

CASE STUDY

DR. KERRI WHITE BROWN

COLUMBIA, SOUTH CAROLINA



DUSTIN BURLESON SEMINARS

“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**



Justin Burleson

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

“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.”

So 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. And Dustin will talk about some other companies that do this in addition to Starbucks. Apple does it also. From day one they want you building your replacement, actually going and recruiting them, and that’s how all these companies grow. Coca-Cola does it. Southwest is brilliant at it. A local company, Cerner, a huge company that does medical records, does it from day one.

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 lever-

aging 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 Burleson 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 Burleson 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.



“TREAT EMPLOYEES LIKE
THEY MAKE A DIFFERENCE
AND THEY WILL.”

—JIM GOODNIGHT

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 underachieve, 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.



IS YOUR PRACTICE A GOOD FIT FOR **BURLESON SEMINARS?**

TAKE THE **FREE PRACTICE GROWTH ASSESSMENT**
AT **[DUSTINLOVESRESULTS.COM](https://dustinlovesresults.com)**



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