



**MGE Power Program
Executive Seminar**

**Based on the works of
L. Ron Hubbard**

**MANAGEMENT TOOLS
& TROUBLESHOOTING**

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1

Intention is Cause
By L. Ron Hubbard

“Intention is cause. Without intention nothing can be accomplished. With intention, almost anything can be accomplished – perhaps anything can be. Intending is a continuous process. The intention is what causes the job to get done. All the steps that follow the intention are just technical details.”

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2

Exercise

Look at points A-F in the reference The “Magic” of Good Management. Determine which points are “in” in your office and which need improvement.

- A. ESTABLISHED PATTERNS
- B. STAFFING
- C. SERVICE
- D. MALCONTENTS
- E. THE DANGEROUS ENVIRONMENT
- F. BODIES IN THE SHOP

3

Exercise

Based on the references just covered, list out which outflow actions you are currently doing. Determine if needed what you would have to do to get this outflow consistent and increasing on a regular basis.

When you are done, type "Outflow" in the chat.

4

Exercise

Do the action called for in the last article and work out if there are any hats you are wearing that aren't yours. Work out whose hat they actually are.

When you are done, type "Hats" in the chat.

5

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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6

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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7

Name, Want and Get Your Product

By L. Ron Hubbard

"IF PRODUCTION IS NOT OCCURRING,
THE ABILITY TO NAME THE PRODUCT
IS PROBABLY MISSING."

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8

Subproducts

Based on 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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9

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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10

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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11

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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12

Exercise

1. Take up an area of the office where you are having trouble with production.
2. Work out what the **product** for that area is.
3. Now list out the **subproducts** in making this product.
4. If you are attending or watching this seminar with someone else, (e.g. your OM), share what you worked out with each other. If not, you can share it with us by emailing it to seminar@mgeonline.com or by handing it to the Seminar Director to make a copy.
5. When you're finished, type "**Product**" in the chat!

13

Name, Want and Get Your Product

By L. Ron Hubbard

"The question of WANT the product has to be included in any examination of reasons why a person or an organization isn't producing."

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14

Name, Want and Get Your Product

By L. Ron Hubbard

"All science and technology is built around this single point in the key phrase 'Name, want and get your product.' Managers and scientists specialize in the HOW TO GET part of it and very often neglect the rest."

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15

Definition of "TARGET"

From *Modern Management Technology Defined*

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

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16

Definition of "QUOTA"

From *Modern Management Technology Defined*

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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17

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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18

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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19

Product Officers

By L. Ron Hubbard

"A product officer has to name, want and get his products.

This means one says, 'You there. Joe Blow. Want him completed. All right get it DONE.' Product by product. There is no general 'get the stats up.' Hell, you never get a product that way.

Push, debug, drive. Name it, want it, get it."

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20

Product Officers

By L. Ron Hubbard

"That's the *only* way you ever get a product. Sad but true.

They don't ever happen by themselves.

And all the public relations chatter in the world is not a product. I know this product officer beat.

It's a piece of cake.

But it has to be DONE."

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21

Meetings

Examples of meetings that should be held to coordinate/plan:

- Executive Council (weekly)
- Morning production meetings (daily)
- Clinical (production staff) meeting.
- Staff meeting.

(This would not replace the regular interaction the OM/Execs would have with staff to check battleplans and debug productivity.)

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22

Exercise

1. Find five things that would be considered *facts* in a newspaper or news magazine.
2. Now, find five *opinions*.
3. If you're viewing/attending this seminar with someone from your office, you can work on this drill together.
4. When done, type "**Facts**" in the chat.

23

Added Time

By L. Ron Hubbard

"In this outpost we have the reverse of dropped time. In added time we have, as the most common example, something taking longer than it possible could.

Added time must be called to attention as an outpost in its own right for there is a tendency to be 'reasonable' about it and not see that it is an outpost in itself."

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24

Added Time, Examples

Examples of Added Time

- It takes four weeks to get a new patient in for an appointment.
- Your assistant takes an hour to make simple chart notes.
- You ask a staff member to enter practice stats in the computer and it takes all day.

