

THE BURLESON APPROACH TO ORTHODONTIC EXCELLENCE
PRACTICE MARKETING, MANAGEMENT
AND COACHING FOR SPECIALISTS



DUSTIN BURLESON SEMINARS

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**“COACHING IS UNLOCKING A PERSONS POTENTIAL
TO MAXIMIZE THEIR OWN PERFORMANCE.
IT IS HELPING THEM TO LEARN
RATHER THAN TEACHING THEM.”**

—TIMOTHY GALLWEY, CRITERIA FOR SUCCESS

THROUGHOUT HISTORY coaching has been the way for the vast majority of successful people to discover their inner workings and become extremely prosperous in the process.

Burleson Seminars is the private coaching division of Burleson Orthodontics & Pediatric Dentistry. Their coaching is available to dental and medical professionals by invitation only. Services include, but are not limited to, mastermind groups, private client days, marketing plans and staff training boot camps, and your practice's growth is our primary focus. Upon acceptance into the program, a practice analysis is made and a customized 12-month success plan is developed in order for you to be extremely successful in building the practice of your dreams.

**“I NEVER CEASE TO BE AMAZED AT THE POWER OF THE COACHING PROCESS
TO DRAW OUT THE SKILLS OR TALENT THAT WAS PREVIOUSLY HIDDEN
WITHIN AN INDIVIDUAL, AND WHICH INVARIABLY FINDS A WAY
TO SOLVE A PROBLEM PREVIOUSLY THOUGHT UNSOLVABLE.”**

—JOHN RUSSELL, CRITERIA FOR SUCCESS

If you are serious about practice growth and the steps required to get there, then they invite you to look further into their coaching services. The strategies they teach are simple, yet very powerful. Most doctors fail to discover these strategies or use them to their full potential. When you discover the potential of your practice or simply reach a ceiling where growth seems impossible, take the first step to become a private client with Burleson Seminars.

WHY HIRE A COACH?

There are numerous reasons for hiring a coach to help with your business. Some may include:

- Practice Culture and Mission
- Employee Growth and Development
- Professional Satisfaction
- Employee Morale
- Organizational Goals

Over the course of time, the majority of successful people have used a coach at one time or another, including athletes, actors, business leaders, etc. The benefits they have received aided greatly in their success; new viewpoints on personal challenges, greater decision-making skills, better social efficiency, and improved confidence. The list goes on! Those who hire a private coach can anticipate substantial enhancement in productivity, an ever-increasing satisfaction with life and work, and the achievement of relevant goals.

FIND THE RIGHT COACH

The importance of finding the **right** coach is second to none. Here are some basics to knowing if a coach is a good fit for you!

- They have a history for achieving the goals you want to achieve
- They have helped others do the same and have magnificent testimonials to show
- They are willing to hold you accountable
- They don't take anyone as a client—they are highly selective and sought after

“TO BE AS GOOD AS IT CAN BE, A TEAM HAS TO BUY INTO WHAT YOU AS THE COACH ARE DOING. THEY HAVE TO FEEL YOU’RE A PART OF THEM AND THEY’RE A PART OF YOU.”

— B O B B Y K N I G H T

MAKE THE COACHING RELATIONSHIP SUCCESSFUL

- Be willing to say no to some things in order to achieve greatness in the long run
- Figure out what matters most to you
- Take time for honest measurement, reflection and self-feedback
- Incorporate coaching into your everyday routine
- Make good decisions and surround yourself with people who are accountable

DR. BURLESON'S MARKETING CAMPAIGNS have generated over \$300 million in orthodontic revenue for his clients in seventeen countries all over the globe. Creative content with direct targeting can help position your practice as the obvious choice in your market. Dr. Burleson's Elite Private Coaching Group consists of the top 1% of orthodontists in the world, with unprecedented access to the author of the #1 orthodontic marketing newsletter and all of the license-restricted content used to sky-rocket our practices to some of the largest in the United States.

As you receive practical, real-time feedback and counsel from the executive coach, you will be able to identify specific behaviors that can be improved immediately. This partnership accelerates your success and performance progress. The value and bottom line impact of the coaching program will be clearly seen in an extremely quick time frame.

WORKSHOPS

Workshops include the following teachings which a successful business simply cannot do without:

- Practice Planning for Maximum Results and Higher Profit Margins
- Claiming Your Position as a Trust Authority in the Marketplace
- Wealth Attraction, Philanthropy and Legacy Building for your Family

THE MASTERMIND GROUP PRIVATE COACH PROGRAM

A mastermind group is the coordination of knowledge and effort, in a spirit of harmony, between two or more people, for the attainment of a definite purpose. In that same way, the Mastermind Group Private Coach Program is an exclusive group of private coaching clients that meets three times a year to brainstorm and share new ideas in the orthodontic and business field. Experience first-hand peer accountability, new education and support in a group full of masterminds.

You will set and achieve big goals for your practice, receive benchmark tools and advice from other members in the group while also being challenged and held accountable by your peers.

PRIVATE COACHING

Private coaching services also include:

- Geographic Area Exclusive Availability
- Monthly Marketing Call
- Referring Dentist Newsletter
- Membership Website
- Email and Phone Support
- Dustin Burleson's Private Mastermind Group
- Onsite Coaching
- Private Access to Dustin Burleson
- Private Coaching Days with Dustin

CASE STUDY
DR. DAVID ALLEN
WHEATON, ILLINOIS

“No advice, no coaching. It just didn’t exist in the 90s to the extent that it does now. I’ve had different consultants, I’ve had different coaches, but all of that time I’ve never had anyone who really could give me the meats and potatoes, the people to contact. I would say for anybody who’s looking for a good coach, great advice, and trying to find information and resources to go to help accomplish the things you want in your practice, in your personal life, I think Burleson Seminars gives you a great direction. **It’s helped make my life easier.”**

– Dr. David Allen



DR. DAVID ALLEN’S LIFE IS EASIER.

Burleson Seminars did that for him by teaching him to empower his employees to solve problems for their patients/customers. Now read on for information from Dustin Burleson regarding empowering your employees to make your business the most successful it can be.

Dustin Burleson

HAVE YOU EVER HAD A BOSS WHO HOVERED OVER YOU?

Recall how that made you feel. Maybe nervous, pressured, and unhappy? Perhaps you grew to resent having that manager around you because you felt like you were always under a microscope. Don’t be that kind of boss!

A helicopter manager, or someone who micromanages, has their heart in the right place. They really do. I get that they are trying to increase productivity and keep employees in line. Sure, that makes sense. But at what cost?

Being a micromanager comes with a high cost that you may not be aware of. In fact, it is a management process that can turn your office toxic.

While a helicopter manager wants efficiency, they will really end up getting the opposite.

People don’t typically work well with their boss hovering over their shoulder. And even if they do it for a short period of time, there is a good chance they won’t stick around long term.

Your employees don’t want to feel suffocated and under pressure, or to dread going to work each day. So you have to get honest with yourself. If you are a micromanager there is help! You can learn to manage more effectively and turn the propellers off.

“IT’S NOT THE TOOLS YOU HAVE FAITH IN. TOOLS ARE JUST TOOLS. THEY WORK, OR THEY DON’T WORK. IT’S THE PEOPLE YOU HAVE FAITH IN OR NOT.”

—STEVE JOBS

EMPOWERING YOUR EMPLOYEES

Having engaged, empowered, enthusiastic employees can make the difference between success and failure. It’s not necessarily always about your employees being good at what they do, but more often about working with people that you trust. You possess the vision, but it’s basically up to your employees to buy in and aid in making a successful company. The trust comes into play when separate team members believe in the challenge and put their skills to use to make it happen.

Having engaged, empowered, enthusiastic employees who you can trust will aid you in using your own time most efficiently. If you possess that trust, you won’t have to ask them to punch a time card or even worry if someone takes 15 minutes longer on lunch. In addition, you won’t have to attend each and every meeting to ensure that they are doing what you need them to do.

So, how do you create engaged, empowered, enthusiastic employees? Here are some sure fire ways to get started.

1 ENSURE THAT YOUR EMPLOYEES CARE ABOUT THE THINGS YOU CARE ABOUT

Hire people who share your vision of the power of orthodontics and bring together diverse groups of people. For some people that means trying people out as temporary hires on a particular project prior to hiring them on a permanent basis. This is a good way to gauge the individual on more than an interview basis and works great.

2 SHOW EMPLOYEES A CLEAR PATH TO ADVANCEMENT

Let your employees know right off the bat, and mean it, that if they do their work well, they will be able to move up within your company. If, on the other hand, there is no room for advancement, let them know that you are willing to help them move on to a better job someplace else if the need arises. Giving your employees a promising career path is particularly key in a company where they must also pitch in and do work that falls outside of their traditional job description. Not related, but of importance, giving your employees free or huge discounts on orthodontics can be a great motivator too.

3 CHALLENGE YOUR EMPLOYEES

As an employer, do your best to hire for specific roles. But from time to time, attempt to extend that and give employees projects that your company needs that will also allow the employees to expand their skills.

4 LET EMPLOYEES KNOW HOW THEY ARE MEASURED

The worst thing for an employee can be doing something, and not knowing that it actually made a contribution. Employees don't become better unless they know how they are measured.

Every time you hire someone, have an honest conversation with them about what their responsibilities are and how they will be valued. How else will they know if they are successful? Do your best to review your employees and let them know how they are measured within the company. Use this process even for the most low-ranking jobs so that everyone can fully comprehend what the factors are for their success and how they can achieve them.

“YOUR EMPLOYEES SHOULD KNOW THAT IF THEY DO THE JOB THEY WERE HIRED TO DO WITH A REASONABLE AMOUNT OF COMPETENCE AND EFFICIENCY, YOU WILL SUPPORT THEM.”

— HARVEY MACKAY

5 STAND BACK AND MOVE OUT OF THEIR WAY

Jack Welch said: “There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow... It goes without saying that no company, small or large, can win over the long run without energizing employees who believe in the mission and understand how to achieve it...”

Give your employees the opportunity to fulfill the role that you hired them for based on their own knowledge and expertise. In other words, give them general goals and let them figure out how to reach those goals. Once you provide the vision, your job is to allow your team to shine and do what they are good at, freeing you up to do what you are good at.

