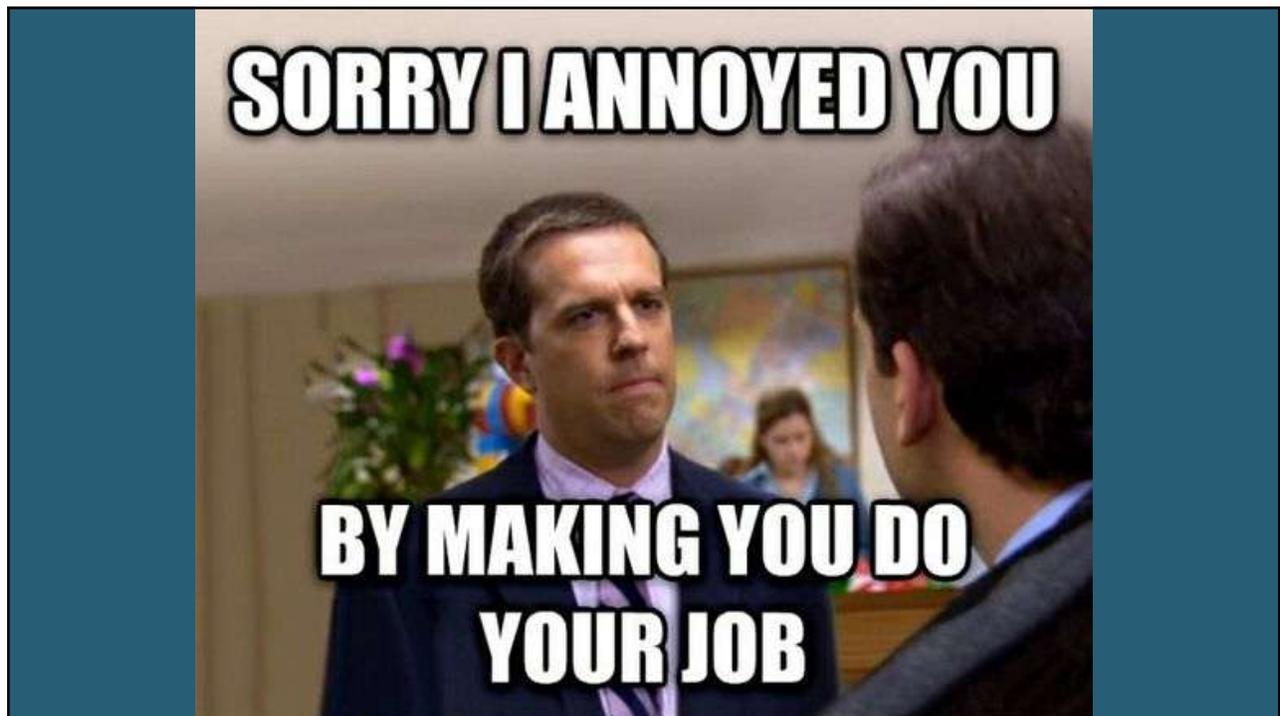


Achieve Your Goals!

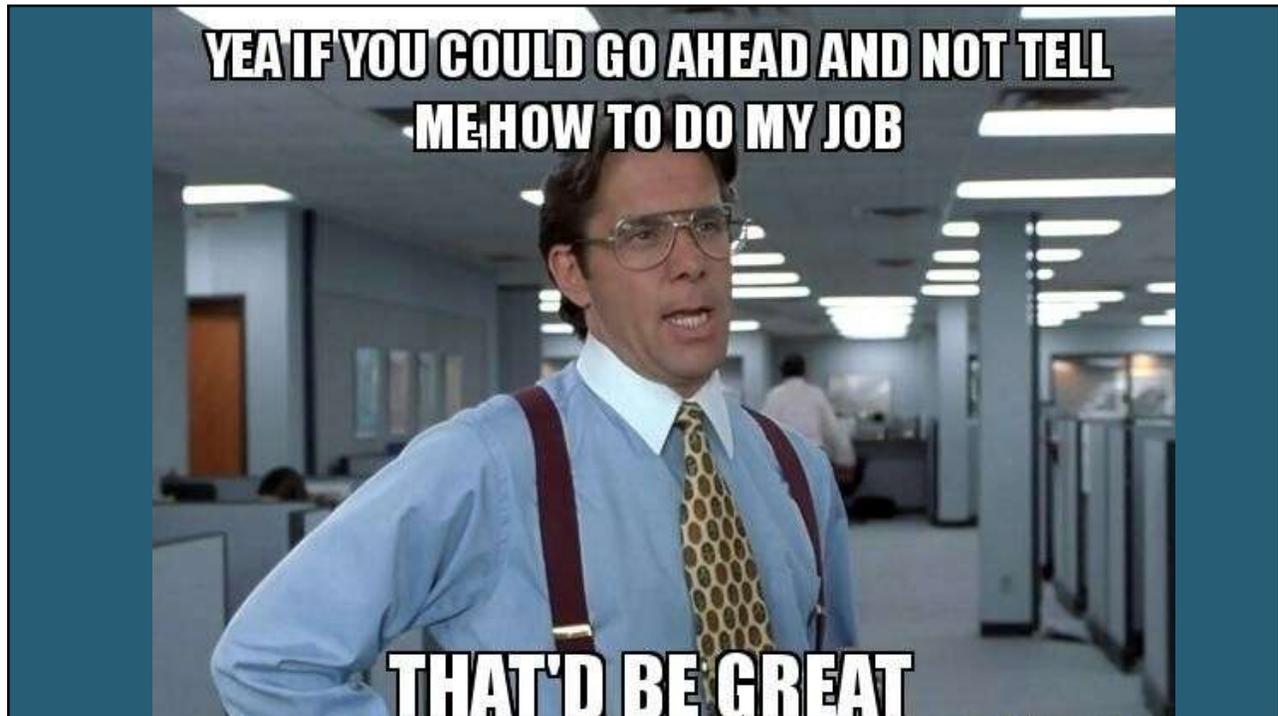
Without Having to Do Everything Yourself

