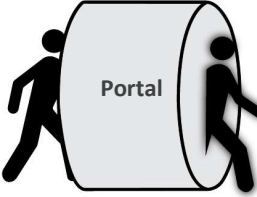


Class 5

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



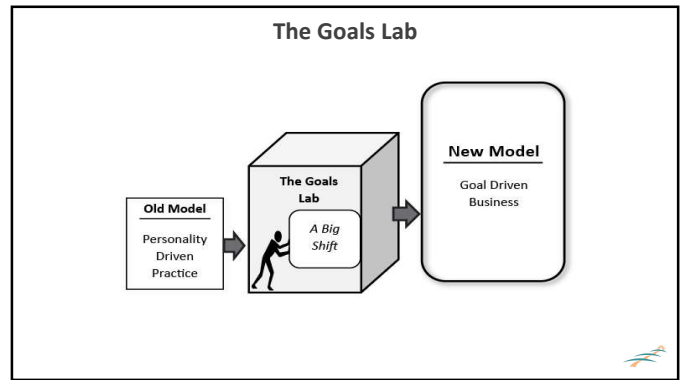
Imagine there's a space-time warp portal right next to you. Right now, it has no location. It travels with you, about an arms-length away. It's mostly invisible, but at any moment, once you know how to access it, you can step through the portal into this other realm.

What you step through is a warp, a "wormhole" to another dimension of the world. It exists outside of the daily time dimension, and outside of the matter-energy-space dimension. Yet, it resides right beside where you are sitting or standing now.

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→ 20 Shifts to a Goal Driven Practice →

From the old to the new

	OLD MODEL OF PRACTICE MANAGEMENT	→	GOAL DRIVEN MODEL OF PRACTICE MANAGEMENT
STAGE	Personality/Provider Driven Practice	Goals Lab	Goal Driven Business
1.	Not having a designated place and time to continually work ON the business. Stimulus-motivated management. Provider not marketing.	1.	Goals Lab – A scheduled location to continually work on improvement. 2. Map and manual on how to build, operate and navigate steadfast to your goals. 3. Evangelist for your services.
2.	General and indirect marketing, weak or no marketing. Wrong markets, wrong offers. Trying to manage or lead in role of provider or owner. Employees not trained to be team members. No manager managing for improvement or business development. No one in charge of marketing systems. Greater goals and tangible goals not defined, embraced, and followed.	4.	Direct marketing. Specific USP. Solving problems for specific markets. Correctly targeted offers. 5. Leading and managing as CEO and Chief Coach for your business. 6. Goal Driven Team Members. 7. Goal Driven Manager. 8. Goal Driven Marketing Coordinator. 9. New Goals defined, embraced, and pursued.

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The Goals Lab: Located in the Pareto Principle Dimension

The Pareto principle states that for many outcomes, roughly 80% of consequences come from 20% of causes (the "vital few"). Other names for this principle are the 80/20 rule, the law of the vital few.

In 1941, Management consultant Joseph M. Juran (1848-1923) developed the concept in the context of quality control and improvement after reading the works of Italian sociologist and economist **Vilfredo Pareto, who wrote in 1906 about the 80/20 connection** while teaching at the University of Lausanne.

Wikipedia

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The Goals Lab: The Pareto Principle

Most of your business problems (80%) come from just a few causes (20%). If you focus on remedying the few causes, you'll be a much more effective manager and experience less stress.

Most of your marketing results (80%) come from just a few (20%) marketing actions.

Your customers' highest level of satisfaction (80%) comes from just a few of your efforts (20%).

Most of your management efforts (80%) only make a small improvement (20%) in your business.

I suggest that this principle isn't accounted for in your business thinking because it is counter-intuitive. The 80/20 principle is indeed like a results warp. You may think that if you spend 80% of your time on something, you will see an equivalent payoff of 80% in the results. But the warp blasts your expectation and you actually get only 20% results. I've had a tough time with this personally and am constantly devastated when I see that 80 percent of my time has been frittered away on menial duties that produced marginal results. Yet, since deliberately keeping this concept in mind as I go about my life and business, I've noticed significant improvement.



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More Hidden Barriers Resolved with the Lab

The Pareto Principle fools entrepreneurs. They can think that everything is just as important all the time. This adds extra stress and limits their ability to plan.

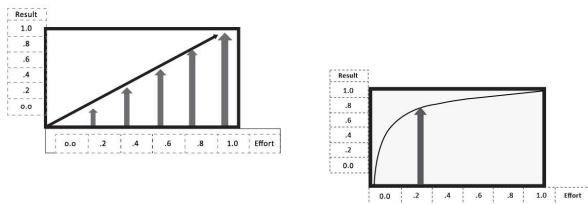
Time is also confusing – sometimes thinking that more time produces better results. This too is an example of the Pareto Principle. Often, the clinic director and doctors spend more time than they need. As often, this is because they do not have enough trained professional support.

And so, the Lab, or training room or practice field, and its importance is also *hidden from view*. And therefore, it's vital functions are not done.



