't surround yourself with yourself

Move on back two squares."

3.2

Team Training

Consistency in everything is key. Systems give you a floor, not a ceiling. There is a clear distinction between training your team, and telling them what you require them to do. In the latter case, what commonly follows is that teams will attempt to figure out for themselves how to meet your requirements. This distinction is the difference between setting your team up to succeed and setting them up to fail, or, at best, perform inconsistently, according to the methods they were forced to improvise without guidance or coordination. If they are left to figure out the “how” on their own, there is no structure in place, and no consistency. Leaving your people to figure “the how” out on their own is the prelude to heartache. Good structure in place doesn’t just make everything *easier*, it’s the only way that many of the best results are even *possible*. Habits are the active components of structural systems for a team.

To form repeatable habits, it is a necessary requirement to have a repetition of action over a minimum 21-day period. No need to go into the science of habits here, it is an accepted fact. Translating this reality into predictable, sustainable action in the workplace requires direction and focused training.

Training is not optional, but an essential requirement to outfit each team member to perform at a consistently high level in their given role. The ideal outcome is a level of day-to-day performance that captures the unique personality and strengths of each individual in a coordinated effort across the practice that comes across to a patient as a seamless and personalized experience. The positive energy when this is present is felt by everyone: you, your team, and your patients. It’s a feeling that needs to be present for growth.

Frankly speaking, you cannot expect great results without this leap. If you think you can, you are stepping over dollars to pick up pennies, and that is only the start of your problems. Recall the insight from the retiring dentists and the impact staff problems had on their career and quality of life. Those problems can be seen as opportunities for growth when you know what systems to put in place.

The reality here is that training is *how you get a team to understand what it must do*. All of the business metrics in the world are useless if you can't get your team to react to them predictably. It is a very difficult task to accomplish without a dedicated system, and a major investment in time, money, and, admittedly, a short-term loss of productivity that negatively impacts hourly revenue at the outset. Another leap of faith? So soon?

Taking the plunge

I understand what it's like to be at the edge of taking this step. I will share a pivotal story involving Don Clay, the creator of a brilliant system called Thrive Management. Don has more experience with boots on the ground in group dental practice management than anyone, anywhere. He has truly walked the talk for many years, managing many large medical and dental groups and capturing his vast knowledge in his management system.

At the beginning of our association with Don, he asked me a basic question: "How often does your entire team meet as a group?" My response was to discuss in enthusiastic detail our group events like shopping sprees, community charitable events, picnics, parties, and so on. He continued to look at me and again asked how often we had *meetings* as a full group. I then proudly explained how we are open six days a week with two overlapping shifts in two connected offices with no downtime, with amazing production and patient retention numbers, and so on, making this quite impossible.

He hesitated and continued to wait and look at me with his patient, unwavering gaze (I suppose you would have to be patient to manage large medical and dental groups, with so much micromanaging input from the docs). It took me a second, but the meaning of his questions finally dawned on me and I said it aloud: "But, we would have to *close the office* if the entire team met as a group!"

He said, "Well, yes."

Alright, I thought. Not rocket science. Enough said, and we proceeded to do just that. We arranged to have Don participate in these weekly meetings via video conference.

This is not to say that this was instituted easily within our group. There was a lot of pushback from a few of the partners. They immediately calculated that each meeting would cost us a minimum of \$5000 in lost production revenue and thousands more in salaries—after all, these were paid meetings. The team would definitely not be happy or receptive to our message if they were losing wages to sit there and listen.

We had to work through this disagreement and skepticism just like anybody else, but the potential to grow was ultimately demonstrated to be more important to all of us, and we quit doing things the old way and started on a new course.

The bottom line here is that you absolutely have to meet on a consistent basis as a group. Believe me, it will be the most cost effective investment you can make. The task of creating the agendas for these meetings creates focus for the owners (the cheque writers), and from the establishment of these meetings they will gain a new feeling of effectiveness and ability to control the course of the business. The value received by the staff is in the increased satisfaction and security of knowing exactly what they need to do to perform at the highest possible level.

These meetings also include individual team meeting breakouts, with their own agendas and CANI plans (Constant And Never-ending Improvement) with support and accountability. I won't go into depth here about the entire system other than to say you need an organized meeting schedule with solid project tracking. There are plenty of online project tracking programs like Trello and Basecamp that are inexpensive and easy to implement.

