

THE PRACTICE

SUCCESS BLUEPRINT



INNOVATIVE STRATEGIES TO
TODAY'S MILLION DOLLAR PRACTICE

Dr. Bryan Joseph and Will Ezell

THE PRACTICE SUCCESS BLUEPRINT

Innovative Strategies to Today's Million Dollar Practice

This is for every Chiropractor – whether you have a multi-million dollar practice, or whether you're just getting started, or if you're like most chiropractors – frustrated and struggling, and trying to find that “secret sauce” that makes it all work.

It's for every Chiropractor who's sick and tired of hearing their patients say “I need to ask my *real doctor* about this.”

It's really all about one thing –
living life on your terms - and by your rules.

Dig in. Here's your “blueprint”!

To your success!

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Foreword

This will be brief for one very important reason:

Before we say why, we want to congratulate you on taking your first step to achieving and/or continuing your dream! CONGRATULATIONS!!

(notice we said “*continuing*” in the paragraph above... Here’s your first lesson: Successful business owners never stop discovering, learning, studying, etc.)

Now the why: Module 1 lays the foundation to a million dollar practice, and Module 29 is the proverbial *kick in the tail*. Everything in between is solid concepts, visions, and practical advice – most all based on proven experiences and successes – including some failures.

What’s in between is important, and instead of asking recognized business and Chiropractic thought leaders, dignitaries and experts to sing our praises, we want to encourage you to “*just dig in*” – IMMEDIATELY.

More importantly, the content in this manual is worthless unless **you** turn it into action(s).

This is to every Chiropractor who’s ever had that dream of owning their very own million dollar practice! Lesson one’s already locked in!

Turn the page and let’s get going!

Dedication

To God our creator and the people who make what we do not only possible, but who make our lives entirely thrilling –

Our wives, Olivia and Phoebe –

Our role models, David and Sharyn Joseph, and Dr. Harry and Sissy Ezell –

Our incredible children, Carmen, Blake and Jude -

Our siblings, Dave, Bill, Dan, Denise and Brad –
And Topsy, Mark, Doug and Nance -

Our partners and team members who help make it all possible –

Our office mascot and “*Director of smiles and happiness*” – Oji –

Our outstanding network of friends, family, and mentors -

And YOU! It is you who drives our CORE PURPOSE – to help and to share –
and to build legacies that last many generations!

May this “*conversation*” change your life!

Module 1 – Introduction

“Hand Me the Scalpel”

Okay... I admit it... I'm the son of an M.D.

There were 2 healthcare rules in our home and they were both quite simple:

1. NEVER a chiropractor; and
2. NEVER a D.O.

My father, now a healthy 93-years-old was quite the traditional western educated M.D. Me – I'm 56, and that's just the way 95-plus percent of America thought about chiropractic in the years past.

Now you'd think that my father hasn't changed his views since then, wouldn't you? Well... don't be so certain. I believe that's what keeps him so young is his burning desire for knowledge. And the times are a changin'...

He can run circles around most people I know with a computer. He's an avid photographer, and in his mid-80's, he found it more and more difficult to stand in his darkroom. So Photoshop (a software program) became his "darkroom". He's mastered every program on his computer, including apps, plug-ins, etc., and he still sends me the best jokes of anyone I know.

Our first lesson...

He's changed with the times! Now there's our first few lessons, beginning with the most important one – our education didn't end

on graduation day. It just began! And if you're like my father, it'll keep you young!

I remember having some excruciating back pain when I was a junior in college. I was in Tampa, Florida - 1,200 miles from home with no access to all my father's M.D. "buddies". A former roommate suggested I go to his chiropractor. I remember asking if he knew that chiropractors were "quacks"? Of course, I'm now terrifically ashamed of that question...

Somehow, my pain overrode what I was taught to be good sense, and I went for my very first Chiropractic visit.

And after my first visit, I felt a thousand percent better! And you know the rest of the story - yes, it took a few more visits, but that was the beginning of my belief in chiropractic!

Now - how was I going to tell my father?! And the answer arrived as quickly as it would in almost any college kid's brain - "there's a few things my father doesn't need to know, and this will just be one more of them"!! I'm sensing you can relate!

One more thing about my father. I certainly know where I gained my interest in business. While his primary focus was on being a great doctor, he had massive business success. In the early 70's, he had the biggest OBGYN practice in our city (and perhaps in the country). He and his partner, Dr. Daly built their practice into multiple offices, multiple hospitals, multiple associates / partners, and the growth was prolific!

The beginnings.

2002: I was introduced to "Dr. W", a chiropractor who also owned an age management medical practice. I met with Dr. W, he explained HgH, HCG, bio identical hormones, etc., and I became a patient of his practice at \$2,000-plus per month.

