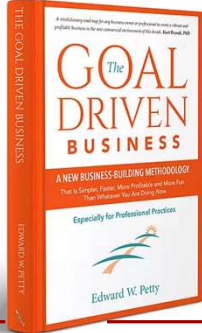


Class 5

1. Section II Introduction
2. Why the SHIFT to The New Model of Management
3. The Lab
4. Improvement Process
 - Kaizen/G.A.P
 - **Team Meetings**
 - **Team Training**

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Team Meetings

GOAL OF TEAM MEETINGS IS IMPROVEMENT.

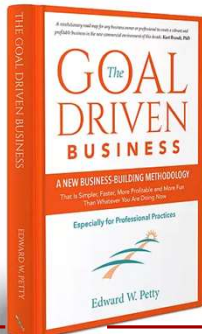
MONTHLY MEETING PROCEDURE and OUTLINE

1. **Clarify meeting goal.** Every three months, clarify the goal of the team meeting for everyone and the role each person must make it work.
2. **Preliminary meeting with the manager.**
3. **Monthly Team Meeting.** Everyone gets together for about an hour at the beginning of the month.
4. **The manager runs the meeting.** The manager runs the meeting with the clinic director present.
5. **Show and tell.** The manager asks each person, one at a time, how their month went. Each team member gives a report, including: A win (Hurray!) Their statistics if they have them. How they improved their area. (optional)
6. **Questions, clarifications.** This is an excellent time for the clinic director, or anyone else, to ask each team member about any aspect of their report.
7. **Total clinic performance.** The manager then goes over the clinic's total monthly performance or statistics.
8. **Clinic Director.** The clinic director recognizes everybody's work and contribution and expresses gratitude. The clinic director then goes over the big picture -- how the business is generally doing, Are we headed up or down?
9. **Goals Achievement Process.** Improvement process.
10. **Individual goals.** The clinic director can go around the group again and have each team member set a goal for their area. The manager takes notes.
11. **Long term.** The clinic director talks about the future -- what can we expect in the next 6 months? This gives the team an idea of where they are going and fosters confidence.
12. **Our Why.** The clinic director then reminds everybody about their Why and mission. Sometimes, patient testimonials can be reviewed and a discussion of why our services are so valuable.
13. **Miscellaneous.** Some offices have an informal session for miscellaneous newsworthy items, such as somebody got a new dog, "Where's my coffee mug?" or stop leaving old food in the refrigerator. This can be inserted before #12 and #13.

MONTHLY MEETING

Weekly follow-up meetings. Training, coordination, follow-up.

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Lesson 5. Team Training

Improving synergy and developing an expert team.

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Team Meetings

Other meetings

Goal of team meetings is improvement.

- Morning Case Management
- 5 Minute CD-MGR briefing
- Monthly marketing meeting
- Management meeting

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Becoming an expert TEAM.

Proficiency



5. Expert team members in-synch going for the same goals and helping each other doing so.
4. Working as experts together and having fun doing so.
3. Working together with reservation.
2. Work grudgingly with each other just to keep their job.
1. Chaotic and disaffected and confused, Edward Petty sm (service mark)

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Team Improvement

- Group discussion.** Take a relevant subject, from anatomy to marketing. The manager or clinic director leads the discussion.
- Goals Achievement Process.** Analyzing an issue and working out its solution.
- Being taught or trained.** An example would be when the doctor explains how cervical subluxations (joint dysfunctions) often affect a person. After going over different aspects of this condition, the long-term effects, and perhaps some successes, he could then have the staff discuss this amongst themselves. Add some kind of practical exercise.
- Teaching and training.** Monthly teaching assignment to the team about some aspect of their position, or from a relevant source such as a book chapter.
- Practicing, role-playing, or rehearsing.** This can be done in a group where two people pair up, or a procedure is practice and the team watches. A procedure is selected for practice. One person will practice performing the procedure while the other coaches them to improve. If the procedure is in writing, such as a script or outline, it should be referred to.
- Walk-through.** There are probably other names for this, but it is a rehearsal of what occurs to a patient by each department as they receive their services on any particular day of their program. For example, on their first day, they would interact with the front desk, the doctor, and perhaps a patient accounts assistant.

A flow chart, or patient pathway, showing each patient encounter for a particular day, or protocol for a specific type of case, can be outlined and then rehearsed. This is an "all hands on deck" that allows everyone to see what everyone else does, and new insights for improvement are usually discovered. I recommend doing this training every 3-4 months.



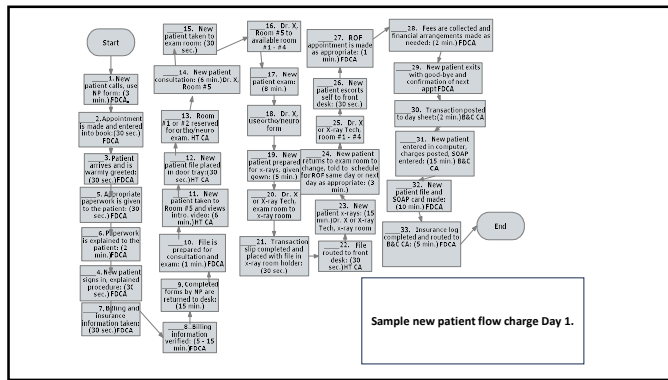
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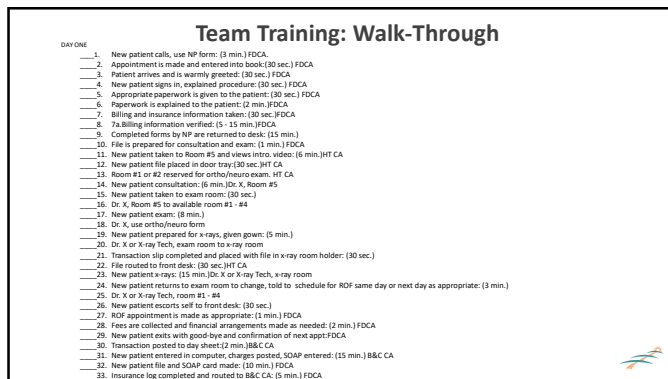
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• While the world's workplace has been going through extraordinary historic change, the practice of management has been **stuck in time** for more than 30 years.

GALLUP

THE GOAL DRIVEN MANAGER

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Goal of Goal Driven Practice Manager

To help the team achieve its goals every month through a) *maintenance* and b) *improvement* of team and system performance.

THE GOAL DRIVEN MANAGER

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The future of management and leadership.



THE GOAL DRIVEN MANAGER

The future of space travel.

