

**Ep #67: Gearing Up for Great Leadership with Vicki
McManus Peterson**



Full Episode Transcript

With Your Host

Allison Watts, DDS

[Practicing with the Masters](#) with Allison Watts, DDS

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Welcome to *Practicing with the Masters* for dentists with your host, Dr. Allison Watts. Allison believes that there are four pillars for a successful, fulfilling dental practice: clear leadership, sound business principles, well-developed communication skills, and clinical excellence. Allison enjoys helping dentists and teams excel in all of these areas. Each episode she brings you an inspiring conversation with another leading expert. If you desire to learn and grow and in the process take your practice to the next level, then this is the show for you. Now, here's your host, Dr. Allison Watts.

Allison Watts: Welcome to Practicing with the Masters podcast. I'm your host, Allison Watts, and I'm dedicated to bringing you masters in the field of dentistry, leadership, and practice management, to help you have a more fulfilling and successful practice in life.

All righty. I am super excited tonight. Tonight's guest embodies an island lifestyle, Vicki winters on the big island of Hawaii, and spends the summers in the San Juan islands of Washington State. Now we're not sharing this just to say that she was born with a silver spoon in her mouth. We're sharing this so that you can see how far one can go in dentistry.

Vicki actually grew up in the coastal islands of Georgia, working her way through dental hygiene school as a bookkeeper in her dad's small gas station. With over 15 years of clinical experience as a dental hygienist, and a robust resume of entrepreneurial success ... I know one of that things, Vicki, that you've done is you owned six dental practices at one time, and that's not in your bio but I think that's pretty impressive if we're talking about entrepreneurial success. That's amazing. I owned one and that was challenging so that's impressive.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Vicki is also the co-founder of Productive Dentist Academy, and obviously the owner of multiple practices, and then she is the author of two books. One is called Fundamentals of Outstanding Dental Teams, and the other is Frustration: the Breakfast of Champions. Her books focus on the psychology of career success. They're designed to help leaders and employees master long-term working relationships and communication skills.

Vicki is a nationally recognized speaker on marketing, communications, and business development. She's had the privilege of sharing the stage with Tony Robbins, Wayne Dyer, and others in the field of performance management. The business development company Vicki founded with Bruce Baird, which is Productive Dentist Academy, has been recognized on Inc 5000's list of fastest growing private businesses for three years.

Vicki's also been honored with the Silver Stevie, which is a female entrepreneur of the year award, which she received in 2013. She has been blessed to be surrounded by amazingly talented people, and she is also amazingly talented herself. I'm super excited to have you here today, Vicki, and I'm excited to have you share about what you know about leadership and how we can help dentistry and form their leadership style. So welcome. Are you there Vicki?

Vicki: I certainly am. Thank you so much. I think I'm going to have you walk around with me. You dug up a few facts about me that I don't normally share. Fantastic. (laughs)

Allison Watts: Yeah. Vicki and I have newly gotten to know each other. I can just say from my side, Vicki, I'm thrilled to have you

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

here and thrilled to know you and honored that you said yes to be here tonight.

Vicki: Well, it's always a pleasure to serve, and if my journey can help smooth the path for somebody else then that's time well spent.

Allison Watts: Yes. I totally agree with that. That's for sure why I'm here tonight, and it's always fun too to be in a gathering with like-minded people who want to learn and grow and serve and be better.

Vicki: Absolutely.

Allison Watts: Super excited. So tonight we're going to talk about leadership. Vicki, I don't have a specific question to start you off, but I know when we had our prep call we had this great conversation and you shared with me your journey, really your leadership journey, of how you've become the leader that you are today and developed into a multi-business owner. You can start however you want, but I know that we were going to start off by talking about ... You sort of talked about it as shifting gears. If you want to start with first gear, great. If there's something you want to start with that I'm not starting with, I'm totally happy to have you just jump in and start wherever you'd like.

Vicki: Okay. I think there is some value in starting in first gear, because I think the daunting task for me when I got into business was "Oh, my gosh. I have to study all these leadership gurus, and there's a secret formula and there's something I don't know."

What I've discovered along the way is absolutely you need to study leadership, just like you would any other discipline that you want to master, but it really comes

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

down to a lot of common sense. So starting in first gear, trying to get everybody on the same page, because I think leadership starts a lot smaller and a lot sooner than everyone gives themselves credit for.

If you're a kid and you've got the ability to get out of bed and go to school with all your clothes on, you've got the ability to be a leader. That's called self-management and self-motivation. So if your mom wasn't dragging you out of bed every day, you already had some foundation there. That's what I found for myself. I started thinking about this call tonight. Where did the motivation to be a leader really start?

For me, I can pinpoint seventh grade band. You have to understand, that's the year where you get your instrument. No one can play. The reeds are always breaking and the horns are too loud. But in our elementary school band, the band leader was super old. I think he was college roommates with Susa. That's the only music we played, and he would just not show up. He would sleep in or he wouldn't come, and if we didn't go to band then we had to go to spelling, and I really didn't want to sit in spelling.

So about the third time he no-showed and we got sent back to class, we thought he was going to no-show again, and I just went up to his little stand and I said "Hey, guys. If we just start making music then we won't have to go to spelling. Would you guys be willing to just start making music?"

And they said "Sure."

And I said "Well, we got to make it sound like something. So let's all play a tuning note."

[Practicing with the Masters](#) with Allison Watts, DDS

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

So I took the baton and I held my hand up, and I said "When I put my hands down, everybody plays a tuning note."

That's all we did that week was tune. And that little, bitty, tiny seed was that first motivation, just having the courage to step up. And I think the theme that you'll see in my leadership journey is that little steps add up to a really great career. I think leadership requires more fate than formula.

Allison Watts: I think that's true, yeah.

Vicki: You see that through history. It's just the right guy in the right time at the right place, but what did they do before they got to that place in time to kind of prep them for it?

Allison Watts: Cool. I love that. I love just starting with something positive, because it is true that we all have a little seed of it, even though sometimes it seems very hard.

Vicki: Well, sure.

Allison Watts: And it's easier when there's no other people involved.

Vicki: Exactly. And that's first gear. That's really first gear is mastering yourself. There are many days were I don't want to get up and do what I do. I would rather go scuba diving. You live this fantasy life in your head. I've been in dentistry now since 79, so that puts me at 30 ... Several years. That's hygiene math by the way. 30-several. That's a lot of years.

