

GOAL DRIVEN TRAINING
PRACTICE MBA
PETTY MICHEL ASSOCIATES

Goal Driven
The manager and clinic director are driven to learn the Fast Flow CEO system.
GoalDriven.com
More Profit - Better Service - More Happiness

1

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PRACTICE MBA
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Class 3.
Evolution of a Practice

Fast Flow CEO System
staring
The Clinic Director
and Manager Team

2

GOAL DRIVEN TRAINING
PRACTICE MBA

This class is for Clinic Director and Manager

1. Regrouping.
 - Wins?
 - Study Assignments. Training your doctor?
 - Training with your Training Partner?
 - Grocery Store analogy
2. Evolution of a Practice
 - The Practice Roller Coaster and the Trap
 - Hidden barriers
 - Escaping to a Goal Driven, Systematized business. The BIG SHIFTS
3. The Fast Flow CEO System
4. The Goal Driven CEO/Clinic Director Duties
5. The Goal Driven Practice Manager Duties

3

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

4


20 Shifts to a Goal Driven Practice

Shift	Old Model of Practice Management	Goal	Goal Driven Business	Progress Point
1	Personality/Profound Drives Practice	Goal	Goal Driven Business	Appoint
2	Not having a budget plan and then it's completely out of control	1. Goal	Goal Driven Business	Appoint
3	Profound role playing	2. Goal	Goal Driven Business	Appoint
4	Personal and professional marketing, weak or no marketing. Strong markets, using others.	3. Goal	Goal Driven Business	Appoint
5	Topical or strategic marketing or promotion of goods.	4. Goal	Goal Driven Business	Appoint
6	Personality not trained to be team	5. Goal	Goal Driven Business	Appoint
7	The manager managing for improvement of business performance	6. Goal	Goal Driven Business	Appoint
8	Not one in charge of marketing system.	7. Goal	Goal Driven Business	Appoint
9	Market plan and marketing plan that is not used, outdated, and not used.	8. Goal	Goal Driven Business	Appoint
10	Business or other activities not used.	9. Goal	Goal Driven Business	Appoint
11	The conventional marketing plan	10. Goal	Goal Driven Business	Appoint
12	Expenses not tracked or budgeted to business success	11. Goal	Goal Driven Business	Appoint
13	Job descriptions with no goals, no plan, no process of operational processes, no process of operational processes and problems	12. Goal	Goal Driven Business	Appoint
14	Not one in charge of marketing system	13. Goal	Goal Driven Business	Appoint
15	Market plan and marketing plan that is not used, outdated, and not used.	14. Goal	Goal Driven Business	Appoint
16	Business or other activities not used.	15. Goal	Goal Driven Business	Appoint
17	Personal and professional marketing, weak or no marketing. Strong markets, using others.	16. Goal	Goal Driven Business	Appoint
18	Topical or strategic marketing or promotion of goods.	17. Goal	Goal Driven Business	Appoint
19	Personality not trained to be team	18. Goal	Goal Driven Business	Appoint
20	The manager managing for improvement of business performance	19. Goal	Goal Driven Business	Appoint

5

Producer Production Organization → **Product. Outcome** → **Customer buying apples.**
Payment-\$

6




Class 2- Lesson 1


Evolution of a Practice

- The Practice Roller Coaster and the Trap
- Hidden barriers
- Escaping to a Goal Driven, Systematized business.
- The BIG SHIFTS

7


In the beginning...







8

In the beginning...








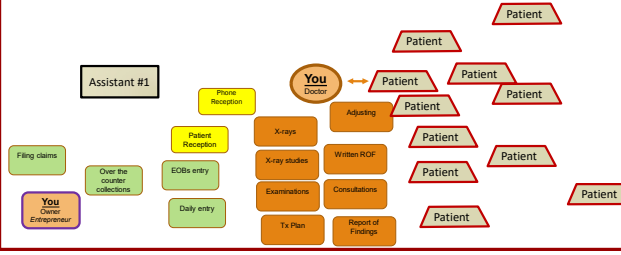
Practice Business Cycle


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Full Capacity	
50% Capacity	
25% Capacity	<p>"I'm going to help people and become a millionaire and spend time with my family!"</p>


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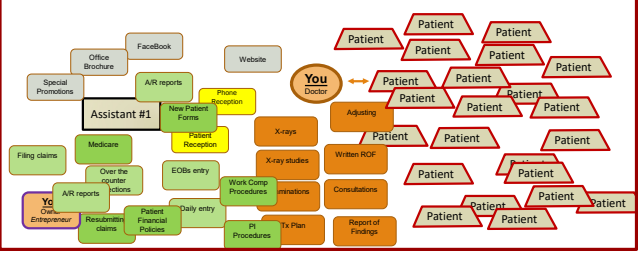