And one of my favorite quotes from Richard Branson: **“Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.”** You got this!

IS YOUR PRACTICE A GOOD FIT FOR BURLESON SEMINARS?
TAKE THE FREE PRACTICE GROWTH ASSESSMENT AT [DUSTINLOVESRESULTS.COM](https://dustinlovesresults.com)

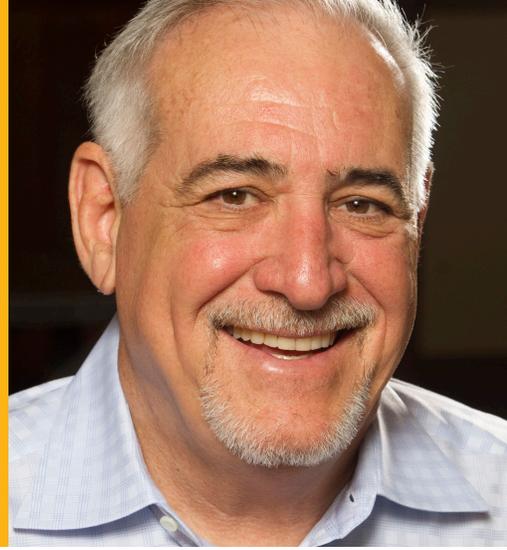
CASE STUDY

DR. RONALD BARNETT

DALLAS, TEXAS

“I really was looking for somebody that was an orthodontist who was in our profession and understood our specific problems and concerns. I wanted to be in an upward transition. I wanted to be able to make my practice more vibrant. And it’s been great. I’ve actually grown my practice set from the 1.8 million dollar range to almost 3 million dollars now. It’s really changed the way I think about my practice. It’s changed the way I think about money and about life. I hit a plateau for 15 years and now I’ve doubled my practice thanks to Dustin.”

—Dr. Ronald Barnett



YOUR MINDSET MARKS THE LEVEL OF SUCCESS YOU WILL ACHIEVE.

It’s true. The definition of mindset is a person’s “mental attitude or inclination.” It is the way an individual views anything and everything, whether it’s your business, what you read about, or yourself.

Take for instance the old glass half empty and half full. Which is it for you? Your answer will help you to know what kind of mindset you have. If you say that the glass is half full, you probably have a good positive mindset. If you feel that the glass is half empty, well then most likely you need to work on improving your mindset. Either way, **your mindset in business and life is extremely important.** Even people who have a good mindset sometimes need help implementing that into their business.

Too often business owners are working too hard in their business and failing to see an increase in profits. Very often it is because they hold themselves back. Every business owner wants a successful business, but sometimes the steps to get there can be scary. Due to fear, avoidance occurs and you may not even realize it is happening. Sometimes this occurs because of conflicting values, sometimes for other reasons.

Some people are resistant to wealth. Their beliefs about money don’t allow them to get beyond a certain income level. This can leave you staring straight at an income threshold for a number of years. We all have beliefs which we develop when we are young. Having said that, beliefs which are in direct conflict with existing goals can and will stop your progress dead in its tracks or at the very least make it extremely difficult. And even at times, it could lead to sabotage.

As luck would have it, however, **beliefs can be changed.** It is possible, but very tough, to change your mindset by yourself. This is simply because you become so accustomed to seeing things a particular way that you can become stuck.

But you don’t need to struggle with trying to change your mindset without help. By learning with Burlinson Seminars, people who are trained in addressing mindset issues and know how to teach you to create breakthroughs, you can skate through the process quickly. At times, you just require help from someone else to step out of the box and view things from another vantage point.

Are you ready to take the steps to become successful but feel you are already handling so much and couldn't conceivably add another thing to your schedule? Do you have awesome ideas, but just put off applying them? You are much more likely to break through those barriers and that way of thinking given the right support. The goal is to work smarter, not harder.

As you start taking the steps required to nurture your practice, change will undoubtedly happen. You will need to become aware of your mindset and how your perception has an impact on your progress. Core principles will always influence the growth of your practice. Thus, being open to observing your beliefs is ultimately making a choice for positive change.

Here are some reasons and defensive beliefs which can thwart a businessman from having a successful, thriving practice.

YOUR INNER CRITIC STOPS YOU FROM TAKING ACTION OUTSIDE OF YOUR COMFORT ZONE.

Secluded business individuals continue to retain deep-rooted beliefs and views. It is easy to stay with the familiarity in doing things the same way that you have always done them. This is what we call "comfortable".

When you sidestep making necessary modifications, are you doing this for your benefit or your client's? Continuing a mindset which simply dodges making change affects not only you but also the value your clients obtain in doing business with you. Adapting to change is essential for a business to endure. You need to grow to house the needs of your clients in addition to the economy.

YOU HAVE A "YES, BUT" OR "I CAN'T" APPROACH THAT HALTS GROWTH DEAD IN ITS TRACKS.

There are multiple reasons why you can't do things in a different way, although you know it would benefit your practice and your clients. When you do finally become aware of your excuses, do you still continue to use them? Are you open to understanding the underlying opposition?

You really only need to start by doing one thing differently in order to commence making that change. Or, you can continue with the familiar things that resist change. Begin by changing from saying "yes, but" and "I can't" to "yes, how" and "I will." Give it a try, and see how it works out for you.

Folks have a tendency to be storytellers. Have you ever had a story about why things are a particular way in your life and/or business? This same story has been told so regularly that you may not even be aware that you are telling a story. Remember, there is always more than one way of looking at things, no matter the circumstances. Ask yourself, if you were able to step out of that same old story and look at it from a different perspective, how would it change things for you and your business?

Many individuals are not able to effectively recognize their own restrictive beliefs. It is so hard to address a constrictive mindset as fast on your own as you can with the correct support. Bottom line, the growth of your practice is directly connected to your mindset. When you recognize and begin to overcome the obstacles you have created over time, your potential rises exponentially.

Millions of people experience such little joy and satisfaction in their daily life. They build their own prisons, incarcerate themselves, and make the environments every bit as bleak, stark, depressing, and debilitating as an actual penitentiary. These people’s private prisons walls are constructed of complaints and resentments, the mortar from excuses, the bars forged from pessimism and procrastination. We might say that some are locked up in “Pity Prison.” Their sentence is indefinite and of their own making. They could walk out and be free at any time if they would just change their mindset and take the help they can get. Burluson Seminars offers every bit of help you and your practice could need to move forward to success and they are happy to give it!

IMPRISONING

- I can't
- Resentment
- Desire for sympathy
- Dwelling on “It’s not fair”
- Acceptance
- “Maybe tomorrow...”
- Withdrawal
- Depression

THE ACTION MODEL

- I will
- Gratitude
- Desire for accomplishment
- Search for opportunities
- Invention
- Do it now!
- Participation
- Celebration of even small victories

“IT’S AN IMPOSSIBLE SITUATION, BUT IT HAS POSSIBILITIES!” – SAM GOLDWYN



“Many doctors spend their entire careers just waiting for something to happen. Day in and day out, they go through the motions, not all that happy with the results. Yet they are not taking action in order to make things happen. Years ago, I asked myself whether I wanted to be that kind of doctor and have that type of practice, or whether I wanted to be someone who gets things done and makes things happen. The bottom line, which many doctors in business do not seem to realize, is that they have to take action in order to make things happen. Success doesn’t just come to you as you sit by idly, waiting. Not even if you cross your fingers!”

Dustin Burluson

CASE STUDY
DR. LISA GRANT
HOMEWOOD, ILLINOIS

“Before starting with Burleson Seminars my conversion hovered between 50 and 60%. And after implementing all of the things that I’ve learned from Burleson Seminars, I’m now near in between 85 and 90% conversion rate. **I’m able to spend more time with my family** because I finally have a business that works when I’m not there.”

—Dr. Lisa Grant



NEW PATIENTS ARE THE LIFELINE

of an orthodontic practice. According to a recent survey, most orthodontists (88.3%) specified that referrals from current patients are their most successful marketing technique. This is good for the cash-strapped practices that must get more new patients but simply cannot meet the expense of external marketing in the form of direct mail, newspaper, radio, television, or phone book ads.

However, for those practices that are now maximizing their word-of-mouth referrals but are not getting as many new patients as they require, Dustin Burleson looked at how orthodontists and their teams handle new patients and researched how effective they are at convincing them to hire them. This process can be referred to as the “new patient experience”, and it consists of three very vital phases: the first phone call, the orientation, and the exam. Dustin discovered that orthodontists and their teams can do more with scripting and better office tours in order to welcome new patients and deliver the kind of customer service that solidifies the practice/patient relationship. Let’s take a look at some statistics for attracting prospective patients.

Dustin Burleson



Prior to relating with new patients, you have to either get them on the phone or in your door. Many orthodontics over time have been surveyed to determine the marketing methods that have worked best for them in attracting new patients. After word of mouth, studies have determined that online sources play a substantial role in getting potential patients interested. According to 40% of orthodontists surveyed, your company website effectively attracts patients, and 17.5% stated that new patients found them through online search engines, like Google. Approximately 10% of orthodontists revealed that new patients found them through social media, including Facebook and Twitter.

But, irrespective of where your new patients are attained from, how many is really enough? Surveys also indicated that each month, almost a quarter (23.77%) of practices meet with at least 41 or more new patients, 27.88% meet with 21 to 40, and 22.95% meet with 11 to 20. This means that a quarter (25.41%) of practices meet with 10 or fewer new patients a month. Your practice should rightly be bringing in at least 25 to 30 new patients every month if you are a smaller office. Burleson Seminars shoots for way higher than that. If your practice is not at least meeting that target, Burleson Seminars would be a great step in the right direction successfully enlisting new patients and to learning where you might be overlooking a marketing opportunity.

