



THE **TEAM** CARRIES THE **DREAM**



Belonging • Business Development • Billing

THE TEAM CARRIES THE DREAM

In today's competitive marketplace it is vital that we recruit, select, and develop teams that carry out our vision for our businesses.

80 of some of the best business professionals (including over 20 billionaires) were asked the following question:

“What makes a successful business?”

Here's how they answered:

- **17% - Business Strategy**
- **20% - Execution**
- **11% - External Factors**
- **52% - People**

This group of business experts stated that the people that made up their businesses were the reason for their success. As business owners, the simple reality is that there is nothing in our lives that we spend more money on than the people that we employ. Need proof?

If you pay your employees in the range of \$15.00 to \$20.00 an hour you are investing between \$31,200 and \$41,600 a year in that member of your team. Outside of a home mortgage, where else in your life do you spend that kind of money?

I contend it is our responsibility and duty to take the investment we make in our people very seriously.

Steve Jobs said it best:

“The secret to my success is that we've gone to exceptional lengths to hire the best people in the world.”

In this document we will explore the key elements of a **World Class Team**.

We've identified 10 different strategies you can hone in on and develop to further improve your business's ability to recruit, hire, onboard, manage, and develop a World Class Team.

“The Who is more important than the what”.

Ray Dalio

10 STRATEGIES TO IMPROVE YOUR TEAM

1 Know Who You Are – Your Founding Statements

A world class team has a strong foundational understanding of the business they work for. They know, understand, and live out the founding statements of your organization.

The Founding Statements your business needs include your:

- Vision
- Mission
- Values
- Code of Honor
- We Believe Statements
- Accountability Ladder

Your vision is your “why” statement. The vision is the reason you and your organization exist. “A” Players will find an overlap between your company’s vision and their own personal vision. This becomes a win-win situation full of personal and professional growth.

The mission is your “how” statement. The mission will guide your team on “how” to execute on the vision.

The values are the behaviors of your team. They exemplify how you behave both individually and collectively as a team.

The Code of Honor is what protects the vision, mission, and values. The Code of Honor is a set of rules that governs the behavior of your team. The Code of Honor protects your organization’s culture.

The “We Believe Statements” are the promises that you make to your community. These statements are tangible items that people can visibly see and when executed on are the items that help to build trust with the people you serve.

The Accountability Ladder is a tool that allows you and everyone on your team to become efficient problem solvers. The Accountability Ladder increases your team’s ability to figure stuff out.

For more on founding statements – Let SIDECAR be your guide and help you create your founding statements as you go through our training on building a healthy organization.

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Your founding statements need to live everywhere in your business. Do the tangible things like putting up posters in your office, posting them on your website, make sure your team sees them every day.

Once you've created your business vision and infused it throughout your organization. You need to connect that to the personal visions of your team members.

What do your team members want? Why did they apply for and accept the position they are in? What are they looking to get out of their employment with you?

Your ability to connect your founding statements to the personal visions of your team members will ultimately determine the success of your business and create causally motivated rock stars. More importantly, your founding statements make the biggest impact when lived out in every area of your life. These intangible measures quickly add up.

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2 “A” Players Defined

When you are searching for a new team member to add to your organization – you’ve got to define the standard that you are looking for. Set your mind on finding an “A” player and don’t settle for anything less.

What is an “A” player?

An “A” player wants to be a part of something special. They want to know the vision of the business, where they fit in to it, and how they can contribute.

“A” players want to win! They understand that organizations don’t grow until the people within the organization grow. They want to grow as an individual and therefore grow the business!

“A” players don’t want to be micromanaged. They want autonomy. They want directions and clear expectations – followed by the opportunity to produce.

“A” players want to be able to create better solutions and have the opportunity to lead. They want to innovate, quantify, and orchestrate systems and procedures to make the organization better.

“A” players want a team atmosphere that provides the opportunity to create connection with their team members. Your Employees spend 40% of their lives at work – They deserve to do life with people they enjoy, respect, and at the end of the day can laugh and cry with.

“A” players want to make more money and realize that if the organization does not make more money, they won’t make more money.

“A” players want feedback and constructive criticism, because they are constantly trying to get better.

Lastly, “A” players seek clarity because clarity breeds consistency and consistency compounds with rich rewards both personally and professionally.

What “A” players don’t want:

- To work with Toxic people
- To work with “C” players
- To be micromanaged
- To be part of a losing company

Now that you understand what an “A” player looks like – let’s continue with how to find them.

3 Time Optimization Exercise

Let's start with you, the business owner. It's critical that you understand the value of your time and know where you are spending it. You have a zone of genius and need to spend your days living there. By getting the most possible out of every second you will maximize your ability to produce. It starts with each role in your organization and the requirements of time to execute the responsibilities at the highest level possible. Where is your time and energy going? As the leader of your organization you need your focus solely on the vital things that will grow the business and provide transformational customer experiences.

