

A man with glasses, wearing a dark blue blazer over a pink and white striped shirt, stands against a grey background. He is smiling and has his hands in his pockets.

**What The Top 1% Of Most
Profitable Dentists Are Doing
That You Are Not.**

*40 Proven Systems to Make More Money
And Take More Time Off.*

Dr. Bill Blatchford and Carolyn Blatchford

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Introduction

Over the past 40 years, both as a wet-finger dentist and as C.E.O. of Blatchford Solutions, I've shown more dentists how to make more money while taking more time off...than any other dental practice management consultant or business coach in the world.

My method is simple but powerful: my proven business systems show dentists how to join the Top 1% of most profitable dentists. And how to stay there and retire-as-you-go.

I joined the Top 1% of most profitable dentists, collecting more than \$2.3 million (adjusted for inflation) per year as a solo GP with good systems that I fine-tuned over the years into great systems.

After spending almost 20 years practicing dentistry in the small college town of Corvallis, Oregon, where I built one of the most profitable practices in the entire country, I made the decision to pass everything I learned onto dentists who were hungry for more.

Hungry for time off. More money. More quality of life outside their practice.

And my business systems are not just for G.P.'s who specialize in big case dentistry in the cosmetic, implant and sedation niches. In fact, more than 60% of my clients lead stunningly successful teams practicing bread-and-butter dentistry.

That said, I can take any dental practice from good to great. In fact, I have a track record of doing that at more than 2,800 dental practices around the world since 1983.

I'm often asked: what's the number one trait that the Top 1% of most profitable dentists possess?

My answer: their ability to make great decisions!

One of my personal mentors, Napoleon Hill, author of *Think and Grow Rich*, made an analysis of over 25,000 men and women who had experienced failure in business. His research uncovered the fact that lack of decision was at the top of the list of the major causes of failure.

More than 50 years ago, Napoleon Hill wrote this: "People who fail to accumulate money, without exception, have the habit of reaching decisions, if at all, very slowly, and of changing these decisions quickly and often."

Hill's principles hold true today. The Top 1% of most profitable dentists have the habit of reaching decisions quickly and definitely. You alone (or with your business partner or spouse) have to decide to join the Top 1%. It's a decision...I believe the most important decision of your professional career.

The Top 1% don't make excuses; they take action.

They don't blame the economy. They take 100% accountability for their actions and they hold their team accountable every step of the way. They are true leaders.

I've read more than 250 books on sales, and I can tell you that the Top 1% are always looking to learn more ways to grow their business.

But books are just paper (or electronic data) unless you put what you've learned to work. I can show you step-by-step what the best sales books are and how to get your team to read them and quickly apply the best sales principles to your practice. The result: a well-trained team that knows how to sell a lot more dentistry than they do today.

The top 1% of dentists are voracious readers, with an amazing appetite to take their team case presentation from good to great. Applying the secrets of the best sales books is one of the quickest methods to doing more of the dentistry you love.

The benefits of deciding to join the Top 1% are amazing...making more money, taking more time off than you've ever dreamed possible and having an incredible quality of life both in and out of your practice.

Because it's not just about making large sums of money, it's about dramatically increasing the quality of your life by spending more time with your family and friends doing what you love most.

Early in my career, together with my wife Carolyn of more than 47 years, we made the decision to take the month of August off. We've never worked in August ever since. I can show you how to do it...and it's easier than you might think.

I've studied burn-out among dentists for more than 25 years, and I know exactly when you need to take a break...because not taking enough vacation days actually decreases your productivity. I have science and statistics to prove this.

That's why the Top 1% take more time off and, ultimately, make more money. It's a paradox, and if you are dead-serious about deciding to join the Top 1%, I'll show you exactly what you need to do to make more vacation days happen right now. Not some day or some year...right now.

Finally, the Top1% have fun! They get to take more time off, which keeps them fresh and focused. And this is where the fun comes in. I actually have more dentists telling me, "Thank God it's Monday" on Monday mornings, because they are having more fun, they truly like their team, their team loves their job and the dentist is doing more of the kind of dentistry they love.

This book is a quick read, filled with lessons myself and Carolyn, along with thousands of other dentists learned from using my 100% proven systems.

