



Mary H. Osborne, Resources

## PRACTICE RENEWAL

A Leadership Guide for Dentists

### ATTITUDE OF PROMOTION

The word "promotion" sometimes has a negative connotation, conjuring up images of pushiness, exaggeration, or dishonesty. My dictionary defines "to promote" as "to contribute to the progress or growth of." What could be wrong with contributing to the growth of something you believe in?

In spite of your early training that taught you not to brag or "blow your own horn," telling people what you do *well* makes sense for a number of reasons. No matter how good you are at what you do, people need to learn about you in to take advantage of your services. You can develop an attitude of promotion that breathes life into your work and is consistent with your personal style and values.

Most business owners assume they have to promote themselves and their businesses; however, some dentists were taught that if they do great clinical dentistry, people will beat a path to their doors. Many dentists still hold that belief. They are uncomfortable talking about what makes them special and asking for referrals. If they do promote their practices, they seem to resent the fact that they have to do so.

Even if you do not need to promote your practice from a business perspective, there are a number of benefits to talking about

your services. Talking about your finest services:

- ♦ **Allows people who want the distinctive service you offer to know you are there to help them.** Of course, there are people who only want the lowest price, but there are also people who want something special and are willing to pay for it.
- ♦ **Holds you accountable to a higher level of care.** You can think you are special, but if you do not say it, you are not accountable to that standard. For example, if you say you are gentle, you set a standard of gentleness that your patients will hold you to. Articulating your distinctiveness supports you in striving for the highest standards.
- ♦ **Raises the standards of the profession.** If you raise your patients' expectations, you have a positive impact on the profession as a whole. Once your patients know what is possible in terms of comfort, care, thoroughness, and excellence, they will demand it in other practices.

Of course, promoting your practice must be authentic. Do not say what is not true. Do not inflate your abilities or your com-

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mitment. *When I speak of an attitude of promotion, I refer to a genuine enthusiasm for who you are and what you do as a practice. Faking it will not work.* You do not have to be perfect before you promote your practice, but you must genuinely believe in what you represent.

## A Thriving Practice

Your practice must be vital and thriving to attract people who value and desire excellence. What is the difference between a practice that thrives and one that just survives? Let's talk about what it means to thrive and to not thrive. By "not thriving," I do not necessarily mean practices that are failing. According to my dictionary, "to thrive" is "to grow vigorously, to flourish."

The reasons practices thrive are as different as the individuals who operate them. However, I see clearly that thriving practices have some common characteristics. They are not perfect, but they can be counted on to perform with consistency in some specific ways. Dentists and team members of thriving practices:

1. **Exhibit a high level of energy.** When I speak of "energy," I refer to a high level of commitment to do whatever is necessary to get the job done well.
  - ♦ They take pleasure in caring for people, and their patients know it.
  - ♦ They talk about their practices with passion and enthusiasm.

- ♦ They enjoy planning and trying new concepts.
- ♦ They take care of themselves and come to the office prepared to work.
- ♦ They are resilient and come back refreshed after time off.

2. **Focus on their patients.**

- ♦ They have high levels of *attention* and *intention*.
- ♦ They do not allow distraction to take them mentally out of the room when they are with patients.
- ♦ They come to each interaction with what psychiatrist Carl Hammerschlag calls "good belly": a sense of being centered, focused, and of offering the best they have in the present moment.

3. **Take their responsibilities seriously.**

- ♦ They know why they are there.
- ♦ They know what their patients pay them for.
- ♦ They avoid idle chatter and rote scripts.
- ♦ They invest time and energy outside clinical hours for planning and follow-up.

4. **Demonstrate confidence in their abilities to meet and exceed the needs of their patients.**

- ♦ They hone their behavioral and clinical skills.
- ♦ They know how to listen to hear what their patients want.

Mary H. Osborne's *Practice Renewal* is published by Mary H. Osborne, *Resources*. This leadership guide is designed to challenge, inspire, and support dentists and their teams.

Mary H. Osborne, *Resources*.

Phone: (206) 937-5851 E-mail: [mary@maryosborne.com](mailto:mary@maryosborne.com)

Website: [www.maryosborne.com](http://www.maryosborne.com)

Address: 1564 Alki Avenue SW, Suite 303 • Seattle, WA 98116

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- ◆ They deliver on their promises.
- ◆ They admit their mistakes readily, fix them, and move on.
- ◆ They know the difference between excellence and perfection. They consistently deliver the former and are unencumbered by the latter.