“It’s common for physicians, particularly those with long-standing patients, to significantly underestimate ‘ramp-up time’ – how long it takes to get new people enrolled,”

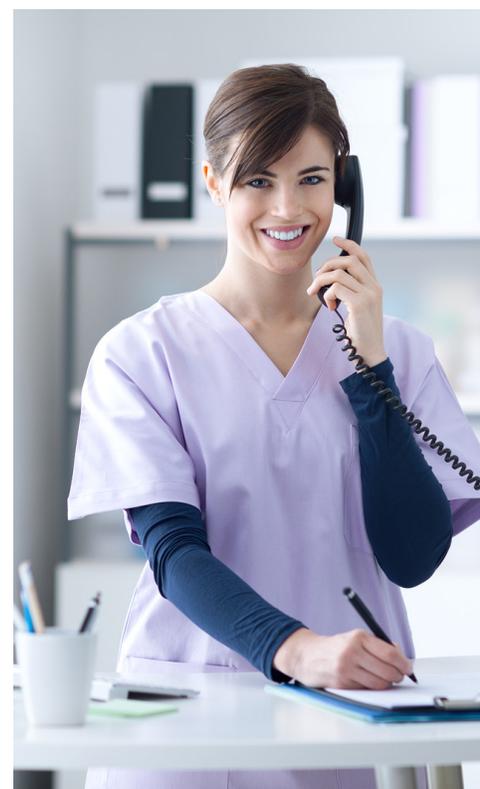
– Helen Hadley, Founder and CEO of VantagePoint Healthcare Advisors in Hamden, CT.

TAKING A CALL FROM A NEW PATIENT

The obligation for making a fantastic first impression regularly falls on the office staff who answer the phone. Even if it requires scripting, he/she should express a warm welcome, be sure to give significance to the doctor and practice, and give an appointment to the new patient within 7 to 10 days.

Survey results indicate that around a third of orthodontic practices are missing the opportunity to convert more callers into appointments. Nowadays, with increased competition, conversion is a vital opportunity for practice growth. A small majority of practices (58.2%) do not use scripts for key new patient phone calls. If these practices integrated scripting into their team training, they would significantly grow the number of potential clients who schedule a visit.

Of the new clients who do schedule, 76.23% of them do it in the 7 to 10 business day window. It is necessary to make appointments for new clients within this window while the individual’s enthusiasm to obtain treatment is high.



ORIENTING THE NEW PATIENT

During the orientation of the new client and their family, relationship building continues as the new client and family is introduced and welcomed to your office team, the office and its features, the orthodontist, and the numerous services provided by you and your staff. Believe it or not, about a two thirds of all practices do not even provide new clients with a tour/orientation. Not doing this is a massive missed opportunity to indulge new clients by making their initial visit a memorable one.

“THE SECRET OF CHANGE IS TO FOCUS ALL OF YOUR ENERGY, NOT ON FIGHTING THE OLD, BUT ON BUILDING THE NEW.”

—SOCRATES



THE NEW CLIENT EXAM

A complete exam not only allows the orthodontist assess a new client's orthodontic needs, but it also offers the groundwork for a prioritized, long-term treatment plan. It is extremely important to make a good impression at this time.

“EVEN IF YOU ARE ON THE RIGHT TRACK, YOU’LL GET RUN OVER IF YOU JUST SIT THERE.”

—WILL ROGERS



EDUCATE POTENTIAL CLIENTS

Always have educational information available that will be of interest to potential clients. Provide them with tips and ideas that they can benefit from right now instead of just having a list of your services and/or credentials. Tell potential clients what to look for when choosing an orthodontist. Education-based promotion will guarantee that your marketing is perceived as valuable rather than as just more annoying advertising.

CONSIDER PACKAGED INFORMATION OFFERS

The correct offer can increase your response rate up to 300%. Nevertheless, few businesses ever go further than a symbolic effort to make “some type of offer.” Most folks incorrectly assume that their potential clients already know it all, or really are just not interested in reading lots of information. Truthfully, your potentials want as much information as possible so that they can make a knowledgeable decision.

By packaging your capabilities into a special booklet or report and presenting it as an incentive to get your potentials to contact you, you can ultimately bring potentials out of the woodwork while at the same time establishing your expertise and at the same time educating and enlightening the very individuals who are most interested in hiring, which then escalates the likelihood that you will get the client. Just be sure that the booklet or report is written professionally as it is a first impression, and could be a last if not done right.

KEEP TRACK OF YOUR RESULTS

It's pretty important to put a system in place to track your results so that you know precisely which marketing portions are generating the highest response rate.

BE CONSISTENT IN MARKETING TO POTENTIAL PATIENTS

The average everyday potential customer will not buy in usually until after the seventh contact with any given business, therefore it is critical that you market consistently and regularly to the same audience. If, for instance, you are initiating a direct mail campaign, commit to doing it at least once a month for 10 months. Research shows that response rates go up exponentially when you speak to potentials unfailingly over time.





PLAN YOUR MEETING AGENDA ACCORDINGLY

A planned agenda for meetings with your potentials or even current clients is one of the most effective, yet under-utilized, tools of selling yourself. It offers a number of important benefits.

1. It makes your meetings more fruitful, effective and gratifying.
2. It shows your clients that you have taken the time and effort to plan the meeting which produces a positive impact right from the start.
3. It allows you to take control of the meeting and stay with the allotted time.
4. It increases your conversion rate by giving the correct expectation from the get go.
5. It will make you look and act more professionally, hence enhancing your reputation and increasing the chance that you will win the sale.

The bottom line is this. Dr. Lisa Grant said, ***“I’m able to spend more time with my family because I finally have a business that works when I’m not there.”*** Dr. Grant’s business works when she’s not there because not only is her patient conversion flowing freely now but also because she is following the invaluable advice of Dr. Dustin Burleson after attention his seminar.

CASE STUDY

DR. DUSTIN COLES

PHOENIX, ARIZONA

“I couldn’t do it all on my own. After going to some events, I realized that I wanted more. I wanted more of what he was doing. I wanted to have a great practice. It was organized. It was well run. They had people in place. They were well-trained. And the more I got involved with Burleson Seminars, the more those things started to come to fruition.”

—Dr. Dustin Coles



DR. COLES WANTED WHAT EVERYONE ELSE WANTS

for their business, success and happiness. Prior to getting involved with Burleson Seminars, Dr. Coles had the big picture in his mind, but he just didn’t know exactly how to get there. The very first thing Dustin Burleson had to teach to Dr. Coles’ office, through his proven winning seminars, was the three reasons why systems fail. Let’s take a look at a condensed overview of those reasons.

Dustin Burleson

1 SYSTEMS BREAK DOWN BECAUSE OF A LACK OF COMMUNICATION

Between supervisor and employee, between practice owner and office manager or even between the practice position or marketing and the general public –systems break down when there is a lack of effective communication. Your employees might be highly-trained and fully capable of serving 50 new patients per month but to grow to 80, your existing system will fail if you’re not effectively communicating about the guardrails and benchmarks you’ve set for an exceptional patient experience in your office. The team doesn’t intentionally try to fail but the system that supported them at 50 new patients (e.g., the phone system, how the new patient phone calls are monitored or even how many people answer phones during lunch) will begin to fail if you fail to communicate your expectations and plans for growth as you move towards servicing 80 new patients per month.

As entrepreneur Brian Tracy said, **“Communication is a skill that you can learn. It’s like riding a bicycle or typing. If you’re willing to work at it, you can rapidly improve the quality of every part of your life.”**

2 SYSTEMS BREAK DOWN BECAUSE OF A LACK OF OVERSIGHT

You might be an exceptional communicator and you might have presented crystal-clear expectations with a revised systems training manual, complete with checklists and reports that are due each day or week, but if you fail to measure your results and provide oversight of your employees and the environment within which they operate, the system will ultimately fail.

To avoid catastrophic system failure, you must set goals, communicate them effectively and also never fail to measure the goals and provide strict oversight every step of the way.



3 SYSTEMS FAIL BECAUSE OF A LACK OF RECALIBRATION

In this final example, you can have perfect communication and perfect oversight, but if you aren't constantly recalibrating your employees to deliver the best care and service, you'll fail to achieve adequate performance as the system is stressed (i.e., as your practice grows). This is why so many solo and small group practices fail to break the \$5 million or \$10 million mark. They have a system that is only capable of serving X number of new patients and when they try to grow the practice significantly, the systems fail for the three reasons discussed. If you go back and read these three points closely and ask yourself, "How will we run our practice differently, now that we know this information?" Dustin Burleson has just given you a multi-million dollar secret to his practice success.

Charles Darwin is best known to have said, ***"It is not the strongest species that survive, nor the most intelligent, but the most responsive to change."***

Dr. Coles said, "I couldn't do it all on my own". Burleson Seminars interjected and the first thing they taught him was that he had to **admit that he can't do it all**. Many entrepreneurs and businessmen are so enthusiastic about becoming successful that they focus too heavily on too many things. You first and foremost must understand that you are only one person and there are only so many hours in a day. Therefore, you need to prioritize 1-2 projects each quarter and give those projects your all.

The next thing you need to do is **identify your strengths**. Hire talented professionals who can handle the areas where you may not be quite as strong. Upon building a strong team, you are allowed to step back and produce a well-oiled machine that doesn't require 100% of your attention 100% of the time. Hire the correct individuals and they will do their jobs.

When hiring new employees, Richard Branson, Founder of Virgin Group, says that personality is key. You can always train someone to possess the skills your business requires, yet you can't train them to be fun, friendly, caring and love helping others. You can't train someone to be a natural problem solver, but you can teach them dentistry and office skills. So, even though an individual may not possess lots of previous experience, you can get a general feel for their personality and motivation, even if they are shy. "Find people with transferable skills – you need team players who can pitch in and try their hand at all sorts of different jobs. While specialists are sometimes necessary, versatility should not be underestimated."

**“YOU DON'T BUILD A BUSINESS. YOU BUILD PEOPLE,
AND THEN PEOPLE BUILD THE BUSINESS.”**

– ZIG ZIGLAR

Let's discuss **professional development.** **Your** professional development is key. Of course, assisting your employees in growing professionally is really important, but you cannot forget about yourself, their leader. You should attend as many networking events as possible in order to learn from others, or even make it a point to join educational webinars and attend conferences. Doing this will help to foster new relationships and give insight into the inner workings of other businesses, their strategies, and leadership visions which can assist you in making good decisions for your own business. Not to mention, these things also connect you to career-oriented, successful professionals.

Every now and then, **relax**, slow down and take a deep breath. Take a moment to feel proud of what you have created. I'm sure there are a trillion items on your list of things to do, but they will still be there even if you take a moment to destress. It's incredibly important to your mental clarity to take quiet moments and to slow down and actually appreciate the work you are putting into your business and enjoy the result of that hard work. Doing so just might offer you a new idea or perspective, or allow you to identify a solution to a problem you hadn't thought of in the past.