As a chiropractor your time needs to be spent in three roles:

- The technician
- The manager
- The entrepreneur

Spending too much time in technician-only mode strains your business. Failure to operate from the managerial role, results in your daily business operations slipping and your team not being led as they need to be. Starving the entrepreneurial spirit leads to burn out and loss of your big vision goals.

Download the time optimization worksheet below. This exercise is beneficial for you as well as your team. Think of this as taking inventory on your time. As you and your team walk through this exercise on a regular basis you will see where the greatest productivity is taking place and where time is being wasted on non-essential activities.

4 Staffing Recommendations & Team Compensation

“How many staff do I need?”

It's a great question and one on the mind of most chiropractors.

The reality is that this decision is a delicate and important balance.

The first rule - **hire in anticipation of growth** - waiting to hire until you need another team member handicaps you. It will bottleneck your clinic growth and puts more pressure on you to hire fast. This leads to filling positions with warm bodies instead of selecting and hiring true talent.

In a chiropractic office, your staffing recommendations are determined by the number of patients you see per week. Below are our recommendations:

- 0 - 75 Patient Visits: 1 Staff
- 75-250 Patient Visits: 2 staff
- 250+ Patient Visits: 3 Staff

Note: *If your office performs adjunctive therapies that requires hands-on patient care - increase these numbers by 1 tech.*

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“How much do I pay them?”

We recommend that your labor efficiency for your team should be between 16-18% of collections. You have to be willing to hire in preparation for growth and not be stuck hiring in response to growth. **If you stay disciplined in your hiring process you diminish the tendency to make bad hires. If you stay disciplined in the hiring process and hire out of preparation, not desperation, your turnover rate will plummet and the number of A-players you add to your team will increase.**

You also need to understand the importance as a business owner of investing back into your team. Know your numbers so that you know when to invest back into the team. Your numbers will guide you to know when you need to hire.

Your overall salary cap, which includes your team compensation plus your own current wages should fall between 30-40% of your total business revenue. Don't leave your salary out of this conversation. If you do, it sets you up to make poor decisions. Leave your ego at the door.

We believe that putting a minimum of 20% to the bottom line of your business keeps you in a healthy, viable state. Controlling and understanding your team compensation will put you in the position to hit this benchmark.

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5 Recruiting & Selecting Talent

As a business owner – you can never be held hostage by any one employee. The more “A” players you find the easier it becomes to create a team that isn’t dependent on the efforts of any one person.

The key to recruiting is to never stop. We always need to be on the search for great people to add to our organization.

Your team is made up of people and, therefore, is subject to constant change. You never know what is going to happen to your current team. Life is full of curveballs – the more people on your team the more you will deal with this. Employees get sick, decide on different career paths, change personal goals --- the list goes on!

We recommend that you are constantly keeping your eyes open for a potential new hire. The fact is that we can’t lie victim to our circumstances. You have to be proactive in your approach of maintaining a World Class Team.

This means being observant and always keeping an open mind. When you’re at a restaurant, observe your server. Is he or she an “A” player? One of our favorite lines that has produced a number of “A” players over the years goes like this:

“If you have any friends that are just like you, would you mind sending them my way? We are always looking to add great people to our team.”

We recommend that you develop your “bullpen.” Establish a short list of qualified people that can either begin the hiring process or are already in the process. A great place to start with is by asking your current team. “A” players tend to know and associate with other “A” players. There’s a good chance that the current rock star team members have friends that would be fantastic on your team.

Remember, if you don’t ask you, you won’t receive.

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What's your Hiring Process Look Like?

Have you ever looked up the steps it takes to become a Navy Seal for the U.S. Navy? It's one of the most rigorous processes out there.

Now, you're not looking for Navy Seals to join your team – but if you can get people anywhere close to that your business will be much better off!

You need to strategically place hoops in your hiring and employment process for team members to jump through. Think assessments, specific questions, structured interviews that are strategic and focused on getting results.

This might sound like a lot of work but the reality is that 90% of it can be automated.

If you want people who really want the job (which you do), you've got to have a hiring system in place that ensures they are the right candidate. Make sure you've asked all the hard questions, pressed into the uncertainties and eliminate any secrets. Setting clear expectations from the jump creates a win-win scenario for both parties.

Frontloading your efforts here will lead to lower turnover and improved team performance.

At SIDECAR, we've developed a hiring system that ensures you end up with the best talent. Contact us for more information.

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6 Onboarding

The first 90 days of employment are critical! Each step in your onboarding process needs to be mapped out to create and maintain a World Class Team.

You wouldn't purchase a new vehicle without a test drive.

There's a reason most products available today come with a free trial.

When it comes to your team – both parties need (and deserve) a trial period.

You need to offer new hires the opportunity to sample your business. This starts in your hiring process. Prior to being offered the position the new hire should have had at least a taste of what the job is like.