Physician
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1



2



3

At the end of the day...

Your outcome is the perfect result of
your current system.

Don't like the result?

Change the system.

4

What does culture mean?

“The set of shared attitudes, values, goals, and practices that characterize an organization.”



5

What does culture *really* mean?

It's the underlying reason your best employees either look forward to—or dread—coming to work on Monday.

6

Worksheet

- Fill in the blank
- My takeaway:
 - What do I think my team looks forward to on Mondays?
 - What do they dread on Mondays?

7

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What Poor Culture Signs Do You See?

① Start presenting to display the poll results on this slide.

8

The risks of an Unengaged and Misaligned Team

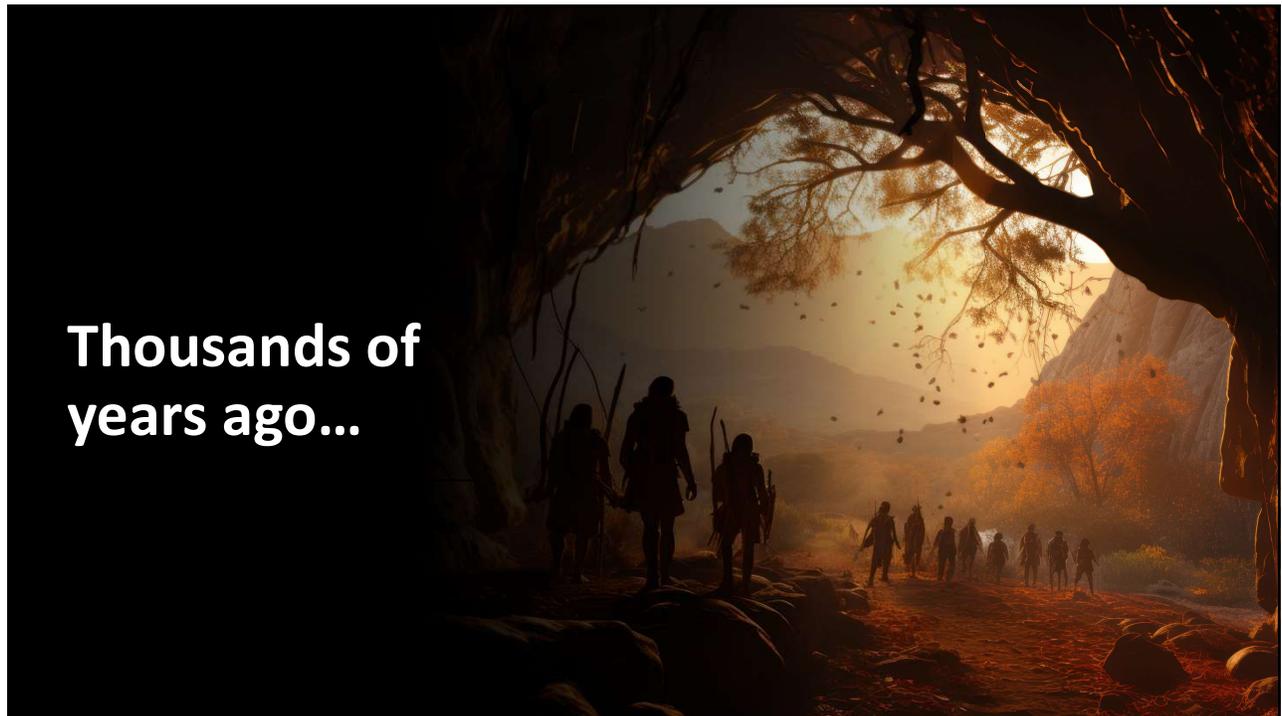
Loss of a great employees

Failed new hires

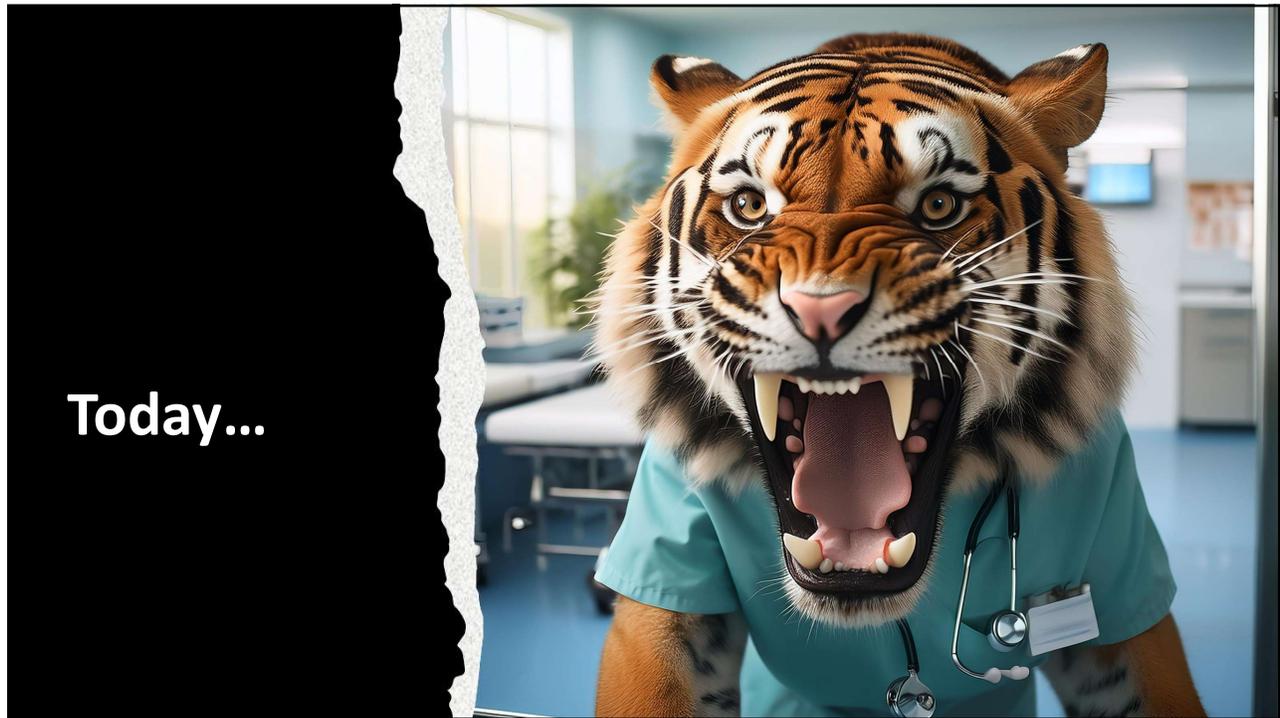
Sabotaging all attempted business optimizations