At times, it can be lonely leading a team or building a business. **Create a sense of community** for yourself. Join an orthodontic organization or business networking group. Read as many articles and business books as you can which are written by other business leaders in order to learn and get a better sense of how they balance it all or approach different stumbling blocks.

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CASE STUDY

DR. RAJIA SEBBAHI

MARTINSBURG, WEST VIRGINIA

“I’ve faced different challenges coming out from residency, knew only the traditional way of running the practice. The main thing is I feel like I have control. I have control over my practice, over my destiny and that has been huge. Control over the results I want in my life and in my practice. Before I met Dustin I didn’t track my performance and now I run a business by a few simple metrics. He changed my mindset about how to approach the business of orthodontics. My motto was always, “Work smarter and be efficient,” but I didn’t know how to get to it and Burleson Seminars have helped me get into that.”

—Dr. Rajia Sebbahi



UNDER THE BURLESON SEMINARS SYSTEM

you will study the fundamentals of a marketing system. You will adhere to direct-response style advertising that can be tracked. You will take copywriting and marketing principles seriously. You will hold every marketing dollar accountable and you will test and test again. You will, by the way, also reap massive rewards if you adhere to this strategy. The alternative is to sit and watch the world pass you by. If you think “what got you here” is going to “get you where you need to be” in 10 or 20 years, you are sadly mistaken. The economic landscape has changed and it isn’t coming back to the way it was. You will understand that the orthodontic model needs to be completely reinvented. It is not easy. But then again, nothing worthwhile is.

Dustin Burleson

Observing your bottom-line results in areas such as spending, sales or profits does not aid you in understanding how or why you reached those particular results or how to increase your performance. However, setting objectives and goals and measuring the progress in areas that don't necessarily show your end-of-year results will help you incrementally improve your operations in many areas, leading to exponential growth in profits.

“DON'T GET CAUGHT UP IN HOW MANY HOURS YOU WORK. JUDGE SUCCESS BASED ON HAVING GOALS AND MEASURING YOUR RESULTS. HARD WORK, AND LOTS OF IT, IS CERTAINLY NEEDED, BUT **FOCUS ON WHAT YOU GET DONE.”**

—MARK CUBAN

HOW TO MAKE PROGRESS

Progress occurs in your business in several ways. In addition to increasing sales, you can:

- decrease your overhead and production costs
- reduce debt
- decrease staff turnover
- improve the return on your marketing investment
- increase digital traffic to your social media pages and website
- gain market share
- increase repeat business
- decrease returns and customer complaints
- improve receivables turnover
- and reduce your tax liability

Even though working to improve any one of these areas might not seem to offer a huge pay-back, simply multiply that number by ten or more, and you will notice that a complete and constant improvement program, covering various areas, can help your profits to hit the roof.

“IF YOU CAN'T **MEASURE IT,
YOU CAN'T **IMPROVE IT.**”**

—PETER DRUCKER



MEASURE YOUR RESULTS

One of the chief benefits of measuring your results is that you will learn where you are struggling. For instance, if you have a master budget, by carrying out a regular monthly variance study, you will find where your results are not quite meeting your estimates. You may just find that your estimates were a little too hopeful or, in the interim, that your performance may not be living up to its potential. Once you've done this, it could help you identify that you are:

- overspending
- using marketing tools that aren't generating adequate sales
- taking on too much debt
- or managing cash flow improperly, leading to more debt service

Measurements assist in recognizing your weaknesses and also lets you put controls in place or take other steps toward to strengthening your business.

TRACKING IS ESSENTIAL

Tracking your production, sales, marketing, labor use, and spending helps you determine which areas of your business are performing well and which areas may need more attention. For instance, you may find that the sales of your low-price/low-margin item, the one you think delivers incremental income, actually has the possibility to become a substantial part of your profits. Let's say a specific magazine in which you are advertising, or even a particular social media site, might be what is bringing in most of your customers. Or maybe you have a geographical area that may be performing better than others. Now you have the opportunity to take a close look in order to discover why.

VALUE YOUR EMPLOYEES

When you let your employees know that they are contributing largely to the success of the company, they, in return, get more job satisfaction. And, if they notice that their department is lagging, they would be more motivated to work harder. What is important is:

- setting goals for your employees
- measuring the results
- communicating them to your staff on a regular basis

This helps motivate your workers who are doing well and the workers who are struggling. It motivates them to look at how they are performing their duties, and inspires them to talk over ways to improve and come up with answers to improving production.



WHAT SHOULD YOU MEASURE?

Believe it or not, **everything in business needs to be measurable.** You really should become obsessed with the word. Because, without measurement, it is much too hard to get an accurate reading on your growth. So, what kinds of activities should you be measuring?

- sales figures
- online marketing
- new patient conversion
- email campaigns
- social media activity

Having said all of this, **remember not to test more than one variable at a time.** Doing that only makes it harder to accurately measure results.

As an alternative, **commit yourself to measuring one thing, testing and measuring again.** By doing this, you will notice a dramatic shift in your business, and in the end it will help you to grow your company.

All of this may seem like too much, but ***Burleson Seminars will teach you the easiest, most profitable ways to get it done.*** Don't walk, **run.** Do your research and watch your profits overflow!



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CASE STUDY

DR. ALBERT LUCAS

PLANTATION, FLORIDA

“The first ten years was just incremental growth and then I noticed my practice started kind of flat lining and even decreasing. And I started looking at all the different areas that I can improve, the suggestions that he made. And slowly but surely as I made these changes over the years, I saw my practice start to grow again. And I saw things kind of turn around a bit. And my numbers, my starts, my conversion rate, all of those things increased. After really understanding or learning how the business of orthodontics works, learning about marketing, and about business systems, I feel more at ease that I understand what I have to do to be successful and profitable in the future. What I love about Dustin is he understands a lot of the issues that we have. I was tired of seeing incremental growth in the practice. What I’ve learned from Dustin is how to drastically change results quickly.”

— **Dr. Albert Lucas**



**THINK LITTLE GOALS AND EXPECT LITTLE ACHIEVEMENTS.
THINK BIG GOALS AND WIN BIG SUCCESS.**

— **DAVID JOSEPH SCHWARTZ**



CONVERSION STATISTICS ARE TRACKED, marketing return on investment is monitored and these practices run as businesses. With organizational growth strategies, marketing calendars, continuous staff training, quality assurance measures in place and consistent investments made in facilities and management, these practices are poised to compete with corporate dentistry in the future. These doctors realize they have a bigger job than just “being the doctor.”

Justin Burleson

WHY IS CUSTOMER SERVICE MORE IMPORTANT THAN ANYTHING ELSE?

Working with entrepreneurs has given Dustin Burleson so many occasions to speak to and lead others who either are working on starting their own business or attempting to improve the business they already have. Dustin has a distinctive position to speak from. He has been extremely successful, but has also made his share of mistakes and learned greatly from them. Over his many years in the profession, he states that customer service is unquestionably the most vital part of any business.

Below are some great reasons why customer service is more important than anything else in your business.

1 IT BUILDS TRUST

Nowadays, folks will only continue to stay loyal to a company if they have really great reasons to. If not, there is tons of competition which is always accessible. Because of this, you have to work especially hard to retain customers by building their trust in your brand which will help to keep customers loyal to your business.

2 IT'S MORE IMPORTANT THAN PRICE

Given good customer service, people will pay more. Numerous studies and surveys have been done over time and they continue to show that a large group of consumers state that customer service is much more important than price. However, in receiving a good experience, they are willing to pay more.

3 IT BUILDS BRAND AWARENESS

Word of mouth is, without a doubt, the most influential marketing device to have on your side. What your customers say to others can actually make or break your business. When you provide the best in customer service, people will talk about you, and they will remember your brand. If they then hear someone else saying they need a particular kind of company, they are much more likely to say, "Oh, go to this place. They are great!"

4 IT DECREASES PROBLEMS

Problems will always happen in any business no matter how hard you try to sidestep them. And, although you can't run a picture-perfect business with all impeccable customers, you can guarantee that friction does not become an issue. If your customers know that they can express their complaints and that their concerns will be handled appropriately, they will feel so much more comfortable doing business with you.

5 IT ATTRACTS THE NEW CUSTOMER

In the past, business was all about making the sale. It didn't really matter as much how you got to the end point. However, nowadays, you really have to cater to the new customer. Today's customer is someone who demands being treated as a individual, who wants to gather as much as they can from the experience, and who does not want to be just a number. The best in customer service will safeguard you are providing them what they want.

Ensure that you are offering the best in customer service, and then sit back and enjoy the positive results.

HAVE EFFECTIVE BUSINESS SYSTEMS IN PLACE

When running and growing a business, it is very essential to outline, implement, and form systems early on. A business system is a working mixture of individuals and automated applications organized to meet a definite set of business objectives.

Each and every facet of your business should have a system in place to measure production, efficiency, and evolution.

These systems are put into place to control resources: time, capital, and assets. By using established systems, you are making sure that every part of your business is being used to its full potential and is available, on call, when you need it.

The simple systems every business should have in place include, but are not limited to, sales and marketing, inventory tracking, client lists, customer service, payroll, and production.

Acknowledged systems certify that your business will continue to run effortlessly and successfully when you are not there to look after it. Moreover, these systems will really grow the value of your business if you ever want to sell or franchise it. By creating separate and distinct systems and having your business be the sum of all parts, you will be capable of identifying weak spots quicker, address them, and get back to the main objective at hand, which is success.

THE IMPORTANCE OF ORGANIZATIONAL STRUCTURE

Organization is an imperative part of your business, ensuring that everything is stored in a designated location. Efforts to reorganize items can lead to time saved as well.

Additionally, organization deals with ideas and abstract concepts, and it is closely related to categorization. People naturally shine at finding patterns, and organization permits people to rely on their aptitude to cope with patterns to locate items and information more easily. Alphabetical organization, for example, allows people to know where to look. There are many other systems that are popular as well.

LEVERAGE

With marketing, associates, and organizational structures in place, you can now acquire practices and/or open new locations with confidence and bring more value to your patients through expanded convenience and the stability of a broader market share.