Don't hesitate to send me a personal email to ask a question or to tell me that you've been inspired reading this and have decided to join the Top 1% of most profitable dentists.

My email is drbill@blatchford.com

Enjoy it. And you'll be happier doing more of the dentistry you love doing because you invested your time to read this and apply its simplicity.

Dr. Bill and Carolyn Blatchford

May, 2013

Here's What our Clients Have to Say

"Bill is very clear and logical in his approach to the business of dentistry. Having been there himself gives him a unique perspective and insight into what it takes to be a successful dentist. His ability to teach case presentation skills is unsurpassed and invaluable to the clinician wanting to present larger treatment plans."

Dr. Tom Dudley – Birmingham, Alabama

"I'm the kind of dentist who wants real results real fast. It's took less than 90 days to recoup our investment in Bill Blatchford's coaching system. His systems instantly helped with team selection, overhead reduction, communication skills, bonus systems, and many other areas of our practice. Morale and profit are up, stress is down, and we are taking more time off. "

Mike Briggs DDS – Mexico, Missouri

"Hearing Bill Blatchford speak ten months ago was honestly an answer to my prayers. I was so frustrated with my career in dentistry. In this calendar year, we have already produced in three quarters this year as much as we did in all four quarters of last year. I now have an extra three months to grow my practice this year! Thank you for teaching me how to attain the keys to success."

Donovan Browning – Auburn, CA

“I have been very fortunate to work with Dr. Blatchford for over 18 years. His guidance and sage business advice has helped to make dentistry both enjoyable and profitable. Following the principles he has taught, I have been able to create the practice that is ideal for me.

I continue to work with Dr. Blatchford as I realize the value of having a coach. At age 46, I have achieved my practice goals. I do the type of dentistry I want, I have lots of time for vacations, I live in my dream home, have no debt, and in two years work will be completely optional.

If you follow his Dr. Blatchford’s advice and are willing to work hard and sometimes be uncomfortable in mastering new skills, you can have the practice of your dreams.

I know, I have one. Thanks, Bill.”

Dr. Brian Saby – Red Deer, Alberta, Canada

“I truly believe we’ve gotten to where we are now because of Dr. Blatchford. His reading list alone has changed my life. Everyone told us we were crazy to hire a consultant before we actually even opened our first brand new office.

But we knew, after hearing Dr. Blatchford speak, that it was worth every penny to start our new business off right. We just opened five weeks ago and had a very successful first month for a start-up practice. We attribute that success to the guidance and motivation we received from Blatchford Solutions. Existing Blatchford clients always say, “I wish I would have done this at your age.” We are so excited about our future in both dentistry and in life!”

Drs. Jason and Colleen Olitsky – Jacksonville, Florida

“I began with Dr. Blatchford in 1993 and am still a satisfied and happy client. Bill has the ability to help you look at yourself, evaluate your strengths and weaknesses, and then formulate a plan and a vision for success.

The rewards are a happy place to work, extremely satisfied patients, time off, and financial security.

Overall, my choice in working with Bill has had the most positive impact of my career.”

Dr. Rhys Spoor – Seattle, Washington

“After going through Bill’s program and implementing systems which he developed, you helped me renew my vision for my life and dental practice. It is a joy to go to the office each and every day. My great dental team of five outstanding individuals has fun and provides the very best dentistry can offer. We work four days a week and take eight weeks’ vacation. You helped me reduce my overhead and taught me skills to perform ideal dentistry.

My practice has been growing every year since I connected with Blatchford Solutions, and I can say it is the best dental decision I have ever made.

I now have and live a great life.”

Dr. Curtis Chan – San Diego, California

“Bill has helped me take my employees from a group of seven hard workers who were poorly focused to a team of five with energy, vision, and purpose. They get the big picture and require very little direction from me. Bill’s B.A.M. Bonus System has really helped them focus on being productive instead of just being busy!”

The topic of sales has historically been a “bad” word in dentistry. We have come to learn about what selling really means in dentistry, and how our patients make decisions on how they spend their discretionary dollars. Bill has helped me, and more importantly my team, understand how selling effectively can take your practice to the next level. The learning and implementation process has been as much fun as learning any new clinical procedure.

We are now working three days a week instead of four, and take a full eight weeks of vacations. Since working with Bill, our production is up at least 30% and total overhead is down to 50%.”