There are just some days where you go "I don't want to do this anymore." So what I noticed with dentist, especially about every seven years, you want to go open

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

a Quiznos or do something. A car wash. Anything but what you're doing. It's a cycle.

I know for me, in that little first gear, leading myself, my first challenge out of dental hygiene school, I went from Florida to Athens, Georgia, because I really wanted to then do what I wanted to do, which was business school. There were 25 offices. I put my resume out to all 25 offices. I called this my "25 frosted window experience." And they looked at me, and I was two months past being 21 years old. I left high school early, I went to hygiene school, so I looked like I was 12 and no one wanted to hire me. I get rejected by all 25 offices. They just looked at me and said "No. We have one of you."

And I'm like "But you have an ad in the paper."

I could not get a job, so my job was in a town 35 miles away on a little two lane country road. So it took an hour each way, working in a Medicaid office six days a week, and I want to say I made 150 bucks a week. Something like that. And I thought "There's nobody here. There's no parents here. There's nobody to bail me out. I'm on my own. I've got car payments. I got to make this work."

So I thought "How will I figure out if there's an opening? Because literally someone is going to have to move or die for me to get a job."

They just weren't hiring. So I became the membership chair of the local hygiene society, so that gave me access to the list of all the hygienists. This is going to sound morbid, but I really did read the obituaries every week. I went to the meetings and I just started networking, asking "Hey. What are you doing? You and your husband

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

thinking about having a baby? You think you might move?"

So I got the scoop. I think that's a really great leadership skill too, to put yourself in a situation where you network, and for some of us it's not a natural talent. It's not something that we gravitate towards. So I just picked an easy role that forced conversation with everybody, so it really helped me break out of my shell kind of early on.

A lot of times you think of leadership and you think about these really strong, extroverted, gregarious, charismatic people, and those are great leaders, but that style has its challenge as well. I find that quiet, introverted people can also be extremely motivating leaders because their listening skills are so high, and people become very loyal because they're great and one-on-one relationships.

So being introvert, extroverted, really doesn't matter so much in leadership. It's how you step into situations, what you're willing to do.

Allison Watts: Yeah. I remember really early in my dental career, I want to say it was my first couple of years out, and I had that belief about you had to be a certain way to be a leader, and it was sort of this gregarious picture I had in my head.

I met this man who was the leader of the local dental society a couple hours away. They were having a CE course, and I remember he was very quiet. He was an extraordinary leader. I remember watching him and just being like "Wow. Okay." It opened my eyes to that, what you just said. I really did have a very narrow picture of what a leader was until I saw that guy.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Vicki: Exactly. I had an opportunity when I was in Athens. My first husband, who has since passed away, but he was the head of the marketing department, and he had an endowed professorship, which means lots of corporation give him lots of money. He created the Masters in Market Research program. We had sponsors at Coca Cola, Frito-Lay, Kimberly-Clark, Reynolds Aluminum.

On the other side they had all the ad agencies, BBDO and all the big New York firms. And each week the president, the vice president, the COO, would come through the campus to work with these college students that were getting a masters in business. And what I noticed was that the higher up they were, the less stress they see, the more reserved they were in their words, and the more gracious they were in their compliments. So that was another nugget that I grasped early on, that as you elevate be kind to people.

That was my fear. I don't want to get to the top and no one's there. So be gracious and bring people along with you, speak slowly, be intentional with your words, and make room for praise of the people. Now, they were very strong. They were leading global, multi-billion dollar companies, so there was nothing weak about these men and women because they showed that balance of strong, masculine, decisive leadership and feminine compassion and the human element. I found that to be really helpful at a really young age to see that role model.

Allison Watts: Oh, yeah. That's fantastic. I really do feel this leading yourself thing is really important. It's interesting. Over many years, until pretty recently, I didn't realize how important it was. I hear vision mission goals. We talked about talking about that tonight, and just all the things that

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

it takes to be a good leader, knowing where you are and where you want to go and being able to talk about that with your team and being clear.

I didn't realize how much my work, with myself, how much of it is being present. Being aware of yourself and being aware of whether or not, on a moment to moment basis, you're actually doing the thing that you said that you wanted to do. Does that make sense?

Leading yourself, yes, it can be simple, then it can also be ... That's what I mean when I said it feels sometimes like... And we know what we're supposed to do and we don't always do it, you know?

Vicki: I know. You get on autopilot in your life, like you're driving your car and you wake up at the grocery store and you were really going to the mall. I think as leaders we kind of get in that autopilot mode and we just don't even know what we just did. You kind of walk to your office, and then two week later: "Do you remember last Thursday? You didn't even smile at me when you walked by. You snubbed me."

You're like "Really? Because I don't remember that."

Allison Watts: Yeah. And the patterns of behavior that we have from our childhood that are just not very mature, like emotional maturity is not very high or whatever, so we do things, behave in ways, that we don't always want to behave.

Vicki: Yeah. About four years ago this kind of came to a head for me, because most of my employees were coaches and consultants would lived around the country, and we really didn't see each other except through Skype and getting together every 10 or 12 weeks at a conference. So

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

it was really easy to manage and leave town. They were self-managed. They were consultants. They were very self-accountable.

Then we started creating a marketing agency in Anacortes, and suddenly I had people asking me things like "Can I take a day off? How much vacation time do I have?" and they're coming in late and they're leaving early. All this stuff. I melted down. I did not know how to handle employees, because it seemed to me like they were asking really silly questions that they ought to know the answer to. "Why are you bothering me? I've got my own work to do."

So I actually flew to Atlanta and spent two weeks there with Taylor Training Academies and did the emotional intelligence certification. So I did the emotional intelligence and the leading through emotional intelligence certification classes.

So anyone on this call, I think that's a great place to start is to get the book Emotional Intelligence 2.0. In there they have an EQ self-assessment. It's free. Just go online. And it helps you see the gap between self-awareness, self-control, self-management, social awareness, like "Do you even know how to read the room and what's going on?" and then relationship management. So it's a great book, great course, really cool resource for all your listeners.

Allison Watts: Yeah. I love emotional intelligence. I've taken some courses myself. It's super valuable, and you can go deeper and deeper and deeper into it and never get bored because there's always more to learn about yourself and how you can set a path for yourself.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Vicki: That should be mandatory somewhere around middle school.

Allison Watts: Oh, my gosh. No kidding, no kidding. Oh, my gosh.

