

# THE PERFECT PRACTICE PLATFORM

## “Getting it All DONE— Time Management”

Dr. Hayes: Hi, everybody. This is Dr. John Hayes. I'd like to formally welcome you to today's call. What we're going to do today is something a little bit different that I haven't done in quite some time. We're going to do a live presentation about getting it all done.

One of the questions I get from private practice owners, probably more than any other is, “How do you get so much done?” What I want to do today is go through some material I have presented before but have recently updated. I can tell you that the more I look at my notes and review what we've spoken about before, the more valuable I see it all becoming. This being the first of the year makes it very timely as well.

When you find that you or somebody you love are in a situation where they're not getting things done, what often is going on is you or the person you love does not have a clear end in mind. In other words, they don't have focus. When you don't have a target or clear objective, implementation and getting things done becomes extremely difficult.

***Along these lines, if you haven't an end in mind, you likely also lack a big-picture game plan. As Jim Rohn used to say, “You don't have enough reasons.” Jim was very fond of saying that one of the biggest reasons that people don't do well is they don't have a list of reasons***

## Getting it All DONE—Time Management

***to do well. As a reminder, the bottom line is that this is all a head game. It is a do-it-to-yourself project. There's no question at all.***

One of the other things I want to mention is that if you are having difficulty in terms of getting things done or being as productive as you should be, you may not have taken all the steps that were contained in the CEO lesson called “Basics of Organization.” If you need a copy of that CEO lesson and you are an existing client, just ask Jess. She will be sure to point you in that direction.

**You need to have a vision and a list.** That is first and foremost in starting a discussion in terms of getting things done. This is a biggie. When I talk to clients who are having difficulty getting things done, one of the things I find is that they have a very low sense of priority. In other words, they have no frame of reference from which to make their decisions or push themselves a little harder, so to speak.

**Here's a series of tips I developed some time ago in order to help selecting priorities.**

The first thing is that in any task, organization or intent, the health and happiness of you and your loved ones should be the primary consideration. Ask yourself before embarking on a project or doing something, “Is this ultimately contributing to the health and happiness of myself and my family?”

If the answer is yes, then you clearly should proceed. If the answer is no, then you have to ask yourself, “Why am I doing this?” Of course there are some menial tasks that you have to do whether you like it or not. What I'm talking about here is the major focus and intent.

Once you have selected a game plan, if something is not working, in other words there's a failure to implement, then there's a problem with your game plan. More

## Getting it All DONE—Time Management

often than not, it's the choices that you have made. It could be that the choices you made a year or six months ago no longer suit you. Just going back and analyzing your decisions in that light is a very good thing to do.

The other thing that I see very often, especially in doctors and physical therapists, is we get stuck. Sometimes life gets in the way. We get whacked with a very strong event, divorce or a death in the family. What happens is we end up not being actively engaged in personal and professional growth. In other words, we're stuck. **When we're stuck, we first need to get ourselves unstuck in order to move in the direction we need to move.**

This is very important. A lot of people sometimes forget that this is a lifelong project. Priorities and issues change. You have to understand the need for being reflective and for scheduling time when you are going to devote your mental assets and resources toward improving and tweaking your game plan. If you don't understand that this is a lifelong process, you're going to have a very difficult time.

This is something I wrote and spoke about quite a bit a few years back, when I was doing the Future Shock tour. What I spoke about then bears mentioning today. Future Shock was coined in the mid-60s and written in the mid-70s and was all about modern man's aversion to change due to the sheer amount of information that we're bombarded with.

The more closely you can analyze yourself in terms of how you respond to change, the better and more effective you're going to be. If you find yourself getting very hung up, it's really time to ask yourself why and take the steps and personal direction to change that. That really reflects your adaptability. That is everything, not only in terms of survival but especially in terms of prosperity, which is where we want to go. We're not talking just about your financial prosperity but, most importantly, about your own peace and happiness.

## Getting it All DONE—Time Management

Let's also talk about some realities. **The reality is, especially for all of us on this call who have small or medium-sized businesses in healthcare, that some of what you do really sucks.** It's not fun dealing with disgruntled patients or third-party carriers if you do take insurance. You have to tell yourself that it's part of the game that we are in.

The only thing you can do is develop better systems and better attitude to deal with it. It's having enough time to give yourself a professional buffer from the things that you may find particularly challenging in terms of events that occur in the practice and so on.

One of the ways you deal with this whole thing is by developing your leadership skills. When you further develop your leadership skills, you become a better organizer and manager for your team and your patients. This is why a practice owner who has been in practice for a long time, such as myself, can go in, see a patient really quickly, make decisions and be done with it.