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CASE STUDY

DR. KERRI WHITE BROWN

COLUMBIA, SOUTH CAROLINA

“I had no time to work on the business, I was doing all of the clinical care, now I’m able to see a bigger vision with multiple doctors and a business that runs even better when I don’t try to do everything myself. I was practicing roughly four and a half, some weeks five days a week, and with that came my not being able to spend a lot of time working on the business versus in the business. I saw growth in my business. Working with Burleson Seminars actually also helped me create systems that made things run a lot smoother, so that I didn’t have to be there, but things were being done as if I were there. And they were more consistent. Everything has just been a win-win for me, for the practice, for the staff, and for my family. I would say by all means, run, don’t walk. Join Burleson Seminars and he would definitely help you take your practice to wherever you want it to be.”

—Dr. Kerry White Brown



AN EFFECTIVE LEADER KNOWS that his/her business’s success hinges upon not just a vision or product, but the individuals who carry out the vision and build the product day in and day out – the employees. That, my friends, is why the most successful businesses nurture cultures that allow their employees to flourish and develop.

Justin Burleson

“BEING A GREAT PLACE TO WORK IS THE DIFFERENCE BETWEEN BEING A **GOOD** COMPANY AND A **GREAT** COMPANY.”

—BRIAN KRISTOFEK, PRESIDENT AND CEO, UPSHOT

Dustin Burleson will teach you about the Theory of Replacement.

In most large organizations that excel through adding people, they teach their new people from day one. Your job is to document, to excel at and to procure your replacement. In other words, “We want you to go from store clerk to assistant manager to manager to regional manager. You move up the chain. We want you writing down and documenting that process.”

There’s a system in place and Dustin will explain it all. Starbucks does this very, very well. Who do you think is the person most qualified to find the next assistant store manager or night shift manager at a Starbucks? Do you think it’s the CEO who’s a thousand miles away or do you think it’s a person who’s actually doing the job? The answer is the person doing the job. Guess who’s best qualified to tell the doctor who owns the practice, or the group who owns the practice, or the senior doctor exactly what the next associate should look like? Well, it’s the employee who is doing the job now.

Dustin Burleson Seminars wants to teach you, as the employer, to help your employees make this their career and their calling and to do that, they are going to have to step up and grow and then climb the ladder. So today Dustin wants you to start finding replacement and building everything you do and every system you do with that new person in mind. So he will talk about the replacement theory as it applies to orthodontics.

THE THEORY OF REPLACEMENT

There are so many things we take for granted. When we see things through the eyes of our newest employee, however, we prevent a lot of confusion in our practices. You will learn how to teach your employees that they are going to build a system that would replace them in the event you want to promote them to clinical director where they are managing other doctors, or you want to promote them to part owner, or you step out and they own the entire thing, and now you’ve got to have an associate.

A lot of employees might stay for three or four or five years, and go do their own things. There’s nothing wrong with that as long as there are clear expectations on how that works. They might get injured. They might get sick. They might go on maternity leave. The real point of all this is you create a system so that you can drop any employee in who has sufficient clinical skills. Creating this system is all about leveraging sustainable assets in your business.

If someone were to come to buy your practice and you tell me, “We’ve got a system for attracting, and hiring, and training, and managing, and motivating and leveraging associate doctors in the business,” that’s a sustainable asset. Something that’s very valuable to have in your practice. That’s exactly what this tool is for you. This is why Dustin wants you to think and frame the conversation of replacement. It must be a repeatable system. You will learn how to turn the associates in your practice into massive result producers for themselves and for you, and to build a system that can be replicated next quarter and next year and ten years from now.

Consider associates’ clinical duties, how they interact, and what their roles are. This is a huge area. When Dustin Burlerson Seminars goes into a practice and does on-site trainings, they look at associates and what they’re doing. So one day the associate does this and the next day they do that, and one day the clinical coordinator does this and the next day they do that. So without a system, you really don’t have a sustainable asset that can be sold to someone when you exit the practice. All you’ve got is a high paying job, right? Dustin Burlerson Seminars wants to build a system for you. Who’s in charge of the new patient exam? If that number starts to dip, who do I go talk to? Who’s in charge?

THE EXPERT IN ANYTHING WAS ONCE A BEGINNER.

Your job, straightening the teeth, is just the *minimum* required. It is assumed that you know how to straighten teeth. What you want to be is someone who has a bigger vision for referrals and for patient satisfaction, and all other areas. Nurturing the staff. Being involved with birthday celebrations of the employees. Being involved in new patient thank you cards. Showing up at the patient appreciation events. Going out and meeting with school nurses and dentists. All these things matter, and your employees’ jobs are to stick themselves in the middle of as many of them as possible. And to the extent that you do, your results will be proportionate.

This is a pretty cool profession. You should pay it the respect that it’s due. Your employees shouldn’t just want to show up at 8 AM and assume they are going to straighten teeth and go home. They’ve got to want to wheedle their way into as many different things as they can to make themselves indispensable to the practice, then they get rewarded proportionately for that investment of time and energy. That’s how the world works. You don’t get to make a big income just because you went to school for a long time. Dustin wants to show you the handbook for life. It’s definitely a handbook for how you get this done inside your practice.

TRAINING IS AN INVESTMENT IN THE FUTURE OF YOUR BUSINESS.



THE IMPORTANCE OF EMPLOYEE TRAINING

Yes, training employees takes time, costs money, and uses materials. Frequently, third parties are required to conduct job training. Businesses often neglect to train employees because of past training experiences. On occasion, the training was done below par, or the topics just simply weren't helpful. There are several reasons that this could happen. The bottom line is that failed training comes at a high cost, and companies often don't want to take that risk.

Nevertheless, not training your employees likewise comes at a cost. Below are some reasons that untrained employees can end up costing your more than trained ones.

① UNTRAINED EMPLOYEES = UNHAPPY EMPLOYEES

Employees who feel insufficient, underperforming, or unsupported are simply unhappy in their job. They are not satisfied in their daily work, which, in turn, cause them to under-achieve, make silly mistakes, and basically not really care about their work product. That will cost your business in lost time and money.

② UNTRAINED WORKERS HAVE A LOW PRODUCTION VALUE

The quality of untrained employees work is lower and of much less value. And, the quality in their performance is lower than it could, or should, be.

③ UNTRAINED WORKERS ARE INEFFICIENT

Being untrained, it takes them longer to do their work. Therefore, more time, money and effort is spent in getting them to perform their daily tasks and responsibilities with efficiency.

**IF YOU THINK HIRING SOMEONE, TRAINING THEM,
AND HAVING THEM LEAVE IS EXPENSIVE,
TRY HIRING THEM, NOT TRAINING THEM, AND HAVING THEM STAY.**

④ UNTRAINED WORKERS LOSE TIME AND MONEY DUE TO MISTAKES

Every time an untrained employee makes an error the time and materials they used up are gone. The mistake has to be fixed and the work has to be done over. Or, even worse, the poor product was already delivered to the client.

⑤ UNTRAINED WORKERS INCREASE YOUR MISCELLANEOUS EXPENSES

These are costs which are not always easily seen but are they nonetheless and are attributed to the untrained worker. It takes time to fix errors, extra materials and then even more time rechecking the fixed work. When done correctly the first time, these costs are eliminated.

⑥ UNTRAINED WORKERS CAN DRIVE AWAY CUSTOMERS

This is the worst case scenario, however it does happen. Clients don't like mistakes and inefficiencies. Your business can lose customers because of an untrained employee.

Training costs and time can sometimes be costly, but will pale in comparison to what can be lost by utilizing untrained individuals.

You've got to tell your new employees how they become superstars! In the Burleson Rule book, they will sit down and show you exactly, "This is what it takes to rise to the top." The best employees in their practice, they wear many hats.

CASE STUDY

DR. DARIN WARD

OKOTOKS, ALBERTA



“The necessary evils of running a business, the marketing, the books, the systems in the office were just not why I got into dentistry and orthodontics for. Some of the people that I had learned from, some big concepts about life, and a guy named Dan Kennedy, who has nothing to do with dentistry and orthodontics, I started listening to his ideas and following him. And then when I heard about Dustin Burleson, he’s doing the same thing but he’s putting an orthodontic twist to these concepts that resonated with me.

I realized I didn’t have to invent the wheel. You need to find someone like Dustin who’s already achieved the things you want to achieve and then sit down and work out a step-by-step plan for you to follow to achieve your goals.

He had already reinvented the wheel from someone else and put it into orthodontics and all I had to do was inspire people that worked for me to implement this stuff. Our patient flow was up, our profitability was up, and I was spending less time in the office. Dustin’s working, relatively speaking, I think a pretty nice schedule with a pretty nice lifestyle and I thought ‘I think I want that.’ So if someone has done it before, it can be done.”

—Dr. Darin Ward

WHAT DR. WARD LEARNED RIGHT OFF THE BAT

was that he would need to focus on his goals by tapping into the power of habit. What does that mean? Well, when you focus on your goals, make it a routine to set new goals and monitor your progress by celebrating the wins, you create a powerful feedback loop or habit loop that can help you achieve your goals consistently.

Dustin Burleson



“I DON’T CARE HOW MUCH POWER, BRILLIANCE OR ENERGY YOU HAVE, IF YOU DON’T HARNESS IT AND FOCUS IT ON A SPECIFIC TARGET, AND HOLD IT THERE, YOU’RE NEVER GOING TO ACCOMPLISH AS MUCH AS YOUR ABILITY WARRANTS.”

– ZIG ZIGLAR

DUSTIN BURLESON SEMINARS will start by teaching you to narrow your focus, then move on to managing yourself. You’ll learn about “time-sucking activities” and what to do about them, including:

- Eliminating the e-mail addiction
- Taking control of your meetings
- Voice mail and e-mail autoresponders
- Calendars

NEXT UP:

1. New Patient Statistics: *Cost Per Lead (CPL)*, *Cost Per Sale (CPS)*, and *Lifetime Customer Value (LCV)*
2. Marketing Spending Projections
3. Game-changing Marketing Principles and How to Implement Them Quickly
4. Creating Sustainable Assets
5. You will be provided with recent marketing samples and learn how to use each campaign
6. Human capital hiring and training plan for maximum growth
7. Hiring Your Dream Team
8. Training New Employees
9. Human capital: assessments for continuous, never-ending improvement
10. How to Conduct Monthly Team Meetings

How many times have you felt unmotivated when it comes to setting goals and staying true to your plan? This is bound to happen if you set goals and visualize a future that is not genuinely based on values that are your own.