Dr. Michael Saso – Ottawa, Ontario, Canada

*“I just placed my second implant this morning.
Why haven’t I been doing this for the last 20 years? Amazing what
talented coaches, a willing doctor, and motivated team can
accomplish together.*

*I remind myself that these are the procedures that I get to do since
I’ve discontinued seeing children. Let me think—challenging
implant, bone graft, and crown or occlusal alloy on screaming five
year old?*

*Thank you Bill Blatchford for the continued coaching
and encouragement.”*

Dr. Roy Thompson – Murfreesboro, Tennessee

*“Bill has changed my practice to move towards more efficiency
and productivity. Working three days a week has given me more
time to work with my team and manage the business, thus,
providing our patients with better customer service and dentistry.”*

*“I am now working almost 100 less clinical days, and my net profit
has more than tripled. More importantly, Bill and Carolyn have
helped me prioritize my life so that I have more time with my
beautiful wife.”*

Dr. Carson Kutsch – Albany, Oregon

Blatchford Guiding Principles

- Keep your promises.
- When you arrive at work in the morning, let the first thing you say brighten everyone's day.
- Never admit at work you might be tired, angry or bored.
- Watch for opportunities to show praise and appreciation.
- Answer the phone with enthusiasm and energy.
- Look for opportunities to make people feel important.
- Don't allow self-pity. The moment this hits, do something nice for

someone else less fortunate than you.

- **Don't let someone else choose your attitude.**
- Never tell anyone they look tired or depressed.
- Become the most positive and enthusiastic person you know.
- Never deprive someone of hope; it may be all they have.
- Surround yourself with positive people.
- **Fire the negative people in your life.**

- Laugh a lot. Dentistry is not brain surgery nor a mortuary science.
- Give thanks for every day, every opportunity.
- Be enthusiastic about the success of others.
- Improve your performance by improving your attitude.
- Take responsibility for your own actions and behaviors.
- **Do not share your fears and insecurities at work.**
- Never show anger or upset in front of a guest.

- Stop blaming others. Take responsibility for every area of your life.
- Either you have your reasons or your results. It is up to you.
- The first twelve words out of your mouth should be a compliment.
- **A problem is a chance to do your best.**
- If you think you can, you can. If you think you can't, you are right, too.
- A friend is a gift you give yourself.
- Avoid reality shows, television news or reading pessimistic newspapers. Soon, you start

believing the doom and gloom and infect your team.

- While one person hesitates because he feels inferior, another person is busy making mistakes and becoming superior.
- Change is good, welcome it.
- **You are always at choice. Situations are never forced on you. Make things happen.**

Guiding Principles for Real Leaders

- If you demand quality and excellence from your team, you must live quality and excellence in your life.
- Move to paperless now.
- Don't let insurance run your office.
- Dentistry needs to distance itself from medicine so we are not included in a national health care plan.
- Do not invest in anything that needs paint or breathes.
- Have a current copy of state/provincial statutes, know them and comply.

- Have your practice evaluated every two years even if you are not planning to sell.
- Your accountant's role is one of impeccable history. Don't play games. Give them all the information in a timely fashion.
- Develop a "yes, I can" attitude with your team.
- Don't play favorites on your team.
- Gain your team's respect. They don't have to like you but they must respect you. What is your plan to gain that respect?

- **Make the tough decisions—that one you have been avoiding.**
- Throw out the bad apples before they spoil the whole team.

Leadership Pitfalls

Leadership is lonely. You alone make the tough decisions. You reap the rewards or suffer the consequences.

Your team will become accountable when you let them be accountable.

Thus, the pitfalls of leadership include:

- Thinking decisions are made by a committee.
- Procrastinating on decisions until the opportunity fades.
- Thinking you need to do everything.
- Allowing your team to think you can do everything.
- Trying to micro-manage everything which demonstrates your lack of trust in others.

- Thinking you can confide in your “best friend” at work.
- Playing favorites on your team.
- Failing to compliment and give them credit.
- Failing to ask for help nicely, please.
- Thinking leadership is being their best friend.
- Not respecting that line between leadership and team.

Team Rules

- Coach calls the game.