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25

Outpoints/Illogics

Based on the works of L. Ron Hubbard

1. Omitted data
2. Altered Sequence
3. Dropped Time
4. Falsehood
5. Altered Importance
6. Wrong Target
7. Added Time

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26

Pluspoints

Based on the works of L. Ron Hubbard

1. Related Facts Known
2. Events in Correct Sequence
3. Time Noted
4. Data Proven Factual
5. Correct Relative Importance
6. Expected Time Period
7. Correct Target

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27

Exercise

1. Work out two examples for each outpoint.
2. If you are watching this seminar with someone else, (e.g. your OM), share what you worked out with each other. If not, you can share it with us by emailing it to seminar@mgeonline.com or by handing it to the Seminar Director to make a copy.
3. When you're finished, type "Outpoint" in the chat!

28

Outpoints

He yelled at his dental assistant because his stocks lost money.

WRONG TARGET

29

Outpoints

I have no idea why 80% of the patients didn't show up, I personally confirmed them all!

FALSEHOOD

30

Outpoints

I have an idea – let’s raise our production by scheduling lots of patients and doing the work before we tell them how much it costs! After we do the work they’ll have to pay!

ALTERED SEQUENCE

31

Outpoints

Bill: I met this lady Jane today at work. Do you know her?

Mary: *(note: Mary has not seen or heard from Jane in 20 years since they were in high school together).*

“Oh yeah...I know her – she’s does a lot of drugs and drinks a lot.”

DROPPED TIME

32

Outpoints

I know the doctor is worried and has trouble paying her bills because the office isn’t very productive. But, the staff are happy and as the office manager that is the most important thing.

ALTERED IMPORTANCE

33

Outpoints

When new patients go up we always have more production. But, even though we haven't changed ANYTHING the last three months, new patients are way up and production keeps going lower. Maybe the new patients that are coming in just don't care about their mouth.

FALSEHOOD (AND AN OPINION)

34

Outpoints

The Schedule Coordinator changed her statistic to "Appointments Scheduled" when she found she could produce more of this product than "Number of Appointments Kept."

ALTERED IMPORTANCE

35

Outpoints

France lost the war.

DROPPED TIME

36

Outpoints

We are a very busy successful office.
As a matter of fact, it takes four weeks
just to get an appointment!

ADDED TIME

37

Outpoints

The teacher had all students stay late
for detention because one of them got an
"F" on their test.

WRONG TARGET

38

Outpoints

We're not really marketing right now as
money's tight and we have to spend the
marketing money to redecorate the office. Once
we redecorate, hopefully we'll get some money
to market and bring more people in.

ALTERED IMPORTANCE

39

Outpoints

There are tons of complaints from people about our marketing. They're coming in by the BOATLOAD!

OMITTED DATA

40

Outpoints

Your schedule is really empty.

OMITTED DATA

41

Outpoints

I know that your last hygienist spent one hour with each patient - I am going to need at least three to do *a really* good job.

ADDED TIME

42

Outpoints

I know she has only been here three months, but I think we should give her a raise. She is threatening to quit if we don't. The reason people usually quit is failure to get raises.

WRONG TARGET & A FALSEHOOD

43

Outpoints

No one wants to pay their bill!

OMITTED DATA

44

Outpoints

His production is down. Let's raise his commission rate so that he will produce more!

ALTERED SEQUENCE

45

Outpoints

We need to move the practice. The people don't want dentistry around here - their dental IQ is really low.

WRONG TARGET

46

Exercise

1. Find ten outpoints in a newspaper or news magazine - it doesn't matter which ones (i.e., types of outpoints) you find.
2. If you're viewing or attending this seminar with someone else, you can work on this drill together!
3. When done, type "Outpoints" in the chat!

47

Ideal Scene

By. L. Ron Hubbard

"THE PURPOSE OF THE ACTIVITY MUST BE PART OF THE IDEAL ONE HAS FOR THAT ACTIVITY.

All one has to ask is 'What's the purpose of this?' and one will be able to work out what the ideal scene of 'this' is."

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48

Exercise

1. Work out the ideal scene for three different areas or things that you *are* familiar with.
2. If you are watching this seminar with someone else, (e.g. your OM), share what you worked out with each other. If not, you can share it with us by emailing it to seminar@mgeonline.com or by handing it to the Seminar Director to make a copy.
3. When you're finished, type "**Ideal Scene**" in the chat!

49

Exercise

1. Take three areas of your practice that are not functioning well and work out what the ideal scene of each would be.
2. If you are watching this seminar with someone else, (e.g. your OM), share what you worked out with each other. If not, you can share it with us by emailing it to seminar@mgeonline.com or by handing it to the Seminar Director to make a copy.
3. When you're finished, type "**Ideal!**" in the chat!