Since childhood you have been exposed to influences that have an impact on how you think about life, your beliefs and what you consider to be your true values. Inside the teachings of your parents, the culture you were born into, your teachers, your friends, advertising and marketing which you are exposed to, are perspectives that shape what you ultimately believe.

If you never take the time to think seriously about whether this input is in alliance with your most genuine inner thoughts, then it is truly probable that you will live a life where you never feel “right” living inside your own skin. This can cause unhappiness as you live a life without a strong sense of direction which matches your true personal core values, and this roles over into your business dealings.

An important facet to this progression of effectively setting goals that naturally inspire you toward what you consider to be success is to answer that tough question, “who am I?” This is why Dustin Burleson Seminars will get you thinking about your influences as stated above.

If you have permitted society to have an impact on your beliefs and values and feel unhappy and lacking in enthusiasm as you move through life, then it is time to really consider who you are inside.

**“WE ARE WHAT WE REPEATEDLY DO.
EXCELLENCE, THEN, IS NOT AN ACT, BUT A HABIT.”**

— ARISTOTLE

This is a process that can often take time, but it doesn't have to. You can do it now. Rather than expecting to sit down once and write out a couple of values and goals, Dustin will encourage you to keep a journal where you can record your most inner thoughts.

START BY THINKING ABOUT THINGS SUCH AS:

- How do I enjoy spending my time?
- What type of people do I love being around?
- What makes me feel most passionate in life?
- What “moves” me emotionally?
- What issues do I truly believe in and feel are “right”?
- What issues do I truly believe are “wrong”?
- What do I love to talk about?
- What do people often comment on in terms of strengths they see in me?

You might notice that you receive inspiration for the answers to these questions at “unusual” times. Rather than coming to you when you are sitting at your desk, you may get answers while you are driving, in a dream or merely day dreaming.

Pay attention to those thoughts! Write them down. These are your true personal core values. You will need to follow these values as you work on setting goals for your life and business.

SETTING GOALS

Set your goals according to your most core, true beliefs and values. This will, without a doubt, lead to a natural motivation. You will no longer need to “find the motivation” to stay true to your goals.

How will you know when your goals for a career, happy family life, business pursuit, or any ambition are based on your true values?

Because, you will be excited and inspired to work on the path you have set for yourself. You will never feel as if you’re fighting to get started. It will come naturally.

You will now feel as if your life direction is “on the right path”.

Bottom line—***you will know you’re on the right path because the very act of working toward your goal will feel inspired.*** You’ll feel alive!

“ANYTHING THAT GETS YOUR BLOOD RACING
IS PROBABLY WORTH DOING.”

—HUNTER S. THOMPSON



ONCE YOU FIND YOUR CORE VALUES, YOU'LL LEARN...

① THAT IT'S NOT ABOUT YOU.

It's about the patient. Everything you do, every system you improve, every decision you make. It all points back to the patient. Without your patient, you really can't justify your existence as an orthodontic office. Can you?

When asked about the consistent displeasure by other owners and fines from the NBA, Dallas Mavericks' owner, Mark Cuban, said it doesn't really matter what the NBA thinks or what other owners think. He even went so far to say "it doesn't matter what I think. All that matters is what our fans think."

Here is a business owner (even if a controversial one) who fundamentally understands the importance of the customer / client / patient. All that matters is what the patient thinks. She/he signs your paycheck. Not the other way around.

② HOW TO DELIVER MORE VALUE.

The secret to success in this universe is to constantly and consistently deliver more value to everyone around you. Your boss, your employee, your family, your patients, your church or synagogue, your community. They all deserve more value from you and will reward you handsomely when you provide it.

The rule is simple. If a patient gives you 1 dollar, you should provide much more than 1 dollar in service value to that patient in return. For a quick review of delivering more service value, read the book 'The Fred Factor' which is provided to all of Dustin's employees during their training.



③ HOW TO RELENTLESSLY PURSUE RESULTS.

Dustin's employees are all hired on key values. One of the biggest values in his company is the ability to track and vigorously pursue results. He's amazed at the current trend to turn little league baseball into a sport without keeping score. His guess, if the score is taken out of the game : there won't be too many kids playing little league baseball.

Without a result to track and achieve, there is no purpose in playing the game. If you can't find a way to deliver better service, quicker treatment, more-satisfied clients or patients and donate more to your community, then why even show up tomorrow morning? Find your statistic in the office and track it relentlessly. Your personal job satisfaction will improve and so will your paycheck.



4 HOW TO HAVE A “CAN-DO” ATTITUDE.

Bring with you to work every day the attitude that exists in all champions. Do you think Vince Lombardi, one of the best football coaches of all time, took the football field each game thinking “I’m not sure if we can do this.” No! He ran onto the field before every game with a “can-do” attitude.

Don’t be delusional, however. One cannot possess a can-do attitude without proper preparation and dedication to getting results. One way Dustin’s team stays focused is by tracking results (see #3 above) with a can-do attitude. They go hand-in-hand. It would be unfair to assume someone can achieve results simply by “positive thinking.” Being positive is the first step, but dedication to accurate thinking and practice / training / preparation—those are the ingredients to the “secret sauce” of success.

5 TO NEVER BE SATISFIED.

Dustin Burleson takes a lot of heat for this one. Friends, family members, previous employees have all accused him of working too hard and never being satisfied. They confuse “never being satisfied” with simultaneously being “unhappy.” That’s the wrong way to think about building a great practice. Dustin is very happy and is not asking you to be unhappy.

Just the opposite, in fact. He is asking you to never be satisfied with the status quo. Never be satisfied with delivering mediocre service. Never settle for the average result. Push yourself forward. Grow. Grow bigger, grow deeper, and grow in your knowledge for the benefit of your patient, your community and your practice.

He’ll go kicking with one foot in the grave, still trying to do more for the patient, more to help even one child breathe easier or face his life with confidence, more to help his family, more to provide opportunity for his employees. Satisfaction breeds complacency and the complacent sit atop a slippery slope to failure. Never, ever settle!

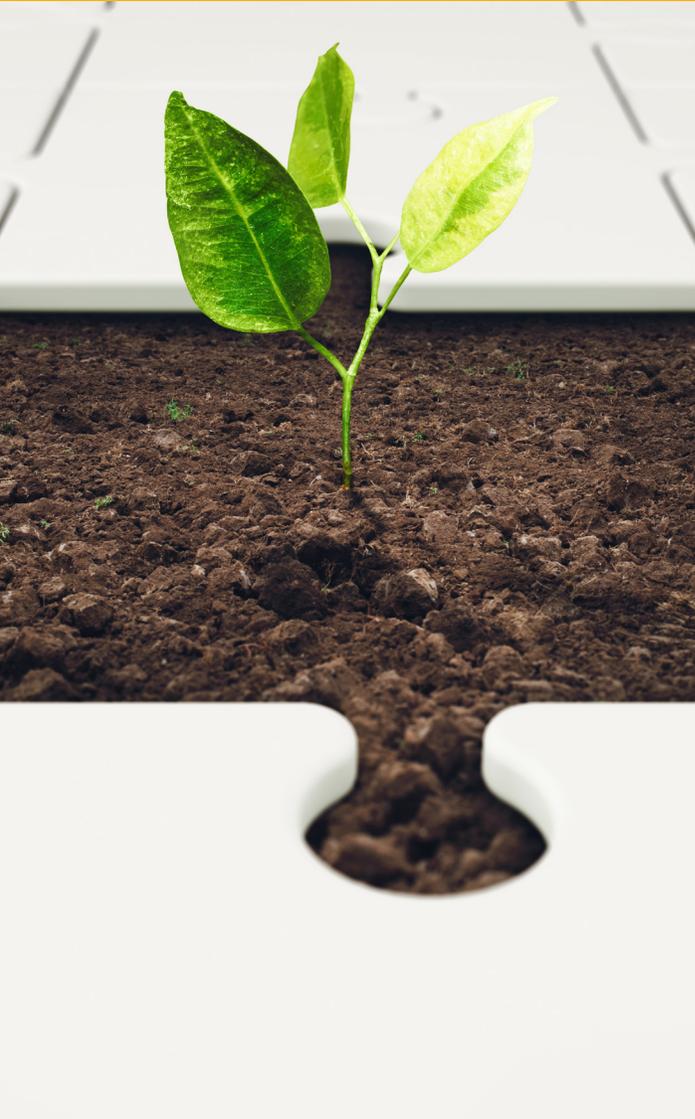
CASE STUDY

DR. MEENAKSHI BALAKRISHNAN

DOWNERS GROVE, ILLINOIS

“I’ve been in practice for 10 years, and it’s grown every year and we were doing really well until we observed market changes the end of last year. We had not been aggressive on marketing over the past ten years. We just set up shop and by word-of-mouth we got patients who referred other good patients, and it was great. But then we saw we were not attracting the right kind of patients, the phones were not ringing as much, and we had to up our end game, really reach out to the kind of consumer that we wanted to see in our office.”

— Dr. Meenakshi Balakrishnan



DR. MEENAKSHI BALAKRISHNAN'S BUSINESS HAS CHANGED, FOR THE BETTER!

Burleson Seminars did that for her by teaching her how to always be ready to adapt her business to inevitable change in the market.

Read on for information from Dustin Burleson regarding “Adapting to Change” to make your business the most successful it can be.

Dustin Burleson

EMBRACE TECHNOLOGY

First and foremost, you want to be sure that you are embracing technological change and learning how to use it for your own benefit. This is the day and age of technology. Do not run from new technologies! Some business people are afraid to try anything new. If you are uncomfortable with the newer technology, try it out in the privacy of your own home, or have someone teach you, but never run from it. It is extremely important to your success.