- Be on time. Lombardi time is 15 minutes ahead of regular time.
- Wear your uniform. Be proud, look your best and make your team look good.
- **Prepare yourself mentally to play the game.**
- Wear your game face proudly.
- Play full out as you never know which play will make the difference.
- Start your day with an effective morning huddle 15 minutes before your first play.
- Be accountable for your actions. If the ball comes to you and you miss

it, create a plan for that not to occur again. Accept responsibility and move on.

- Do not hog the limelight. There are no stars on a winning team.
- **Make your teammates look good. Give them credit all the time.**
- Do not start derogatory or gossipy conversations about your coach, your team or the fans and do not listen to any team member who is the gossip. Instead, take them by the arm to share their “story” which the person who is the subject of

their wrath. Bottom line, no trash-talking on the winning team.

- Treat other team how you want to be treated.
- Do not make anyone smaller than you.
- If there is a problem, go to the source.
- No whining. Instead, contribute positively and constructively. If you do not agree with something, think of a different plan and present it. Whining is a losing skill.
- Never admit to anyone you are tired, angry or bored.

- Never carry a grudge. It is a waste of everyone's time.
- Include everyone on your team in communication and training.
- Holding "secrets" will destroy a team.
- **Learn something new everyday. Read a sales or marketing book and apply it to your game.**
- As a team, donate skills and time once a month to community service —walking dogs at the animal shelter, serving homeless meals, adopting a single-parent family, etc...

- Do volunteer dentistry in your community once a quarter. The whole team participates as volunteers.
- **Either you have your reasons or your results.**
- Be a team player 100%. During the game, you are focused. Home or relationship concerns are not part of your work conversations.
- Do not consume food in the work areas.
- The winning players are those who think and know they can win.
- Learn the most important skill in sales—listening.

Blatchford Guiding Principles

TEAMWORK

- **Don't fiddle with the bonus system.**
- All team, including the receptionist, needs to be current on emergency procedures.

- Give your new team member a chance to succeed with excellent training, uniforms and bonus plan from the start. How committed is “conditional”?
- Position yourself on the high end of team wages in your area.
- Team guaranteed wages are ideal. On hourly, how do they earn more money?
- Do not hire anyone whose first question is “what are the benefits?”
- Plan your calendar 12 months in advance. Vacations are scheduled at the same time.

- In figuring bonus, count 12 “fiscal” periods of 14 work days each so team always has an equal chance at bonus. Or determine how many days you will be working for the year and divide by 12 to come up with days in cycle.
- BAM is the basic level of financial solvency when bills are paid. It stands for Bare And Minimum. Team overhead should be at 20%
- As a team, donate your time once a month to community service—walking dogs at the shelter, serving homeless meals, adopting a single-parent family volunteer dentistry day for those less fortunate.

- **Watch your conversations in treatment rooms. Others can hear you. Is it the right thing to say or do?**
- Don't gossip about anyone.
- Don't carry a grudge.
- If you feel a team member is not measuring up, communicate directly and immediately what you need, set guidelines for improvement and monitor the progress.
- Complete your team's dental work at "team day" every quarter when we all volunteer.
- Avoid sarcastic remarks.

- Listen to your team.
- Dress for success. Review quarterly your wardrobe/image. New uniforms every quarter.
- Rid of scrubs, for sure.
- Let your team overhear you showering specific praise on their skills and attitude in front of patients and dental colleagues. If not, why do you keep them?
- **Remember, no one makes it alone. Have a grateful heart and be quick to acknowledge those who help you.**
- Encourage your team to display one or two family or interest pictures.

- Hire people smarter than you.
- Hire curious people.
- Demand excellence and be willing to pay for it.
- Often, tell your team how terrific they are and that you trust them.
- Allow your team to grab responsibility. Get out of their way.
- When you run habitually late in the evening, you will have high staff turnover.
- Be the first person to arrive in the morning.

- Remember team birthdays. You plan something special.
- With your present team, write an office purpose and read aloud to start your weekly team meeting.
- With your team, write agreements and commit yourself to following them.
- Do not call your team, “my girls.” Avoid labeling them “front-end girl” and “back-end girl.”
- Hire team who are people oriented. You can always teach the technical skills.
- Insist team members leave the office during lunch hour, even for a

walk around the block. They need “cob-web clearing” time.

