

MGE Graduate Seminar Series

Based on the works of
L. Ron Hubbard

THE GRADUATE SALES TEAM SEMINAR

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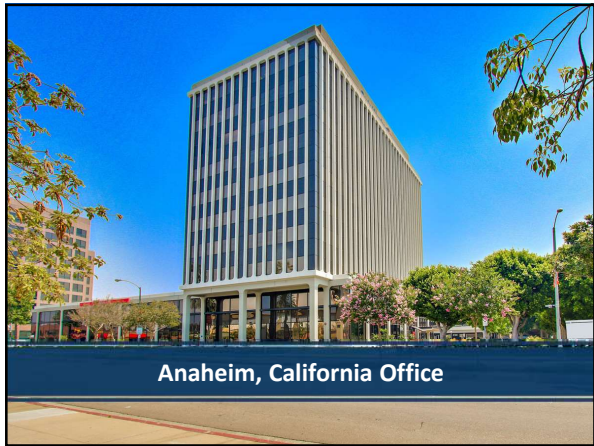
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-  Provides practice management training and guidance for dentists, dental specialists and their teams.
-  MGE clients can be found in 48 US states 4 Canadian provinces, the European Union and Central America.
-  In excess of 50,000 dental professionals and their teams have attended an MGE event.
-  Over 80 staff, with 55,000 square foot headquarters in St. Petersburg, Florida, and 6,000 square foot branch office in Anaheim, California
-  Programs delivered online and in-person, with over 60% of MGE's Curriculum available online!

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-  Programs delivered online and in-person, with over 60% of MGE's Curriculum available online!
-  Training programs based off the **Hubbard Management System**, developed by American Philosopher, L. Ron Hubbard

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L. Ron Hubbard
American Author, Educator,
Humanitarian & Philosopher

- Engineer. Attended first-ever university class in nuclear physics.
- Over 30 years of research on the mind, human behavior, communication and management.
- Cited by the Guinness Book of World Records as the **most published and translated author in history**. Full body of work in the **tens of millions of words**.



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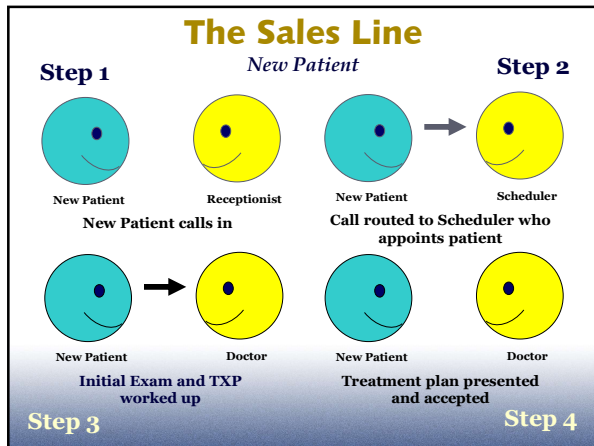
**Hubbard
Management
System**



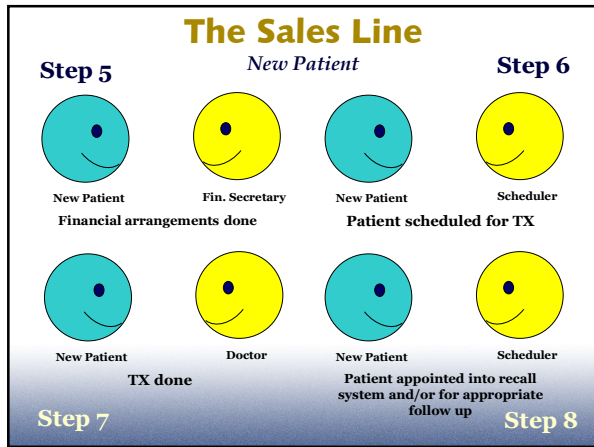
Consists of **12 (700+ page)** reference volumes and hundreds of lectures and is in use by over **140,000 companies worldwide**.