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The Goals Lab: The Pareto Principle



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The Lab Has Rules

Rules of the Lab Don't Be a Wimp!

1. Have a beginner's mind.
2. Don't be lazy.
3. Don't allow interruptions.
4. Don't be a wimp.
5. Don't hide out and be a spectator.
6. Be respectful.
7. Face the brutal facts.
8. Challenge yourself and others.
9. Question the routine, look for alternatives.
10. Be a good coach and help others improve too.
11. Get comfortable with the uncomfortable...

**Where
Improvement
Takes Place**

- Practice Field
- Rehearsal Room
- Gym
- Dojo



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Parkinson's Law of Time

There is another law, actually an observation, that supports taking time away from business for self-improvement.

Cyril Parkinson was a naval historian who wrote a book called *The Pursuit of Progress*, published in 1958.

The first two sentences in Chapter 1 say it all:

“Work expands so as to fill the time available for its completion.

General recognition of this fact is shown in the proverbial phrase:
‘It is the busiest man who has time to spare.’”



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The Goals Lab:

Now you know that you have the time to go to your Lab, we can learn what to do there!

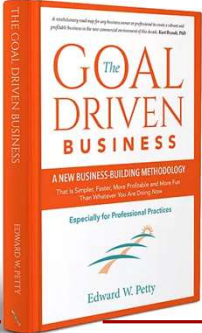
Time spent in the Lab, if done correctly, is the 20% that will produce 80% of good outcomes.

You will use the Lab to help you reach your goals.
The primary function what we call the **Goals Achievement Process**, or G.A.P., as it reduces the distance between you and your goals.

It is our version of Kaizen!



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Class 5

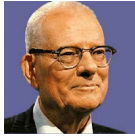
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KAIZEN : Goals Achievement Process

Some Nifty Quotes From Edwards Deming

- The greatest waste ... is failure to use the abilities of people...to learn about their frustrations and about the contributions that they are eager to make.
- Improve quality, you automatically improve productivity.
- Quality comes not from inspection, but from improvement of the production process.
- Quality is everyone's responsibility.
- The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people. Put in a negative way, the aim of leadership is not merely to find and record failures of men, but to remove the causes of failure: to help people to do a better job with less effort.
- Eighty-five percent of the reasons for failure are deficiencies in the systems and process rather than the employee. The role of management is to change the process rather than badgering individuals to do better.
- The ultimate purpose of collecting the data is to provide a basis for action or a recommendation.
 - "We are here to learn, to make a difference and to have fun."**



[Demings 14 Points of Management](#)

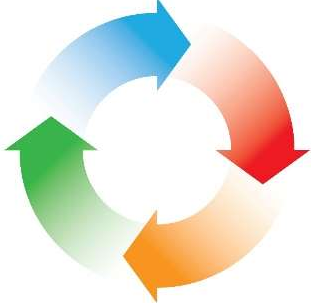
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Monthly Improvement Cycles

Each month is a new cycle.
Kaizen!

改善
Kaizen
Change Good

The Goals Achievement Process (GAP)



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KAIZEN Goals Achievement Process



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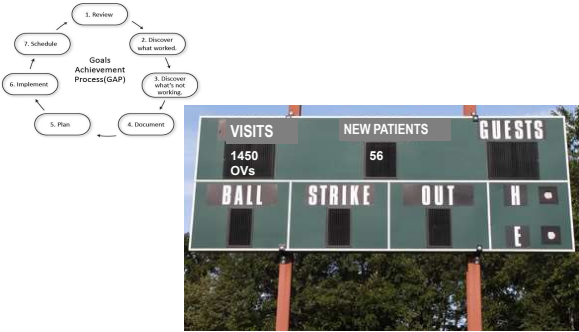
KAIZEN Goals Achievement Process

The Deming Cycle is a process of continuous improvement, known in Japan as "Kaizen," which helped grow the Japanese car industry in the 1960s into what it is today. It was named after Edwards Deming.

Kaizen defines a methodology larger manufacturers and businesses use to improve their products and outcomes.

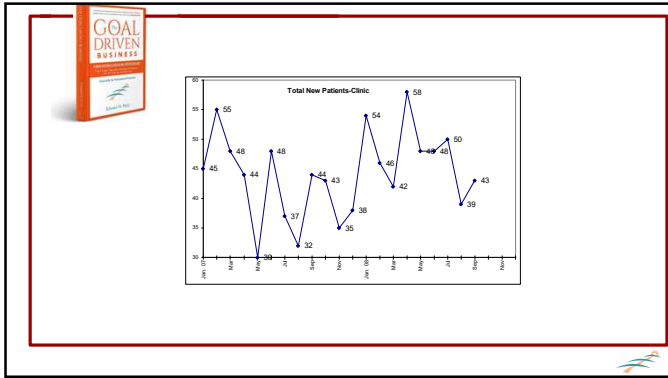
Japanese cars improved during the 1950s and 1960s to the point that in the 1970s cars manufactured in Japan started to surpass the sales of American and European vehicles. This occurred not due to advertising, but as a result of quality brought on through a process of constant improvement. Now, several similar management processes focus on improvement, such as Six Sigma, Lean, and the Theory of Constraints.