So let's talk a little bit about leading yourself and the vision, the mission goals, and what you think, because I actually think that's super juicy. I could talk about that all day. I don't know that our listeners could talk about that all day. When I think about the people listening, and you guys for sure raise your hand if you have any questions or comments, push star two, but I think it's what you said earlier about the employees.

I think so many dentists ... And Vicki, you've worked with more dentists than I have. I find that the clients that I would work with find team the most challenging. There's patients, but the team is ... You said they were asking you silly questions. I don't know. I think team is the most challenging thing. Would you agree, for most dentists?

Vicki: I do agree with that, and definitely the fundamentals of dental teams. That sorely needs to be updated. That was written in 99, but it's still relevant because we have long-term teams, and it turns into family which could turn into dysfunctional family really easy. So on corporate level, a lot of corporations, they'll have teams that come together for specific projects, and they disband. People are climbing the ladder and they're going somewhere.

In dentistry, the challenge is that you pretty much start out in the middle or top of your pay grade, and the opportunities for learning are kind of limited. We'll get into that part when we get into the second gear, but here in this first gear, leading yourself, let me see if I can make

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

vision really simple because this is where a lot of us get hung up.

Vision is simply this, it's your driving purpose, and it answers the question "Where am I headed? Where will my company be a year from now? Three years from now? Five years from now?"

So for a lot of dental entrepreneurs, this is going to be "I'm going to be profitable. I'm going to have my 401K funded. I'm going to pay off my debt, my student loans, my building loans."

So it can be a financial vision, but I really need to be here, because the work that I do in person development, financial stress is huge. It is the elephant that's sitting on our back, and it will crush you. So if your vision is to get out of debt, be able to afford the technology to support the type of care we want to provide our patients, your team will line up behind that, and they won't think of you as greedy. We've got all this self-talk in our heads.

If you're already past the financial conversation, and your vision is "I want to contribute in a certain way in my community. I want to be known for these attributes," your team will get behind you on that. So whatever your vision is, make it personal to you because it's your driving purpose. So we don't have a big team meeting and say "What's your vision one, three, five years?"

Doctor, put a stake in the ground, particularly if you're a solo practitioner, because your team is buying into the brand of you. They are buying into your leadership and your certainty about where you're going.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

And then the second piece, the mission, that's really easy. That's just defines the objectives of the company and how you're going to get there. So right now everybody could say "My mission for the second quarter of this year is to increase the hygiene division revenue," for example. And let's make it small. Let's say "We're going to increase hygiene revenue by \$2,500 a month in Q2. We know that will give us an extra \$24,000 for the year, and that balances my hygiene salary."

So that's a great mission for that division. And then you put the strategy piece, the "How are we going to get there?" and you go "Well, we work 16 days a month, so I need to increase daily revenue by \$156. We're going to do that by parry or block each day, because right now we're not blocking for our patients."

So that's really your mission. It combines "What are my objectives? Am I in a fast-paced, growing environment today? Is it slow growing?"

Those are the operational, and it can vary and upgrade quarter to quarter. I'm seeing less and less of annual planning. We still do annual planning, but we really break it down and do about a half-day quarterly meeting and say "What's the mission for this quarter?" For Q2, Q3, Q4. Then Q1, Q2, and we keep it rolling and keep it rolling.

So that was one of our secrets in Productive Dentist Academy when we were listed Inc 5000, 2011, 12, and 14. We'll probably be listed again this year, so we're growing 35, 40% year over year, and it's because we paid attention to each quarter. "How do we make this quarter better than last quarter?"

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Allison Watts: I have a question. That's super interesting. I've never heard it taught that way. So what's the difference between the mission? It almost sounds like mission and goal is very similar.

Vicki: Yeah. Because mission is the objective, what you want, which is sometimes called your goal, and then it's also the "How am I going to get there?"

I think that's the missing piece in goal setting. It's like "I got this goal," then you might throw some ideas on a board, but you really don't nail it down and put the who, the what, and by when to it. So mission is more day to day, year to year. Vision is more out there. "This is where I want to go and be."

My husband was in construction, and I love this. He would always set up a critical path, and this might be a great way of thinking about it. One year from now I want to have a waterfront home, the home of my dreams, so what do I have to do to back up that 12 month timeline to make that happen. And then that timeline, that critical path, becomes your mission.

So we got to get the funding from the bank. We got to get the blueprints for the house. We need to do those things. And mission is also done with the purpose as well. So when mission can combine some of those visionary aspects through a loving and caring nature, we intend to grow our practice. So you can combine some of those emotional pieces of the vision with your mission. So I think that's sometimes why those lines get a bit blurred.

Allison Watts: They definitely do. But, yeah, I've heard it more like the mission is the purpose and the vision is where you're

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

going. Then you use the vision to create the goals. It's interesting how you put that. It's really cool.

Vicki: Yeah. And I've been through these processes like a thousand times, and then you get the three circle Venn diagrams and you come out with a five page document. And I finally just said "People, our vision is where we're going. This is our true north. We know we're going to be on purpose. And then our mission is let's define our objective and how we're going to get there."

So at PDA we're pretty simple in our vision. We're a business management company. I don't say practice management because we just encompass so much, but we're a business management company that focuses on dentistry, and our purpose is to teach doctors how to do good while doing good. Our mission behind that is to teach classes that help doctors overcome their fear of money so that they can actually feel good about making money.

And maybe it's a leadership piece too but our relationship with money in healthcare in general can really trip us up sometimes, because we get unfounded guilt sometimes about money. That might be a place where a lot of us start is our relationship with money and how much we feel we deserve, because our patients "can't afford it." That's like a whole nother teleseminar right there.

Allison Watts: I would love to have that conversation. We'll do that. That would be fun.

Vicki: Yeah. We'll talk about how they can afford an \$800 phone but they afford a \$300 crown.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Allison Watts: Exactly. That's a great conversation. I would love to do that.

Okay. Well, that's cool. The vision-mission goals. I like the simplicity of the way that you talk about that. That's cool.

Vicki: Yeah. And I think the third thing there, and you and I talked a bit about this, it's really defining your nonnegotiables. Because what happens is we'll do these exercises, you come away from a great conference like this, and you go "Yes! I know what I'm going to do," and then you forget about it and it doesn't get action.

So nonnegotiables, I think the biggest one that we overlook in that is time. So I would encourage you, as you're working towards your business goals, to really set some nonnegotiables around this thing called "time," because we often unknowingly trade time for what appears to be money or opportunity.

