



# Managing Your Practice, Leading Your Team

Course Guide

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## Course Guide

Welcome to *Managing Your Practice, Leading Your Team*. This course will examine the components of management and leadership and will help you develop the skills, tools, and habits you need to execute both well.

### Management



### Leadership



As you watch the course video, use this guide to reference key points in the course content and practice the skills that are being presented.

In addition to highlighting the course content, this guide includes:

- How are You Spending Your Time? Checklist (p. 5)
- Guiding Principles Example (p. 6)
- Guiding Principles Template (p. 7)
- Operational Behaviors Example (p. 8)
- Operational Behaviors Template (p. 9-10)
- Leadership & Management Scorecard Template (p. 11-14)

Becoming an effective leader, and an effective manager, will help you change your future and the future of your practice.

# Managing Your Practice, Leading Your Team

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### Defining Management & Leadership

#### Management



**Management:** *the organization and execution of the tasks and duties necessary for the operation of a team or business.*

These management tasks and duties are broken into four groups - analysis, planning, structure, and resources.

#### 1 Analysis

Analysis helps you monitor the vital signs of your business. This analysis gives you feedback on how healthy your business is or if your business is headed for trouble. Some “vital signs” to monitor include monthly revenue, average transaction value, number of new clients per month, client retention rate, individual doctor production, and monthly expenses. Your goal is to examine the leading indicators and historical performance of your practice to spot trends and make adjustments as needed.

#### 2 Planning

Planning helps you decide what you want your business to become and how to get there. Two types of planning that business managers commonly use are strategic planning and operational planning. Strategic planning is a way to define your goals and objectives for the future; operational planning is a way to determine how you’ll achieve them.

Your strategic plan should be created at least once a year, but it can be helpful to create one as frequently as every quarter. It helps you decide what you want to achieve in the future, and answers questions like:

- How much do we want to grow next year?
- What new therapies do we want to offer or promote?
- How do we want to be known in the community?

After thinking about your business strategy, operational planning will help you set clear objectives and measurements to execute your strategic goals.

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### 3 Structure

Structure refers to both the physical structure that you are working in and also the organizational structure that does the work. Thinking about structure ensures your space and your team are designed to optimize productivity and achieve your operational goals.

When thinking about structure, consider questions like:

- Is our space organized in a way that promotes smooth communication and patient flow?
- Is our environment appropriate for the kind of client experience we would like to create?
- Are our teams organized in a way that fully utilizes our available talent and efficiently serves the client?
- Is our leadership structure the right one to ensure effective training, development, and employee engagement?
- Are the technicians and assistants in alignment with the doctors to create an efficient operation?
- Is our staff scheduling done in a way that provides the right capability and capacity during the times when we need it most?

### 4 Resources

Resources are anything you use to grow your business other than your employees. Money, time, physical materials such as the equipment you have in your office, accountants, attorneys, and contractors are all considered resources. Thinking about resources is important because you can't achieve your strategic and operational goals if you don't have the resources to do so.

Resource management can explore questions like:

- Is my inventory managed in a way that controls costs but allows us to most conveniently serve clients and treat pets?
- Do I have the equipment necessary to provide the level of care that I want and how do I prioritize new equipment based on our strategic goals?
- Am I managing cash flow so that I have a reserve on hand for any unexpected decrease in revenue?
- Do I have the right partners and tools around me to help with things like accounting, payroll, marketing, and scheduling?

# Managing Your Practice, Leading Your Team

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### Leadership



**Leadership:** *influencing the thoughts, ideas, and behaviors that help individuals and teams reach more of their full potential.*

Most of the resources in your business are static, so they need to be managed. However, a team of people needs an effective leader in order to achieve their full potential. As a leader, there are four things you can focus on that will help your people – engagement, culture, talent, and change. Focusing on these four aspects of leadership will ultimately determine the success of your practice.

#### 1 Engagement

Engagement means your employees are fully present, working at their best, committed to the success of your practice, and using all of their knowledge, skills, and experience to make positive things happen. Highly engaged employees have been directly linked to better retention, better service, higher profitability, and better growth rates. There is no greater contributing factor to the level of employee engagement than the actions of their manager.

#### 2 Culture

Culture is the collection of environmental factors that influence individual behavior. It's how your organization feels and the personality of your practice. Your culture tells your employees what is expected, what is tolerated, what is possible, and what good looks like.