A new doctor goes in and sometimes tries to confront the patient on basics of compliance such as making their payments and appointments. It's a very difficult time, and it's simply because they haven't developed their leadership skills. As a result of that, not only are their leadership skills evidently lacking but the patient's respect is not there.

Here's a little baseball analogy. Why are most baseball managers older? Look at people like Joe Torre and some of the other great managers of all time: Casey Stengel and so on. Not that I'm a Yankees fan or anything, but take a look at the great baseball managers and what you'll see is that these people have grueling lives and schedules, but they are continually drawn to it.

## Getting it All DONE—Time Management

Why is that? **The reason they're drawn to it, and the teams are drawn to them, is that with age, repetition learning and enough time comes this significant advantage of being a better leader and decision maker.**

Baseball is a perfect analogy because it's a very grueling schedule. There are 162 games over multiple months. It's the longest professional sport that we have.

You also need to keep in mind, if you watch these people or read their bios, which can be very revealing, that they are continually working on being better. Baseball is a nice analogy because in terms of management it is so much about knowing your opponents and everything about them, and knowing the statistics and numbers. You can learn so much by applying those particular tools to your own life and practice.

One of the other things that I definitely want to talk about today I have spoken about before, but it certainly bears repeating when we're talking about getting things done. It's what's called the "**Biggest Rocks**" theory. The first time I heard that was from a DDS named Tom Orent. He is a wonderful dental consultant. He is probably one of the best in the dental profession. I also consulted with Tom some years back in developing Perfect Practice Web. He's a great guy and a great asset.

One of the workshops I heard him do several years ago was very powerful. He talked about the "biggest rocks" theory. Basically, it goes something like this. Your day is like a big, empty glass jar. Next to that glass jar you have a pile of various-sized rocks. The larger rocks represent the tasks which are very important. The smaller rocks, all the way down to pebble sized, may be mostly unimportant, but some actually seem urgent. I know you can relate to what I'm saying here.

## Getting it All DONE—Time Management

Let me ask you a question. What happens if you fill your glass jar with pebbles? In other words, what happens if you fill your day up with tasks that may seem urgent but in reality aren't important? The problem is that you can't get the big rocks in the jar.

The bottom line, in terms of being effective, is adhering to the "biggest rocks" theory. You put the big rocks in the jar first. The things that are most important, you pack into your day first thing. This would include your exercise and meditative time.

When you put the big rocks in first, what you'll find is that you then can pack in the pebbles like you won't believe. That is the reality. If you doubt me, sit on the floor with your kids. Get a glass jar and a stack of rocks of various sizes and try it both ways. See what accomplishes more. The "biggest rocks" theory works quite a bit in practice.

What are the big rocks in practice? There are a few of them, but there are three that are particularly important. There are some others that we'll go over, too.

1. The biggest rock in practice should be you're "me" time. If you, as the practice owner, are not happy and focused, you're going to have a very difficult time moving forward.
2. Marketing is a big rock. Everything you know you should be doing, and why and when you know you should be doing it, is a big rock. It should be done every single day.
3. The third rock is probably just as important as the first two. That is your income. You have to be focusing on your income.

There basically are four very simple reasons that income takes a dip in practice.

## Getting it All DONE—Time Management

1. You're not charging enough, especially relative to what your expenses may be.
2. You're not collecting enough cash, so you have difficulties in cash flow.
3. You're not collecting on or charging for non-covered services. That is a huge no-no, especially in terms of compliance and so on.
4. You simply don't have enough irons in the fire. In other words, you haven't engaged yourself in profit centers like weight loss, peripheral neuropathy, rehabilitation and so on.

The other thing to realize is that along these same lines, one of the biggest rocks and something you have to pay attention to every single day when you're filling your jar at the very beginning, is all the systems that help you get this done.

Your staffing system is a big rock. That should go in there and be paid careful attention to. Your report of findings and case presentations are also big rocks. If you're not communicating with patients properly, all the marketing in the world is going to go out the window because you will not be converting these prospective patients to real patients in your practice who want to regain their health.

Let's try to wrap up a little bit here and talk about some of the things that I use. This is coming from questions I receive all the time. These come in from clients and non-clients. Really, a discussion about getting things done wouldn't be complete unless we handled some of these things.

One question is, "What do you use for tools? How do you accomplish this and keep track of it all?" There are several different ways. Ultimately, what I'm going to recommend you do is adopt the method that's most comfortable for you.

Personally, I still like legal pads. More and more, though, I am gravitating toward using iNotes, which is synced from my PC to my iPad to my iPhone. I can amend

## Getting it All DONE—Time Management

these notes anywhere. Of course, I keep these notes on the cloud. What that means is that the notes are actually stored offline on a remote server. They are updated and synchronized automatically. That really helps with productivity quite a bit.