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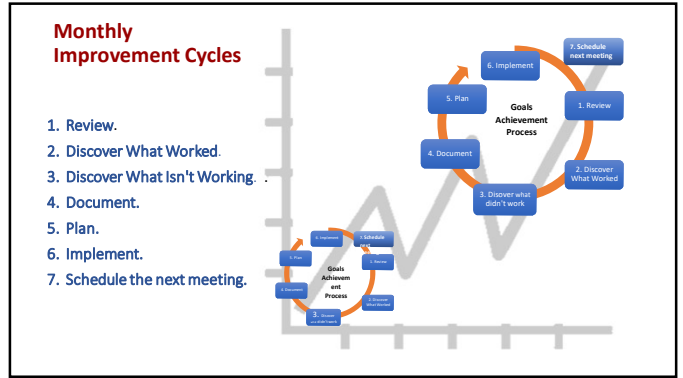


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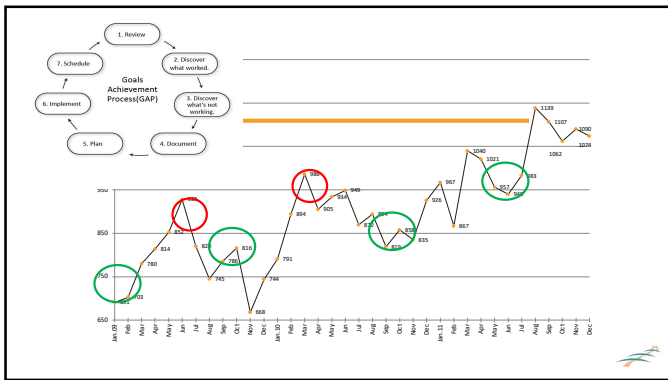
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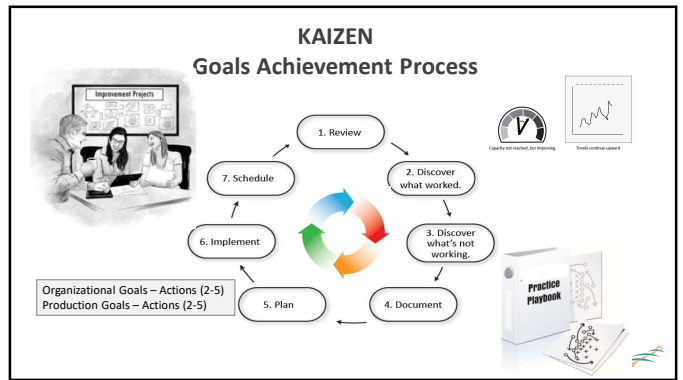
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Goal Driven Progress Grid

Plot Your Progress as you improve each area of your office.

Stage of Development	Business Owner	CEO/Management	Office Manager	Front Desk	Doctors	Therapists/Clinical Support	Web/CMS	Billing/Patient Services	Marketing	Team
4. Measure 100% capacity	A robust viable business in compliance with all applicable laws.	CEO/Management has been consistent in providing guidance in Practice Playbook.	Office Manager has been consistent in providing guidance in Practice Playbook.	Front Desk staff has been consistent in providing excellent patient service.	Doctors generate positive patient feedback and excellent outcomes, and staff support doctor's care with excellent patient service.	Therapists/Clinical Support provide excellent patient service and support doctor's care with excellent patient service.	Web/CMS is up-to-date and provides excellent patient service.	Billing/Patient Services staff provides excellent patient service and support doctor's care with excellent patient service.	Marketing staff provides excellent patient service and support doctor's care with excellent patient service.	Team works together to achieve results, exceeding expectations. Extreme ownership and responsibility. Great leaders. Great team. Be a success officer and parents.
3. Make/Improve 100% capacity										
2. Increase Growth but not yet										
1. Increasing Growth but not yet	Not robust, not viable, not in compliance with all applicable laws.	CEO/Management has not been consistent in providing guidance in Practice Playbook.	Office Manager has not been consistent in providing guidance in Practice Playbook.	Front Desk staff has not been consistent in providing excellent patient service.	Doctors generate negative patient feedback and poor outcomes, and staff do not support doctor's care with excellent patient service.	Therapists/Clinical Support do not provide excellent patient service and do not support doctor's care with excellent patient service.	Web/CMS is outdated and does not provide excellent patient service.	Billing/Patient Services staff does not provide excellent patient service and do not support doctor's care with excellent patient service.	Marketing staff does not provide excellent patient service and do not support doctor's care with excellent patient service.	Team does not work together to achieve results, falling short of expectations. Lack of ownership and responsibility. Poor leaders. Poor team. Be a failure officer and parents.

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