Another successful practice is to utilize the group setting to review and discuss relevant training modules and encourage group discussion about circumstances unique to the group. The training platform will continually evolve and adapt as the business and technology, processes, and protocols modify and reshape.

Four Block Roles

The hallmark of the Model's training program is **Four Block Roles**. The detailed implementation of this thinking is covered in detail in the Model, but the basics are introduced here. The idea is as powerful and clarifying as it is simple: to give structure to the training and daily operation of each department of the practice, break down their respective responsibilities into four blocks.

As we've already discussed, face-to-face, the ability to make a positive connection with people both with customers and with their fellow team members, is of the utmost importance in any and every role. This is why face-to-face is block role number one for every department.

The other three blocks in each role are specific to the activities of their respective function. Let's look at the four block roles for a receptionist:

**Four Block Roles:
Receptionist**

F: Face-to-face

F: Financial

A: Appointments

P: Phone

To demonstrate my point here I would ask the question:

If you had a receptionist who was able to form a very positive impression on the phone or in person, who always maximizes the doc and hygiene schedules, and ensures that we get paid for the work we do? Would this cover off most of his or her duties? The answer is obvious.

The notion of Four Block Roles allows us to understand and discuss the multiple aspects of each role in the practice. It's a notion and practice that is fundamental to creating the kind of structure needed to perform at the highest level and realize predictable, sustainable growth.

Mentoring

Hands-on training and mentoring cannot be overlooked. The mentoring aspect must be a structure with accomplishment goals, performance levels, and, most important, be based on a one-on-one relationship that stresses the importance of support and trust. High-level performance in any role must embrace a component of personalized freedom for an individual that will overlay high performance with an authentic personal flair.

Establishing this environment of a caring and harmonious culture is always obvious, and never lost on your patients. They will want to be there and refer their family and friends to this great practice.

Selecting mentors from your team is not usually a difficult task. These superstars in your practice are obvious in their superior day-to-day performance and willingness to help others. This ability should be formally recognized, and a structure built to enable concentrated time and effort for this kind of training. High-level compensation should also be a component that is reflective of the benefit received.

How does mentoring affect patients? First of all, we ask for their consent. They are always happy to participate. When a patient is aware of an over-the-shoulder mentor-trainee interaction, their reaction is always positive. Seeing this kind of effort reinforces their perception of the high level of service they always receive and seeing the work necessary to provide that level of service gives them a deeper appreciation of its value. Whenever we have a dentist participating in an over-the-shoulder treatment session as an observer, the reaction from the patient is inevitably as follows:

"You are going to just love working here!"

"I have been coming here for many years, and you're lucky to be part of this team!"

"You are being trained by the best!"

It goes without saying that our chairside team comes away from these mentoring sessions with a great sense of pride in our practice and full of energy. The new staff member also will remember how they felt at these patient sessions. What an invaluable way to not only train, but set the stage for a loyal and appreciative team member. What do you think the conversation at the dinner table focused on that night for the new employee, the patient, and the mentoring team? What a deeply satisfying way to stoke the fires of a growing practice.

With mentoring, $1 + 1 = 3!$

3.3

Team Communication

I live in Niagara-on-the-Lake, Ontario, Canada where we have a well-known theatre called the Shaw Festival. A quote from George Bernhard Shaw sums up communication perfectly:

"The biggest problem in communication is the illusion that it has taken place."

All too often we tend to "fill in each other's blanks," and imagine others mean what we believe they are thinking and the reasons attached. Without wading too deeply into the judgment and justification that occur, suffice it to say this is a huge problem with a counterproductive result. Commonly people are not mutually clear on intent—or even facts. In most people, "the eyes will see and the ears will hear what the brain is looking for."

When we have an **underlying core value of transparency** that is openly encouraged and supported, helpful, nonjudgmental conversations become the norm. A culture that supports these conversations directly supports and sustains that great team chemistry we're aiming for. I like to call these "no penalty" or "next step" conversations, depending on their exact purpose.

Wouldn't it be a wonderful world if every conversation made it clear to both parties where the next steps would be? The linguistic and emotional games so counterproductive and costly in both the business and human sense would be minimized.

This isn't just about your team, it's about **all of your people**. If you know exactly what a patient was thinking following a required treatment discussion, the relationship can progress with mutual value. That is certainly not a benefit not to be overlooked. I recall a dentist saying that he had 100% case acceptance, meaning that he provides every patient with the treatment that they will accept. Nice!