I'm also hyper-observant, and it didn't take me long as a patient to see the holes in his practice. Every single month without exception, they'd mess up my auto-shipment of meds.

I'm a "Type A" guy, and there's only so long I'll tolerate something like this. I asked Dr. W for a sit-down. I'm also quite well known for my "straight talk", and usually it doesn't come with beautiful roses and sweet poems. I told him straight-up, "shape up or ship out".

You can expect that very same "straight talk" throughout this book.

I gave him some examples of the problems, and I told him it wasn't just me. I had plenty of friends who were also patients, and they had similar problems. Then I recommended a few solutions. He hired me to become his consultant.

It didn't take long to diagnose his problem. I first just sat and watched the team on 2 different types of days – one was a patient day, and the other was "admin day". His office was gorgeous – much like you picture a plastic surgeon's offices... High end everything, including pictures of perfect bodies everywhere. The women who worked there were as perfect and beautiful as the pictures.

As we all know, beauty only goes so deep. I don't want to say that his team was "incompetent", because that sounds as if they weren't capable. That's not the case. They just didn't have the first real "system" in place to run the business.

It was complete clutter and chaos – literally.

As an example, I discovered that every prescription was customized for compounding, based on patient statistics – male or female, weight, lab results, etc. Francine was in charge of

double-checking the doctors prescriptions prior to sending them to the compounding pharmacy. While talking with Francine, she told me that she had recently tested at a 4th grade level in math, and that 'math was her worst subject in school'. In addition, English was Francine's second language, and she occasionally had miscommunications because of the language barrier...

That's not all...

As fast as Dr. W was starting new patients, he was losing the same number of them simultaneously. It was as if he were trying to fill a bucket with big holes in the bottom. Water in / water out.

We spent a few months working with Dr. W and his team, "patching the holes", training everyone, building systems for oversight, accountability and errors, creating promotional campaigns, etc. The practice grew exponentially!

At the same time, Dr. W decided that he wanted to build a concierge practice within his multi-disciplinary chiropractic / medical offices. He asked for my assistance. Simultaneously, he hired a new chiropractic assistant ("C.A."), Julie Weaver.

Dr. W's first task was to put Julie and I in a room and tell us to "figure it out". And off he went. As I soon discovered, this was classic Dr. W – give something 3 minutes of energy, and hurry up and get to the fitness center for 2 lengthy workouts each day. Looking good seemed to be his only priority.

This is sounding pretty lousy, right? Hang in here with me – there's a happy ending coming!

By Julie's and my 3rd or 4th meeting, it was obvious that she wasn't going to stay with Dr. W. It was also obvious to Phoebe

(my wife) and I that Julie was talented, intelligent, likeable, and she knew her way around chiropractic inside and out. She had a great history with solid solutions that produced terrific results – particularly with patient acquisition and retention.

The synergy was there.

Julie had terrific history, solutions, results, and ideas. But she couldn't create "content". And we could (we'll get into "content" later). We had a great history of creating, building and SYSTEMIZING serious money-making businesses designed from the very beginning to operate on "auto-pilot".

We could assimilate Julie's talents and create products to help chiropractors find and attract lots more patients!

And most importantly, we knew 3 other things:

1. We could create many more products ("content") to help chiropractors; and
2. We knew we could "create messages" to influence people to become Chiropractic patients – to help Chiropractors systematically build their practices - without ever feeling like they were begging or forcing people to try chiropractic.
3. We also knew that we could successfully sell those products to chiropractors.

At least we thought we could..

Julie jumped on board, and we were off to the races! The big Florida chiropractic convention was just a few months away. We had a product to be created, a trade show booth to create, print

collateral, and everything else to accomplish in just a few short months.

Before we knew it, we were in Orlando and on our feet all day long for 4 very long days.

We all discovered A LOT during that long weekend in Orlando.

My first "revelation" was the "buzz" at the event. Chiropractors were LIVID MAD that they had to not only sign in to their continuing education classrooms, but they were required to stay in the classrooms for the entire duration! I'll talk more about that discovery later.

That's also where I discovered two other shocking factors, the first of which is what I call the "C.E.F.". That stands for the Chiropractic Exaggeration Factor.

I admit it – I'm a voyeur...

That sounds kind of naughty, doesn't it?!! Here it is we barely know one another, and you think I'm making some deeply personal (and slightly naughty) admission! Admission - yes. Naughty - NO!!

I love standing back and watching and listening. And truth be known, the core of our success in business is based on our never-ending study of human behavior. What motivates people? What influences them? What frustrates them? What excites them, and on and on...