Here's been my experience. Here's the kicker. You can always get more money. In America, you can almost always go get more money. I have been in a place where I had to drive to a food bank to get diapers and formula for my kid, because I was on eight months of bed rest and my husband was out of work, and I didn't even know food banks existed and then I found out. But I recovered from that and financially you move on.

You can not get back your time. Once it's gone, it's gone. And the reason time passes so much is time is an emotion, because emotions are simply energy in motion. So by its very definition time is an emotion. So when we're having fun it just flies. When we don't it drives on and on and on. So that's kind of that time rollercoaster you feel in your office and that stress.

[Practicing with the Masters](#) with Allison Watts, DDS

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

So take some time this weekend and just kind of really say "What's some nonnegotiables around family? Around my own personal self-care? Around exercise? Around optimal nutrition? What's my nonnegotiable about who I'm going to surround myself with?"

I think those, even more so than your long-term vision, are probably more critical as first steps in leadership, because if I don't stop and define who I'm going to spend my days with then I'm going to be led around by the nose. My team's going to walk all over me. The practice is going to be chaos. The bank account is going to be busted. Because I don't have that figured out. I don't know how to say no to what might be a great opportunity, but it's not my great opportunity. It's not where my time and effort needs to be spent.

I don't know if that makes sense to you or not, but I think that's a piece we often overlook.

Allison Watts: It makes sense to me. I actually love that conversation, and I remember a mentor of mine. It wasn't exactly this conversation but very similar. I was going to all of the CE. Every CE I could get my hands on. And finally he looks at me and he says "You need to pick a path. You need to pick a philosophy and pick what you want to go to and you need to just go to the CE that fits with that. You're spending all your time and money and energy on all this stuff that isn't aligned even with your values, or even with what kind of practice you want to have."

And it was very true. It feels similar to that. Again, the challenge has been then holding ourselves accountable to what we say that we want to ... Actually doing it is even another ... What you're saying is valuable. To spell it out

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

is super important, and then to do it is the next piece, right?

Vicki: Yeah. That kind of leads into second gear, which is a heck of a lot more fun because the spotlights not on us. Now we're in a team. Get out of all of this self-improvement. (laughs)

Allison Watts: Except some of us like self-improvement.

Vicki: That's right.

Allison Watts: I do think the team piece is really important. Let me just remind everybody, if you have any questions or comments, you can push star two.

So are you wanting to move into gear two, talking about the team?

Vicki: I think so. And, please, if you have question raise your hand. Allison, interrupt me any time. I'm very happy to just pause and go back through things more or different or even on a total tangent. That'd be great.

Allison Watts: Well, you know what? The only thing I would, I do know that you are good about creating accountability for yourself. Do you want to say anything about that?

Vicki: Yeah. I have the same challenges as everybody else in self-discipline. So I really make everything I embark on like a 90 day challenge. And I make the first 21 days my most focused effort. For example, this January, I cut out eggs and cheese from my diet. That took a lot of discipline. I think the self-accountability piece is you've got to stack the deck in your favor. So I really wrote out and researched all the reasons why I thought that not eating

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

eggs and cheese would be beneficial for my body. And I really dug down to the point that I disgusted myself on some of...

So I really got a super strong why. And then I also shared my reasoning with two very close people, my husband and someone else. And I said here's why. I know this isn't your diet, and it doesn't have to be your diet, but I do need your support because I know I'll fall off the wagon. And I'm going to want it, but I want you to help remind me about why I'm doing this. So you can really stack the deck in your favor by getting a lot of why's.

People really operate in two ways. They either move towards pleasure, or they move away from pain. In this case I wanted to move towards the pleasure of how my body would feel after some of the weight came off, how my stomach might feel, how my skin might clear up, so I had a lot of pleasure pieces in my why. Then the pain piece was I had experimented enough to know that it really made my stomach and just made my gut hurt. So I had a visceral pain trigger. So if you can get both the pain and the pleasure going, and you tell someone that will help hold you accountable, you have a much stronger chance of success.

So for the first 21 days, I marked the calendar. I celebrated every day. I gave myself gold stars in my personnel folder. So I was like "Oh! It's a month. It's two months. It's three months."

I don't know about you too, but I'm still just a little kid at heart, and I want my stickers. (laughs)

Allison Watts: I love that. That's awesome. Thank you. That was really helpful. That's great.

[Practicing with the Masters](#) with Allison Watts, DDS

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

All right. So is that good for that, you think? I think that was great. I'm glad you shared that. Do you want to go into second gear?

Vicki: Yeah. Second gear, I think, is going to be pretty quick. By definition you can tell if you're a leader because you turn around and somebody's following you. It's just that simple. And a lot of time the practices that we coach, we discover that the dental assistant or the receptionist or a hygienist is actually the leader in the practice. The doctor may say something, but they wait until Martha, who's been here 25 years, signs off on it.

So leadership is not a title. Leadership, by definition, has there. And there's really a couple different styles of leadership. The traditional breakdown is your authoritative. The second is democratic and collaborative. I've seen a lot more collaborative leadership now. And I saw this bumper sticker and I just love it. It said "If you want to go fast, go alone. If you want to go far, go with a team."

Allison Watts: Oh, cool.

Vicki: Isn't that cool?

Allison Watts: Yeah.

Vicki: So if you want to go fast, go by yourself. If you want to go far, go with a team. So that might help because most dentists, you fall in two categories. You're either highly focused and you're hyper and you just want to go, go, go. Or you're very methodical and you really think things through and sometimes contradict yourself. You got to cross all the Ts and the Is, and you kind of procrastinate a little bit.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

So it can be very difficult for the go, go, go to slow down and help their team understand the why. Help them understand the strategy. So it's okay if you have an authoritative leadership style. You can say "I'm Tarzan. You Jane. I say, you do." It's fine. The challenge I found with it is it's exhausting because you end up micromanaging everything because no one will do anything unless specifically ask. So they won't take initiative.

Ultimately, in authoritative leadership, your team is going to mimic that, so there's going to be a lot of decorations and "This is right and you're wrong." They're going to fight for your attention, so it creates a lot of drama and you get stuck.

There's several different phases of business development. If you have that kind of drama going on in your team. It's likely that you've gotten stuck in one of the lower levels. So it starts out in business development that you're in your infancy. You have no money on the line. You think "That would be really great. I should open a dental practice."