#### 3 Talent

Talent is the people you hire and employ. Effective leaders attract, locate, acquire, and cultivate talent. Your ability to hire people who can make your practice and the team better, and your ability to continuously develop the people who are already employed, will ultimately determine the level of success of your practice.

#### 4 Change

Change is the ability to modify your own behaviors and to be a catalyst for causing behavior change in others. Whatever change you encounter, your ability to lead yourself and your people through it is a determining factor in your business's overall success.

# HOW ARE YOU SPENDING YOUR TIME? CHECKLIST

## How are You Spending Your Time? Checklist

Think about your day and how you spend your time. When you are interacting with things, you are spending your time managing; when you are interacting with people, you are spending your time leading.

Look at the checklist below. Put a check mark next to the activities that you do most often during a typical day. Then consider, are you spending more time on management activities, leadership activities, or a combination of both.

Management Activities		Leadership Activities	
<input type="checkbox"/>	Filling out forms.	<input type="checkbox"/>	Coaching employees.
<input type="checkbox"/>	Completing paperwork.	<input type="checkbox"/>	Conducting interviews.
<input type="checkbox"/>	Taking inventory.	<input type="checkbox"/>	Training new employees.
<input type="checkbox"/>	Ordering supplies.	<input type="checkbox"/>	Conducting a staff meeting.
<input type="checkbox"/>	Managing office space/equipment.	<input type="checkbox"/>	Communicating with team members.

While it is essential to complete management activities, when you focus on leadership activities it causes the people who work for you to feel differently about you, their environment, their work, their future, their team, and their job. Those inputs directly transform into outputs like engagement, effort, retention, performance, and quality of care and service.

# GUIDING PRINCIPLES EXAMPLE

## Guiding Principles Example

Once you have reflected on how you are spending your time, the next step is to create a set of guiding principles. This will help you make conscious choices about how you want to lead and manage. Guiding principles are your own beliefs about how to manage and lead effectively.

Management guiding principles focus on analysis, planning, structure, and resources, while leadership guiding principles focus on engagement, talent, culture, and change.

Below, you will find examples of what guiding principles may look like for both management and leadership. You can use these examples to help create your own guiding principles.

Management Guiding Principles
<i>1. I need to carefully manage operational risk and balance our growth, cash flow, and revenue by using a business dashboard for each month to monitor business progress.</i>
<i>2. I need to stay ahead of our hiring needs by understanding our current retention rate and focus on regular hiring so that we have shorter vacancy periods.</i>
<i>3. I need to allocate a certain percentage of our revenue towards marketing and growth-oriented activities and do research that helps me evaluate the best places to invest in business growth.</i>

Leadership Guiding Principles
<i>1. Success is created by fully engaged people operating in a highly effective culture and I need to be constantly focused on those critical things.</i>
<i>2. My behaviors as a leader, no matter what my stress level, how busy I am, or what kind of changes are happening, will ultimately determine how engaged other people are and how effectively our practice operates. Those behaviors will be much more important to our culture than any rule, policy, or procedure.</i>
<i>3. I, or another leader in our practice, needs to meet regularly with each employee to coach them and help them develop, grow, and achieve their goals as part of our team.</i>
<i>4. Change happens more effectively when people are involved in deciding on the changes and helping to implement them. No one likes change done to them, but most people will accept change done with them.</i>

# GUIDING PRINCIPLES TEMPLATE

## Guiding Principles Template

Use this template to reflect upon and record your management and leadership guiding principles. Guiding principles are your own beliefs about the things you need to do to manage and lead effectively.

First, create a list of one or more management guiding principles focusing on analysis, planning, structure, and resources. Then create a list of one or more leadership guiding principles focus on engagement, talent, culture, and change.

Refer to the [Guiding Principles Example](#) on page 5 as a guide.

Management Guiding Principles
1.
2.
3.

Leadership Guiding Principles
1.
2.
3.

# OPERATIONAL BEHAVIORS EXAMPLE

## Operational Behaviors Example

Once you have created your guiding principles, you can use them as a foundation for creating the operational behaviors that allow you to proactively manage and lead your practice.

Operational behaviors are the concrete actions you decide to take on a regular basis to manage and lead in a way that aligns to your guiding principles.

Below you will find examples of how to use your guiding principles to create operational behaviors.