9

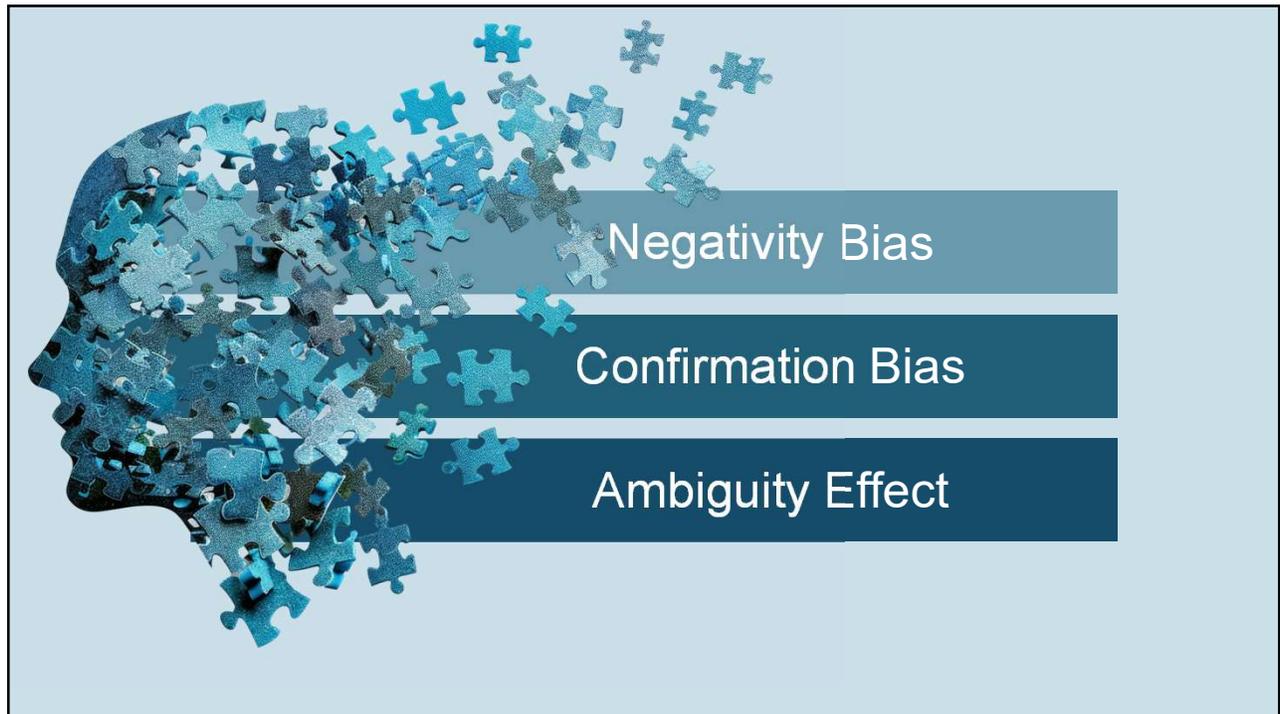
Thousands of years ago...



10



11

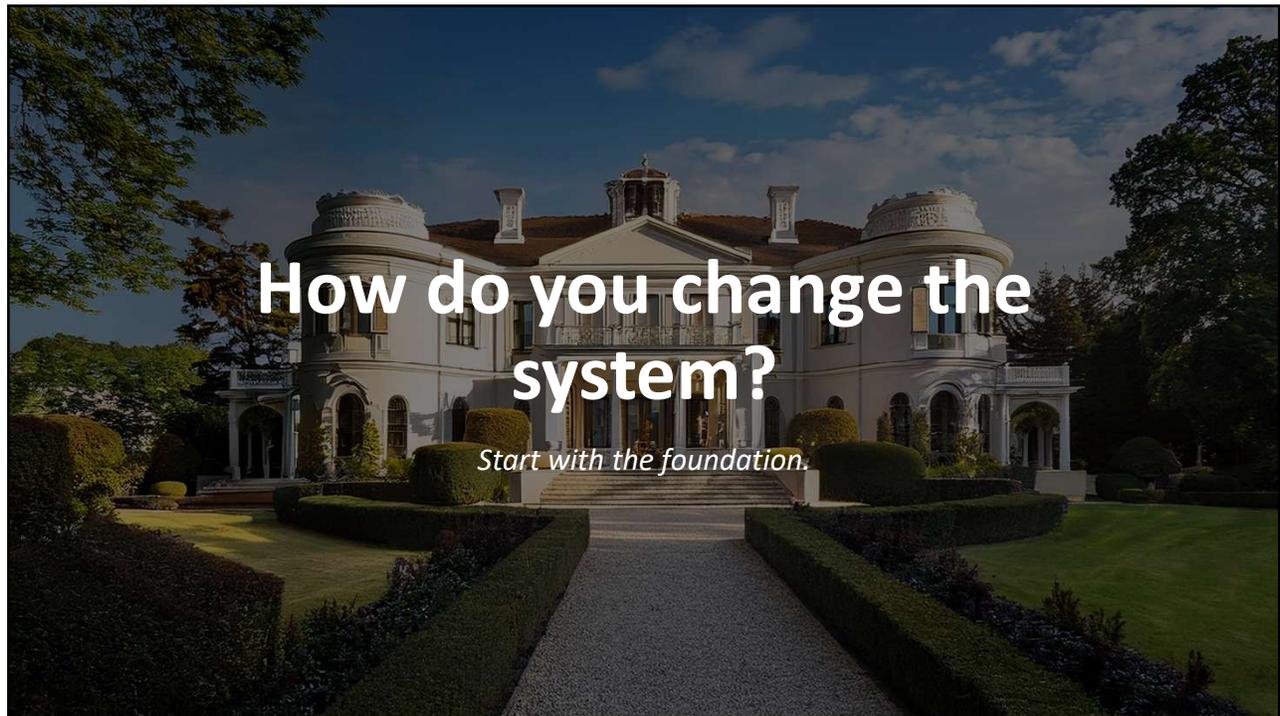


12

Worksheet

- Match the term

13



14



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Most Desired Behaviors

 Start presenting to display the poll results on this slide.