Let's say for example that I have a new idea, program or something I need developed. The first incarnation usually comes with a black pen and a white legal pad. Once I have the task established, I develop a master to-do list.

The first time you make the master to-do list you might have 20 or 30 things on it. By the time it is done, it really needs to be whittled down to no more than four or five items. Being as busy as we are, you can't have more than four or five major tasks and ever expect to get anything done.

One of the things that have been very helpful for me and the clients I have taught this to is to make sure you're working in a medium, like the iPhone or iPad, where you can make adjustments to your master list and have all your devices synchronized and updated on a regular basis. That really can make a tremendous difference.

The other thing that can be extraordinarily valuable when you're going through this exercise is to make sure you're spending enough quiet, meditative time on the list.

What I strongly recommend that you do to facilitate this is place values on the items that are on your list. We just spoke about the "biggest rocks" theory. What are the biggest rocks on your list? What are the most important things? What are the least or less important things? You should really mark them accordingly.

Once you have gotten your list established, another thing that really can make a big difference is reordering the list. In other words, something at the bottom of the

## Getting it All DONE—Time Management

list gets moved to the top and something at the top gets moved to the bottom, and so on.

One of the other things that are also very important, along these lines, is to make sure that you mark off your accomplishments.

**Many years ago, I took some training with Alex Mandossian. I don't know if he's achieved it, yet, but Alex set a target to be the first stay-at-home billionaire. I have no doubt that he will reach that title. Alex's theory of organization management is that the first 45 minutes of every day is spent only on revenue-generating ideas and activities. No email or distractions. It's quiet time, basically listing things that can be done to boost income immediately.**

He is so fond, as I am, of using a legal pad with colored pens. You can go down, mark up and prioritize. Of course you can do this with other tools. For example, you can use asterisks on the iPhone and whatever other signs you want to use, like labels, flags, etc. You certainly can do that. Basically, spending the quiet time on the list rearranging and reevaluating it, and then marking off your accomplishments, really goes a long way to facilitate productivity.

Those of you who have seen me work personally know that not only do I work with the iPhone and iPad but also with my to-do list on paper. Every single week I have topics that are listed under Perfect Practice Web/NeuropathyDR, my practice and personal items. I go through that list and knock off the items, and it gives me a great sense of accomplishment when by 1:00 p.m. on Monday I've already made a very significant dent in my week. Then I start to work on the following week. If you can start to organize and focus yourself like this, you're

## Getting it All DONE—Time Management

going to find yourself being a lot more productive and ultimately getting a lot more done.

The last point of discussion for today's call really is something that I want you to take to heart. Those of you that have been following and taking the Perfect Practice Web lead will see that one of the biggest benefits from learning to organize and focus in this fashion is to have those that work with and around you most closely work in exactly the same way. You need to insist upon and then expect checklists and reports from all key personnel.

In the practice itself it could simply be a checklist for less important tasks. For more important tasks in my own practice, for example, my associate doctor uploads my most critical numbers for me automatically to Google Docs. All I need to do is open my Gmail, go into Google Docs and see what the office has produced, collected and so on.

Training your team members to work in this fashion goes a long way. I would also go so far as to say that you should give these key people in your life this MP3. Give them the recording from this program and let them take some of these ideas to heart.

In recapping, let's just go over the key components from today's workshop. I think they are really important to keep in mind.

1. When we find that there is a failure of execution, it's simply because overwhelm or lack of clarity has occurred.
2. Another reason for lack of implementation is focusing on the **urgent but not important** rather than the most important: in other words, the "biggest rocks" theory. You want to, from this moment forward, focus on paying the most careful

## Getting it All DONE—Time Management

attention to those biggest rocks in all aspects of your life. By doing that, you're going to find yourself being much more productive.

**3. Last, but certainly not least, is taking and making advantage of all the tools that you have. Using iPads, iPhones and so on really can go a long way in this day and age to making you far more productive. The fact that you can mark and synchronize activities really makes a big difference in terms of your productivity.**

With that said, what I'd like you to do is think about what we've spoken about on today's breakthrough session. If you have any questions, suggestions or things you'd like to add to this material, please be in touch.

I would like to end today's presentation by letting everybody know that of course the first of the year is a time to recreate yourself. It's a time to be reborn, so to speak, and the perfect time to take a very sharp appraisal of what you're doing with your time and what your time drains and traps are, and make sure you have allocated and devoted plenty of resources to those things that are most important to you. When you do that, you will find work becoming more effortless and less stressful. If you fail to do that, every day becomes a burden.

With that said, once again, thank you for doing everything you do. I look forward to speaking with you personally in the not too distant future. Have a great rest of the day.