50

Data Defined

By L. Ron Hubbard

"Data is defined as facts, graphs, statements, decisions, actions, descriptions, which are supposedly true."

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51

Data Analysis

Based on the works of L. Ron Hubbard

“The way to analyze data is to compare it to the outpoints and see if any of those appear in the data.”

Observes, analyzes data and spots outpoints

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52

Narrowing the Target

By. L. Ron Hubbard

“When you look at a broad field or area it is quite overwhelming to have to find a small sector that might be out.

The lazy and popular way is to generalize. ‘They’re all confused.’ ‘The organization is rickety.’ ‘They’re doing great.’

That’s all very well but it doesn’t get you much of anywhere.

The way to observe so as to find out what to observe is by discarding areas.”

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53

Narrowing the Target

By. L. Ron Hubbard

“One looks broadly at the whole scene. Then discards sections of it that would seem unrewarding. He will then find himself left with the area that contains the key to it.

Example: One has the statistics of a nine-division organization. Eight are normal. One isn’t. So he investigates the area of that one. In investigating the one, he discards all normal bits. He is left with the abnormal one that is the key.”

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54

Situation Finding

By. L. Ron Hubbard

“WHERE YOU FIND OUTPOINTS, YOU WILL THERE ALSO FIND A SITUATION.

If several outpoints come to view in any scene (or even one), if you look further you will find a *situation*.”

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55

Finding a Situation, Example

Let's start simple: *Ideal Scene would be house kept at a comfortable temperature at all times.*

1. You walk in your house and its hotter than it should be (OUTPOINT).
2. The fireplace and stove are off.
3. You go to the thermostat and it says the AC is set for 68° and it is 80 ° in the house. (OUTPOINT)
4. You go to the fuse box and it is fine.
5. You look at your outside unit and it is not running, even though it is switched “on.” (OUTPOINT)

SITUATION: *A/C IS NOT WORKING*

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56

Exercise

1. Create two sample investigations leading back to finding the **Situation**.
2. If you are watching this seminar with someone else, (e.g. your OM), you can work on this drill together. If not, you can share it with us by emailing it to seminar@mgeonline.com or by handing it to the Seminar Director to make a copy.
3. When you're finished, type “**Situation**” in the chat!

57

Exercise

1. Take three of the outpoints you found in the newspaper or news magazine earlier and work out:
 - Briefly, what the ideal scene for that area, thing, etc. would be.
 - The next action you would take to investigate to find the Situation.
1. If you are watching this seminar with someone else, (e.g. your OM), you can work on this drill together. If not, you can share it with us by emailing it to seminar@mgeonline.com or by handing it to the Seminar Director to make a copy.
2. When you're finished, type "The Situation" in the chat!

58

The Test of a Real Why

By. L. Ron Hubbard

"A REAL WHY OPENS THE DOOR TO HANDLING.

If you write down a Why, ask this question of it: 'Does this open the door to handling?'

If it does not, then it is a wrong Why."

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59

A Real Why

By. L. Ron Hubbard

"A real WHY *must* lead to a bettering of the existing scene or (in the case of a wonderful new scene) maintaining it as a new ideal scene."

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60

A Real Why

By. L. Ron Hubbard

“The WHY must be something which

YOU CAN DO SOMETHING ABOUT
YOURSELF FROM YOUR LEVEL OF
AUTHORITY OR INITIATIVE that will lead to
THE IMPROVEMENT OF A POOR
EXISTING SCENE TOWARD THE IDEAL
SCENE.”

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61

Whys, Wrong Whys, Mere Explanations

With the slides that follow, reasons will be given for situations. Identify which would most likely be right Whys, wrong Whys or mere explanations.

62

Whys, Wrong Whys, Mere Explanations

Situation: *There is no office manager.*

“Whys”

- a. The owner of the office does not understand what an office manager does and as such doesn't think he needs one.
- b. It's only a small office.
- c. The office's hiring system is too old.
- d. There is no one good enough for the job.

63

Whys, Wrong Whys, Mere Explanations

Situation: *The printer won't print anything*

"Whys"

- a. It works only when dropped.
- b. It was made in another country.
- c. It has not been plugged in.
- d. The person who owns it is ill.