### Management Guiding Principle

*I need to carefully manage operational risk and balance our growth, cash, and revenue by using a business dashboard each month to monitor business progress.*

#### Operational Behaviors:

- *I will create and build an effective business dashboard that lets me manage our practice more effectively.*
- *I will put time on my calendar to update and analyze my business dashboard each month.*

### Leadership Guiding Principle

*Success is created by fully engaged people operating in a highly effective culture and I need to be constantly focused on those critical things.*

#### Operational Behaviors:

- *I will make a list of things I can do to fully engage my employees and put a reminder on my calendar to do at least one of these things each day.*
- *I will define what a highly effective culture looks like in my practice, and create a list of actions I, and other leaders, can take to begin making this culture a reality.*

# OPERATIONAL BEHAVIORS TEMPLATE

## Operational Behaviors Template

Using the guiding principles that you listed on page 6, create at least one or more operational behaviors for each guiding principle that you will implement in order to achieve your guiding principles. Refer to the Operational Behaviors Example on page 7 as a guide.

Management Guiding Principle
<p>1. _____ _____</p> <p>Operational Behaviors:</p> <ul style="list-style-type: none"><li>• _____</li><li>• _____</li></ul>
<p>2. _____ _____</p> <p>Operational Behaviors:</p> <ul style="list-style-type: none"><li>• _____</li><li>• _____</li></ul>
<p>3. _____ _____</p> <p>Operational Behaviors:</p> <ul style="list-style-type: none"><li>• _____</li><li>• _____</li></ul>

# OPERATIONAL BEHAVIORS TEMPLATE

Leadership Guiding Principle
<p>1. _____ _____</p> <p>Operational Behaviors:</p> <ul style="list-style-type: none"><li>• _____</li><li>• _____</li></ul>
<p>2. _____ _____</p> <p>Operational Behaviors:</p> <ul style="list-style-type: none"><li>• _____</li><li>• _____</li></ul>
<p>3. _____ _____</p> <p>Operational Behaviors:</p> <ul style="list-style-type: none"><li>• _____</li><li>• _____</li></ul>

# LEADERSHIP & MANAGEMENT SCORECARD TEMPLATE

## Leadership & Management Scorecard

A leadership and management scorecard is a tool to monitor how well you are making progress on each of your leadership and management items. This scorecard can help to increase your awareness of each component and begin to build more successful habits.

Start by reviewing your guiding principles (page 6) and operational behaviors (pages 8-9). Make any changes or revisions, then write the final version of each guiding principle and its corresponding operational behavior(s) in the template below.

Then, look at each operational behavior and determine a start date and a target end date. If the operational behavior is an ongoing behavior with no end date, write “N/A” in the target end date column.

Finally, review your scorecard on a regular basis and score yourself on how well your are making progress on each item. Score yourself on a 1 to 5 scale, with 1 being “No Progress” and 5 being “Completed.”

Management Guiding Principle			
1. _____ _____			
Operational Behaviors	Start Date	Target End Date	Score 1 – No Progress 5 – Completed
• _____ • _____			
• _____ • _____			
• _____ • _____			

# LEADERSHIP & MANAGEMENT SCORECARD TEMPLATE

Management Guiding Principle			
2. _____ _____			
Operational Behaviors	Start Date	Target End Date	Score 1 – No Progress 5 – Completed
• _____ • _____			
• _____ • _____			
• _____ • _____			

Management Guiding Principle			
3. _____ _____			
Operational Behaviors	Start Date	Target End Date	Score 1 – No Progress 5 – Completed
• _____ • _____			
• _____ • _____			
• _____ • _____			

# LEADERSHIP & MANAGEMENT SCORECARD TEMPLATE

Leadership Guiding Principle			
1. _____ _____			
Operational Behaviors	Start Date	Target End Date	Score 1 – No Progress 5 – Completed
• _____ • _____			
• _____ • _____			
• _____ • _____			

Leadership Guiding Principle			
2. _____ _____			
Operational Behaviors	Start Date	Target End Date	Score 1 – No Progress 5 – Completed
• _____ • _____			
• _____ • _____			
• _____ • _____			

# LEADERSHIP & MANAGEMENT SCORECARD TEMPLATE

Leadership Guiding Principle			
3. _____ _____			
Operational Behaviors	Start Date	Target End Date	Score 1 – No Progress 5 – Completed
• _____ • _____			
• _____ • _____			
• _____ • _____			