“After coming here, earlier this year I did implement some things and we’ve seen good changes so far and hope to continue to see that trend going forward. My mindset has changed dramatically over the last six months. When I came here, I was green about marketing and it took a little bit of time for that to change, and testimonials from other orthodontists was key. Hooking us up with, or connecting us, with service providers was huge because the more time it takes for you to find your own service provider who will help you implement change is really hard. It’s a lot of time. But this was as easy as it’s going to get. I would recommend Dustin to other orthodontists I know that are looking to grow their practice or even sustain and adapt to the change in the consumer, because my short experience with this has been that if you choose to implement this and have the mindset to implement the changes, it works. It’s as simple as that. You know, it’s a continuous change. You have to keep reinventing yourself as a practice, and I didn’t realize the need for that before I came here, but I do realize the need for that now. And that’s what brought me here. I was looking to solve changes in practice trends.” – Dr. Meenakshi Balakrishnan



INCREASE YOUR SPEED

Bigger prospects come to businesses that are able to respond swiftly. Customers nowadays are looking for speed in providing services and are, more often than not, willing to pay extra for that fast response. Staff who is trained to be fast and flexible commonly decrease costs by lessening their time on certain projects. You, or a staff member who you appoint, must constantly be reviewing how you can decrease the time spent on certain jobs, either in increments or in quantum leaps. Continuously search out innovations, specifically, as stated above, in information technology. This will allow you to get more done quicker and with a smaller amount of people.

“The biggest thing for me is ‘there’s hope’. At one point before starting here, I didn’t know what to do. I didn’t know if there was hope and there is, and there’s a way to go about doing it, and here I feel I am getting the tools to do that. So that’s a big win. Having hope is a big, big win for me. Knowing what to do next, knowing the changes the market is going to see, knowing how to differentiate myself. These are not things I think of on a daily basis because I am a busy mom, and I work and I see patients, and so I’m not really able to come up with these solutions myself. So, here, I think it’s a beautiful forum to bounce off ideas with other orthodontists who are from different parts of the country and to share ideas openly so that you ensure success for everybody.” – Dr. Meenakshi Balakrishnan

LEARN TO LIVE WITH UNCERTAINTY

Most business people do not like uncertainty. The truth is uncertainty is a major cause of anxiety. However, it is also a fact of life in this fast-changing world. Frequently you are going to have to make decisions on the fly, without knowing all of the facts or being sure with any certainty what will happen. If you accept ambiguity and uncertainty, and not let them stop you from trying new things, you, in the end, can only enhance your practice. Knowing how to improvise and adapt to unforeseen circumstances will, without a doubt, provide you with significant skills to grow.

KNOW YOUR NICHE

As an orthodontist, your job is to provide specific orthodontic services to customers. It is vital that you understand your customers’ needs and then go out of your way to fulfill them. It is hence imperative that you keep in close contact with the customers you serve. As their needs change, and they will, be sure that you are aware of those changes immediately and endlessly improve and expand your delivery of services, reliability, quality, and cost.

BE THE FIXER, NOT THE BLAMER

In any practice, there are always going to be problems which arise from changing conditions. This is where you will find the individuals who are whiners instead of individuals who solve problems. Those who whine, complain and blame are not serving the practice successfully. Be the fixer, not the blamer.

The bottom line is this - change is not optional to keep pace with business. All establishments, at one time or another, are subject to substantive adjustments to some facet of their practice and must learn to adapt to that change and learn, more importantly, to adapt to market change.

“WHEN YOU’RE FINISHED CHANGING, YOU’RE FINISHED.” – BEN FRANKLIN

CASE STUDY

DR. PAUL KARL

GRAND RAPIDS, MICHIGAN

“I was working very well at a fairly successful practice, and the systems were as good as I could get them with what I had available. So, we had already started on the idea of systems and had done fairly well as I had been coached in previous years on that, but it’s been a lot better now. Personally, it’s very exciting to know that what I’m doing is going to give us results. It’s a lot of hard work, but it’s not a guessing game like in some things that you try and see if it works. I’m very confident in whatever I do from here on out because all of the things that I’ve done, enabling me to put the systems in place, has made a big difference.”

—Dr. Paul Karl



DR. PAUL KARL'S PRACTICE HAS GROWN BY LEAPS AND BOUNDS BECAUSE OF HIS NEWFOUND GROWTH MINDSET.

The growth mindset in business consists of strong leadership, continual learning, and innovation. Want your business to thrive? Follow these tips today. Note that leadership and learning must be adopted throughout your practice, not just with you, in order for your business to truly grow. Start with yourself and become infectious through the entire practice.

Dustin Burleson

SEEK OUT LEARNERS

Frequently, in business, people struggle to recognize a new solution or idea. This means practices tend to get stuck in their thinking. If you want to build a growth mindset which will skyrocket your practice forward, you must concentrate on your staff’s capacity and not their pedigree. Having said that, the hiring process should put emphasis on individuals who demonstrate a great commitment to learning. These are the individuals who will help build a learning culture within your practice, advance independently, work in partnership effectively, and be better capable of adapting to challenges. People who value learning, and demonstrate a capacity and desire for constant knowledge have a natural growth mindset which will, without a doubt, move your business towards success. Again, focus on the individual more than the degree.

“It’s been very confidence building to me to know that Dr. Burleson surrounds himself with the people that are experts in practice or I should just say growth of business. It’s not his opinion. Everything that I can see is tested and much more believable, and I’m trying to reproduce his results and I think we’re doing very well. So, it’s not just an opinion of an orthodontist, a doctor, he’s using world-leader experts in marketing, and that’s huge.” – Dr. Paul Karl

ALLOW STAFF TO STEP OUT OF THEIR DAILY WORK

Creating a successful growth mindset also consists of allowing each individual employee’s work to be more than just their job. Allowing them to develop new skills, even if they are outside of the employee’s existing daily work, is always valuable. I am certain that comprehending and learning other roles will aid in promoting compassion, teamwork, and also inspire new ways of approaching situations. Set aside some time to shape other skills like collaboration and leadership. Trust me, this is key to teaching your staff to become more productive and inspired at work.

“The biggest wins or improvements in our practice have been implementing systems of training, especially our front desk, the telephone, we’ve fixed our telephone. We’ve gotten much better systems for the treatment coordinator, and we do have more patients coming in from our efforts. And the customer service, meeting the needs of the patients and the parents has really improved. The best thing that I’ve learned from experience is that it takes a lot of work to be successful. This is the way it is. So, I’ve worked harder than I think I ever have the last year and a half with you folks, and it’s created results that I know I couldn’t have gotten myself. And, I’ve been a pretty good student over the years so the biggest thing is the confidence to know that my hard work will pay off just to do it. This isn’t for everybody. It’s for the people that want to just give 150% for their practice growth.” – Dr. Paul Karl

BUILD A CULTURE WHICH TAKES RISKS AND ACCEPTS FAILURE

An expected part of growth is failure. Acclimating a growth mindset will mean accepting the chance that, ultimately, you could fail. Nonetheless, modernization, ingenuity, and driving your practice forward will not be possible if you are not willing to take risks. This starts at the top with YOU. As a leader, you need to set the example but also permit your staff to take on leadership roles, giving them the freedom to try new things, fail, and learn from their mistakes.

“I would recommend Dustin or listening to other orthodontists who are very serious about doing just the very best work they can and are afraid and just have the ability to work very hard at what you need to do to be the best that you can possibly be. It’s not for everybody but for those people that really, really want to make a difference. You will not waste your time trying things that don’t work, and that’s huge for me. I don’t mind doing the work, but I don’t want to waste my time on things that didn’t work. Dustin has tried, and the things that work he gives to us, which is wonderful. – Dr. Paul Karl

WHAT KIND OF MINDSET DO YOU HAVE?



I can learn anything I want to.
When I'm frustrated, I persevere.
I want to challenge myself.
When I fail, I learn.
Tell me I try hard.
If you succeed, I'm inspired.
My effort and attitude determines everything.



I'm either good at it, or I'm not.
When I'm frustrated, I give up.
I don't like to be challenged.
When I fail, I'm no good.
Tell me I'm smart.
If you succeed, I feel threatened.
My abilities determine everything.

DRIVING COMMITMENT, INNOVATION AND DETERMINATION

You will find that the staff who are employed at a growth mindset practice will be more dedicated to their work due to the fact that you are giving them the potential to grow, learn, and thrive. In addition, they will be more motivated to do their best because they know that their personal development and hard work is valued by you. Now that you have a growth mindset organization, you are going to notice that your employees chase more innovative projects. They conduct themselves more transparently, cut less corners, and work more collaboratively. I tell you, without a doubt, that these genuinely motivated individuals will drive innovation and fuel your business upward and outward.

GOAL AND OBJECTIVES

So, your desire to position yourself to meet goals and objectives, set new ones, repeatedly move forward and advance needs to begin with adapting a growth mindset to succeed. It's about evolving, progressing, growing, and finding an opportunity in every moment. Developing your new growth mindset will skyrocket your business forward and position you, your brand, and your employees for growth, profit and success in the future.

“NO MATTER HOW MANY MISTAKES YOU MAKE OR HOW SLOW YOU PROGRESS, YOU’RE STILL WAY AHEAD OF EVERYONE WHO ISN’T TRYING.” – TONY ROBBINS

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CASE STUDY

DR. SHAWN MURRAY

GREELEY/JOHNSTOWN, COLORADO

“When I first started following Dr. Burleson I had systems that were just chaotic and some systems I didn’t even have, they just didn’t exist. We didn’t have a hiring process, we didn’t even know how to hire people properly. We didn’t know how to have people answer the phones correctly, or even just how to just train staff. And then, especially when it came to marketing, there was no guidance or direction in any way. I literally was just throwing money at the wind and hoping that it would come back and pay off. And so now, having an idea of how to market a little better and do things that way has helped a lot.” – **Dr. Shawn Murray**



IMPLEMENTING SYSTEMS STEP BY STEP

1 EVALUATE THE PLAN

The initial stage of the implementation process consists of stepping back and making sure that you know what the actual plan is. Once you have done that, review it carefully, and highlight any fundamentals of the plan that may be particularly challenging. Then, identify portions of the plan that may be impractical or extremely costly, by way of either time or money. Keep these highlights in mind as you start implementing the plan. And, be sure to have back-up ideas in case the original plan fails.

2 CREATE A VISION FOR IMPLEMENTING THE PLAN

Your vision will be a sequence of goals that you are striving to reach, written step by step, and/or a summary of things that will need to be accomplished. In your plan, you must ensure that everyone involved recognizes what the end result will be and why it is important. In other words, you will create a clear image of what the plan is projected to achieve.