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Least Wanted Behaviors

 Start presenting to display the poll results on this slide.

17

Worksheet

- **Crafting Behavioral Clarity:**
Reflection - Make note of what resonated the most with you, about your team.

**These cannot be aspirational*

18

Your Defined Behavioral Values

- Title to incorporate behaviors
- Defined as what can be seen

19

Our Definitions



Be Proactive:

I recognize my responsibility; my behavior is a function of my decisions, not my conditions. I take the initiative and anticipate needs and opportunities. I act...I do not wait to be told.



Relentlessly Execute:

I make and communicate clear commitments. I achieve them reliably and regardless of the daily whirlwind. I problem-solve through obstacles and don't procrastinate. Missed commitments are on me... I will not use excuses or play the blame game.



Raise the Bar:

I expect more of myself and the team, which causes us to all improve. I celebrate our successes with an understanding that I will never settle, and that we will set higher goals.

20

Implement Existing Team

- Internal Meetings
- Recognizing Behavior
- Identify leadership misses
- Constant utilization

21

- Job Posting
- Interview

Implement Hiring

22

****has an opening for the role of Front Desk Coordinator

Our core behavioral values are very important to us, and we care deeply about our culture:

You must be a Steadfast Steward

You own your work completely, meeting commitments without reminders. You apply feedback immediately and earn trust through consistent reliability.

You must have Patient-Centered Compassion

You treat each patient with genuine care during vulnerable moments. You prioritize their needs, communicate clearly, and maintain a calm presence. Their emotional experience is as important as clinical treatment.

You must have a Growth Mindset

You focus on solutions, not complaints. You embrace change, seek feedback, and use downtime productively.

If any of these values rub you the wrong way, we are not a good fit.

Job Post Example

23

Foundation is Solid

Now what?

24



What Keeps You Up at Night About the Practice?

*Do not edit
How to change the design*

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25

The DCM Framework

Define

Communicate

Measure

26

Define

Your Business

- Team (Roles and Responsibilities)
- Behaviors (Handled with the Foundation)
- Why

Your Expectations

- What must you witness?

27

Define

Generalities hurt your business

- Roles
- Behaviors
- “Busy”
- “More”
- “Faster”

28

Define

You have “The Curse of Knowledge”

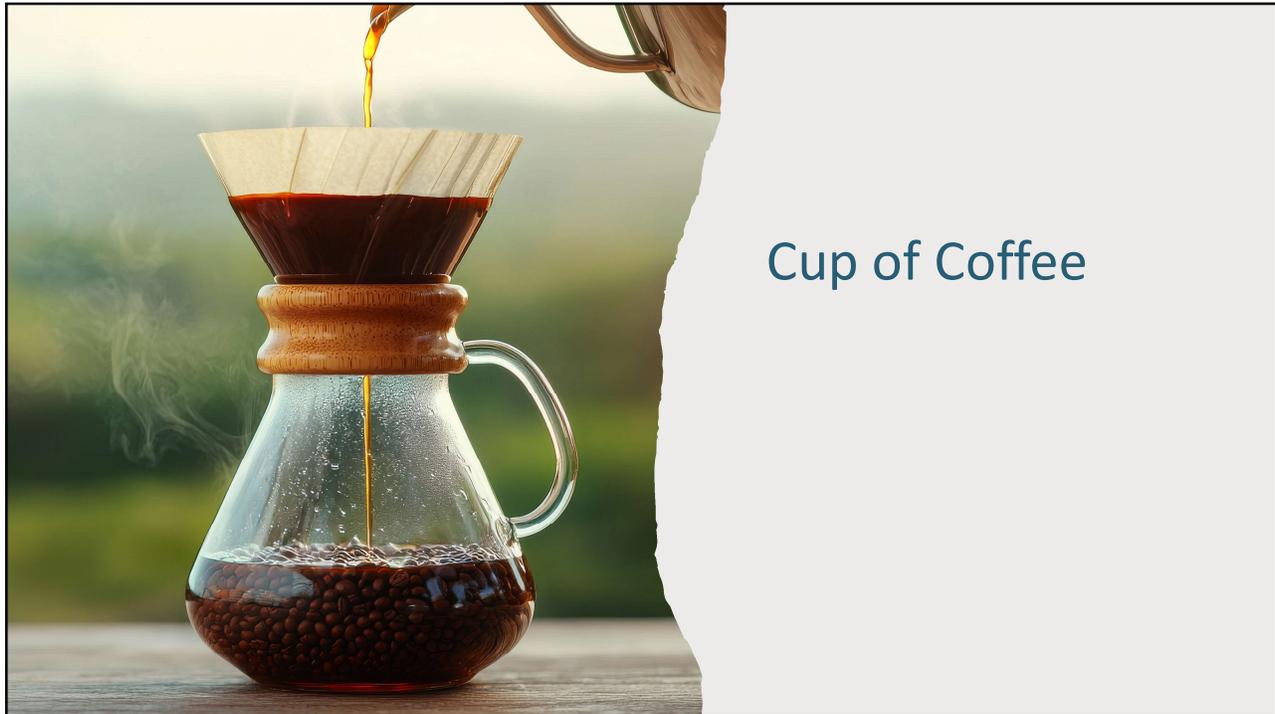
You forget what it’s like not to know what you know.