Whether I asked the question at our booth, or whether it was a conversation I overheard, I never heard a chiropractor admit to seeing any less than 200 patients a week. Seriously!

Okay – let’s do some real simple math... Let’s say that “Dr. Smith” really is seeing 200 patients a week. At \$50 collected per visit, that’s \$10,000 a week. And \$10,000 a week is \$500,000 a year, right?! Right!

Well – when we returned from Orlando (we live in Tampa), I did some basic research: The United States Bureau of Labor and Statistics reports that the average Chiropractor in America makes \$84,000 per year?!

That statistic says one thing - MOST chiropractors are really struggling and barely hanging on. And it SHOULDN'T BE THAT WAY!

In another Module, I’ll talk about admitting our shortcomings, but my point here is this: Chiropractic is a FANTASTIC PROFESSION! You perform TERRIFIC services to help people – FAR BEYOND “traditional medicine”, and I can’t stand to see your fellow professionals struggle trying to eke out a living.

This book truly has a formula – and it’s been used over and over between Dr. Bryan and myself to grow some very successful businesses! Our discovery in Orlando is the very reason for this book – for this guide - to a completely new way to view building and growing a business.

And – to quote one of my very favorite clients ever, one of the most successful practice management experts in the history of Chiropractic - Dr. Pete Fernandez, Dr. Pete always says:

“A Practice Is a BUSINESS. Don’t Ever Forget It!”

Back to our discoveries: The last one made me sick to my stomach. Chiropractors just graduating from chiropractic school were being hired at an annual salary of \$6,000 to \$8,000 less than their fellow counterparts graduating with a 4-year university degree!!

And who is hiring those chiropractor grads? Chiropractors!!

My editorial comments will follow in another Module... Let's suffice it to say, this is extremely bothersome to me. I expected M.D.'s to treat Chiropractors this way, but...

I returned home from Orlando knowing that "WE DIDN'T KNOW".

Does that make sense to you? I knew it would take some REAL WORK to figure out what motivates Chiropractors, what they want, what they don't want, etc.

Like the Module title says – "Give me the scalpel".

I knew it would take some exploratory surgery to get it all figured out...

That Orlando gathering of chiropractors also brought some terrific gifts...

I'll never forget this very stately gentleman coming to our booth and asking who designed our booth? We replied "we did, sir", and he was persistent – he said "no – who designed it?"

Once again... "sir – it was us!" He told us he wanted to meet the designer – he loved our design! Well... we were the designers, and he finally caught on!

That was the beginning of a great relationship with Dr. Pete Fernandez – both business and personal! As it turns out, Dr. Pete and I have similar interests in artists, architecture, fine foods and many other wonderful things!

Thru Dr. Pete and thru other clients – people such as the co-author to this book – Dr. Bryan Joseph along with other clients

such as Dr. Larry Markson, Dr. Guy Riekeman, and one of my dearest friends, the incredibly accomplished Dr. Greg Cheatwood, I've discovered that NOT ALL chiropractors are suffering. Many are destined for greatness – great accomplishments, great ideas, and great actions towards chiropractic and life mastery!

And it is thru such masters that I've heard the nostalgic stories of the "good old days"... Parker Seminars with 15,000-plus attendees, all holding hands together much as America holds hands during the Olympics or after 9-11... Where we're all on the same side of the fence, waving our flags, willing to help each other, all with the same goals, the same desires, and the same dreams!

Truth is, many chiropractors made a lot more \$\$ 15 years ago than they do today.

They also had more free time, regardless of the devices we all have that are supposedly designed to give us more freedom and free time!

Like I said – the times are a changin'... And...

It Boils Down to This - "We have 2 choices:"

We can choose to either let time jump ahead, leaving us in the dust of the few who choose not to; or...

We can take some lessons from other businesses, other industries, other professions, other masters and other experts, and jump on this bullet train into the future.

It's your choice my friends. One is difficult and challenging (and frankly – OVERGROWN) path with plenty of the same lessons over and over again, with an almost guaranteed ending of suffrage and victimization.

Or, we can choose a destination that takes a little harder work, but ultimately leads to much greater rewards in life. A path where all the clues are there – all the way to success, because now as Dr. Bryan says all the time...

“Success leaves clues.”

Come on – jump on board. Let’s hold hands – just like in the “good old days” and take this bullet train to heights almost never imagined before today!

One final note: As you may surmise, I’m beaming with pride with what my father has done for humanity – the lives he touched, the legacies he created and built, and the CORE and the PURPOSE that he instilled in me and my sister and brothers. And that CORE and PURPOSE is to help. It’s to share. It’s to assist other people to see them THRIVE and BE ALIVE! And to leave lessons and discoveries that will literally last for generations to come.