All too often, the problem is not the problem, the problem is that we cannot communicate about the problem.

Implementing the structure required for open communication

Open communication flows much more freely on all levels in an environment of transparency and trust. This is why a foundation of transparency is a core company value. A primary responsibility of the ownership and management team is to be proactive and supportive with this collective information.

To support a framework of communication, the starting place for this is to set up a table of organization. This must always be "bottom up" where ownership followed by management are at the base with a focus on support to the team and finally at the top, the patient. This is in direct contrast to a "top-down" organization, where the owners are at the top, the team is below, and customers are down at the bottom.

The image essential to a bottom-up organizational table is one of each level supporting those above it. It is a necessary image to hold clearly and consistently across the whole practice. It makes it clear that the ultimate task of the entire practice is to support each other in delivering value to your patients, the team directly interacting with patients, and the owners and managers supporting the rest of the team in their efforts.

Within each department, there is a communication coordinator who facilitates communication within the department. This individual is usually an experienced team member. It must be clear that this individual is not in a management position, but as the name implies, a coordinator of information.

The open communication facilitated by this organizational structure creates participation in channels of helpful communication, ensures that facts are clearly represented, and prevents the confusion, self-interest, and isolation that poor communication always, always creates.

The organizational table should be posted in a designated meeting/ conference room, in a large scale format. Large dry-erase boards work well for this. We found it interesting to note that most people like to see their name included in an organized graphic like this. It helps them see where they are in the grand scheme. Remember back in grade school where we all had to move to our chosen spots, and keep in line? I clearly remember the gold and silver stars beside the names on the posted chart, and when a level was achieved one would receive a new eraser or some small item. This reward had great significance for progress recognition. The adult, professional analogues of this are just as memorable and effective.

Growth Card

A tool to enhance daily communication is a tracking system we call the **Growth Card**. It is a cornerstone element of the Growth Model. Basically, it is a method that enables each individual team member to track and provide input into something we refer to as an **effective action**. This is where we identify one action for each team member that will lead to a desired result.

The simple action of bringing awareness to a single daily action creates a powerful personal feedback loop that improves outcomes, just as regular weigh-ins create a feedback loop to help achieve weight loss goals.

The Growth Card (GC) facilitates direct, transparent feedback and communication about daily personal effectiveness. By underlining a single action to take, GC provides focus how to take one sure step each day to significantly and positively contribute to the goals of the whole practice. Continuous communication respecting the obstacles tied to individual, team, and organizational effectiveness will allow progress toward solutions to become apparent. This is essential in creating feelings of self-actualization for all members of the team.

The tool itself is a web-based app. Each team member has access to their individual online "seat." On the homepage, daily results are entered, which lead to the trend lines being updated. The relevant production numbers for the individual, team, and practice as a whole are also overlaid on this page. Thus, an obvious correlation is evident between the action of the individual and team, and the production numbers. In an environment of transparent sharing of our successful numbers, which are directly linked to compensation, this is where we celebrate or dig in!

Placing the focus on an action that produces a result, instead of a measurement, was a vital breakthrough in our understanding of how to achieve predictable results. Conventional goals in business are all about numbers, and these numbers are gathered and analyzed at an increasing frequency, in some cases approaching instantly. Metrics are, of course, extremely useful, but they are also at least one step of insight and decision removed from the actions that affect them. Actions are solid and real. Actions change things. When teams are empowered to effect daily actions toward improvement, this leads to predictable results and feelings of achievement and security.

Speaking of measurements, the GC helps to paint an accurate picture of the success of the individual and the progress they (hopefully!) achieve as

action is benchmarked against a standard to give a daily percentage that becomes a score. This score is trended weekly, monthly, and yearly. What a great personal metric. But there's another aspect of GC that's just as powerful: the daily input from each team member in the comments section.

Growth Comments

The all-important benefit of the GC ensues from the comment section. This is not optional, and must directly speak to the action that was achieved that day. They must be transparent and without judgment. The ownership and management must set the stage to enable all comments to be viewed through a lens of trust and support, with a shared goal of improving less-than-desirable circumstances. In fact, it is through these comments that have been able to define and plan solutions to otherwise silent and invisible barriers.