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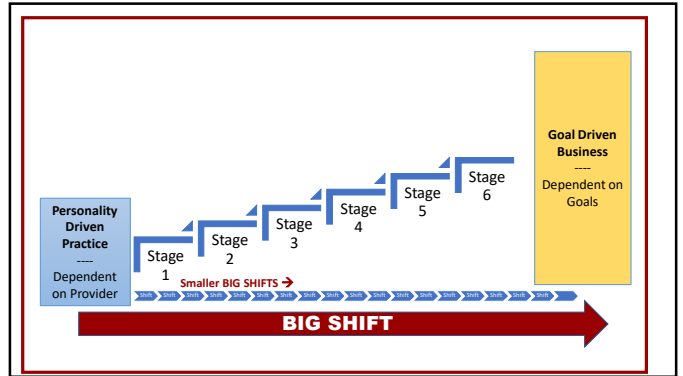


12

But the change is too big to do at once, so we segment this **BIG SHIFT** into smaller changes, or shifts.

(What is a Big Shift?)

31



32

→ 20 Shifts to a Goal Driven Practice →

STAGE	PERSONALITY/PROVIDER DRIVEN PRACTICE	GOAL DRIVEN PRACTICE	PROGRESS POINT
1	Not having a long-term plan and being content with the business.	Goal: Set a long-term business plan.	1. Goal Driven Business
2	Provider not marketing.	Goal: Market and promote the business.	2. Marketing
3	General and indirect marketing, weak or no marketing. Strong markets, using other marketing.	Goal: Direct marketing, specific, targeted, repeat offers.	3. Marketing
4	Trying to manage a large or small practice of goals.	Goal: Focus on a few key goals.	4. Focus on a few key goals
5	Employees not trained to be team members.	Goal: Train employees to be team members.	5. Team members
6	No marketing strategy for improvement of business operations.	Goal: Develop a marketing strategy.	6. Marketing strategy
7	No one in charge of marketing system.	Goal: Assign a marketing coordinator.	7. Marketing coordinator
8	Operate goals and marketing plan (not defined, untracked, and followed).	Goal: Track and measure progress.	8. Track and measure progress
9	Provider not marketing.	Goal: Market and promote the business.	9. Marketing
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THE SUPER MANAGER

33

Three roles:

- Doctor = Happy Patients
- Business owner = Profit
- CEO = Well managed organization

34

→ 20 Shifts to a Goal Driven Practice →

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THE SUPER MANAGER

Yvonne Chouinard

35

Including 10 More Years of Business Unusual

let my people go surfing

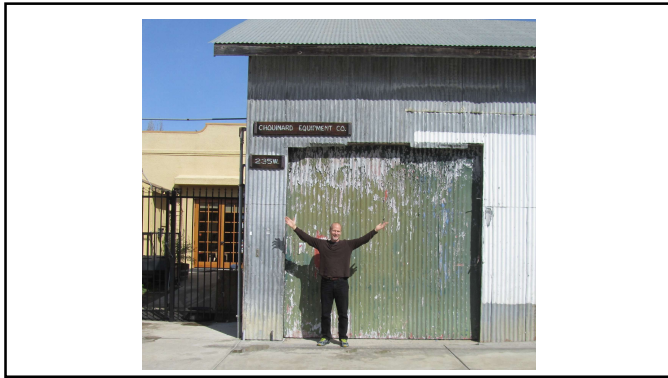
The Education of a Reluctant Businessman

Yvon Chouinard

patagonia

After climbing Denali, Rick Ridgeway and I celebrated by going down to Homer, Alaska, "a quaint little drinking village with a fishing problem," to dig for razor clams. After this photo appeared in our catalog, we received a letter from Robert Mondavi, who had identified that we had been drinking his wine. Rather than send a cease-and-desist letter, he thanked us and invited us up to a VIP tour of the winery. Peter Hackett