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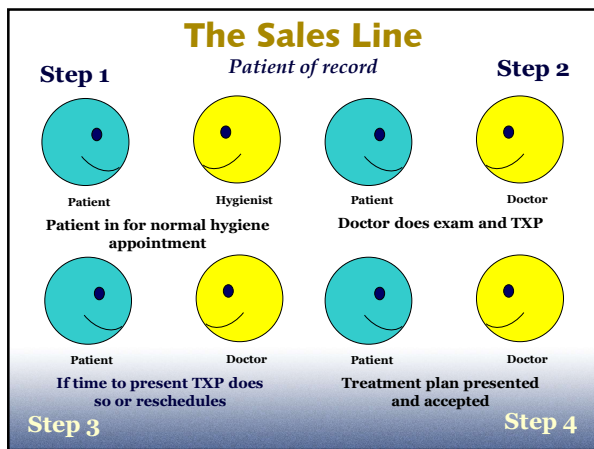
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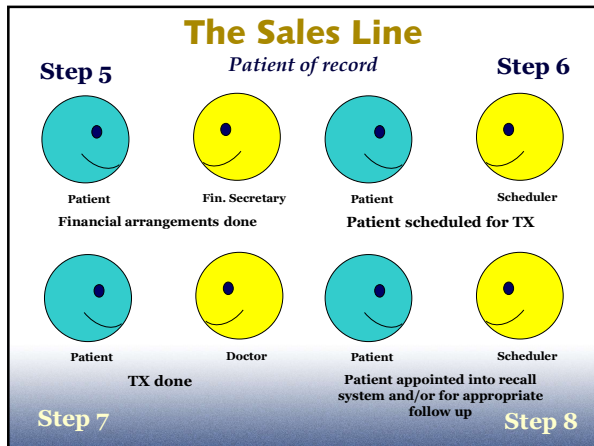
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A Note on Drills

Most of the drills in this seminar are best done as a group. If you are watching this seminar as a team, then you would do them as noted.

If you and your team are watching this seminar individually, then each attendee should make notes for each point of the drills and you could have a team meeting to review these when you're next together in the practice.

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DRILL

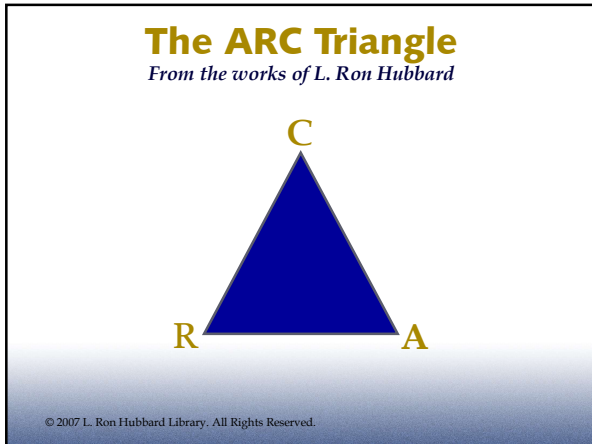
As a group, determine:

1. Who wears which hat on the Sales Line,
2. What parts of the Sales Line in your practice are working well,
3. Which functions on the Sales Line might need improvement.

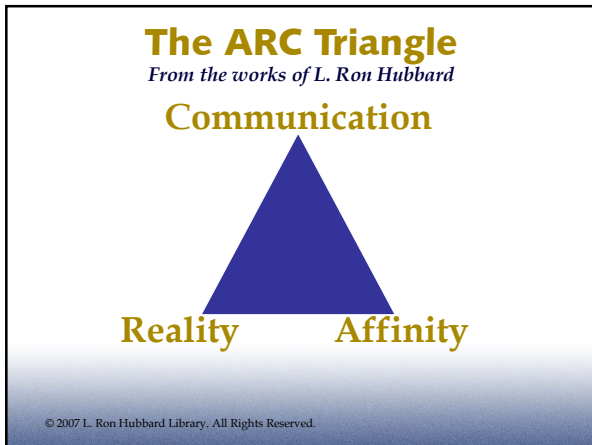
As a team, work out how to reinforce point #2 and improve point, #3

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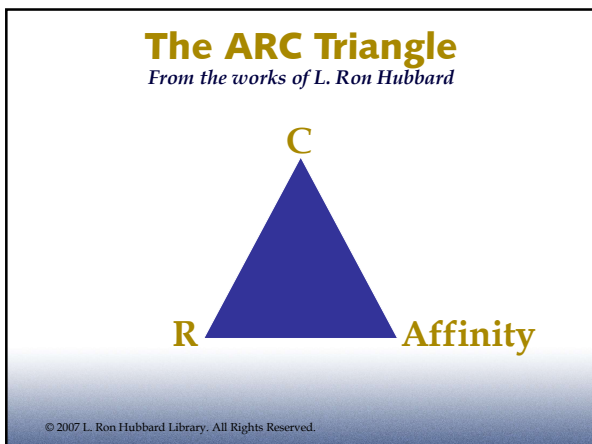
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The ARC Triangle
From the works of L. Ron Hubbard

A blue equilateral triangle with the letter 'C' at the top vertex, 'R' at the bottom-left vertex, and the word 'Affinity' at the bottom-right vertex.