After hiring, make it clear that the first 90 days is a feel-it-out period. Both parties need to ensure the job is the right fit.

At 90 days, a performance review should be scheduled. This is an opportunity for a clean break if things just aren't working out.

Every system in your office needs to be documented to their exact specifications. Don't be held hostage by one team member who is the "only one who know how to do that."

Our advice? This is a great opportunity to leverage technology. Record videos and document everything in your office. Then save them forever. This will fast track your onboarding process and lessen the amount of 1-on-1 teaching time that is needed.

During the onboarding process, you want to do everything in your power to get the new team member up to speed – **fast**. The goal is to get them ROI-positive in two weeks.

Remember, this is the biggest investment you will have in your business.

You need to put in the work on the front end to reap the benefits for years to come.

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7 Peak Performance Process

You know how important communication is to your success. Do you have a communication system?

If you don't, you need one -- The Peak Performance Process.

The Peak Performance Process replaces weekly and monthly staff meetings. It gives your team the ability to communicate real-time and encourages everyone to get better every shift.

There are three components to the Peak Performance Process: Preparation, Performance, and Polish.

Preparation is where your team is performing all the necessary duties to get the office ready to serve patients. Each position has a checklist that clearly defines what needs to be done.

Then, the performance happens. You and your team serving patients and creating experiences.

Lastly, you and your team polish. It's a simple 5 to 10-minute conversation centered around the following:

- What went well?
- What could we have done better?
- Discuss current company goals
- Constant reminders of the founding statements

Daily communication ensures everyone is on the same page, allows you to make quick, swift corrections, and eliminates forest fires.

If you want to learn more about how to master communication with your team and your patients – SIDECAR is your guide.

10 STRATEGIES TO IMPROVE YOUR TEAM

8 TIRP & Profit-Sharing System

Once you've invested in a new employee and they've completed the onboarding process – the training doesn't stop. You now have the responsibility to continue to develop them.

The ultimate goal? We want to create leaders. Develop your team into the best possible people they can be.

The **Team Improvement Rewards Program** (TIRP) is a 2-year development program that is designed to improve your employees both personally and professionally. The success of TIRP lies in its simplicity. One resource is designated for each month to be completed by the team member and reviewed with you.

These meetings are concise and review the action booklets that have been created. The meetings allow the team member to voice their concerns and ideas. The meetings create a culture of trust.

In addition to these monthly meetings – be fluid. When issues arise – address them immediately. Don't ever wait to bring up an issue.

Once a team member completes the TIRP – they are eligible to be a part of your leadership team and enroll in the profit-sharing system. This ensures that these employees continue to grow, develop, and lead.

Another communication tool that we recommend is developing job scorecards.

A job scorecard provides clarity and sets expectations for your team. The scorecard is the center of truth. Your communication to your team is driven by this scorecard. Remove the hurdles to their success! Let them know exactly how they are doing.

A job scorecard creates clarity. Clarity creates consistency. Consistency compounds.

Here is how we recommend you evaluate your people:

- 1 Adherence to the founding statements
- 2 Job responsibilities
- 3 Key Performance Indicators (KPIs)
- 4 Participation in TIRP or Profit-sharing program

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9 Accountability Ladder

The Accountability Ladder is a simple tool that has proven to be instrumental in developing a healthy company culture. The purpose of the Accountability Ladder is to get each member on your team to understand that you don't need a title to be a leader. Keep yourself and each other accountable. The company goal is to operate "above the line".

Accountability Ladder

Above The Line	10. Do It
	9. Solve It
	8. Own It
	7. Acknowledge Reality
<hr/>	
Below The Line	6. Wait and See
	5. Cover Your Tail
	4. Tell Me What To Do
	3. Finger Pointing
	2. Make Excuses
1. Ignore/Deny	

The Accountability Ladder, when implemented correctly, becomes part of your company DNA. Team members are able to refer to the accountability ladder in conversation and help steer one another to operating "above the line."

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10 Key Performance Indicators (KPIs)

Just like any game ever worth playing – you need a way to keep score.

Your business systems need to be tracked and monitored by key performance indicators (KPIs). KPIs exist to tell nothing but the objective truth about your business. They don't allow for emotion or interpretation to cloud your judgement.

Your team performance is tied to scorecards. Your business systems are tracked using the KPIs we've identified for you.

Numbers hold everyone accountable. They identify growth opportunities.

Know your numbers, grow your business.

By now you understand how critical a world-class team is to a successful chiropractic business. It's not easy and requires leadership and the willingness to develop leaders around you. At SIDECAR, we've developed all the resources you need to select, hire, grow, train, and develop your team. When you're ready to take the next step in building your world-class team we're ready to help guide you.

Send us an e-mail: info@sidecaredge.com

Give us a call: 800-570-5272