36

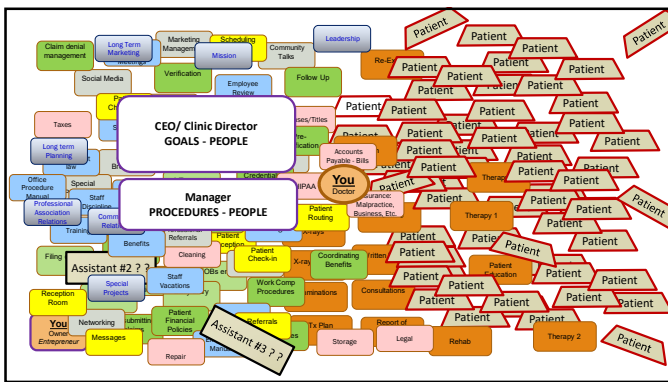


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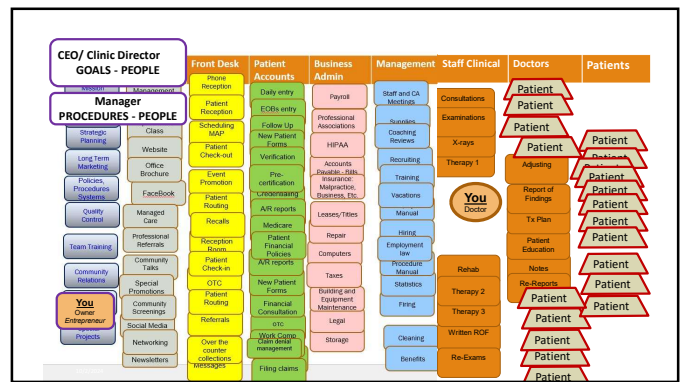
2 of these Big Shifts are:

- The CEO/Clinic Director
- The Goal Driven Manager

38



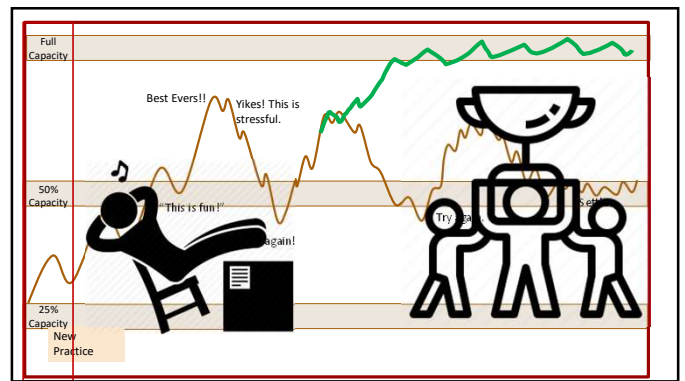
39




40



41




42



Class 3 - Lesson 2

- **The FAST FLOW CEO**
- **The CEO/Clinic Director Duties**
- **Manager Duties**


43



The 6 P's of the Fast Flow CEO

How to run a practice effectively
in just a few hours per month.


44



The 6 P's of the *Fast Flow CEO Method*

CEO	1.	Purpose – Higher Goals: Values, Purpose, Mission.
CEO	2.	People -- The team. Each team member. (Goals focus.)
Manager	2.	People – The team. Each team member. (Procedures focus.)
Manager	3.	Policy -- Broad clinic rules.
Manager	4.	Plans – General strategy for week, month, or more.
Manager	5.	Procedures -- Routine actions steps, checklist
CEO	6.	Products – Practical Goals: Outcomes. Quality and Quantity


45



The 6 P's of the *Fast Flow CEO Method*


CEO/Clinic Director focuses on Higher Goals and People

Goal Driven
Our Values and Philosophy
Our Purpose
Our Mission




CEO	1.	Purpose – Higher Goals: Values, Purpose, Mission.
CEO	2.	People – The team. Each team member. (Goals focus.)

46



The 6 P's of the *Fast Flow CEO Method*

Goal Driven
Our Values and Philosophy
Our Purpose
Our Mission



CEO	1.	Purpose – Higher Goals: Values, Purpose, Mission.
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Number 1 Responsibility of Leadership (Collins)

The function of leadership—the number one responsibility of a leader—is to catalyze a clear and shared vision for the company and to secure commitment and vigorous pursuit of that vision.

Vision Includes these 3 elements: (Collins)


1. Core Belief and Values (Guiding principles, philosophy of business and life.)
2. Purpose. (Your reason for your business. Your why. Grows out of your values.)
3. Mission. (What you are going to get done by a certain time.)


47




The 6 P's of the *Fast Flow CEO Method*

CEO/Clinic Director focuses on practical goals – the manifestations of the higher goals.



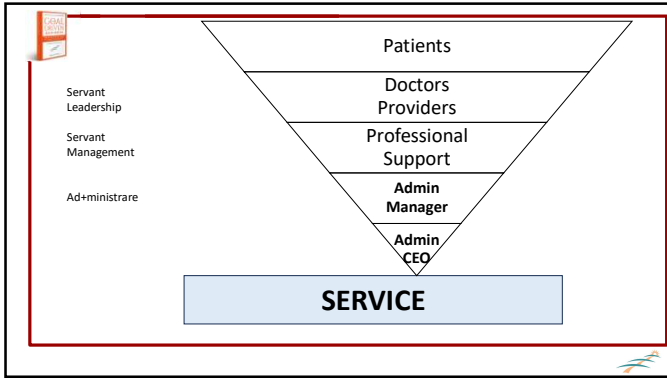


Healthier patients, clients, and customers.