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The ARC Triangle
From the works of L. Ron Hubbard

A blue equilateral triangle with the letter 'C' at the top vertex and 'R' at the bottom-left vertex. A dark blue rectangular box is positioned at the bottom-right vertex, containing the text: "Love, liking or any other emotional attitude."

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The ARC Triangle
From the works of L. Ron Hubbard

A blue equilateral triangle with the letter 'C' at the top vertex, the word 'Reality' at the bottom-left vertex, and the word 'Affinity' at the bottom-right vertex.

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The ARC Triangle
From the works of L. Ron Hubbard

C

The solid objects. **Affinity**

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The ARC Triangle
From the works of L. Ron Hubbard

C

**The solid objects.
Reality is fundamentally
agreement.** **Affinity**

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The ARC Triangle
From the works of L. Ron Hubbard

Communication


Reality **Affinity**

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The ARC Triangle
From the works of L. Ron Hubbard

An interchange of ideas
between two people.



Reality Affinity


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The ARC Triangle
From the works of L. Ron Hubbard

Communication

= Understanding



Reality Affinity

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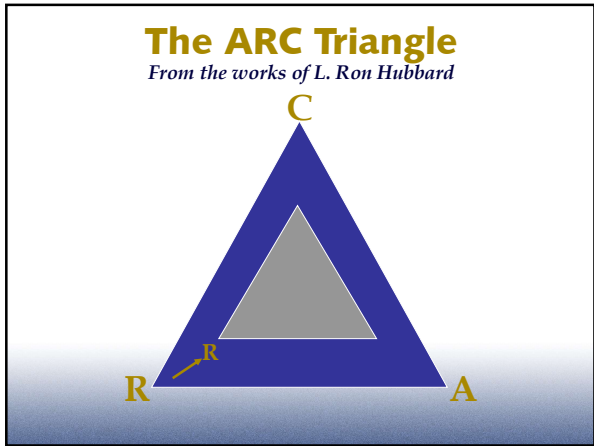
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The ARC Triangle
By L. Ron Hubbard

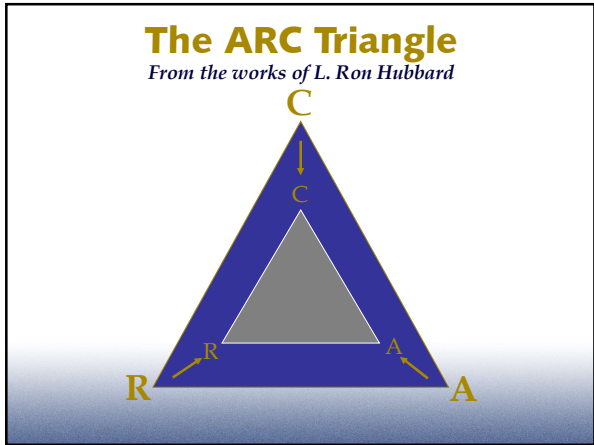
“One can’t cut down one without
cutting down the other two.”