And it's fun, and it seems wonderful in your mind's eye. And then you actually .., That's like pre-infancy. That's just an idea. Then you get into infancy, which means you open your doors and you realize that you have to pay bills and clean the place and paint the place. It's like an infant, right? You change its diapers and burp it and feed it and love it and love it and love it.

And then it grows up to this toddler, which is fun. And it's go, go, go. And it's exciting. Then you get into adolescence.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

So the authoritative leadership style actually kind of works in the beginning, because it's high enthusiasm and people will do almost anything. You just say do it and they do. But then there's this point of maturity where they're like "Yeah, but why?"

You get kind of caught in that teenage angst, and that's the adolescent phase. You have to move past that. The next phase is prime. So prime is where you're very disciplined. You have systems in place. And that's my rule. If it's not in writing, it just does not exist. So you work through your processes. You've got your standard operating procedure manual, which is ever growing, every changing, and a big pain in the butt to put together but necessary. So you know you're set up. You know how things run.

A lot of doctors actually overshoot the mark. They want to be stable. "I just want a stable practice." And the more you try to garner control and hold it the same and stable, the more at risk you are for killing your business, because then you turn into a bureaucracy and an aristocracy, and then pretty soon you're in bankruptcy.

And we saw that back in the 90s with IBM. Millennials, they don't even know what IBM stands for. They barely know that IBM is a company, right? But when you are I were getting out of college, if you're a business major and you got a job at IBM and you got that blue blazer and those gray worsted wool slacks from a Brooks Brothers ... You were set for life. You worked for International Business Machines. But they went into stability. They missed the opportunity of personal computers and they really lost market share, right? And they had to totally retool the company.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

A democratic style, being collaborative, having weekly or twice a month two hour staff meetings, getting the input of the team, collaborating, they're going to help you achieve those goals because they're going to be their goals. They have some input into it. So it takes a little longer, but you're going to go further by involving the team. So that's really what second gear is all about.

I want to give you six basic human needs, and this is the secret to maintaining a long-term dedicated team. And they go something like this. This is like oxygen. This is like blood in your veins. You have to have these emotions as human beings walking this planet or you don't survive.

So the first one is love. You could call it connection. And we know that as babies, if they don't feel love and connection, they can suffer from failure to thrive, right?

Allison Watts: Right.

Vicki: It's just such a strong emotion that we're born with. However, if we're too loved and connected, e.i. smothered, we want a little space. So every emotion has a counter, and the counter to this one is to significance. So I want to know how I'm different. I want to know how I'm unique. I want to know how I'm significant.

And this is going to sound so corny and old school, but honestly we do not hire anybody at any of my companies unless while we're interviewing them we can say to ourselves "I can imagine writing a card to them one day and signing it 'Love you.'" And I do. I write notes to my team all the time, and I sign it "Love you, Vicki."

And they're like "Whoa! She really loves you."

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Now that's not for every leader. It's a little over the top, but they know that it's a connected environment. They also know that we praise them for the things that they do well and that makes them unique.

The second tier here is certainty and uncertainty. So right now, if we didn't have certainty that the light wasn't going to fall on our head, we would all be freaking out. So we want certainty. We want stability. We want to know our hours are our hours, our paycheck is our paycheck. Life has a rhythm to it. But then we also want variety, because too much certainty becomes boredom. So we want some variety.

So maybe the assistants flip-flop their schedule. On Mondays, Mary has the more challenging, complex procedures, and on Tuesday she has the lighter procedures, and Beth gets the more complex ones. So there's a way to create variety with your team.

And then the third tier is growth and contribution. Now the first four, those are mandatory. The last two, growth and contribution, these are what give us that feeling of satisfaction, that feeling of accomplishment, that feeling of importance in the world. So are you helping them with their own continuing education? Do you do community programs?

So I'm happy to kind of follow up with an article or a blog or something for you, that kind of go into those six human emotions, but if you can set your company up so that you're tapping into those on a regular basis, on a high basis, you have a really dedicated, self-motivated, self-led team.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

- Allison Watts: I love that. I have heard of the six basic needs and I haven't ever heard it talked about in this way in dentistry like this. So that's cool. Thank you.
- Vicki: Yeah.
- Allison Watts: I would be interested in a follow up, if you have a blog or something that you've written on that. I think that would be great to share.
- Vicki: Okay. Yeah. I can also send your listeners this one that we wrote called "The High Cost of Low Moral," and it goes the opposite. It shows I'm on a treadmill, I'm frustrated, I'm angry, and what those emotions mean and what you can do with it. I love playing around with emotions. I just think it's like puzzle pieces. (laughs)
- Allison Watts: Yeah. If we let them, they run our lives. It's important. Thank you.
- Vicki: I think I inadvertently evoked so many negative emotions coming back at me, I was like "Oh, my gosh. You got to get a handle on this, how people are screaming at you. What happened?"
- Allison Watts: Yes. I know. I've had my employees tell me stories about myself and I can not believe some of the things I did when I started out. It's pretty scary."
- Vicki: And I will make a disclaimer that, anything I talk about, this is only business. I'm not sure it works on spouses. I'm pretty sure it doesn't work on teenagers. It's never worked on my dog. (laughs)
- Allison Watts: Oh, my gosh. That's so true.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

So one of the things that we talked about when we were talking, and that we have here that we were going to talk about, is about dragging employees versus leading.

Vicki: Yes.

Allison Watts: And I love that conversation because I have had moments where I've felt like I was dragging employees, and I love the idea and I love leading leaders. That is so fun.

Vicki: Yes.

Allison Watts: Yeah. Do you want to share a little bit about that?

Vicki: Yeah! We're going to cover some old ground here. I think number one, if you know who you are and where you're going to go, and you set your nonnegotiables, that I'm only going to play with people that rise to my level, that's going to cut like 99% of the BS right there. You create this culture that then feeds on itself.

So this actually kind of takes us into third gear though, which is self-employment. That's why most everybody on this call is here, because you're business owners, and there's two gears here. Third gear's self-employment. Fourth gear is building an investment grade business. And those are two very different things. Some of us, as leaders, are very stressed out because they're stuck in management. And management, think of it almost like a teeter totter. There's above the line conversation and below the line conversation.

So whenever you're above the line, you're thinking about where you want your business to go. You're envisioning a future, joyful and prosperous and passionate and

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

opportunities. You're expanding that leadership block, and it's a totally different part of your brain than management, which is "Oh, my gosh. We got to fill the holes in the schedule today. And where's Mary Martha? Did she call in sick again?"