That’s also Dr. Bryan’s CORE and his PURPOSE. And I think that’s why Dr. Bryan and I both walked away from one very eventful discussion at an event that I was a featured presenter – sponsored by Dr. Larry Markson – with a burning mutual desire to discover where our paths would lead one another – TOGETHER!

So now you know the “WHY”!

Every once in a while, Dr. Bryan and/or I may recommend a product or a service. They’re resources, and that’s it. This manual wasn’t created to sell products or services, regardless of who created them, who sells them, etc.

Take this manual and use it for its most pure intentions – to grow your business as big and as great as you’ve ever dreamed. You do that, and we’ve fulfilled our purpose!

Oh yeah... One more thought: This manual... It’s not a guide, and I wouldn’t call it a book. The way I see it is that it’s written as a “conversation” – a dialogue, something to sometimes fire you up, perhaps even make you mad and move you into action. Most importantly, it’s a resource, and it won’t do you or me or Dr. Bryan a bit of good if all you do is read it and nod your head yes...

So for those of you who are ready, let’s get started!

Module 2 - "Why Listen To Us"

Who are these guys? Why should I read their book, and why should I listen to their advice?

All fair questions –

Let me begin by saying this is typically the point in every book when the authors have to establish their expertise by providing a laundry list of accomplishments and achievements they have experienced. Yes, an open forum to BRAG and boost their own ego. Is that REALLY what you are looking for here?

Personally, I would rather not toot my own horn, but instead prove our successes to you in the stories, words and advice that we have lived through.

Think about it... We've all been to enough seminars, workshops, lectures, etc. to determine within the first ten or fifteen minutes whether the "expert" at the podium really is an expert, right?!

Well... all I ask of you is ten or fifteen minutes... Fair enough?!

Let me tell you how this relationship all began. I have been a practicing Chiropractor since 2003 with a business, finance and entrepreneurial background prior to entering the Chiropractic field at Logan College of Chiropractic.

The concept of Chiropractic made sense to me at a very young age. Especially after seeing my father's health continually decline, and at the same time witnessing the rising number of medications he was taking. I recall questioning the logic of

that treatment protocol, and asking myself deeper philosophical health-related questions.

“What is health?”... “How does someone become healthy?”... If we were created without pharmaceutical intervention, and previous generations lived off the land, then what was needed to thrive once again?”

These are the types of questions along with many more that eventually led me to the Chiropractic profession. I fell in love with the philosophy, and had a desire to discover more and more about natural health care!

While in Chiropractic College, I was always thinking about a business model to apply what I was learning. Yes, I had previous exposure to business dealings, as my father has been terrifically successful in business, but never in the health care arena, so it was time to learn!

Being a firm believer in the concept that “Success Leaves Clues” (which we will discuss later in this book), I set out to follow in the footprints of Chiropractors who have succeeded before me. I knew it was critical to learn as much as I possibly can about their thought processes, business systems, marketing procedures, financial dealings, etc.

Why “reinvent the wheel”, right?!

So, my journey looked something like this. All through Chiropractic College, I would regularly go to the library and check out practice management and philosophy audio cassettes that were available. And yes - you read that correctly - AUDIO CASSETTES! Something some of you have never seen!

I had about a twenty minute drive each way to and from home to school, and I began devouring the lessons on those cassettes. I

was filling my mind with some of the best minds our profession had seen, and frankly, my drive to discover hasn't waned to this very day.

Ok, I know you are wondering... Who were some of the people I listened to and learned from so here is a short list of some of the most impactful for me:

Dr. Larry Markson, Dr. Guy Riekeman, Dr. Patrick Gentempo, Dr. Fab Mancini, Dr. David Singer, Dr. C.J. Mertz, Dr. Reggie Gold, Dr. Bob Hoffman, Dr. Tony Palermo, and many more.

After graduating from Chiropractic College, I ended up getting to know many of these guys personally, and have learned a great deal from each of them. I am very grateful for every person that has taught me a valuable lesson in life and in business.

There is another entire list of people that can also go on here, but I will simply leave it with some of my top and most influential people for now.

In addition to listening to audio cassettes, I was addicted to reading business-related books. Reading a business book was much to me the same way the "Harry Potter" books were to so many others... I couldn't put them down!

An interesting and rewarding combination of information was being downloaded into my mind on a daily basis - between both the business content and all the Chiropractic content.

I started noticing and recognizing trends and seeing patterns.

There were so many concepts that were in these business books that made complete sense towards applying them into a Chiropractic practice.

**This was a major breakthrough on my journey... A major realization...
That it's not a Chiropractic "practice" - it's a "business"!!**

Unfortunately, too many Chiropractors both young and old have never connected those dots.