- All team wear name tags, including the Doctor.
- In hiring a new team member, check out their car for cleanliness and order.
- **Showing favoritism will help destroy teamwork.**
- Meet quarterly with each team member to evaluate progress, expectations and goals for the next quarter, year and five years.
- When a new team member is hired, share your expectations for continuing education opportunities and requirements. How many

days, who pays and what is the expected result.

- Encourage your team to make mistakes. Have them evaluate situations and make decisions. Praise. Discuss later other choices.
- **Never decrease salaries.
Eliminate a position, if you must decrease overhead.**
- A bonus is a bonus is a bonus. Encourage team to avoid adding another payment based on bonus.
- Be a team player.

- **Unless the spouse is THE registered hygienist, THE full time receptionist or THE full-time assistant, there is not an actual position in the office for him/her.**
- Celebrate successes, no matter how big, or how small.
- Celebrate holidays, birthdays and special occasions.
- Remember when conversing with others "be interested, not interesting".

- Celebrate accomplishments no matter how small.
- If you bring up an issue, always bring a solution.
- Remember the "give, get, give" philosophy.
- At your PM huddle, always acknowledge your team for their efforts during the day.

Blatchford Guiding Principles in Communicating

- Agenda for team meetings arrives from a week's worth of thinking by team and Doctor. Stick to agenda only, no new "urgent" items.
- Doctor does not lead the team meeting.
- Team meetings are focused on "forwarding the action." Look for bottom-line action, a source person to be responsible and a completion date.

- **Write a “no whining” agreement. When a staff member or Doctor sees a problem, instead of grumping about it, your conversation must be focused on a solution.**
- Stamp out immediately any friction between team or Doctor.
- Learn to make specific requests of team with deadlines to move the action forward. Team then can negotiate.
- Learn to communicate with your team. Silence can be misinterpreted as anger, upset, shyness or snobbery.

Blatchford Guiding Principles on Numbers

- Choose to lead your practice at 55% overhead.
- **The Doctor and team members need to know the numbers—how many new patients does it take to reach goal, what is break even point, how do we figure bonus?**
- Pay your withholding tax on time.
- Don't be embarrassed for your team to know how much you net. Usually, they are shocked at how little.
- Make a budget for dental supplies which is 5-6% of collections.

- Increase your lab bill to 10-12% of collections. The average dentist spends 8% on lab.
- Your staff and lab together should equal 35%.
- Doctor's daily diagnosis needs to be three times the daily production goal. Some people will say, "no, not yet."
- Learn to read a profit and loss statement or work with your accountant to make the numbers meaningful to you.
- The leader needs to make the necessary changes when numbers do not show up well for a quarter.

- When purchasing another practice to add on, look for net income and quality of patients.
- Make your practice better, not bigger. If you're not making it financially now, do not add more.
- In sharing the practice budget with team, take out the deductible expenses which are legitimate but have nothing to do with producing a unit of dentistry.
- Do not plan to retire on the proceeds from your practice sale.
- **Staff for the low month's production, not for the highest production ever.**

Blatchford Guiding Principles on Overhead

- Do not hire an associate unless you intend to sell your practice.
- Before hiring an associate, are you turning patients away because you are too busy?
- **Are you increasing your capacity to deliver before you have the demand?**
- Share your overhead figures with your team. It makes production and collection goals more meaningful.
- When your overhead is 80%, it is hard to feel the joys of dentistry.

Blatchford Guiding Principles for Blocks

- Block booking from 1:30 PM to 3:00 is the “aerobic phase of dentistry” These are single fillings, checks, adjustments, etc...
- **When you start diagnosing life time dentistry, the number of emergency patient decreases.**
- Productivity only occurs when the burr is turning.
- Presenting lifetime dentistry which is more permanent is a way to fill the morning blocks.

- Have our young child write a sign: “We want our mommy/ daddy home in the evening and Saturdays.” Post in the window with your new hours.
- Reserve each day from 3 PM to 4:30 for seating crown and bridge. It is rewarding, easy and guests love it. Your receptionist now leaves on time, too.
- Work a four (three) day week starting on Monday.
- Working evenings and Saturdays will produce a real following of “C” patients.
- No patient leaves without another appointment.