### 5. Know the value of their work.

- ◆ They have a good sense of the kind of service they offer.
- ◆ They are comfortable with the practice fees.
- ◆ They set appropriate fees for the quality of service they deliver.
- ◆ They take their own financial obligations seriously.

### 6. Let their inner lights shine.

- ◆ They are proud of what they do and talk about it.
- ◆ They have an attitude of promotion: they look for opportunities to promote the practice with existing and potential patients.
- ◆ They want to be sure that anyone who needs and wants their services can find them.

Many, if not most, practices go through periods of flourishing and periods of decline. The life of a dental practice, like the life of its owner, is not a linear, progressive process. The owner and the business both experience highs and lows over time.

Do you ever find yourself:

- ◆ Worn out by physical or emotional problems?
- ◆ Overwhelmed with the amount of work to be done?
- ◆ Drained by the hiring process?
- ◆ Worrying about the practice finances?
- ◆ Dragged down by interpersonal conflicts?

Most dentists experience some or all of those feelings at various times during the lifetime of their practices. All of these issues affect your ability to thrive.

Frequently, dentists tell me their practices are not doing as well as they think they should be. They speak of personal and professional turmoil they have been experiencing. What is interesting is that they frequently do not connect the presence of turmoil with the practice decline. On one level they know internal strife can affect growth, and on another level they think it should not.

I have experienced similar denial. I think some of us have a need to believe we are above allowing personal problems to affect our work. We think we can rise above it. A recently divorced dentist I know, whose production was down, told me that he thought his practice was the one thing that was under control in his life during the difficult time he had just been through. I believe it was, comparatively speaking. I am sure he did a great job, for a man whose life was in utter chaos. ***Personal and professional turmoil affects your practice, whether or not you think it should.***

Internal conflict also takes a toll on a practice. When I facilitate conflict resolution, I ask what effect the conflict has had on patients in the practice. In response, I tend to hear that the team has not let the conflict affect their patients. They think they hide it well, but I disagree. I am not suggesting they are unprofessional or rude to each other in front of patients, yet ***I believe your patients know on an intuitive level that something is not right. You work closely and intimately with patients: they sense your discomfort.***

I learned that lesson a number of years ago when I was being introduced to a patient as the new hygienist. This particular patient was, to say the least, not someone you would describe as sensitive or perceptive. He said he was glad they had hired someone new because the "air was so thick you could cut it with a knife the last time I was here." I knew there had been some serious conflict with two former employees resulting in their being let go, but the dentist and other team members had reported to me that patients never knew there were problems because everyone always acted professionally around the patients. I know that was true, yet this person still felt the tension.

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Exactly how personal problems affect a practice is hard to pinpoint. The question is not if your internal problems will affect your practice. The only question is how they will affect it. I say that with a sense of acceptance, not pessimism, because most practices survive in spite of it all!

## Strategies for Increased Energy

There are ways to minimize the negative effects of internal strife. I know you cannot eliminate all the details of running a dental practice, yet you can take steps to free your energy for the things that make a practice thrive.

### 1. Be honest with yourself.

- ♦ Think about how much of your energy you spend on non-patient-related issues, such as financial concerns, personal problems, interpersonal conflicts, paperwork, etc.
- ♦ Consider how much energy you have for developing your practice (i.e. thinking about your professional values, distinctive service, treatment plans, ongoing relationships with your favorite patients, or plans for helping patients work through barriers to improved health). Without judging yourself, evaluate your ability to function optimally if your attention is down 20% or more.

### 2. Put things in perspective.

- ♦ Where is your energy needed now? If family or your health takes precedence over the practice for now, accept that and move on. What will serve you best in the long run? What part of your life or practice is underserved by your present lifestyle? You may be completing the daily details without serving the long-term health of your practice.
- ♦ Look at your long-term personal and professional goals and priorities. Order your priorities in accordance with your values

and long-term preferred outcomes.

### 3. Ask for help.

- ♦ Ask for help from inside your practice. For example, if you are building a new facility and are distracted by contractors, ask your team to carry more of the load for awhile.
- ♦ Ask for help outside your practice. If you do not have the energy for hiring now, ask a friend or a consultant to do it for you.