After dozens of books and hundreds of audio cassettes (and of course a complete Chiropractic education), I graduated and jumped off into the real world to apply my knowledge.

Utilizing the concept of "Success Leaves Clues" once again, I followed in the footsteps of my older brother Dan. Dan graduated two years ahead of me, and was already off and running to building a successful practice. We both joined a group practice in Peoria, Illinois headed up by Dr. Robert Benningfield, an amazingly talented clinician, practice builder and business owner. His very successful practice (business) had been running for over 30 years, and he had an impeccable and outstanding reputation for his care, his professionalism, and his success.

Yes, we were there to grow our practices as well, but most importantly, we were there to grow ourselves.

(Valuable Lesson - Coming out of school you can literally take years off your learning curve if you surround yourself with the right people.)

In our first 12 months at Dr. Benningfield's practice, Dan and I mastered a skill that many Chiropractors struggle with throughout their careers - new patient acquisitions. We had discovered the communication skills that could literally change a conversation anywhere at any time into one that would lead into a new patient conversation - and CONVERSION!

I actually recall the very first "event" Dan and I did together.. We set up a screening booth at a local weekend home show, and at

the end of the weekend we booked over 70 new patient appointments!! And each appointment had a deposit to go with it.

I recalled our professors in school stating that if you can get an average of twenty new patients per month then you would have a great practice and career. Well, my confidence skyrocketed immediately and I quickly realized that I can build a practice. I also realized that building a practice could be both fun and very financially rewarding if done correctly.

Needless to say, I went on to build my first practice in a very short time frame.

In building my first practice, there were many stumbling blocks that forced me to continue to seek out new mentors to aid in my growth. I can recall all the practice development stages I had to work my way through:

1. How to get new patients
2. What to do or say when a new patient came into my office
3. What services to provide when someone followed my advice
4. What to charge and how many visits, etc.
5. When to hire staff...or more staff
6. How to manage a case properly
7. Insurance billing or cash exchange
8. Money handling with patients and staff and myself
9. How to expand without burning out
10. How to bring in associate doctors
11. How to run a practice like a business
12. How to open additional practices

The list went on and on and on.

It felt like I was either on the phone with another successful Chiropractor or business person every week, or at a live seminar

soaking up the next bit of information to help me succeed on my journey and move to the next level.

Here I am, 10 plus years later, having sold my first practice, opened up 5 more and now in my 8th year of an incredible practice with 3 of the best Chiropractic partners anyone could ever be lucky enough to have!

HOW OUR PATHS CROSSED

I mentioned in my list of Doctors above - Dr. Larry Markson. He has been a huge asset to the profession, and helped many Chiropractors succeed - both in life and business. While in school, I had listened to many of his audio cassettes and now that I was out and making money, I was able to start seeing him live by attending his seminars. I followed him from the "Masters Circle" to "The Cabin Experience" to "The Markson Connection".

I was continually pushing myself to grow to newer and higher levels, and I owe a lot of my success to the messages Dr. Larry would preach.

It was also at this point early in my career that I was beginning to see so many repeating patterns at many of the seminars I was attending, and quite frankly, I began looking for something new...

I can recall like yesterday being at one of Dr. Larry's seminars when he stood up and began sharing with the group the importance of having a "coach" in your life. He mentioned how all great athletes have coaches, and most successful business people also have coaches.

He then went on to introduce to the group his "personal business coach". Actually, he introduced him as his "very expensive personal business coach."

And out from behind the scenes comes Will Ezell. And by the way – Will's not a Chiropractor! (He has created and owns a few products available to help Chiropractors grow their practices.)

That moment was a turning point for me in many ways. I remember thinking, "Gosh, if this guy is Larry's coach then he must be incredibly successful AND brilliant, because Larry has accomplished so much and wouldn't hire just anyone."

I also remember thinking, "Wow, there must be much to learn from people outside of the Chiropractic profession rather than only those within."

So, Will comes onto the speaking platform and all of us in the crowd become all ears. Again, if this is Larry's coach, we all better pay close attention to what we can discover.

Wow, this was someone that totally understood business principles and business concepts on a whole new level from what I have ever seen or heard. He was speaking of words and concepts that many of us within the profession were unfamiliar with... It was completely fresh, new, and exciting! And – everything he said made complete sense.

That's exactly when the light bulb went ON! I needed to rub elbows with Will Ezell and learn more about the big picture of business. There was much for me to learn from this guy. The problem was, EVERYBODY else was trying to do the same thing. The guy was surrounded non-stop!

As fate would have it, there was a dinner reception that evening of the seminar with assigned seating similarly to a wedding

reception. Guess who was in the seat right next to me?... You guessed it! Will Ezell.