“I think having been a private client of Dr. Burleson has helped me to be able to learn how to focus a little better in terms of what is it that I really want out of life. And that has transcended into both personal and business life. Knowing why I’m going to work, what is it that I’m trying to accomplish, what is it that I’m trying to do, how can I be a better practitioner, how can I be a better business owner. And then taking that to my own personal life, how can I be a better father, how can I be a better husband. Even though that’s not the principals that Dr. Burleson is teaching is your personal life, those things do transcend into your personal life if you allow them to. Setting goals for yourself, knowing what it is that I want to accomplish in life, knowing what I want to do, what type of legacy would I want to leave for my children or for my patients or for anyone else. So, I think that the biggest aspect that I’ve gained out of all of this is learning how to remain focused especially when life is difficult, challenging.” – **Dr. Shawn Murray**

3 CHOOSE TEAM MEMBERS TO HELP YOU IMPLEMENT THE PLAN

Be sure to appoint a good team, one that you know has your best interests at heart and comprehends the purpose of implementing the plan and the steps involved. And, establish a team leader, if not yourself, who will inspire and address questions and complications as they arise.

4 SCHEDULE MEETINGS TO DISCUSS PROGRAMS

Schedule regular meetings, present your list of goals and objectives, and advise the team as to what has been accomplished thus far. Even if the implementation is not exactly on schedule, this is a good time to assess and talk about changes that need to be made. And, it's always a good idea to create a rewards system which recognizes the success of team members through the process.

Poorly planned and implemented systems are generally disastrous, causing you to lose time and money and client inconvenience. Therefore, a well-planned method is crucial. That's not to say that it has to be complex, but it does need to be organized correctly.

Well-planned and implemented systems will always reveal substantial savings in time and cost.

Here are some tips to guide you in guaranteeing success:

- Ensure that the right person is assigned responsibility for system implementation management.
- Ensure that all team members are involved in the project.
- That the appropriate technical support is used as needed.
- That a comprehensive description of requirements is documented and studied by all parties involved.
- That interrelated practices are reread to maximize opportunities for improvement.
- That a specific plan is established covering equipment, testing, training and implementation.
- That a testing environment is created, when possible, with wide-ranging testing of main aspects conducted.
- That in the first few days training and initial support is provided.
- That user-friendly documents are ready and available.
- That the project is reviewed in intervals and lessons learned are documented.

The bottom line is this - a planned step-by-step implementation of systems is well worth the effort.



“I would highly recommend Dustin. The biggest thing about anything else that I’ve said today is that you have to learn how to get it right with things, you have to learn how to focus and how to develop a skill set, how to grow a practice and learn to know what is involved with that. I’ve learned so many things and it’s so hard for me just even to think and process it all in my head and even just try to wrap my head around it and explain this entire journey that I’ve had over the last few years. But I will say this – it’s a step-by-step process. You have to learn how to teach, how to market, how to talk, how to speak, how to give. And so, it’s something that has been a journey, it’s taken some time for me to develop and to learn, but if you’re open-minded and you’re willing to give it a shot, then I guarantee that it will be beneficial.”

– Dr. Shawn Murray

**“TWO TYPES OF LEADERS:
THERE ARE THINKERS AND THERE ARE DOERS. SOME ARE
IDEA GENERATORS AND OTHERS ARE THE IMPLEMENTERS.**

– GARY ROHRMAYER



“Dr. Shawn Murray is one of my seminar clients who has seen tremendous growth in his practice by learning how to implement systems step by step. A well-designed implementation strategy is key to success. Nowadays, tougher competition is creating the need to better enhance resources, improve productivity and keep patients and parents satisfied. Implementing systems is an indispensable part of the planning process, and practices that develop plans must include a process for applying those plans. Some basic steps are available to assist in the process and guarantee that implementation is successful and the plan is effective.”

Dustin Burleson

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CASE STUDY

DR. JIM STORK

WEST DES MOINES, IOWA

“My name is Jim Stork. I am the owner and operator at Stork Orthodontics in West De Moines, Iowa. My wife is Jenna Stork, and I am proud to say that she is now the marketing manager. She was previously the dental assistant, the treatment coordinator, the front desk and team leader. When our practice was at the most stressful point, our life was exhausting to say the least. We would come in early in the morning and be here all-day long.” — **Dr. Jim Stork**

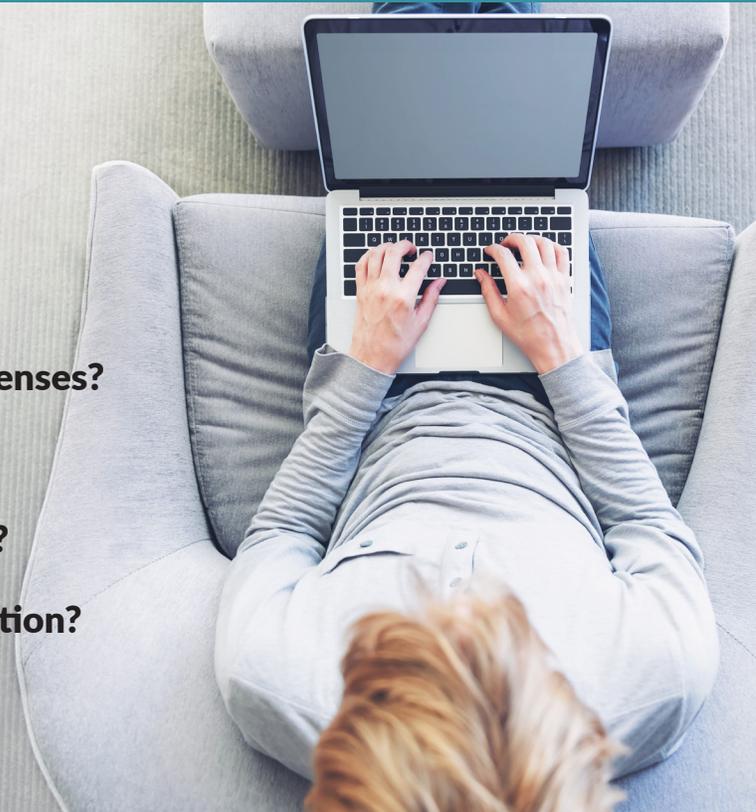


I was so happy to be able to work with the Storks. When they first came to me they didn't know where their practice was headed. I have to say – they were listeners – they wanted to learn, to grow, to do better. By the time they left, the Storks were ready to do all of that and more!

Justin Burleson

DISCOVER WHICH CLUES TO LOOK FOR!

- Is your overhead under control?
- Do you follow the money, track expenses?
- Do you know your inventory?
- Do you benchmark against past use?
- Do you examine insurance participation?
- Do you pay for performance?



Jim: “We opened up our practice in 2012 from scratch. And, we’re not from Iowa! And, it was one of those old thoughts of just – ‘if you build it, people would come’ – and I remember the first couple of months, having just a handful of new patients, and thinking ‘oh my gosh, you know, we need to make this work.’”

Burleson Seminars will send you in the right direction to take care of all of the above questions and so much more.

DOES YOUR PRACTICE USE DATABASE MARKETING?

Database Marketing is a mixture of traditional advertising and direct marketing. You need to know and understand that this is an incredible source of building new patients from current sources, new sources and from referrals of both of those sources. The most vital thing to realize about Database Marketing is that it is an approach, not a method. Database marketing is a commitment you must make to capture new patients and remain in a relationship with them to assure future referrals.

Jenna: “There was no time to relax and enjoy each other, because we were so stressed in just trying to make the business succeed, and the business was us, and we were the business. And so, if it didn’t succeed, we couldn’t personally pay our bills. So, it was really hard at that point to take care of our patients or take care of anyone else, because we were trying to take care of ourselves at that point. Our life today is so much more improved now that we’ve met Dustin and gone through Dustin Burleson’s seminars.”

Jim: “Meeting Dr. Burleson has honestly been one of the best things that we’ve ever done. I used to joke with Dustin all the time and say ‘all I want to do is just take a walk with my wife’. I just wanted to see outside while the sun is still out, and so I’m happy to say that we can take walks daily.”

Warren Buffet once said “Don’t risk what is important to you, to get what is not important to you.” Makes sense, doesn’t it? Practice owners must take time for themselves and for their family. And, you may or may not realize, as a practice owner you must also ensure that your employees have the same opportunities. I want to show you how to prioritize, plan and organize. How make your hard work and sacrifice pay off, if only you will let it. I want to show you how to work smarter, not harder, how to appreciate, how to say no when necessary, how to say yes when necessary, how to find harmony, communicate and share information, and best of all – take family vacations and “be away when you are away”!



Jenna: *“We have now a team of four other people, and we’re looking to hire again. So, it’s great to instill in other people our same values so that our patients receive the exact same care.”*

The bottom line is this - every practice needs to be unique and the fundamental ideals that guide your actions are no exception. Your practice values actually act as a compass for how your practice performs as a collective, as well as how individual team members conduct themselves amid customers and each other.

While there are more than likely things which you feel are common knowledge, the reality is that each and every person comes with their own core values and past experiences. This includes the practice values they had coming in from a previous employment. These may really differ so much to what you are endeavoring to accomplish. Teaching your company’s values is about including your team in all phases, from growth to acknowledgement.

You’ll want to:

- Develop a Distinct Set of Values
- Make These Values Clear to All Team Members
- Make Values Part of Your Company’s Persona
- Set a Good Example
- Reward Good Behavior

Jim: *“I would absolutely recommend Dustin Burleson’s seminars to anyone and everyone, because I feel so strongly in all the tremendous value that we’ve received. I try to make sure that everybody that can benefit from it knows it.”*

Jenna: *“From being in the practice and seeing how it can change and make a difference for the doctor, for the team, for the patients, and the effect that it can have to help grow the practice, to put systems into place, that makes everything much easier. The seminars can help to give them the answer, to help look at the practice, to help them grow. So, I would definitely recommend Burleson Seminars to everybody.”*

“ALWAYS DREAM AND SHOOT HIGHER THAN YOU KNOW YOU CAN DO. DO NOT BOTHER JUST TO BE BETTER THAN YOUR CONTEMPORARIES OR PREDECESSORS.

TRY TO BE BETTER THAN YOURSELF.”

—WILLIAM FAULKNER





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