So management is exhausting. Leadership is fun. That's a really good thing to know.

So once you get your nonnegotiables and you set a business plan, then your team knows what to line up behind, and that's where you start seeing the team take accountability and you're no longer dragging them. So that kind of comes in this third gear. Just as you have to decide your day-to-day leadership style is going to be authoritative or democratic, there's another choice here on how big your business will grow, and I call these two styles comfort and achievement.

A comfort leadership style, I see doctors that will go as high as 850 or \$900 an hour, which is more than two times national average, which is fantastic. They've paid down their debt. Their practice is running well. They're working three and a half to four days a week, and their life has a very nice rhythm to it, and they really don't want to mess up that rhythm. Their team is in a rhythm, they're in a rhythm, and that's the type of practice that will hover around 1.2, 1.5, 1.6. Somewhere in their comfort zone for years and years and years and years and years and years. That's a comfort type practice.

Another type of doctor is achievement doctor, and they want to grow 30, 40% this year, next year, the next year, the next year, the next year, the next year. So they'll start at 400 hours, go to 700, 1,000, 1,200, 1,500, 1,800, 2,000,

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

2,500, 3,000. We have one doctor doing 4,000. And here's the thing about productivity at those levels: you must be a master clinician because you can't afford remakes.

So if you do a full mouth rehab, and then you're dicking around redoing it for the next nine years, your productivity goes right down to 200 an hour. So these are master clinicians who have a broad service mix. They want a group practice. They're achieving to have a second or third doctor, a second or third or fourth vocation.

So in your self-employment journey, just kind of figure out "Where am I on that continuum?" I might want to be going for the comfort and getting all that first, and that's great self-employment. Then I can turn on the afterburners. So to do that you have to know your numbers, and I'm going to give you guys an acronym. Some of you have probably heard of this. Some of you may not. It's okay. It's an accounting term called EBITDA. And that is E as in Edgar, B as in Boy, I as in India, T as in Tango, D as in David, A as in Alpha.

So EBITDA actually stands for your earnings before interest, taxes, depreciation, and amortization. So this is really in your leadership education step one. You have to know your EBITDA, particularly if you're setting your practice up for sale.

So the old rule of thumb of I sell for 65 to 70% of collections, that is really going by the wayside. And you know this, Allison. I know I'm preaching to choir here, but I can have two million dollar practices sitting side by side, and practice A is not well run. The team is overspending on supplies, or supplies are 8 or 9%. The team salaries

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

are running 33 to 40%, but we don't want to fire anybody because it'll upset them and I hate conflict, and the hygienist and office manager are sisters and they go to church and nobody will like me. All that stuff.

All of those emotions. They really show up in your profit and loss and your leadership style shows up in your profit and loss. So you have to know EBITDA because your practice nets \$100,000, or 10% at the end of the year, and doctor B down the street with his million dollar practice nets \$400,000 a year, who's going to get the bigger value for their practice when they go to sell?

Allison Watts: Yeah. The second one, obviously.

Vicki: Yeah. It's the second. Because what your new owner is buying is cashflow. So if there's no cashflow they're going to have to come, clean out the team, get everything the right size. It's going to be a terrible transition.

In today's market, if anybody's curious, practices are selling for from three to seven times EBITDA. So if you have \$100,000 in profits, you get 300,000 to 700,000 for your practice. 400,000 in profit. You get 1.2 ... Let's see. Do the math for me here.

Allison Watts: Yeah. 1.2. Oh, you're saying to 7. That'd be 2.8.

Vicki: Yeah. So 2.8. There's a big difference between 2.8 and 300,000. That is the leader's role, to run a company that is profitable. So stop hiding the nanny in the supply closet. Ask them to your swimming pool and your equipment. All that kind of funny business. Keep your personal personal. Keep your business business. Your team is actually going to love you for that because now you're going to have cash to invest in the practice.

[Practicing with the Masters](#) with Allison Watts, DDS

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Once you understand your profitability markers, then you break it down, and this is where the team ownership piece comes in. You give the budget to the assistant, and you say "This month we have 5% to spend, and that's based on last month's collections. That means you've got \$3,500 to spend. I need to put it at the top of the clipboard and subtract it out."

I have tried everything with my six practices. We have web portals. We've got electronic spreadsheets. We finally just went back to an old fashion clipboard and a pen and said "Everything you order, you have to write down," because our supplies were growing 6, 7, 8%. And they're like "You mean toothbrushes? That counts too?"

Yes.

"... cup?"

Yes.

I go "We ordered this one from somebody else. That doesn't count."

Yes. It does. But we get a discount on all of that. That's why we ordered it in bulk, but it counts. So your team becomes really conscious and, doctors, you're going to love it. If you like horror films and drama films then bring out the Kleenex and bowl of popcorn because they are going to scream their heads off the first month. Just get ready for it. But within two or three months your supply bill will start coming in under 5%.

That's how you can be a leader. Be above the line and say "I'm running a business that's profitable at 20% EBITDA. Team, this is how I want you to manage this,

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

and I want you to report to me every month. So get the collections figure from Mary. She's our financial coordinator, then you get 5% of that and you report to me."

That's how you kind of create that accountability. That's how you help them grow in their own ... People love responsibility. They love to be measured. They love to know that they get that gold star.

Allison Watts: Yeah.

Vicki: Does that makes sense?

Allison Watts: It totally makes sense. I love it. It sounds very easy and very clear. I'm just curious. I think accountability can be challenging. Maybe it is all the blurred emotional stuff, right?

Vicki: Mm-hmm (affirmative)

Allison Watts: So you ask your team to manage this and report to you, and then they don't report it to you. Maybe this is just an excuse. As I say it now, I'm like ... But it is hard to run a business and practice dentistry all day and manage the team and hold them accountable. That is challenging. It sounds really simple, and it also doesn't feel like it's that simple when you're in it.

Vicki: Yeah. Our achiever doctors, we call them the Grand Slam Club. Those are the doctors who are doing \$1,000 and hour or more. They demonstrate leadership by low staff turnover, and they demonstrate community involvement. They get inducted into our Grand Slam Club. And Ted Johnson, who is one of our members, beautiful job of delegating. He says "My job is to manage my office

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

manager, and my office manager's job is to manage everybody else on the team."