### 4. Eliminate clutter.

- ♦ You probably cannot get rid of all clutter, but you can take steps to simplify your life.
- ♦ Take a hard look at all the little things that you have been meaning to do. Do them, delegate them (use part-time, temporary, or off-site help if necessary), or dump them.

### 5. Set realistic expectations.

Ask yourself if your current goals for yourself and your practice make sense. This may not be the time for your practice to raise production goals by 20%. You may be in an introverted, reflective, or crisis managing phase that limits your external energy.

- ♦ Give yourself a reasonable time period just to maintain the status quo.
- ♦ Adjust your schedule accordingly.
- ♦ Make changes in your lifestyle to reflect the economic reality.
- ♦ Set a timeline to measure your progress.

## Goals for Promoting Your Practice

As your practice thrives, your ability to promote it multiplies. The marketing community names four goals for promoting a business: attracting, maximizing, retaining, and recovering. I believe they fit well for dentistry.

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## 1. Attract

Practices must attract new patients in order to thrive. Your ability to attract new patients to your practice by referrals is diagnostic of the health of your practice. People who experience your care are in the best position to help you attract like minded people. External marketing supports that process, and there are any number of experts in that field who can help you with websites, social media, etc. I will focus here on internal marketing, one of the greatest missed opportunities in dentistry today.

### *Internal Marketing*

Think about what you do actively to attract new people to your practice. Do you believe that every person in your practice knows you welcome new patients? What would encourage an existing patient to think of referring someone to your practice?

I visited a practice in which a new patient, whose wife had been a patient for some time, said that he would have come sooner, but he did not think the practice accepted new patients. His physician does not accept new patients, so he assumed this was true about his wife's dentist. That kind of thinking may not make sense to you, but it made sense to him. Somehow that practice had not made it clear enough that they welcomed new patients.

This same fellow raved about the experience he had with the hygienist that day. The dentist said, "Tell your friends." What I noticed was that he said these words quietly, with a lot less energy than he used when communicating his treatment recommendations. He was surprised when I pointed that out.

Ask yourself or those around you how you sound when you ask for referrals. Do you ask with embarrassment and hesitation or energy and enthusiasm?

- ♦ Think of asking for referrals as offering a gift to someone who values your services but

does not yet know how to find you.

- ♦ Picture yourself asking for referrals with great confidence and enthusiasm as if you were raving about someone else's great practice.

### *Values-Based Marketing*

Potential patients need to know about your values. How do you take advantage of opportunities to tell people what you believe and what is important to you in caring for them? Please do not assume that people care what is important to you in general; they care about what is important to you *in relation to the way you will serve them.*

When a patient compliments you, she is expressing that she values something you do. Do not diminish her gift. Learn to accept it gratefully and with genuine pleasure. When patients talk about something they like in your practice, they are expressing their values — literally something they value. You probably share that value as well. So if a patient says your exam was very thorough, and thoroughness is important to you, you have a shared value. If you want more people who value thoroughness, ask for referrals from people who value thoroughness. That is how to build a values-based practice. Here is how that might sound:

*"Thank you, Mr. Black. I am glad you noticed our thoroughness. We take a lot of pride in our exams and plan our time to ensure we can offer superior service. When you talk to others about our practice, I hope you'll tell them what you just told me."*

### *Differentiation*

When a potential new patient calls your practice the first time, what will he learn about your practice based solely on that interaction? If the most he learns is you seem nice, friendly, and courteous, then the interaction is not very distinctive. Think about how many other practices you know that could give the same impression. Other practices may not offer the same level of relationship you offer, but how would a patient describe your care as different?



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We are in an age of differentiation. I recently heard Jim Cecil, a marketing specialist who completed a three year international study for Microsoft® on successful small businesses, speak. He says that in today's market you have three choices for differentiating your business: price, technology, or intimacy. These are the three primary values people utilize when making purchasing decisions. If that is true, in which arena will you compete? If you are not prepared to be the cheapest or the highest tech practice, how will you offer intimacy? How will the person calling your practice make a connection with your team member that really makes him feel he has found the right place for him?

## 2. Maximize

Once you attract a values-based patient, what do you do to maximize the potential in the relationship? Jim Cecil uses a wonderfully evocative analogy about the difference between cultivating orchids and picking apples. Your patients want to be cultivated and nurtured like fine orchids, not harvested like low-hanging fruit. I believe the traditional new patient process is a great example of trying to pick low-hanging fruit: get patients in as efficiently as possible and get them to schedule lots of dentistry as quickly as possible.

