

**“Perhaps the very best question that you can memorize and repeat, over and over is, “what is the most valuable use of my time right now?”**

Brian Tracy, Author

I'd like to take this opportunity to share with you some principles in improving time management. In order to understand the subject of time management one must understand what time is.

The definition of time is the rate of speed of a measured activity. Time management is actually measuring the rate of speed at which you could get things done. The best tool I could give you on improving your time management skills is to give you tools on increasing your skills and ability in training your team and training yourself. The purpose of weekly trainings in our clinics as a chiropractor is designed to actually increase our staff's ability to get things done.

There are two primary things that you should be focused on that will improve your time management and it's evaluating how organized your system is and how well trained your team is to get a job done. Those are the two primary areas for you to focus. So look at your systems constantly and try to figure out ways to do it better. How could you be more efficient and how could you train your staff and have them be even more efficient than they are already?

You see if we just took 25 tasks on a list, if it takes one staff member a week to do 25 tasks and you could better train them and they could get 25 tasks done, the same tasks in one day, you could increase your output production by five fold. Training is designed to do that.

Those companies that focus on training are typically those that are the most productive and the most successful. The companies that you could tell do not do staff training you could spot them very easily.

Let me give you an example of what I mean.

Have you ever been in a business, like a restaurant and the person who you have waiting on you is very slow, you could tell they don't know really too much about the products, if you ask them “what do you think about the special?” and they respond “I don't know, I don't really like steak.” If they say something like that, well, it's fairly easy to see that they're not the right person for that job. They're not trained properly but it doesn't mean it's their fault; it probably is the manager's fault.

They did not take the time to share with this person how to handle objections and handle concerns. The more time you expend with a staff member the more greased their communication, the faster they could get things done, the more productive a business could be.

So time management as it really gets boiled down is a critical issue in a chiropractic practice as it relates to expansion. Most people think they are efficient but they're really not as efficient as they could be or should be. If they were more efficient they'd have more time on their hands and they'd be able to get more done.

Keep in mind I want you to constantly evaluate your systems for how organized you are and I want you to constantly review how you train your staff so that they could do the job even better.

Let me give you some suggestions on how I run my companies and how I've run my practices over the years in an effort to actually increase productivity and time management. First and foremost, I believe every staff member should have a planner.

I recommend either a Franklin Planner or Covey Planners. They must be using them on a daily basis to ensure that they have a productive list to work from. I call that the Pro Production List.

Now Pro Production List is a written list of things that need to be done that you can execute in an immediate short-term future, like today, this week, etc. A Pro Production List should consist of items that you will do daily and/or weekly and that you're going to utilize this to keep your focus and keep your attention on the things that need to be done. You might be doing item #2 on a list and something new pops up.

Most likely, you probably have seen some people having difficulty focusing. They can't focus so something new pops up and they stop doing item #2 on the list and go to item #3. Then they're working on item #3 and a phone call comes in and they handle that then another thing happens and they're back to item #2. Before you know it they're on item #6, they've got 7 things on their countertop that they're working on and at the end of the day not one item gets completed.

Seem familiar? So it's important that you have:

I call it a master list or production list. That's what you're going to get done today and I believe that should be filled out by the first thing in the morning. You could add things to it throughout the day but if you're very focused on production planning chances are good things that come up today won't get added to today's list. They will be added in for tomorrow or the next day.

Then off of your production list, to the right-hand side of that, and by the way that's a printed list, to the right-hand side of that would be a tablet that you could write on. This is your scratch pad. I believe you should take the things off your master list and put them on to your tablet and you write very large; 1, 2, 3, 4, 5 it fills up the whole page. You might have 12 things on your master list and you take the most important top five and you put them on the tablet and you work on #1 until it's finished. You work on #2 until it's finished and then go on to 3 and then 4 and then 5 and then you tear that page off, throw it away and re-write your next top 5. This part of the Time Management principle I call it the Pro Five List.

So you have your Production List, which is your master, and then you have your Pro Five, which are the next 5 things you're going to do. No matter how small they are throw it on the top 5 so you don't forget about it.

Then what you're going to do is you're going to utilize this system to get more things done than ever before. The way you're going to do that is with the Power of Focus. Now I also think that it's important as part of time management that you make sure that you have your training times in on all the subjects for the items that you may need to do.

One of the keys to time management is ensuring that the things that are on your list as the doctor in this example are things that only you could do. Because if you have one or two or three staff and you have something on your list like call an insurance company, chances are good that's not a job for you. You should have a CA that's trained enough to do all of those items which you think only you could do and then you start to delegate and it frees up time.

Now when you come to work there's not 12 things on your list there's 3 and there's 12 things on someone else's list. That's how it works. That's what I want you to focus on because the better you're able to delegate and the better you're able to follow up on that delegation, you will end up not doing as much work but end up getting twice or three times or five times or ten times the amount of production out of your facility.

One of the keys to delegation is your ability to follow up. This is where most people fall down. You have to be relentless on your follow-up when you delegate something. I have a task I'm going to give out to one of my assistants and I want them to call about getting the fish tank cleaned for example, I'll pick something simple. Now some of you probably are making that call yourself. You don't need to. You put it on their list and then you have a relentless system of follow-up to make sure that they have gotten it done.