- **New guests usually call to have their teeth cleaned. Agree and then ask “would you like for the Doctor to check them, too?” 99% will agree.**
- Confirm your hygiene patients by email with Smile Reminder.
- Buy enough tray setups to be prepared for the day.
- When a dentist has outside business interest, make it clear to callers and the dentist, Job 1 is first class dentistry. The Doctor can return calls only at lunch and after work.
- The hygienist calls perio and injected patients in the evening.

- If you are using a dragnet to canvas the city to fill hygiene, you are encouraging your practice to be filled with “C” patient.
- If the hygienist has a new patient scheduled in the morning for a cleaning, be totally prepared for the possibility of full records.
- Work a four hour morning and take a full hour for lunch.
- **Eighty percent of Doctor goal should be met in the four hour morning.**
- Schedule your consult appointment with new guests for right after lunch.

- Block booking means you see only one patient at a time.
- Put a seat belt on your Doctor chair to encourage Doctor to stay seated until scheduled treatment is complete.
- Does your day start with four people in chairs at 8 AM? Why?
- New guests are scheduled to have their teeth cleaned in the morning when the office is not so busy.
- Emergencies are scheduled in the afternoon only, unless it is a real emergency on one of your own patients. Reserve 1:30 to 2:30 only.

- Hang your doctor's roller skates in the closet and throw away the key.
- Start, Finish, Stop. Do not go on to the next patient until all scheduled treatment is finished.
- Schedule no more than three patients for the Doctor each morning.
- One receptionist can handle everything in the front if block scheduling is strict and the team is mastering sales skills.
- If a guest is late, do not try to complete all scheduled treatment and make the next guest late. Release them on time.

- Create a new reputation of timeliness by seeing your guests on time and finishing on time.
- Have a three day turn around agreement with your lab to seat permanent work.
- Don't mix charity patients on your productive days. Quarterly, schedule a volunteer day when all team serves the needy.
- Don't take charts or x-rays home at night. This includes doing computer work at home.
- **Schedule to a production goal every day.**

- If the Doctor chooses to treat family and friends at no fee or reduced fee during productive hours, the full fee is counted (production/collection) for bonus calculations.
- Keep your watch five minutes fast.
- Do not allow an emergency patient to disrupt a previously scheduled “A” guest.
- Plan your office calendar 12 months in advance.
- Doctor never makes appointments for guests. “I want to see you in a week” is taken literally by patients.

- Schedule one hour team meetings once a week whether you need them or not.
- Schedule team meetings during productive time, not during your team's lunch hour.
- The purpose of the morning huddle is to connect as a team and to coach to results.
- If hygiene is part time, schedule your team meeting so all are present Take a vacation every six weeks to sharpen the saw. You can stay home but cannot visit the office.

- All team take vacations at the same time. If you are gone and we did well, we might not need you.
- Schedule your last hygiene patient 45 minutes before the end of the day so all can leave on time.

Blatchford Guiding Principles for Sales

- Buy a three minute egg timer for the dentist to turn over upon entering hygiene recare exam. When the sand finishes, so does the dentist.
- Our goal in sales is not for the dentist and team to EDUCATE the patient to do the treatment themselves.
- **Give your guests the opportunity to talk 80% of the time and you are allotted only 20% of the time.**
- Don't speak "dental-ese" to patients. They don't know what you are talking about.

- Do not send new patient forms in the mail. It's busy work, they forget and then you have made them wrong. This is not a good beginning.
- Every patient is an "A" patient until they prove themselves otherwise.
- Ask team and guests about their favorite subject—themselves.
- Place your demo skull in the oak case, put it in the trunk of your car and throw away the key.
- Greet guests by name when they enter your office.
- New patient screening exam by the Doctor lasts three minutes.

- Give “A” patients a second chance, but not a third.
- Develop a team library of books, CD’s, videos of motivating, positive material on leadership, sales, marketing, and attitude adjustments.
- Have your own mouth restored to ideal by paying full fee to another dentist.
- Never criticize another dentist’s work. Say, “It looks like dentistry has been an important priority for you. Good for you.”

- Avoid educating with x-rays. Your guests do not see the different little grey lines. They trust you to make the call.
- Do not draw tooth pictures on the bracket covers for patients to understand.
- **At the sound of the first technical term, you lose your guest even though they may nod their head in understanding.**
- Present life time treatment plans to your guests. Do not become known as “Dr. Patch.”
- Practice new sales scripts with video at team meetings until you feel comfortable.