Now I'm thinking I have to walk behind a thin line in order to not become that annoying guy that asks questions all night long with a self-serving interest. I also wanted to be the fun guy to sit next to at dinner.

Note: Now knowing Will as well as I know him, I can tell you unequivocally that he wouldn't have tolerated sitting next to someone so self-serving for more than 5 minutes. He would have moved and made no excuses about it! (Something else I admire about Will.)

The beginning of a life transformation...

It was only a couple of minutes into our conversation that night where we were in complete rapport, and we both recognized our similarities and mutual passions.

We began discussing books we had read, goals that we can set, thought processes and behavioral patterns that exist in successful people, how to buy and sell businesses. Time literally disappeared, and the conversation continued for several hours into the evening.

Although I was attempting to politely ask Will to share some of his accomplishments and brag to me the same way we're supposed to in this Module to build up our credibility, he didn't go that route either.

His experience, acumen and knowledge resonated in his stories, and it was obvious - this was a guy a "mile wide and a mile deep". He was humble and calm, excited to help and share and made it very clear that his accomplishments were not important,

but the knowledge and lessons learned from them was what was most important.

We had a fantastic evening that both of us will never forget. It was the beginning of our wonderful friendship!

It took quite a bit of courage, but I finally called and asked him 2 questions:

1. Does he coach Chiro's; and
2. Could I afford him – what are his fees?

I couldn't even get him on the phone!

No matter how hard I tried, I couldn't get past his assistant! He blew me off! His assistant told me I had to pay \$500 to have a phone appointment with him..

After a bit of persuasion and humor I got Will on the phone.

I hired him and we went to work!

Over the years since that evening, Will has taught me many things, and I am proud to say that I have also been able to teach Will a few things!

We have developed a great mutual respect and friendship for one another. We have realized our internal purposes are aligned - to help and share our gifts with others.

Will has experienced great success in the real world of business, and in many different spectrums. And I continue to experience great success within our wonderful profession of Chiropractic. Within this book, you'll discover many of our discoveries, stories, wins, and yes – even some losses. You'll discover Will's favorite 3 words – “Test, test, test”, and

hopefully someday soon, you'll apply his "Million Dollar Rule"! Certainly I have!

As Will so frequently points out, our profession has its sufferings and its sufferers. We have come to this realization:

If we combined our mutual talents and knowledge into a book, then perhaps we'd give Chiropractors like you the shortcuts and the paths through the learning curve – to amazing success!

And if we accomplished that goal, then our coming together would be a huge success!

This book is written with you – not just in our minds, but also in our hearts.

We want to combine the lessons we have lived and discovered both inside and outside of the Chiropractic profession to aid in your continued development and success. We will share stories, successes, failures, pivotal moments and people in each of our lives to make your careers more successful.

You will probably hear more of our "accomplishments" along the way – if that is what you are looking for. But in my opinion, what you really should be looking for are the gems, major teachings and lessons we share through our lives and accomplishments.

This book is filled with business principles and lessons and always remember this phrase I first heard from Will:

"Success Leaves Clues"...

...And that is why you should listen to us! Enjoy!

(By the way – Will’s also worked closely on projects and launches with Dr. Guy Riekman and Dr. Pete Fernandez, as well as many other notable experts in our community.)

NOTES from Will:

Okay – Dr. Bryan won’t say it, but I’ll say it for him. How many Chiropractors do you know who have built not one, but two million-dollar-plus practices BEFORE age 30? On top of that, less than 20 percent of his practices are insurance-based.

He’s mastered patient attraction, and he’s also mastered the art of the “close” – converting a prospect into a patient. He has one of the highest closing percentages I’ve ever seen – not just in the Chiropractic profession, but in ANY profession.

More important than that, Dr. Bryan’s mastered a few other critical factors to success. The first is BALANCE – he knows exactly how AND WHEN to shut down and spend time focusing on his incredible wife Olivia (who is also a partner in practice) and their beautiful 3 children. He commits himself to his church and his community – and is a generous philanthropist for many wonderful and deserving charitable organizations.

I would be remiss if I didn’t mention his other 2 partners in practice, Dr. Jason Hamed, an INCREDIBLE soul! Dr. Jason, or “Bird” as I call him has never met a stranger, and is one of the greatest “Patient Magnets” I’ve ever met! I cherish our friendship!

And of course, the beautiful and incredible Dr. Whitney Hamed! Much like “Bird”, she is also an amazing “Patient Magnet”, and one of the sweetest and kindest women I’ve ever met!

Now please know that I'll have some wonderful praise for Dr. Olivia later on in this book – the secret stealth weapon in Patient Attraction. Love her!