This makes you feel comfortable with generalities.

29



30



31

Define

- Clear and concise description leaving no room for guessing.
- Easily measurable
- Have you accounted for your own or other's curse of knowledge?

Examples - Not to do:

- I want us to stay busy.
- We need to get to these messages faster.
- We need to hire someone with communication skills

32

Worksheet

- Reflection
What can you define more specifically?

33

Communicate

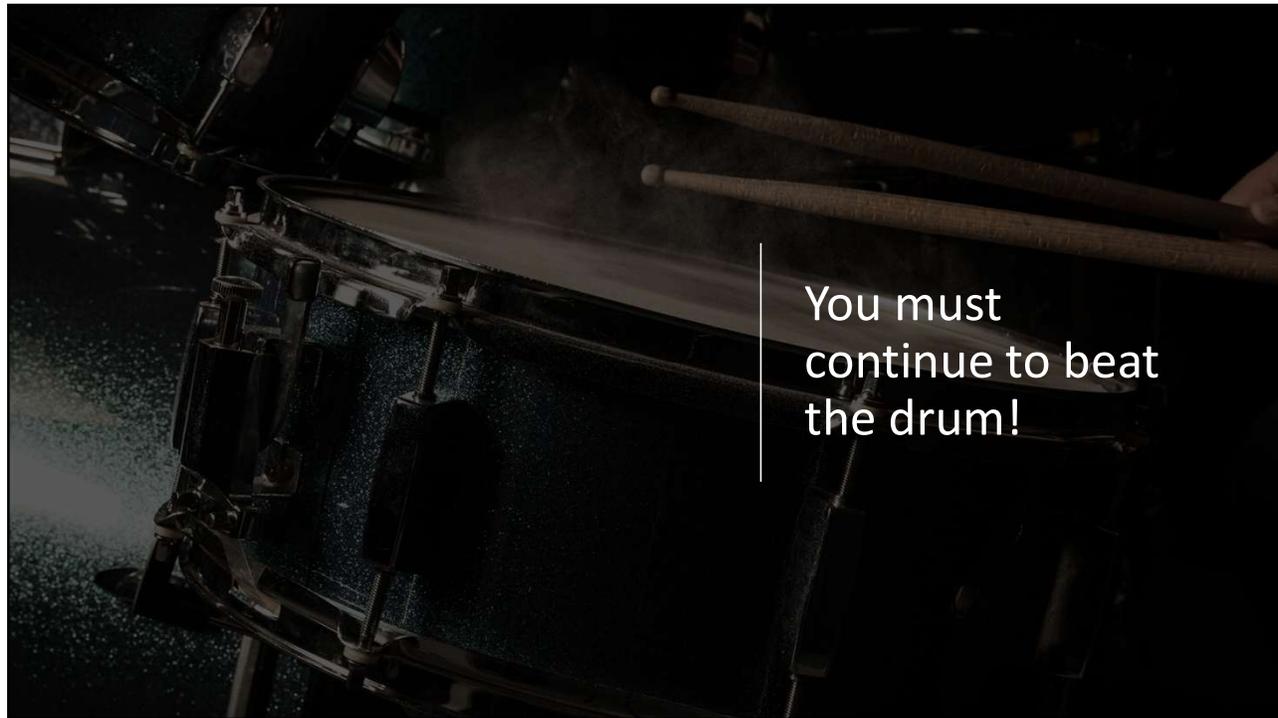
Consistency

(This means weekly and monthly)

Proof that what you say matters

Silent expectations are a breeding ground for resentment.

34



35

Communicate

- Formal communication to team.
- Communicating proves what you say matters.
- You will be bored of the message; others yearn for it.

Examples:

- Daily huddles, weekly updates, Monthly meetings
- Who, what, why, how it affects you

36

Worksheet

- Reflection
What silent expectations do you have?