- Sales are mastered by everyone on the team, not just the Doctor.
- In sales, know your fees. You lose cases by having them ask someone else.
- Watch great interviewers on television to see how they create relationships and gain people's trust by asking questions.
- Closing a case is not, "do you understand?" or "do you have any questions?"
- Don't prejudge your patients. They will continually surprise you.
- Do not diagnose your patient's pocketbooks.

- In successful sales, one real key is to ask questions.
- Thank every patient for caring about their teeth, no matter the condition of their mouth.
- Diagnose life-time dentistry. It may be completed a quadrant at a time, however, you and your patient know where you are headed.
- Decide what you want your reputation to be in 20 years. Diagnose that kind of dentistry and treat guests who see value in what you have to offer.
- When a new patient arrives, greet them by name. Shake their hand and look them right in the eyes.

- Encourage your team to be genuinely interested in people by asking questions.
- Let your team enroll the dentistry.
- Shift your sales paradigm to “No one needs dentistry.”
- All people want to look good, feel good and last a long time. Have your guest thinking on these lines.
- Everyone who shows up in a dental office is seeking help.
- Ask future focused questions like “What do you want your smile to be like in 20 years?”

- Patients want the benefits of treatment—not the process.
- Ask questions like, “How would a nice looking smile affect your job?”
- The dentist is only needed for technical advice after the guest has said “yes.”
- No patient ever comes in with a problem. You cannot solve their problem before they own it. You will turn them off completely.
- If a new person calls to have their teeth cleaned, clean their teeth.
- Become skilled at conversation so patient talk centers around “smile talk.”

- Decide what is your standard of care for which you want to be remembered and diagnose to that level on every guest.
- A closing question is “Can we go ahead and schedule an appointment for you?”
- **Never send a guest to your receptionist for financial arrangements until you have closed the case and the guest has said, “YES, I want to go ahead.”**
- The first 12 words out of your mouth need to be a compliment.
- Patient’s concerns about treatment are usually time, money and pain.

- During the three minute hygiene screening exam, the Doctor is asking four questions: Do they have teeth? Are there holes in the teeth? Is there infection? Is there potential for treatment?
- For sales, digital pictures are unbeatable. It is instant and patient's awareness is keen.
- When the new guest says "yes" to records, they include: digital pictures, FMX, digital pan, bite-wings and study models.
- Do not try to compete on the basis of price. There will always be someone who will do it for less.

- Watch the Doctor start buying back the case as tooth pictures are being drawn and explanations of how to do a root canal is shared. See the guests eyes glaze over.
- Avoid diagnosing guests according to how they look, speak, what you think about their insurance or what their house payment might be.
- Help people have the dentistry they deserve by mastering your sales skills.
- Learn to be comfortable with silence. Ask a question and let them answer.
- Don't put words in people's mouths and ASSume you know. Listen up.

- Let the guest view their pictures and ask, “What do you like best about your smile?’ Is there anything you would like to be different?”
- **Dentistry is an option, not a right.**
- Sales is never mastered as the marketplace is constantly changing.
- You feel phony when learning new skills like sales. Stick with it and you will feel uncomfortable then comfortable and finally integrated. Most people drop out of any new skill at phony.

- Create a small consult room for three equal size chairs and no table.
- If you feel the need to demonstrate fixed treatment, do not remove the teeth. All they see is pegs. It is FIXED so glue them on the preps.
- Do not present Plan A, B and C. Present only the best and phase the treatment if needed.
- Never present treatment before the patient is ready.
- If money is never mentioned as a concern, changes are good they are really not interested.
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- Welcome your guest's questions. You know they are interested.
- The Doctor tells the guest the fees and team makes the financial arrangements.
- The Doctor does not make the financial arrangements.
- Your competition practices sales skills daily.
- Be a Nordstrom—always compliment your guests on their choices.
- When a guest says “no,” it simply means, “no, not now.” Move on and don't try to talk them into it.

- When a new guest arrives, greet them and take them immediately to the consult room for your conversation in private.
- Have your medical history forms and entry papers on your website.
- In a sales conversation when the guest asks about time, you ask “what is it about time that concerns you? The length of the appointment or how soon can we complete?” Do not ASSume you know what they are asking.