***Creating an opportunity for you and your patients to discover together what they want and how you can help them achieve it nurtures the relationship and builds trust.*** How much are you willing to invest in the relationship before you reap the rewards of what you have sown? If you want to build a trusting relationship, how will you do that with intention, rather than just waiting for time to build the trust?

The potential in maximizing the relationship is that patients learn to trust you and your recommendations. They will see you as an ally in helping them make choices about their health, not as an adversary from whom they need to protect their wallets. They will make choices for fine dentistry, and they will ask you to do the work. They will talk about what you have done for them

and will recommend your practice enthusiastically.

Cultivating orchids is a delicate process. We do not plant fields of them. They are grown individually in an environment created to nurture them. They are pampered. How do you pamper your existing patients? How do you let your patients know you think of them when they are not in your office?

## 3. Retain

Once people become a part of your practice, what do you do to retain them as patients? How do you nurture the relationship in a way that lets people know they are important to you? Your patients do not want to be taken for granted any more than you do. How do you like to be shown you are not being taken for granted? How do you demonstrate your appreciation for the privilege of serving your patients?

How do you get feedback on how you are meeting your patients' expectations? Do you assume they are happy if you do not hear otherwise? That is taking a big chance. People, their lives, expectations, wants, and needs change. The market place changes. Your patients' perceptions of you may change. ***Your ability to retain patients in your practice is dependent on your ability to help them see your practice as the only one that can serve them as they want to be served.***

Research indicates that for every complaint you hear, you can assume twenty six others exist that you did not hear. I frequently hear teams express pride in a survey that revealed a 95% patient satisfaction rate. That's great, but the 5% dissatisfaction rate is just as important. Any dissatisfaction makes patients vulnerable to being attracted away from your practice.

What if you interviewed existing patients about what they like about your practice and how you could serve them better? You may have to work at getting them to tell you things they are unhappy about. They are probably not used to being genuinely asked about their opinions. At break-

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fast with a friend recently, the waitress stopped by our table to ask if everything was all right. I said it was fine, but I did not yet have any food. She obviously did not really want to know if I liked my food; this was simply part of her routine. Your patients are probably used to such encounters, but if you continue to open the conversation, they will come to trust your motives. You might say,

*"Have you ever referred anyone to our practice, Mr. Black? What would you tell them about us if you did?"*

After he tells you good things about your practice, you might ask,

*"What reservations would you have about referring a friend to this practice?"*

That gives you an opportunity to learn what he dislikes about your practice and tells him you really want to know.

### 4. Recover

**H**ow do you recover patients when the relationship breaks down? How do you repair relationships that have fallen out of trust? This may be difficult to do. Patients may not ask for their records until they are angry with you. People are often embarrassed even to ask for a second opinion because they think you will feel insulted or angry.

It takes courage to ask people why they are leaving or what they want from a second opinion. ***Avoid being defensive and justifying your actions, so you can truly open yourself to listening. This is one of the most valuable skills you can develop.*** Excuses are not helpful. Every time you listen with an open heart, you will learn how you are perceived by at least one person, possibly more.

When a patient asks for a second opinion, show your openness. Honor her process and offer to participate. You might say,

*"I want to provide you with anything you*

*need to satisfy yourself that you are making the right decision, Mrs. White. I want to do this work for you, but I never want to do anything that you don't feel good about. Whatever number of opinions you need, I hope you will continue to see this practice as a resource you can count on as you sort through information. I'll send your x-rays to Dr. Smith today. Why don't we speak again after you meet with her next Tuesday?"*

Help your patients create the trust they need to make the appropriate choices for themselves.

Even when a patient is angry with you, an opportunity to learn exists. Whatever he tells you has truth for him. Listen for what is true, instead of for what is not true. If a patient says, "You are all about money," then simply saying, "That is not true" is easy. But what is the truth in his statement? What have you done that might have led him to believe you are all about money?