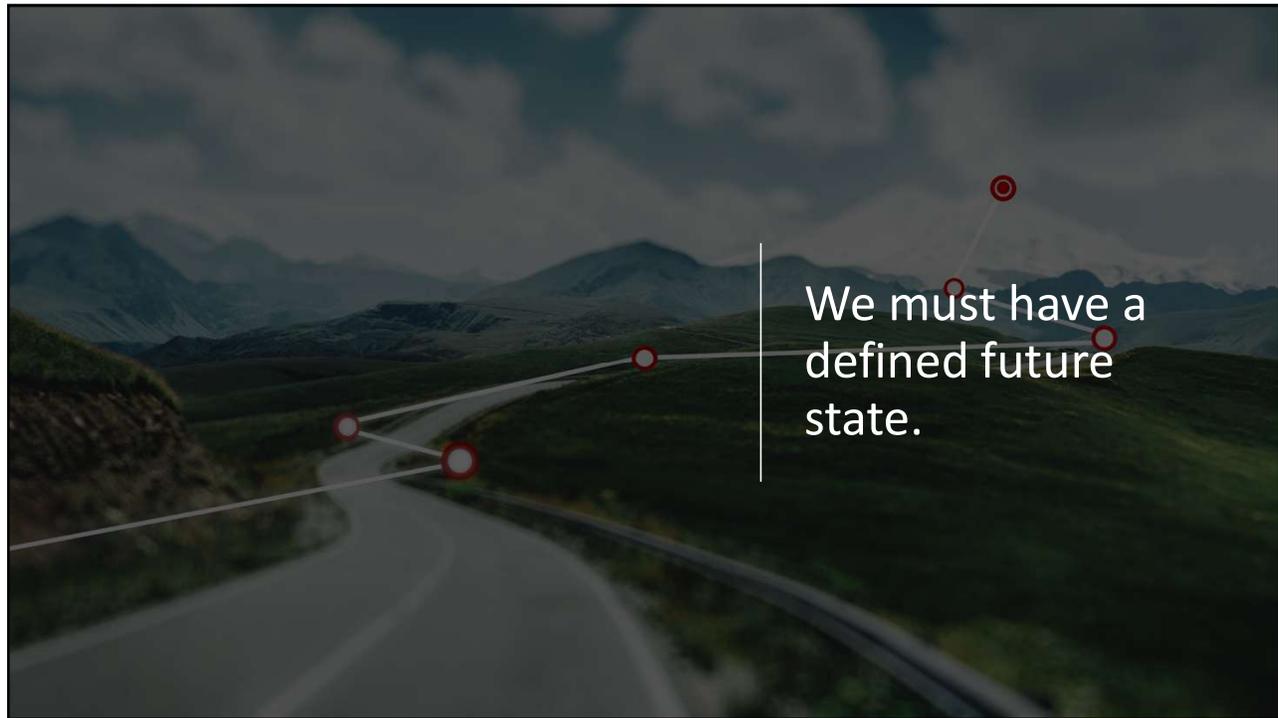
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Measure

If we define, communicate and don't measure...

It was all BS.

38



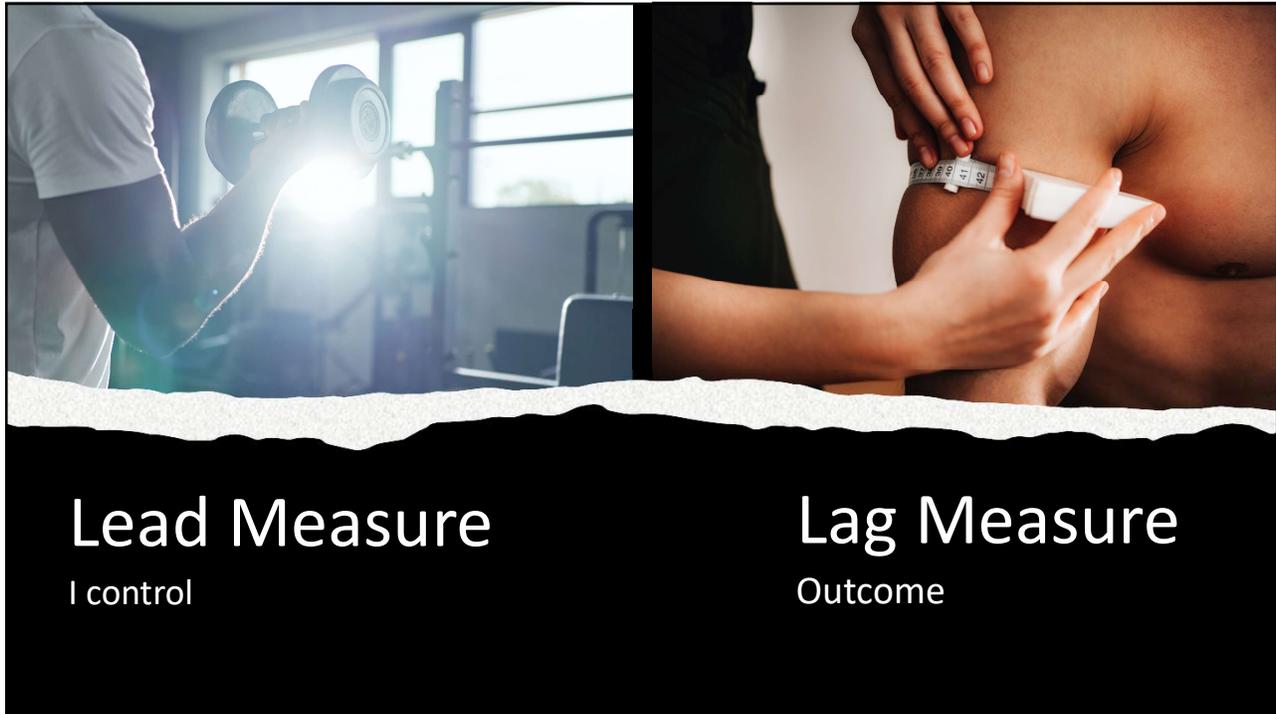
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Measure