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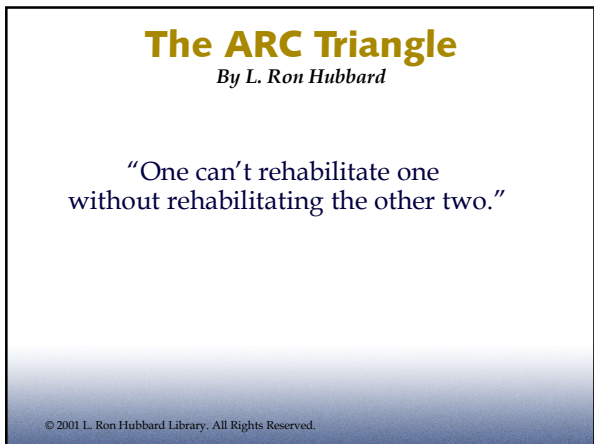
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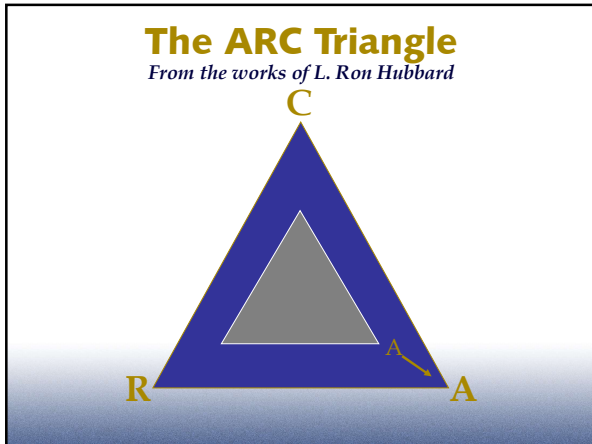
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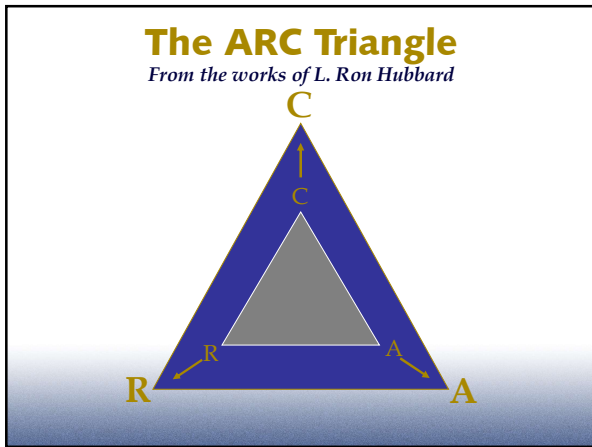
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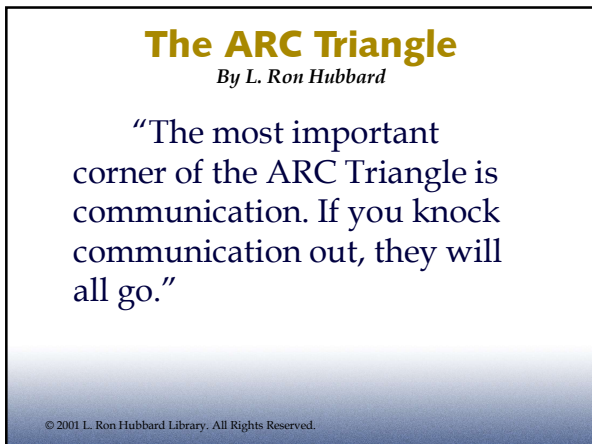
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THE EMOTIONAL TONE SCALE
By L. Ron Hubbard

4.0 Enthusiasm — 1.5 Anger —

3.5 Cheerfulness — 1.1 Covert Hostility —

3.3 Strong Interest —

3.0 Conservatism —

2.8 Contented —

2.5 Boredom —

2.0 Antagonism —

1.0 Fear —

0.9 Sympathy —

0.5 Grief —

0.05 Apathy —

0.0 Body Death —

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THE EMOTIONAL TONE SCALE
By L. Ron Hubbard

4.0 Enthusiasm — 1.5 Anger —

3.5 Cheerfulness — 1.1 Covert Hostility —

“Tone—the momentary or continuing emotional state of a person.”
- L. Ron Hubbard

2.8 Contented — 0.5 Grief —

2.5 Boredom — 0.05 Apathy —

2.0 Antagonism — 0.0 Body Death —

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THE EMOTIONAL TONE SCALE
By L. Ron Hubbard

4.0 Enthusiasm —

3.5 Cheerfulness —

3.3 Strong Interest —

3.0 Conservatism —

2.8 Contented —

2.5 Boredom —

2.0 Antagonism —








“Affinity, Reality and Communication ascend and descend the Tone Scale in unison.”
- L. Ron Hubbard

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THE EMOTIONAL TONE SCALE
By L. Ron Hubbard

If you can't sell to this side of the Tone Scale you're limited on who you can help!