64

Whys, Wrong Whys, Mere Explanations

Situation: *Nine year old can't read.*

"Whys"

- a. His parents have not spent enough time with him.
- b. He has a low aptitude for reading because he is a "verbal" type personality.
- c. Kids today spend too much time playing video games.
- d. He hasn't been taught phonics in school or anywhere else (his school believes in a "new method" of teaching reading which does not work) and his parents assumed his school taught phonics as this is how they learned to read.

65

Whys, Wrong Whys, Mere Explanations

Situation: *High volume of promotion going out, but low responses.*

"Whys"

- a. People are on vacation this time of year.
- b. Most people in town already have a dentist.
- c. The receptionist is too slow. She answers 50 calls per minute - we need one who can handle 75.
- d. The mailing list is ten years old and 60% inaccurate.

66

Whys, Wrong Whys, Mere Explanations

Situation: *Appointments are being put off too far into the future resulting in lowered production.*

“Whys”

- a. The hygienist and assistant don't get along.
- b. The scheduler is new on post and has no idea about how long appointments take or what a production target is.
- c. Office hours should be reduced to make less time available.
- d. Patients are really busy.

67

Whys, Wrong Whys, Mere Explanations

Situation: *Associate post has been unmanned for 3 months, resulting in lowered production.*

“Whys”

- a. Doctors want to own their own practice.
- b. Nobody has been designated to do it and as a result, no one in the office is doing anything (ads, calls, etc.) to find an associate.
- c. All of the patients only want to see the main doctor.
- d. Don't hire an associate until you are booked six months in advance.

68

Whys, Wrong Whys, Mere Explanations

Situation: *Salesman not closing despite adequate interviews.*

“Whys”

- a. The economy is tight.
- b. The salesman has gone into lowered conditions by committing financial irregularities to close an SP.
- c. The prices for company services are too high!
- d. He “lost his touch.”

69

Whys, Wrong Whys, Mere Explanations

Situation: Profit down despite higher income.

"Whys"

- a. It's tough to save money.
- b. All money should be spent immediately to avoid taxes.
- c. There is no financial planning or reserve account in place as no one knows how to do it.
- d. Expenses are up - inflation you know!

70

Whys, Wrong Whys, Mere Explanations

Situation: Restaurant's food tastes bad.

"Whys"

- a. Some people just don't like the kind of food we serve.
- b. You can't please everybody!
- c. We just can't keep up with the competition. We should charge less.
- d. The cook is buying older food supplies and pocketing the difference personally without telling the owner.

71

Whys, Wrong Whys, Mere Explanations

Situation: Two countries have been at war for decades and the leaders refuse to reconcile differences.

"Whys"

- a. The people just hate each other, always have and always will.
- b. It is human nature to fight.
- c. These countries are fighting, and should continue to fight until one is destroyed.
- d. A hidden unseen third party is promoting the conflict and making billions of dollars selling arms to both sides.

72

Whys, Wrong Whys, Mere Explanations

Situation: *Stats are crashed in the hygiene area, despite rising doctor production.*

“Whys”

- a. Stats are always down this time of year.
- b. The Scheduler is spending too much time filling the doctor’s schedule – she should be ordered off of it and onto scheduling more hygiene.
- c. This area is sort of funny – this just happens from time to time.
- d. The hygienist does not want to be a hygienist anymore. Has been secretly planning on quitting while starting another business.

73

Exercise

1. Pull out the sample situations you came up with earlier. For each one, work out:
 - A Mere Explanation
 - A Wrong Why
 - What might be a Real Why
2. If you are watching this seminar with someone else, (e.g. your OM), you can work on this together. If not, you can share it with us by emailing it to seminar@mgeonline.com or by handing it to the Seminar Director to make a copy.
3. When you’re finished, type “Whys” in the chat!

74

Standard Action

By. L. Ron Hubbard

“A beginner can juggle around and go badly adrift if he doesn’t follow the pattern:

1. Work out exactly what the (person, unit, activity) should be producing.
2. Work out the ideal scene.
3. Investigate the existing scene.
4. Follow outpoints back from ideal to existing.”

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75

Standard Action

By. L. Ron Hubbard

- “5. Locate the real WHY that will move the existing toward the ideal.
6. Look over existing resources.
7. Get a bright idea of how to handle.
8. Handle or recommend handling so that it stays handled.”

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76

Exercise

With what you have learned this weekend, determine an area of your practice that is not functioning properly and bears investigation to get it turned around. Work out a list of actions you will take to begin your investigation. Email a copy to seminar@mgeonline.com or if you're here, hand it to the Seminar Director to make a copy.

77