He started out Wisconsin when he had a team of five. I'm going to base the performance of my office manager on these two things. Nothing falls through the cracks, and she empowers the team to be successful. She finds ways to find the resources to help everybody on the team become successful, because the last thing I want is an office manager who runs to me, tattling about how awful everybody on the team is. That's why office managers don't work, because they feel like their job is to be better than the others on the team.

So you flip it around. The office manager is the servant leader, and her job is to say "Gosh, assistant, I see you're struggling and running behind in getting your instruments sterilized. Let's get together with the schedulers and figure out what's happening here. So they're very keen on what's working and not working.

So he actually took an Excel spreadsheet, wrote down all the things that he was doing that he did not want to do, and then cut and pasted it into a different column and gave those things to different people. And here's what the doctor has to manage: the "by when" dates. You don't manage the people. You manage the timeline.

So if your office manager says "Yes. We're going to do a patient appreciation party in April," then you timeline it out, and all you have to do is put that on your Google Calendar, when things are due, it just pops up and you say "Hey. How are we doing on that patient appreciation party? The posters should have been ordered by today. Have those come in? Have you got those done?"

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

If doctors could get in the discipline of time-lining things and putting it on your Google Calendar, that's really all you have to manage. All the doing gets done by the other people.

Allison Watts: Yeah. Cool. That's does sound-

Vicki: And that is the trick. That is the trick. If you say "I want you to fill out these trackers," but you never look at them, then they're not going to do it if they don't think you're checking back on it. So managing your calendar and your timeline, that's your secret power. It's just walking through the hall. "Hey. I noticed that you were going to get that done by Tuesday."

And if you really want to be great about it, just don't even tell them that you're calendaring. "How does she remember all this?" (laughs)

"We don't get away with anything!"

The calendar is a leaders friend. That's for sure.

Allison Watts: Yes. I love that. Thank you.

We have a hand raised. I'm going to unmute you, Laura.

Laura: Hi.

Allison Watts: Hi. You're unmuted. We can hear you.

Laura: Okay. Thank you, thank you. I am really enjoying this talk. I just actually recently left a nonprofit dental service organization where I was the director of dental services. You were talking about leadership styles. My president, the CEO, was the authoritative type of leader and it did not work well with my dental team. It just came to the

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

point where they didn't know who was leading. Was it me or was it him?

All in all, when it came down to it, the vision that he was setting forth as what our dental practice was going to look like I did not agree with. So we decided that we were going to part ways. So now I'm on this new journey. I feel like I'm out there, trying to make myself anew, but also trying to understand as someone who has practice management experience ... I'm also a dental hygienist, trying to figure out for me personally "How do I develop more of these skills to be able to go into a dental practice?" Not necessarily as the hygienist, but saying "Okay. This is hot mess"?

How do I help you get to the point where you feel you're successful? What are the pieces that you acquired along the way to get to where you are now?

Vicki: Well, first off, Allison may be hiring in her practice management company. If not, I am. You can come and learn with our team.

Laura: I would love to. I'd love to learn more. There's more I need to know. I understand a bit of it, but there's more to it.

Vicki: Yeah. There are several organizations. For consultants within dentistry there are several good organizations there. I found personally, though, I learned more going outside dentistry for my education. I got started when I was 33. I'm now 56, and I just studied everything. I think I read 85 books a year for the first few years, and I had no less than three to five mentors. I wanted to master finance, I had a mentor in finance. I wanted to master communications, I had a mentor for that.

[Practicing with the Masters](#) with Allison Watts, DDS

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

So there's lots of resources and mentors out there. For coaching, specifically, there's the International Federation of Coaches. That's a great organization, and we do follow their code of ethics. I feel like anybody can hang up a shingle and it's really hard to know who's good, who's not. So you want to know that there's some professional education and credentialing around that piece.

Laura: That's wonderful to hear. I just feel like there's more to what I have to offer out there, so thank you for sharing that.

Vicki: I love that! Good luck on expressing yourself and thank you for working in the nonprofit sector.

Laura: It was a wonderful, wonderful thing. Fortunately they were self-funded, so that was also a very big help.

Vicki: Yeah.

Allison Watts: Awesome. I know we're about to end but, Laura, I think it might be helpful. Vicki, are you okay with giving your contact information in case people have questions or really does want to follow up with you?

Vicki: The best way is just to email info@productivedentist.com. That's singular. P-R-O-D-U-C-T-I-V-E dentist dot com. And let me give you the 800 number because I do travel so much with my speaking. Just tell them what you need. It's 800-757-6077. Typically, Hilary answers. She'll hate this. She's my daughter. She accidentally ended up in our company. We love her.

So just call the team. I'm happy to spend one-on-one time with anyone that's here tonight and kind of look at things. We're going to run out of time, but the four gear for me is

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

the piece that I love the most because it's the most recent, and that is building that investment grade business.

For those of you who already mastered these first few steps, that's where you get to put it into overdrive, because you learn a new leadership technique called mentoring, where you mentor your associates and you mentor other doctors within your group. That's the missing piece. That's why 90% of associates fail, because we don't set them up correctly and we don't have a process for mentoring their personal growth. Perhaps that'll be a new conversation one day.

Allison Watts: That would be great. And that's funny because that's kind of what Laura was asking about, I think. So it feels like that would be a great next conversation. And the money! We got to talk about money.

Vicki: I love talking about money. I love talking about money.

Allison Watts: Laura, thank you. Do you feel complete?

Laura: I do. Thank you very much. And thank you for the thoughts of mentoring and being able to call with questions and things like that. I'd like to be able to be my own boss at some point in time, but not quite there yet. (laughs)

Vicki: Sure. Well, email me. Anyone that's on the call too. If you want I can send a free download, Frustration: the Breakfast of Champions. It outlines a lot of this. It's a book about how to take highly charged emotions and create career success. So there might be some pieces in there for you, Laura. Some little tools and things to teach in teams.