1.5	Anger	
1.1	Covert Hostility	
1.0	Fear	
0.9	Sympathy	
0.5	Grief	
0.05	Apathy	
0.0	Body Death	

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Hard Sell Defined
By L. Ron Hubbard

“Hard Sell: 1. Means insistence people buy. 2. Caring about the person, not being reasonable with stops and barriers and getting him fully paid up and taking the service.”

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Reasonable Defined
By L. Ron Hubbard

“1. Faulty explanations.
2. When an executive starts to explain the ‘reasons’ for low stats instead of working to get high stats, he is being **reasonable.**”

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Control Defined

By L. Ron Hubbard

"1. Control consists entirely of starting, changing and stopping. There are no other factors in positive control.

2. Predictable change."

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Control Defined

By L. Ron Hubbard

"Control = Income.

When you have people who cannot control people on Sales posts or posts which handle the public, your income falls or vanishes."

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The Best Control

By L. Ron Hubbard

"The best control, for sales purposes, includes the greater good of the applicant*. Therefore, KNOWINGNESS must be included with control."

* Applicant - the person "applying" for service - i.e., the customer.

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Definition of Particle

From the works of L. Ron Hubbard

When used within the framework of the Hubbard Management System, the word "particle" might refer to a body (i.e., a person or customer being routed somewhere within or outside the organization), a dispatch (a written communication of some kind), raw materials, whatever.

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What Determines Power?

By L. Ron Hubbard

"THE RAPIDITY OF PARTICLE FLOW ALONE DETERMINES POWER.

Thus an organization's strength and its sphere of influence and domain are all regulated by the *speed* of flow, both inside and outside an organization!"

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DRILL

Pair up with another attendee from your office (you can do this via phone if not watching together):

Drill getting new patients scheduled and handling the different type of new patient calls:

1. New Patient Initial Exams,
2. Shoppers,
3. Second opinions, and
4. Insurance inquiries.

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Different Particles on the Sales Line

At the beginning of the Sales Line, you'll find seven basic types of particles (there are variations, but these are the basic ones). While a few are similar, each is addressed in its own way. They are:

1. New Patient Initials
2. New Patient Consult (leading to new Initial Exam)
3. New Patient Emergencies
4. Patients of Record on Recall
5. Patients of Record - New Initial Exam
6. Patients of Record in Treatment
7. Patients of Record Emergencies

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Problems

By L. Ron Hubbard

"To solve any problem, one has to recognize what the problem is. One cannot solve problem A by trying to solve problem B or C. Example: Problem: broken-down car. You cannot fix the car by repairing the kitchen linoleum. Example: You cannot floor the kitchen by fixing the car.

All this may seem obvious when obviously stated. But there is a more subtle version. ANY PROBLEM THAT DOES NOT SOLVE IS NOT THE PROBLEM. There must be some other problem."

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DRILL

Based on what we've just covered, work out as a team:

1. Which steps/actions are missing in your Exam to Consultation to financial arrangements process, and
2. What needs to be done to improve this.
3. Share this with the group.

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Definition of "PRODUCT"

By L. Ron Hubbard

"PRODUCT:

1. A completed thing that has exchange value within or outside the activity.

2. A product is a finished high quality service or article, in the hands of the being or group it serves, as an exchange for a valuable. That's a product."

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Product Examples

Some examples of a PRODUCT:

- a. **Receptionist** - A properly routed phone call.
- b. **Scheduling Coordinator** - A patient who shows up on time for their appointment for the correct amount of time.
- c. **Collections Person** - All funds collected for services rendered.
- d. **Cook** - A promptly served meal that tastes good, and the value is commensurate with the amount paid.

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Subproducts

From the works of L. Ron Hubbard

Sub - a smaller part of a whole. You could break any "product" down into individual smaller "subproducts."

Mr. Hubbard explains this in the following quote:

"If you take any valuable final product and trace it backwards step by step, using a BE-DO-HAVE breakdown of what it took to create it and then wrote up the list as preliminaries, you would have a subproduct list."

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Subproducts

By L. Ron Hubbard

"Let us take a cup of coffee as the valuable final product. The minimum subproducts list would divide into what you had to be, what you had to do and what you had to have to wind up with a cup of coffee.

Be: Somebody who wanted a cup of coffee, somebody hatted to make coffee.

Do: Boil water, add coffee, put coffee in a cup, put it someplace where it could be drunk, let it cool until it was drinkable."