Listen to how your patients see you, and ask yourself what you can do to change that perception. Perhaps all you can say is,

*"I am so sorry that what we said and did led you to believe we're all about money. That is not at all the way we see ourselves, and I'd love the opportunity to help you see we are about a lot more than money."*

You may not retrieve that person immediately, yet you can accomplish so much by asking for feedback:

- ◆ You demonstrate that you care.
- ◆ You can ask yourself if their perception is accurate. If the answer is "yes" (as in "Your practice does not have Saturday hours."), that is fine.
- ◆ If the perception is not accurate, speak to that:

*"I am so sorry you felt your time was not respected, Mrs. White. That was never our intention. We try to allow enough time for each appointment, so you won't have to wait, but we are not always successful."*

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- ◆ When you take responsibility for the part you played, you help her feel heard by you. Perhaps she will have less of a need to talk about her dissatisfaction with other people.
- ◆ You can make coming back to your practice more comfortable if she wants to return in the future:

*"We're sorry you're leaving and would welcome you back if you decide we could serve you well again, or if we can answer questions that come up for you about dentistry."*

At the very least, you will leave her with a sense that you have the courage and concern to ask.

## Generating an Attitude of Promotion

An attitude of promotion is a way of thinking, doing, and talking about your work. This is not a step-by-step process for how to promote your practice; rather it is a dynamic system for "letting your light shine."

1. **Bring yourself fully to your work.** Commit to doing what it takes to be focused each day. Carl Hammerschlag talks about *looking at your work as an expression of what you like best about yourself*. How does your work express what you like best about yourself?
2. **Clarify and communicate your values.** Take the time to explore how what you do represents who you are and what you believe. Avoid clichés. Talk about specific examples of what you do that is unique to your practice.

Listen carefully to your language and that of your patients. Share specific stories about what you did that was important to someone. A client told me about a woman they treated who had been an extremely fearful dental patient. When she was asked how her experience had been one day, she said it was just

fine. She continued,

You know, it's at the point now where the doctor could even hurt me and it would be okay. He has always taken the time to make sure I am numb before he works on me, so I feel respected. That is what it's really all about: respect.

This story has power for everyone who hears it: the doctor, team, and other patients. She gave them language that could not be created by a marketing genius, for it speaks eloquently to the values of the people in that practice.

I called a medical clinic recently as a new patient. Their elaborate voice mail system kept me on hold for awhile. What was unique about this experience was the on-hold messages I heard. They had some plugs for services they offered, but they also had brief messages that offered helpful hints about nutrition, supplements, and healthy lifestyle suggestions. Each suggestion was delivered in a positive, helpful, non-preachy manner. What they said and the way they said it sent a clear, powerful message about what they believe and how they practice. The messages helped me to know I had found the right place for me.

Last week my husband, Jim, told me about a mineral he had heard was effective in preventing heart disease. He said he had heard about it when he returned a call to that clinic for me. How would you like people, who are not even patients in your practice, to be talking about you and what they learned from you? By using on-hold messages to promote health, this clinic's team promoted the knowledge, beliefs, values, and distinctiveness of their practice. Your practice is distinctive also. What could your on-hold message say about you?

3. **Offer a new patient experience that truly represents your values.** Ask yourself what you want when you are a new patient in a dental/medical practice. Do not follow someone else's model. Allow your thinking to ex-



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pand. What is the best clinical and behavioral service you can offer based on your knowledge and experience?

Clarify the outcomes you want and develop a model for how to accomplish those outcomes. Offer your new patient experience with enthusiasm. If your new patient experience is the best there is, offer it with pride! If you want to do a comprehensive exam, say it with the same enthusiasm you would have for a pain-free anesthetic. The words are not as important as the way you say them:

*"Based on what you've told me, Mrs. Green, I'd like to set aside an hour and a half for your first appointment. I don't know that we'll need that much time, but in this practice we'd rather have too much than not enough. At that appointment we'll do a complete review of your medical history, learn about your previous dental care, and do a very thorough examination. How does that sound to you?"*

4. **Listen for what your patients want from you.** If you think you are already doing that, I suggest an experiment. When you think you know just what your patient is asking or telling you, ask one more question. For example:

*"Can you help me understand why that is important to you, Mr. White?" or "Tell me more about that, Mrs. Brown."*

In almost every situation my experience is that you will receive a deeper, more expansive, more specific understanding as a result of asking more. I think I listen well the first time, and many times I realize that I would have answered the wrong question or made inaccurate assumptions if I had stayed with my first understanding.

5. **Help people see the value of your services for them.** If you are clear about what is distinctive about your practice and you hear what your patients want from you, you are in

a good position to put the two together. *Your services must meet the needs of your patients in order for those services to have value for them.* Even if you recommend full mouth x-rays for all new patients, ask yourself why you recommend them for this patient and then explain why to that patient.