Some of the biggest breakthroughs are found where the problem involves an owner or manager. Get ready to have some no-penalty conversations! These Growth Comments in turn form a vital component of each manager's personal GC.

It will take some direction to define an appropriate comment. "I had a bad day" is inherent in the score. An appropriate format is more like, "Why did you have a bad day, and how can we help you do better the next day?" Some quotes and insights from Robert Hooper's book: "Get out of Your Own Way" speak to a mindset that will get the most out of using Growth Card and Growth Comments:

- It is about direction, not motion.
- What you guide grows.
- It's what you do with the unexpected that counts and overturns old habits.
- Focus, not time, results in progress with less effort.
- Avoid counterproductive routines and habits.
- Do more of less and less of more.
- If it irritates, look deeper.
- It's not how hard you try or how long you work, it's how effortlessly you get more of the right things done.
- Avoid "General Adaptation Syndrome" instead find a new better way
- Say "Yes" to less to create breathing space.

Conclusion

Using the Growth Card brings so many good things. Individuals, teams, and the whole business thrive and overcome the conflicts and sticking points that were created or allowed to persist due to lack of awareness and communication.

Contribution to the vision from all levels of organization strengthens the core culture, weeding out bottom-feeders, clock-watchers, and those with no desire to be part of the growth of the full team and business.

All of this drives continuous improvement which generates shared growth and value for everyone involved.

4.

Process

Process gets even more into the practical, how-to side of growth. Your processes are how you interact with the marketplace. Positive growth is a result of effective action validated by measurement in all areas of process. The metrics are results and must be transparently shared with the entire group.

You cannot manage that which you do not measure. Benchmarks established are science-based and statistically proven within the industry, but fine-tuned within the parameters of an individual business's unique circumstance.

Management must constantly reset and adapt to changing circumstances and stay on track in real time with the most important company value: Looking after the people and the business will look after itself!

For this little book we limit our focus on introducing the core Process elements: compensation structure, marketing and branding, customer first impressions, satisfaction tracking, goal tracking, and sharing the numbers.

Compensation Structure

Your team is the primary driver of growth, and the compensation structure is the primary driver for the team. Pay your team well, recognize performance, and build in an element of friendly fun and low-level competition. These are the hallmarks of a successful structure. And it must be easy to understand. Effective compensation is facilitated in an environment of open sharing of the results achieved in sales. After all, there must be profit in the bucket at the end of the day to have a viable business.

An interesting distinction that should be quite openly discussed is that, in my mind, **payroll is not actually an expense**. I prefer to think that we all share from the bucket once we have paid our expenses. It should also be noted that the first area most conventional businesses not showing a healthy profit will reduce is in payroll. The mindset I like the team to have is that our goal is to maximize our revenue and improve efficiencies to

reduce our expenses. This is never done where customer value is sacrificed.

Base pay should be at the high end of the local marketplace for each role. I like to use the 75th percentile to set this hourly wage. There is no doubt that the team is very aware of the pay scale in your area, and this is likely driven by the availability of qualified candidates, according to supply and demand.

In addition to this is what I call **Step-Up Compensation**. This is where management tracks performance in the areas of duty assessment, contribution to the culture, team peer review, attendance, and clarification records.

There are defined increases in each category that are applied to the hourly wage, that will enable the team member to reach levels toward the 95-100 percentile.

The last component of compensation is in areas where individuals or teams may be provided with money incentives for very specific tasks. This is where you must be creative in terms of laying out which actions will lead to an incentive payout, ensuring that a sense of fairness to all is in place. A point of caution here is to ensure that patient care is the primary goal. These incentives can be very effective in achieving a desired result in target areas.

Growing your customer base: Marketing and branding

The primary driver of growing your customer base, which is the primary driver of growth, is marketing and branding. This must be science-based, which requires building and referring to a historical database of the effects marketing and branding efforts have on connecting with our existing patients and with potential new customer bases. For this, we are very fortunate to have aligned with a longtime friend and an expert in the marketing industry, John Christensen, the founder and president of the chrisad agency.

As chrisad clients, we have access to their unparalleled data and insights on the behavior and response within our targeted marketplace. There is no one on the planet with more knowledge, expertise, and skill with fact-based approaches than John. And he just so happens to be an extraordinary person with a deep and unwavering commitment to his dentist clients. Don't think about it just put him on your team if you can!