[Practicing with the Masters](#) with Allison Watts, DDS

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

- Laura: That's great. That's great, that's great. Thank you.
- Vicki: That's for all the Lauras that are out there. Although she is special. (laughs)
- Allison Watts: Well, we have another hand up. So, Laura, I'm going to re-mute you, and I'm going to open up the line for Lisa, okay?
- Okay, Lisa. Lisa, your line's open.
- Lisa: Awesome. Thank you. I'm so enjoying this call. When you were speaking about the ... I'm looking at my notes here. Your Grand Slam Club. What I liked about that you spoke to is that you kind of have this place for a goal, almost like a setting for people to look to reference. It doesn't have to be your win, but this is a defined win that you can shoot towards. Can you kind of tell me again what you see in your experience is the people who really fit into that? Are those doctors more comfort or more achievement focused? Do you see a mixture of both? Can either side achieve that?
- Vicki: Yes.
- Lisa: Is it more of one than the other?
- Vicki: No. Both leadership styles, comfort and achievement, easily fit into \$1,000. And I'll tell you what, it's the ones who ... PDA, we've been at this now 14 years. The doctors that are in that club I think are the most surprised that they're there, if that makes sense, because we start out itty bitty. So with their \$400 an hour, we go "Okay. Your goal is \$450."

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Their teams like "That's nothing. We could do that in our sleep."

And we go "That's great. That's a good goal."

Then we go to 500. Then we go to 550. Then we go to 600. So we walk up this staircase of \$50 an hour for the first \$300. By the way, \$50 an hour in most dental practices equates to \$76,000 a year. So when we're getting a \$300 an hour increase ... What would that be? Like \$450,000 in crease. I don't know about you, but there are very few problems in dentistry that an extra half a million bucks can't solve. So we very predictably walk you up that staircase within 12 to 18 months.

They have some guys go back and they do it in 30 days. That's like that unbelievable weight loss program too. So those would be outliers. Everybody can achieve it within 12 to 18 months. They can go from 400 to 750. You can sit there for the rest of your life, but it's a really easy step to go from 750 to 1,000.

My personal experience is it takes far more time and effort to go from 400 to 750, because you're building your team. You're building your systems. You're probably getting your fees aligned. You might be dropping PPO plans. You might think things that happen in that growth period. Then going from 750 to 1,000 is typically a manner of scheduling and the way that we template productivity makes it super easy. So 750 to 1,000 is easy. It's easier than you think to get there because it's all about delegation and scheduling at that point.

Is that helpful? Does that make sense?

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Lisa: Yeah. That was very helpful. Thank you. And what are some other parameters that you would also say are high markers that you would put in the Grand Slam Club?

Vicki: I would say that they definitely love continuing education. They're clinical astute. They may or may not place their own implants, but they typically do restore implants. At that point they're definitely beyond just one crown at a time. It's sort of quadrant dentistry. Maybe or may not have CEREC. Doesn't matter. May or may not be on PPOs. To land at \$1,000 though you might have to do 1,200, but we've got PPO doctors doing that. Fee-for-service doctors doing that. Rural doctors, urban doctors.

So geography doesn't seem to be the limiting factor. I think it is communication skills and how you connect and relate to your patients. That's number one. I know everybody on this call at least a million dollars in unscheduled treatments sitting on their shelf. So you have to ask why weren't the patients scheduling?

It comes down to relationships and affordability. "Can we offer fair and flexible?" And I'm talking about outside care credit. Care credit is financing your A patients, your A tier good credit. So how do we tap into that B and C level credit, where the patients are very payment worthy. They never miss a payment, but their credit score may have been impacted through no fault of their own, through the economy or downsizing of a job. Things like that.

We work with a company called Compassionate Finance, which ...

Okay. So you already know about that piece. I say it's the relationships, it's patient finance, and it's good servicing. But mostly it's scheduling. Mostly.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Allison Watts: I heard you say earlier, Vicki, too ... Lisa, you may already have gotten this, but she said \$1,000 an hour, low turnover rate, and community service were a couple things. You may have already gotten those but I just thought I'd relist them.

Lisa: Yeah. Thank you for that. I appreciate that.

Vicki: Without the team beside you and the community support, you don't stay at those levels very long. So that's why we have those good guy, good gal, points in there.

Lisa: Yeah. Awesome. It's really cool. I love how you picked three areas they could focus on, and then of course adding the other things that we'll need to maximize those three areas. So \$1,000 an hour, lower turnover rates, community service, and here's all the things that you would need to be able to accomplish those.

Vicki: Great. Thank you.

Lisa: Yeah. This call's been fantastic, and I'm looking forward to having access to all of those things you were talking about.

Allison Watts: Fantastic. Vicki and I will make sure we get that out. (laughs)

Vicki: It looks like I'm going to be writing an article. (laughs)

Allison Watts: Cool. Okay, Lisa. Are you complete?

Lisa: I am. Thanks again.

Allison Watts: Thanks, thanks. All right. So, Vicki, I know we've gone past time, but everybody seems to be really enjoying it, including myself. I think this has been fabulous. Is there

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

anything that we haven't covered that we need to say before we get off?

Vicki: I'm just so excited to be with your group. It was terrific getting to know you and thank you so much. I would leave everyone kind of knowing this, that being self-aware of who you are and understanding that leadership is more about faith in yourself and courage just to take that next step. Courage, by definition, is feeling the fear and doing it anyway. So if you can just feel the fear and have faith in your own self and your own drive, don't worry so much about the formula. Just go out there.

Your team is going to respect you so much for making the effort that they'll forgive you for the mistakes. So just be bold in your leadership. I definitely want to do a podcast just on millennials. I think they're misunderstood. Millennials more than any other group actually crave great leadership. So if you have those under 35 in your office, or coming on board as associates, they really do crave structure and leadership. And why wouldn't they? They group up getting a trophy, living in pods and tribes, so they're going to love you as a leader.

I think we'll just pause on that thought. (laughs)

Allison Watts: Great. Okay. Yes. I will follow up with you, Vicki, about the articles. I just want to thank you so much for being here. I want to thank everybody for being here. It's been really great, and it is one of my great joys to do this. I love learning. I love being with other people who love to learn, and I do love dentistry and what we get to do for our patients. So this was super fun, Vicki. Thank you.

Vicki: Thank you, Allison.

Ep #67: Gearing Up for Great Leadership with Vicki McManus Peterson

Allison Watts: All right. So we'll see you all next time. You can reach me on my email, and Vicki and I will be sending you some things when we get them together for you. Everybody have a great week and a great day tomorrow and we'll talk to you next time. Thanks. I'm going to open up the line so everybody can say goodbye. There you go. Good night, everybody.

Vicki: Good night. Thank you.

Thanks for listening to *Practicing with the Masters* for dentists, with your host, Dr. Allison Watts. For more about how Allison Watts and Transformational Practices can help you create a successful and fulfilling practice and life, visit transformationalpractices.com.