By the way Bryan – I'm now suspecting that you arrived to the dinner early, and then moved your place card next to mine just so we could sit together! If you did, that's a "move" I'll forever be thankful for, as I consider you one of the smartest and greatest souls I've ever had the pleasure of knowing, working with, and being friends with! Thank you!

One more note: Thanks to client and dear friend Michael Krisa – "That Interview Guy" for turning me onto the phrase "Success Leaves Clues"! Thank you Michael – I love you and Diane!

Module 3 – Fresh Eyes

We've all been "stuck"...

For me, my first memory of being stuck is quite funny. I was in nursery school, and a classmate did something to upset me. He was pushing a little girl. That didn't sit well with me, so I pushed him.

Okay... I admit it. I downright knocked the crap out of him. And he started crying. Our teacher immediately put me out into the hall and told me to stay there. She didn't ask what happened, why, etc. – she just put me out into the hallway.

I felt stuck. And I said to myself – "screw this", and I walked home!

Of course, now it's funny. But it wasn't funny to my mother or father or to the nursery school. I didn't have any other solutions or resources, so I did the only logical thing I could think of.

And that's what we all do when we're stuck – we look for solutions and resources. Or, we continue doing the same thing again and again, and we all now know where that'll get us, right?!

So isn't it really all about building our tool boxes full of resources and solutions? Of course it is. But – fair warning. WHERE you get them could be dangerous territory.

There's a really famous biz / success guy – Dan Kennedy. While I have a lot of respect for Dan, I don't personally like him. (It's a long story for another day.)

Dan's probably helped more biz owners become un-stuck than any other expert out there. I've said this plenty of times about him, as I've said the same thing about AOL – it's a great place to start, just like training wheels on a bicycle are great, but it's not a great place to stay.

Kennedy uses a phrase that Phoebe (my very patient and loving wife) absolutely hates (and so does Dr. Bryan), so I'm going to use it sparingly, but I think it's perfectly descriptive. So let me explain...

Invariably, one of the first things I hear from people wanting our help is that they're "stuck". And then we hear things like this – "I go to my industry conventions", and "I read and follow all of our profession's experts' advice"...

And that's what Dan calls "Intellectual Incest". Getting all your advice, counseling, help, etc. from within your "family" – your profession or your industry.

First of all – it's NOT intellectual... It's a good start, but if that's where we end it, we're in serious trouble.

And most definitely it IS "incest"... We MUST get beyond our "families".

We need "Fresh Eyes" and fresh perspectives, and the place to get both is beyond our normal paths – in places we haven't even thought of looking!

My best breakthroughs have come from other experts, industries and professions. Yours will too.

When Dr. Bryan and I began working on building his business, I asked him if he was part of a mastermind group. His answer – "Not really". I also asked if he ever went to other practices

and businesses. "Not really." Do you spend time talking to the doctor, the owners and the team, and do you sit back and observe? "Not really."

Let me tell you – there is a massive amount of information that you can gain from other businesses and practices! As soon as Dr. Bryan implemented these concepts, his practice jumped up and became exciting once again! And – there's equally as much information to be gained from their mistakes, oversights, blunders, etc. As my mentor, Jay Abraham says – "Sometimes we just can't get out of our own way"...

Here's Mistake #1:

Now we all know that getting together with our fellow professionals is invigorating and exciting, and we always come home with lots of new discoveries, just waiting to launch them into our practices! Yes!

But like Dr. Bryan says in Module 2, there came a point when he was hearing each Chiropractic expert espouse the same thing as the last one. It all started blending together.

Now that's not all bad... It is however, quite limiting.

Just like when we're stuck, do we only ask our fellow Chiropractors for advice? What would happen if we asked a friend who owns a manufacturing business, or a sandwich shop? I'm betting we'd hear some very diverse answers.

So how do we break out of that mold? Easy!

I live by 3 "Fresh Eyes" rules (and your Action Steps are below):

1. I have an "Informal Board of Directors" – these are all fellow biz owners, in various industries and professions. I make it a point to have broad diversity – such as some who don't make a ton of \$\$, and others who do.

Case in point: For a year, "Snook" was my "apprentice". He followed me everywhere, took care of a lot of things for me, and had the desire to own his own biz. Now "Snook" wasn't his real name – his real name is Mike, but I don't ever remember calling him anything other than "Snook".

I'm just going to say it: Snook wasn't a rocket scientist. In fact, he was quite simple. High school was his last year of school, and he wasn't all that learning-oriented. He did however have a ton going for him, beginning with morals, honor and integrity, and he certainly wasn't afraid of hard work.