The success of one isolated aspect or approach is not accurate or conclusive. All actions must be synergistic and consistent respecting language, logos, and branding. The success of marketing and advertising efforts can really only be gauged by watching the bottom-line response in terms of new customer growth. This is the only true barometer.

Everything is Marketing: Customer First Impressions

Everything you do in the business is marketing. Here, as an example, we'll showcase the power of paying close attention to first impressions.

First impressions influence the way first-time patient will perceive their experience with your practice and impact their decision to return or not.

Returning patients have a new "first impression" every six months when they return for cleanings and will be influenced in the same way. As you can see, this makes first impressions something that cannot be ignored if you are interested in growing your business.

Customers instantly form their first impression from wherever they come into contact with your presence: your website, your phone protocols, your external marketing, the "curb appeal" of your building, your parking lot and signage, the interior design layout of the office, its furnishings, finishes, colors and state of repair, the lighting... I think you get the message.

If you think you can do this on your own, think again. This is another area where you must invest. Find a qualified designer with experience in delivering a suitable package at a justifiable cost. It will need to reflect the message you are trying to convey to your demographic base and it must always leave the clear impression of a comfortable, affordable, clean, organized and efficient environment. I like to call this important element The First Impression Project, and it requires ongoing dedication to maintain the desired impression.

All too often, once a renovation or a new design is complete, the maintenance is overlooked. Do not leave this up to someone who is not qualified or very particular.

Satisfaction Tracking

Customer Satisfaction tracking and feedback is ongoing and has the added benefit of letting our patients know that we are interested in their opinions, with a view of always improving the overall experience through their eyes. Monitoring and responsiveness to social media channels is helpful, but largely unproven at this point in time in the dental marketplace.

Goal Planning and Tracking

A system must be in place that focuses on setting and monitoring full team, department, and individual goals. We like to use the term CANI, which stands for Constant and Never-Ending Improvement.

I will not expand much on this other than to stress the importance of establishing a system that works for you and your team. Tracking and communicating progress with these projects will require dedicated effort and the use of a system. Lots of great programs are available online, for instance. No need to re-invent the wheel here. Tap into existing resources whenever possible.

Sharing the numbers: Why?

Customer base, total revenue, and profit are the key areas that the business must stay focused on to achieve sustainable growth. There are others covered in more detail in the Model itself.

It is very important that these primary metrics are clearly communicated throughout the entire company on a real-time basis. This way, reality becomes a common language and point of reference understood by all.

“Sharing the numbers” is, as we said in the introduction to the Team section, a sensitive subject for many business owners. Sadly, this lack of transparency causes intractable problems and communication challenges **that simply vanish when transparency is fully embraced.**

Data which is specific to your company and benchmarked against industry norms is a powerful communication tool that forces everyone to accept reality, whether it's good news or bad. You have to accept reality on reality's terms in order to grow. It's a basic requirement. When everyone knows exactly what's happening, it's that much easier for everyone to know what needs to happen next on both the individual and team levels.

The numbers must be communicated in a simple but clear and relevant fashion. Don Clay's Thrive Management System uses the Seven Region Graphic, where the regions are clearly laid out and they all lead to a final region called "the bucket." This is simply what is left over: Profit. Where we all get paid from!

Endnote and Conclusion

I don't know who first said that when you are attempting to speak, or get a message across, you should tell them what you are going to say, tell them, and then tell them what you said. So here goes.

It is really all about progress and improvement that leads to growth in a business. A business owner must clearly identify the values that guide day to day life in the workplace as they deliver what their customers want.

If we give them what they want, and they perceive this as great or even just expected value for them, they will usually do three things: they will pay us, become loyal customers, and refer more people to us.

Now we must continually ensure that we have set up our structure to provide our expanding customer base with more of what they want and are entitled to in our products and services, now and in the future.

The starting point in any business to provide this ongoing value to develop our most indispensable asset: our team. If we commit to creating a team that is properly trained and deployed in areas of their strengths and empower them to transparently communicate with a view to always look after our customers and do the right thing, we are now ready to move to the day to day operation of our business.

Linking everything together with this underlying foundation of purpose will create a sustainable business with a great culture and predictable success in terms of revenue and growth.

Look after the people, your patients and your team, and the business will look after itself.

Sounds all very simple.

In fact it is!

Enjoy!

RM

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Niagara-on-the-Lake, Ontario, Canada