Here's how it works. Anything that goes on a production list today, there are only two options, it's either done or it gets move until tomorrow. You have to move everything forward that isn't completed and you have to do it today, not tomorrow. So if there's an item like call to get the fish tank cleaned and it's Wednesday evening and we didn't get to it, your CA's responsibility is to ensure that that's on tomorrow's list and then, and only then, can they draw the arrow that it's been moved until tomorrow left of that task. Until it's written tomorrow they're not allowed to put the arrow. Because sometimes you put the arrow, you get sidetracked, you don't get it in tomorrow, and you drop the ball.

One of the things that you'll find if you interview my staff that they will tell you that I am relentless on is follow-up. If I ask a staff member or give them a task assignment to do, the thing that I have no tolerance on is if they say something like "I forgot." There's no such thing as "I forgot" at The ProAdjuster Group. It's unacceptable. It should be unacceptable in your business. Your staff are not permitted to say "I forgot." "I forgot" means I frankly didn't care enough about it to write it down because I didn't really want to do it. That's the translation.

Now one of your staff might say that's not true. I'm telling you it's true because if I say it with my authority and you don't write it down that means you've decided it's not important enough to write down and I won't have that. If my words come out of my mouth and that item that I'm asking to be delegated to you, if I trust you enough to do it, you darn well better write it down because you will get busy, you will forget. What you have to realize is I won't because I will go write it in my system and my follow-up tracking and when I follow up it better be done or it better be written down somewhere.

Now some of you are thinking Dr. Moe in this lesson you seem like you've gotten a little heavier. It seems like you've gotten a little more serious and that's because I have. I have because of the importance of what's at stake here. Your whole business is at stake, your patients' health are at stake here. I cannot have a CA forget.

It's not acceptable. You take this business very seriously, take this job very seriously or I won't have you do the job. It's that simple.

So we want to make sure when delegate things that our staff understands that the delegation means I'm crowning you with the responsibility to get it done. If I have to keep tracking a staff member as an example, did you get this done, did you get this done, did you get this done, three, four, five times in a row, this person is going to have a meeting they're not going to like and it's because when I talk as the owner of this company and when you talk as the owner of yours, your staff should have a pen and paper in hand at all times. If I say I want to get XYZ done, then you better write down XYZ needs to get done. I don't want you to rely on your memory as a staff member. I don't want you to make a decision whether it's important enough to do that, I just simply want you to write it down and get it done.

So I want you to run your business from that perspective, doctors and CA's that are reading this, I want you to understand it as well. This is not optional for your doctor; your doctor has too much at stake here to not have this system in. So if you want to improve your time management skills, I'm going to give you a couple of books to read that I think will make a dramatic difference in how you view your workload. The first one I'd like to recommend, I love this book, it's one of my favorite books on time management and organization and it's called: How to Get Things Done and it is written by David Allen, phenomenal book. And if you read this book you could use it as a reference guide. It's got a lot of great tips in it on how you could become more organized for your time management, how you could utilize different filing system.

For example, I would recommend that every one of your staff have a label maker. Now some of you are thinking "you've got to be kidding me. What the heck am I going to do with four label makers in my facility?" Well my friend, a label maker is one of the best time management tools you could have because many of you, as I'm speaking to you, have 2 or 3 or 4 or 10 or 25 piles of paper all over your desk and it's because you don't know where to file them at so they sit there and you pick them up and you look at it and you say "yeah I'm going to get to it" and you put it back down and end up putting another piece on top of it and something to the left of that.

The rule is if you pick up a piece of paper within 30 seconds you either have to get it done, delegate it or file it. If you don't have any place to file it you've got to be able to make a label very quickly. I recommend, just like David Allen does, that they make these Brother Label Printers, great brand name, Brother, and the label printer, \$25, \$30, it will clean up your office in three hours maximum. I don't care how messy your office is, in three hours you could make more labels and make more file folders to file more stuff away to clear up your head space than in any one other action. So your staff at your front desk needs a label maker, your doctors need a label maker; your therapy assistants need label makers. You've got to be able to go BOOM, let's make a label.

Now the idea is that we want to be able to organize our thoughts so that we could organize our business. If you have to look at a form or a piece of paper three and four times before you figure out what you're going to do with it, you've just wasted time. So see managing time has a lot to do with doing things once and not doing things seven times. Sometimes doctors are just slow to get things done because they haven't put a system in that consistently allows them to be able to create a solution to their organization. So read David Allen's book, that's your homework assignment for this lesson.

Now I'd like to give you another tool for you to actually review and this one is called Profitable Growth. Great book, Profitable Growth, because many of your practices are going to be growing so you want to maybe take a look at that book as well.

I'll give you another great book assignment for this lesson and its Michael Dell's book. It's called Direct from Dell. It's a great book. You can get an understanding of how Michael Dell runs his company and why it's so profitable and why they've done such a great job in expansion. When you take a look and you start reading these business books and getting better ideas on how business is run that are outside of chiropractic, you could actually use a lot of the tools to actually improve your time management skills in your practice.

The reality is that if you utilized all the time management information I just shared with you and you used the 20 some odd lessons that I've taught you in this program, you would increase your time management because you're going to get things done faster, your staff will get things done faster and you're going to end up having more time on your hands than ever before.

I'm confident that if you use this information and you install the systems in your practice, your practice will change for the better. Lets work on changing more practices for the better and as we do that, and only when we do that, we can, and we will become, the number one health care choice on Planet Earth.

Thanks for you time and attention.

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