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Subproducts

By L. Ron Hubbard

"Have: Money to buy the necessary, or the ability to make money so you can buy the necessities or the skill to create the necessities: water, a pot to boil water in, fuel to make a fire, a fire to put a pot on, time to boil the water, coffee, the skill to make a cup of coffee, a cup to pour it in when made, a place to put it or drink it."

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Subproducts

By L. Ron Hubbard

"Now, from the above you could work out the subproduct list of a cup of coffee. Now, if at some future date you found out there was something wrong with the coffee valuable final product all you would have to do is assess this list and find out how come no valuable final product."

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DRILL

1. Work out what your individual product (from your position) is with relation to the Sales Line. Include who you exchange this product with either within or outside the office.
2. Now list out the subproducts in making this product.
3. Share this with the rest of your office.

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Definition of "TARGET"

By L. Ron Hubbard

"An objective one intends to accomplish within a given period of time."

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Definition of "QUOTA"

By L. Ron Hubbard

- "1. A production assignment. It would be the number assigned to whatever is produced. As an example, the Director of Training is given a quota of 45 letters to produce per day.
2. A quota is a future expectancy. The way one sets a quota is quite important. If it is too impossible, a quota gets overwhelm not stats. Too low a quota is no challenge at all and gets no quota."

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Targets vs. Quotas

Quotas

- Production to be \$5,000 each day.
- We are to get 25 new patients this week.
- We need to get 50,000 pieces of promo out.
- Collections quota is \$150,000 this month.

Targets

- Mrs. Jones is to see the doctor at 4PM to present her case.
- Have the hygiene patient moved to my room to get her treatment started.
- Get the financing completed with Mr. Smith so we can begin treatment.

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Targets and Quotas

Quotas can be met by assigning the necessary targets to be done that would make the quota a reality.

For Example: Collections quota for the day is \$10,000. All patients coming in that day are reviewed to see who needs to pay what, insurance is estimated, etc.

The products and sub-products are "lined up," and who is doing what when is figured out and times assigned, etc. If the "line-up" will not meet the quota, one would have to look for an additional means to pull off the quota (additional targets).

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Lines & Fixed Posts

By L. Ron Hubbard

"A 'lines' post keeps the lines going. They are in motion, they are running particles up and down lines. If there is nobody there to chase particles up and down lines and separate particles and spread them out and do this and that with them and make sure that the flow continues, then nothing significant really arrives at the fixed posts."

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Lines & Fixed Posts

By L. Ron Hubbard

"A line post is concerned with the flow of lines, not necessarily with the fixed posts at the end of the lines. A fixed post stays in one spot, handles specific duties and receives communications, handles them, and sends them on their way."

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Service

By L. Ron Hubbard

"The more people there are in your area who have not been given proper service, the less NEW people you will get. It is a subtle way of committing suicide."

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Down Statistics

By L. Ron Hubbard

"A senior executive is soft in the head if he thinks statistics just *stay* down. They are *always HELD* down hard. Emergencies don't just happen because someone is idle. Emergencies are made — actively."

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Down Statistics

By L. Ron Hubbard

“It takes a lot of counter-effort to jam an organization’s flows – if you don’t believe it, then measure it by the effort *you* exert trying to get things going. What’s pushing back so hard? Emergencies are *made*. They don’t just happen.”

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The Hygiene Formula

- A. List out total charts for at least last five years.
- B. Multiply by 2 (for 2 recalls/year).
- C. Subtract 40% from this number to account for attrition. This would equal potential recall appointments per year.
- D. Divide “C” by the number of weeks you normally work in a year. This will give you your potential weekly recall appointment number.
- E. **POTENTIAL HYGIENE DAYS:** Divide figure from “D” by 8. This will tell you how many days of hygiene you potentially should have in a given week – from just recall appointments.

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The Hygiene Formula

- F. **COMPLIANCE PERCENTAGE:**
 - i. Total up the average weekly recall appointments that your office has seen for the past four months. Simple way: get the total recall patients seen for the past four months and then multiply by 3 (for a 12 month year) and then divide by the weeks you work in a year (e.g. 50).
 - ii. Now, divide “i” above by “D” above. This will give you your compliance percentage in your Recall/Hygiene program.