Defined Future State

- # new patients per week
- % messages answered in (timeframe)
- 100% on time employees
- Monthly, Quarterly, Yearly Profit

40



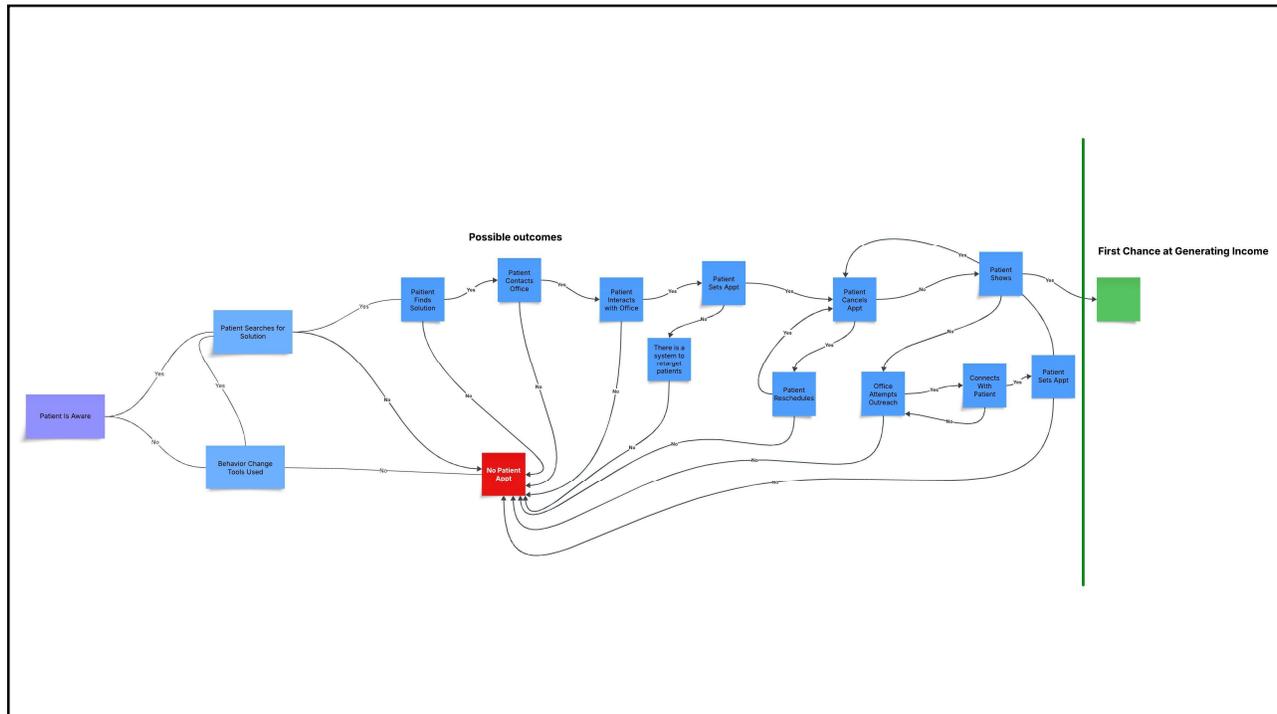
41

Measure

What will you have to see weekly to know you are on the right course?

- Where can the data be retrieved from?
- Who is responsible for getting it to you?
- Communicate on or off track...and what needs to change.

42



43

Measure

- It justifies everything else...the flywheel stops without it
- Count Lead and Lag Measures...you and your team's efforts create the outcome.
- Only things measured can be improved

Examples:

- 130 inbound unique calls, 55 new patient appts booked, 45 appts completed.
- Last week 100% of team members were on time.
- First visit to reimbursement paid is 48 days.

44

Worksheet

- Reflection
What is one thing you can start measuring?

45

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46