CEO	1.	Purpose – Higher Goals: Values, Purpose, Mission.
CEO	2.	People – The team. Each team member. (Goals focus.)

48



55

Leadership is not magnetic personality – that can just as well be a glib tongue. It is not “making friends and influencing people” – that is flattery. Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.

- Peter Drucker

56

Number 1 Responsibility of Leadership – From Jim Collins (*Good to Great*)

The function of leadership—the number one responsibility of a leader—is to catalyze a clear and shared vision for the company and to secure commitment to and vigorous pursuit of that vision.

Vision Includes these 3 elements: (cover this in more detail next class!)

1. Core Belief and Values (Guiding principles, philosophy of business and life. Standards.)
2. Purpose. (Your reason for your business. Your why. Grows out of your values.)
3. Mission. (What you are going to get done by a certain time.)

The Benefits of Vision

1. Vision forms the basis of extraordinary human effort.
2. Vision provides a context for strategic and tactical decisions.
3. Shared vision creates cohesion, teamwork, and community.
4. Vision lays the groundwork for the company to evolve past dependence on a few key individuals.

57

CEO/CLINIC DIRECTOR GOAL

To keep our people engaged in our vision, values, and mission, and improve their understanding of our vision so that their performance improves, and our business gets closer to its goals.

The CEO/Clinic Director understands and utilizes the Pareto Principle of 80/20.

By effectively living and teaching the vision of the business, and helping others live the Vision as well, this will help produces 80% of the results of the practice.

58

CEO/CLINIC DIRECTOR

To keep our people engaged in our vision, values, and mission, and improve their understanding of our vision so that their performance improves and our business gets closer to its goals.


1. Develop vision:
 - Core Belief and Values (Guiding principles, philosophy of business and life, standards.)
 - Purpose. (Your reason for your business. Your why. Grows out of your values.)
 - Mission. (What you are going to get done by a certain time.)
2. Personally engaged in vision weekly.
3. Coordinate with manager before monthly improvement meetings.
4. Monthly team improvement meetings. KAIZEN/G.A.P. (manage and improve by the numbers KPI's)
 - Weekly short follow-up team meetings
 - Weekly short follow-up management meetings with manager.
5. Communicate and teach vision related topics weekly. (1:1 with team members, team meetings)
6. Know the stats and key indicators.
7. Help each area set their own goals.
8. Daily briefings with manager
9. Review quality of services weekly.

59

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.

60



Entropy


Think of entropy as a measure of how messy or disordered something is. For example, a tidy room has low entropy, while a messy room has high entropy.

***Second Law of Thermodynamics:** This law says that in an isolated system (a system that doesn't exchange energy or matter with its surroundings), the overall disorder (entropy) can never decrease. It can only stay the same or get more disordered over time.


In simpler terms, things naturally tend to go from being organized to being messy, and they won't become organized again without some outside help.

Think of your house. You clean and organize it one day, two days later it is a mess!

61




**Leadership is where we are going.
And Why.**



**INSISTING that we get there on time.
(Outcomes)**

62



Management's 1st Goal:

Keep the Train on the Tracks.


Keep what is working.... Working.

63

Management's 1st Goal:

Keep the Train on the Tracks.

Keep what is working.... Working.



64

Management's 2nd Goal:

Improvement.

Improving the tracks and the train



65

3rd Goal of Practice Manager:

Take care of all admin and marketing tasks so that providers can focus on care and the CEO can focus on future planning.

66

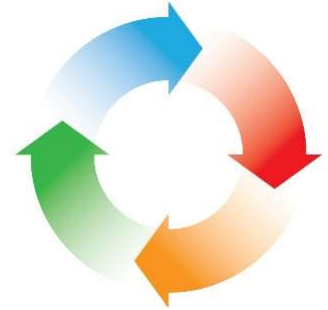
Preliminary Manager Duties

Work out how many hours per week is needed with Clinic Director.
 Know the stats and key indicators.
 Daily briefings with C.D.
 Communication with team. (Seek to understand. Make yourself understood.)
 Know what is going on with your team.
 Review monthly team members stats and key indicators.
 Coordinate with C.D. monthly improvement meetings.(KAIZEN/GAP)(Week 5)
 Coaching Reviews (Week 6)

67

Monthly Improvement Cycles

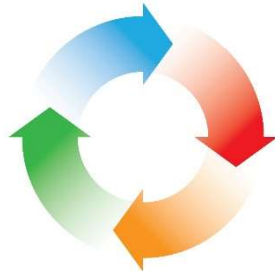
Each month is a new cycle.
 Kaizen!
 Goals Achievement Process (GAP)
 (Covered in Class 5)



68

CEO:
 How many - by When?
 Why?

Manager:
 Do the usual continuously
 and excellently.
 Do it better!



69

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70

The 6 P's of the Fast Flow CEO Method



71