I'll never forget the day he walked in my office and said, "I think I've figured out what I want to do". It was about 9 months into his apprenticeship, and I was elated! He said, "I'm going to go and get my captain's license, and become a fishing guide". As you can imagine, with a nickname like "Snook", he LIVED TO FISH!

He laid out his complete game plan – proof that he'd paid attention during his apprenticeship!

About a week went by, and Snook came in my office and sat down. I asked how things were progressing on becoming a captain, and he told me he'd decided to not do it.

"Why?" I asked. And I'll never forget his answer: "Well... I've been thinking about this. You know I LOVE fishing, being out on the water, boating and everything related to it! Well... I got to thinking... How am I gonna feel when I take a couple guys out,

and they've spent \$500 for the day, and we don't catch any fish?"

He went on... "I'm gonna feel horrible. And that's when I realized that it would ruin the one thing I totally love."

A very simple man had just said something quite prophetic to me!

And it made complete sense. And since then, I can't tell you how many people who told me they love cooking and wanted to open a restaurant that I've told that story to. Yes – I know you're wondering! About half went on to pursue their dream career, and the other half did some re-thinking.

The moral of the story – a simple mind is as valuable as a complicated one. Just think through who you want on your informal board of directors. They're all there for one thing – to let you know whether or not you're either "on home plate" or "way out in left field"!

By the way – most people on my informal board don't even know it – it's not like I announce that I have an informal board. I just have anywhere from 5 to 10 people that I know I can count on for genuine feedback.

2. Go! Spend time with other successful entrepreneurs. Chiropractors, manufacturers, professionals, consultants, coaches, whoever! Ask them for their time, their expertise, and here's a little hint – most successful people love sharing and telling their "story". They also don't mind bragging, and frankly, most have earned the right! Listen, watch, observe, and win! Most importantly, get out of your "family" and extend your experiences far beyond Chiropractic. The lessons you bring home will be amazingly valuable!

3. Join a mastermind group, or build your own. Take everything I've said above – a good mix of great biz owners, and ask them to join your mastermind group! Then, schedule and host regular meetings with your group. I like to have the meetings around 8 times a year – right around every 6 weeks.

You will be AMAZED at what value comes from putting together a great group of people, starting with patient referrals! Bingo!

ACTION STEPS

1. Get out your notepad or journal right now, and if you don't have time right now, make an appointment in your calendar. Write down every person you'd like to have on your "Informal Board of Directors". If you end up with a list of more than 10, first of all - congratulations! You have a great group of friends! Try honing your list down to perhaps 4 to 7 people who you can rely on their input. There you go – your board has unknowingly been "seated"!

Now that's only part of it. When you need some guidance and/or advice, it's critical that you do a couple of things when you call or meet.

- Number 1 – ALWAYS ask for straight-up, raw, unbridled feedback, no matter how bad they think it's going to hurt you. And give them permission to give it to you.
- Number 2 – Be prepared for that raw feedback, and most importantly - DON'T GET DEFENSIVE. It will be your natural instinct to try and defend yourself. It's really hard to stay quiet and keep your ears tuned in, but the ideas and advice you hear is far more important than protecting yourself.

2. Notepad again... This time, who do you know that has a really successful practice? Write his or her name down. Write down as many as you can think of. Include Dr. Bryan on your list! His practice is one well worth seeing!

Same with businesses. Write their names down.

Now, prioritize them. Call them, and make your plans to visit.

One more step – probably the most important. What are your questions you're going to ask?! Aha! A great place to start developing the questions is our Module list.

Want more question ideas? Call one of your Informal Board "Members"!! Gotcha!!

3. Join a mastermind group, or create your own. Do what I said above.

Awesome – you're off to the races, and already you're ahead of 90% of all other Chiropractors – including the ones down the street from you!

See there... You're already gaining "Fresh Eyes" and fresh perspectives. This stuff works!

Bryan's Notes:

Will - first of all, I can't believe I get thrown under the bus by you in an upcoming Module for bringing back a lesson I learned at my eighth grade graduation, when you just brought out "Nursery School"! C'mon... Were you even potty trained yet?!

I will be the first to admit, I get "stuck" sometimes as well. Each time I get "stuck" it forces me to go back to the basics and be very honest with myself about where I got sidetracked.

There are two types of "stuck" in my mind. Times when you know what to do, but you just aren't doing it due to being distracted, scared, or lazy, and times when you just don't know what to do next.

When you are faced with a situation and you don't know what your next move should be, that is where I have found tremendous value in Will's concepts of seeking out the right resources.

Whether it's visiting another office, masterminding with a group within or outside of the profession, or thinking like a member on my "informal board", each of these concepts have led me to discovering how to get to the next level.

Now, it's your turn to climb!