6. **Cherish each person you see each time you see him or her.** When I asked Jim Cecil what his research said about what makes small businesses successful, he said he learned "it's all about love." He said that the single notable distinction all the successful companies shared was the commitment and ability to "romance" their customers. They make sure their customers know they value their business and the goodwill they share. Do all your patients know you appreciate their continuing support of your practice?
7. **Demonstrate your appreciation.** How do your patients know you value their continued patronage? If they had a "better offer" in terms of convenience, fees, or insurance elsewhere, what would help them stay in your practice? What would lead your patients to believe you would miss them? At the end of every United Airlines® flight, flight attendants say, "We know you have a choice of airlines. We're glad you chose United and hope you will choose us in the future." Look for ways to let your patients know you understand they have a choice of dentists.

Gift giving is a traditional way of expressing appreciation. What do you give your patients that they do not pay for? I am not just referring to thank you gifts to patients who refer to you, although I believe that is thoughtful and appropriate. Information is also a gift. Give your patients:

- ♦ Copies of articles that would be useful for their specific interests.
- ♦ Information about other practitioners who offer a service your patients want.
- ♦ A personal note expressing concern, thanks, etc. Have you ever thought of

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writing a note to a patient just to thank him for the privilege of serving him?

8. **Look and listen for opportunities to serve your patients better.** How can you improve on what you are doing well? How can you add value to the service you offer? What do you know about a patient that would make her experience better in your practice? How can you tailor the experience to meet an individual need? For example:

- ♦ Remembering the kind of music the patient prefers.
- ♦ Asking if he needs a break to use the bathroom or to make phone calls.
- ♦ Checking on the status of her parking meter.
- ♦ Offering a warm blanket if you notice he seems chilly.
- ♦ Calling to see how she is doing after surgery or with a new appliance.
- ♦ Seeing him outside of your regular hours to accommodate his schedule.

9. **Pursue patients who make a choice to leave your practice.** Let them know you care that they are leaving and ask if they feel comfortable talking about what is causing them to leave. If they give you a reason, talk about that issue and ask, *"What else?"* Make sure they know you appreciate their feedback. Follow a discussion with a letter addressing the patient's concerns and telling her how her feedback was useful for you.

## The Gifts You Have

We have looked at characteristics of practices that thrive and how to assess and increase your practice's ability to thrive. I have talked about why promoting your practice is important and suggested guidelines for developing an attitude of promotion. I hope the process I have outlined is useful for you. I see the differences we make in people's lives every day. I want the profession to thrive.

Several years ago, I attended the annual meeting of the American Academy of Dental Practice Administration. I experienced an exceptional few days with exceptional people who are committed to learning how to serve their patients better.

Carl Hammerschlag, who spoke at that meeting, talked about a recent online article that painted an unflattering picture of dentistry. He suggested the message our patients need to hear from us: "Tell them, 'We're in this together. I offer you the skill I have in my hands and the truth in my heart.'" That is a powerful message for promoting your practice. Your technical skills and your integrity are gifts I urge you to offer your patients with pride.

### Classic & Current Resources

My work is influenced and informed by the wisdom of past as well as emerging new thinking. The following is a list of some of the sources I referred to while writing this issue of *Practice Renewal*:

*American Heritage Dictionary*

*Jim Cecil*

*Carl Hammerschlag*, speaker at the American Academy of Dental Practice meeting



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### Meeting Planner

Phone: (206) 937-5851 • Website: [www.maryosborne.com](http://www.maryosborne.com)

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1. What percent of your energy is currently directed at issues that are not directly related to patient care? How do you feel about that?
2. Would you describe your practice as thriving now? How does it compare with each point that thriving practices have in common?
3. What are the distinctive attributes of your practice? What sets your practice apart from other dental practices? Be specific and write down each one. Include specific examples of each distinction.
4. How comfortable do you feel promoting your practice with existing patients? With friends or relatives? What would allow you to feel more comfortable?
5. What do you find yourself saying very easily about your practice? Why are these things easy for you to talk about?
6. What do you want people to know or understand about you or your practice, but have difficulty communicating? Again, be specific and write down each point.
7. Think of a patient who has left your practice or asked for a second opinion. How might you handle that situation differently today with an outlook of, "What can I learn from this experience? What can this person tell me about my practice?"
8. How can you and your team members support each other in taking advantage of opportunities to promote your practice? How will you celebrate your successes?