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The Hygiene Formula, Example

- A. List out total charts for at least last five years. **4,000**
- B. Multiply by 2 (for 2 recalls/year). **8,000**
- C. Subtract 40% from this number to account for attrition. This would equal potential recall appointments per year. **4,800**
- D. Divide "C" by the number of weeks you normally work in a year. This will give you your potential weekly recall appointment number. **$4800/50 = 96$**

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The Hygiene Formula, Example

- E. **POTENTIAL HYGIENE DAYS:** Divide figure from "D" by 8. This will tell you how many days of hygiene you potentially should have in a given week – from just recall appointments.

$96/8 = 12$ Days of Hygiene/wk

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The Hygiene Formula

- F. **COMPLIANCE PERCENTAGE:**
 - i. Total up the average weekly recall appointments that your office has seen for the past four months. Simple way: get the total recall patients seen for the past four months and then multiply by 3 (for a 12 month year) and then divide by the weeks you work in a year (e.g. 50).

Total recalls in 4 months $500 \times 3 = 1,500/50$ weeks equals 30 recall appointments per week.

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The Hygiene Formula

ii. Now, divide "i" above by "D" above. This will give you your compliance percentage in your Recall/Hygiene program.

i. = 30 recalls week divided by "D" which was 96, equals 32.2% compliance percentage.

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Common Recall Problems

1. No one responsible.
2. Person doing it has difficulty handling people.
3. No follow up.
4. Not made important by the office.
5. No pre-schedule.
6. Lack of capacity. (Can also cause NP problems).

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Rudimentary Hygiene Department Rules

1. Employ a Hygienist. If you don't you're doing your own hygiene - so it's a simple matter of working out how many days of hygiene you are doing a week, and hiring a Hygienist to pick up these days.
2. Pre-schedule next Hygiene Appointment. **Always.** Hygienist can do this, if you prefer.
3. Ensure patients are reminded with enough advance notice of their next visit with the Hygienist.

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Rudimentary Hygiene Department Rules

4. Ensure your Hygienist meets your clinical standards and that you have a positive working relationship.
5. If your Hygienist is seeing New Patients, ensure that they are clear on exactly how you want New Patients handled. Any sequences or rules relating to this should be put in policy format.

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Building Your Hygiene Department

1. Appoint someone responsible for building the Hygiene Department. It may be your "Lead Hygienist," for example.
2. Establish a posted Mission Statement for your practice that you share with patients and staff. This would include **all** New Patients.
3. Hygienist (and Doctor as applicable), to educate each Hygiene patient on the importance of maintaining a regular check-up schedule.

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Building Your Hygiene Department

4. Doctor to educate the **entire staff** on the importance of Dental Hygiene procedures as they apply to patient's overall oral health. Ideally, put this into policy and regularly review these points to account for new staff. Should also do this with all dental procedures.

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Building Your Hygiene Department

- 5. Ensure regular routine outreach is done to your patient base via phone, email and newsletter to reactivate patients (see **MGE Reactivation Program**) and keep them active on the Hygiene schedule.
- 6. Doctor to establish clear clinical guidelines for the office's Perio/Soft-Tissue Management Program, if not done already.

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Building Your Hygiene Department

- 7. Take the information from "6" above and put it in policy format, along with scheduling guidelines for these procedures.

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Adding Hygiene Days

Assuming you have the need (i.e. lower percentage Hygiene compliance, large new patient inflow or Hygiene Department booked out for quite some time), you should be reactivating patients and adding Hygiene days.

To reactivate patients, use the **MGE Reactivation Program**. A key here, is that you have personnel in place to execute it. It might require hiring someone part or full-time (depending on your need).

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Adding Hygiene Days

To add a day of Hygiene, you can use the following procedure:

1. Pick the day of the week you plan to add.

If you are open four days and only have three days of Hygiene, then you would probably add a fourth day. If you have four days and you need to add a fifth (and second Hygienist), then you would pick the day of the week that is easiest to book. The Appointment Secretary or OM should know which one this is.

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Adding Hygiene Days

2. Now, go out six weeks in advance to the day you'll be adding and start booking it from that point forward.
3. Hire an Hygienist to work on this day. You can use a temp if needed, but ideally hire someone who wishes to work one day a week.

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Adding Hygiene Days

4. When this day is solidly booked, add your next day of Hygiene using steps one and two above. Your one day Hygienist may wish to move to two days a week and take this day as well. Continue this pattern for adding additional days.

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DRILL

As a team, work out what steps you'll take this upcoming week to implement what you've learned in this seminar.

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