Blatchford's Marketing Guidelines

- If you chose a location 20 years ago which is no longer great, do not hesitate to move. Location, location, location.
- Collect email addresses of your guests.
- Become known in your community by eating out for lunch, working out regularly, becoming involved in your cause.
- Ask for referrals. Practice in front of a video camera until you are comfortable. Don't miss an opportunity.

- Why would people choose to have dental care in your office rather than buy a cruise, a new stereo or motorcycle? This is your competition, not other dentists.
- When a new person calls, do not ask about insurance or how long it has been since they have had their teeth cleaned.
- No amount of flowers will make up for an error which could have been avoided. Do it right the first time.
- Hand written notes are so rare, they are greatly appreciated.
- Have health history, post-op instructions and entry forms on your website.

- Post easy driving directions to your office on your website.
- If you add a new skill, add it to your website.
- Lead the pack with social networking. Make it work for your practice.
- With today's modern families, be certain who belongs to whom or not.
- Create a protocol for responding to your web hits in a timely manner. What is your goal for conversion rate?
- Keep current with technology.

- Take before and after pictures of team dentistry. You won't believe how often their conversations will involve showing the photos.
- Never burn any bridges. Thank families for being patients and welcome them back.
- Watch for guest compliments. They can be subtle and learn to say "thank you."
- At the initial phone call, hear their name and first time and repeat it during the call.
- Be current with Internet marketing.
- Send Valentines or Thanksgiving cards and be noticed.

- Smile when you speak on the phone.
- Send birthday cards. It may be their only acknowledgement.
- Do not come to the office on your day off in your old clothes.
- Do not run errands in your sweaty paint clothes.
- Always be reading a book on marketing.
- Give generously of your dental skills to your community.

- Ask every time, “how was your visit today?” If it was great, they will tell their 200 family and friends. If it was not great, they will also tell 200 of their family and friends.
- Be prepared. You never have a second chance at a first impression.
- Don’t rely on personalized refrigerator magnets, coffee mugs or t-shirts to create a successful practice.
- Give generously to your dental school. Select an area of special interest to you and specify how you want funds spent.

- Shop local, support local artists on your walls.
- Establish a health science scholarship at your high school.
- Remember people's names.
- When encountering patients or people who you might not recognize, quickly introduce yourself rather than avoid the situation. Don't assume people remember you.
- Avoid name tags or logos with cute extracted teeth.
- When you advertise "24 hour emergency care," that is exactly what you will receive.

- Be proud of your community by attending and participating in art strolls, musical events, sports events, fund raisers, antique fairs.
- Make arrangements with a taxi to transport your guests when necessary.
- **Never compromise your integrity.**
- Show respect for all those who serve your practice by sending thank you notes, sending digital pictures back to the laboratory tech, holidays and birthdays.
- Give Christmas gifts to local industries.

- Avoid coupons or any semblance thereof.
- Make arrangements with a local car repair to take care of flat tires, dead batteries or other car unknowns for your guests.
- Label yourself as the “On Time” dentist. Become an expert in time management.
- Keep your guest restroom stocked with every amenity you would desire. Be generous.
- Never talk about a guest, team player, fellow dentist or your family in a gossiping manner.

- Have a working lunch with your referring Doctors at least once a month.
- Take care of your reputation. It is your most valuable asset.

About the Authors

Dr. Bill Blatchford and Carolyn Blatchford are founders and owners of Blatchford Solutions. Their Blatchford Custom Coaching Program focuses on leadership, overhead control, net return, strong systems resulting in more joy for dentistry.

Together with their team, they coach dentists how to become world-class business leaders. They train the doctors and their teams how to join the Top 1% of most profitable practices.

They are authors of two previous books, *Playing Your 'A' Game* and *Blatchford's BluePRINTS*.

"If you're dead-serious about making more money and taking more time off, don't miss this seminar. It will change your practice and your life. I guarantee it."

The gap between what the Top 1% of most profitable dentists are doing versus the other 99% is stunning. Dr Blatchford has more than 25 years experience coaching doctors how to make the leap from good to great...and how to have more fun and more passion doing the dentistry you love while enjoying more of your life outside your practice.

