

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green



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Dr. David Phelps

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Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

Jesse: Yeah, being in practice and running a business are slightly different things. And so that traditional owner operator model, where I'm the dentist and I'm doing the dentistry by day, trying to run the business by night, that's get tiring. That really is tiring, and I think usually the trigger is some event, whether it's burnout or it's a family circumstance or a health circumstance or whatever that happens to be, there's a reason that means I now must find a different way.

You're listening to the Dentist Freedom Blueprint Podcast with David Phelps and Evan Harris. Navigating you through the uncharted waters of a turbulent economy with straightforward advice to transform your practice into a self-sufficient cash machine, compound your net worth assets and multiply your passive cash flow streams.

David: Good day everyone, this is Dr. David Phelps of the Freedom Founders Mastermind community and the Dentist Freedom Blueprint Podcast, thanks for being back with us today. I've got what's gonna be really fun and I'm excited to have my guest today, who is Dr. Jesse Green, all the way of Canberra, Australia. Jesse, how are you doing, sir?

Jesse: Oh, I'm very well, thanks, David. Thanks so much for having me on your program, I'm really pleased and excited to be here and sharing some stuff with you and your guests today.

David: I've known of you for at least several years, and I had the pleasure and the honor to get a chance to meet you in person, which was really fun for me, last year when my wife and I came out to Sydney to be part of another group that I met you at. And we just had some great conversations while we were there, and it just got me a

[Dentist Freedom Blueprint](#) with Dr. David Phelps and Evan Harris

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

little bit more inured to you, who you are, and I got to know your character and learn a little bit more about where you came from and what you're doing to help our professional practice colleagues today, and so thank you for being a part of this podcast today.

Jesse: Look, the pleasure is mine, David, and as I said, it was really great to see you out here in Australia, and hopefully I'll get the opportunity to travel over and see you guys across there in the US at some point soon, but it was a great time to catch up and I enjoyed it as much as you did, so yeah, I'm, really excited about what we're gonna be going through today.

David: Great, and I also always love to talk to my friends and colleagues in Australia because you're always a day ahead of us and I can always find out what's gonna happen in the markets and things like that. I think we call it insider trading over here, but we won't tell, right?

Jesse: Well I did hear the DOW this morning was over 20000, I think it was about 20200 or 20300 or something like that, can't remember exactly, but yeah, it seems like it was going all right.

David: Okay, alright, very good. So let's jump back in time a little bit with your pathway into dentistry. You graduated from school in what year, Jesse?

Jesse: 1994, which seems like when the dinosaurs roamed the earth now, so yes, it's been over 20 odd years now, and I graduated in 1994 from the University of Queensland, which is up in Brisbane, my hometown. And I was very fortunate as an undergraduate student, because in the mid '90s in Australia we had a recession, and during that time things were a little bit tough, and I was fortunate

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

enough to be offered a scholarship to go and join the navy as a dentist. So I spent the last three years of my undergraduate degree as an undergraduate dentist in the navy, and then I, obviously, graduated from university and went on to become a dentist in the Australian Navy for several years. And it was a really fun thing, it was a great blessing for me because I came across some great mentors and learnt a lot and saw a lot and did a lot, and it's my great blessing that I got to experience some things I might otherwise not to have experienced. So it was really a wonderful start to my career.

David: And then in 2004, I believe it was, is when you bought your first practice, private practice, is that right?

Jesse: Yeah, look, it was around about that, I wouldn't say I bought it, I more or less inherited it. Because when I was in the navy, you've been to Sydney, you know where Sydney Harbor is and what it's like. I was completely content with my naval career at that point, and I should ... to go back a little further in time, I had my first business when I was 17 years old at high school and I was selling football jerseys, and that got put aside for awhile while I went through university and then went into the navy. But when I was in the navy I was working at a place called Watson's Bay, which was just magnificent. You look down the harbor, there's the opera house and the harbor bridge. And then I met a girl.

David: Oh.

Jesse: Exactly.

David: Here we go.

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

Jesse: Oh, indeed. So this beautiful lady and my now wife is also a dentist, so I'm very grateful to the profession because it's literally given me everything in my life. But I met Miranda and she had a practice in Canberra, and so one thing led to another and I moved to Canberra to be with her, and we got married, and we were of an age where we'd met a little later in life, so we decided that we'd start a family relatively quickly. And then all of a sudden we had a baby at home and all of a sudden I was thrust into practice ownership by default, so I didn't really get to buy it, but I certainly inherited it, and we did some cool things with that practice over that time, as well. But it was a bit of a baptism of fire for me to walk into a dental practice, and I remember before I'd even set foot into the practice, David, one of my wife's associate dentists said to me, "You know, Jesse, we love Miranda, and there's just no way I can ever respect you as much as I respect her." And that was tough, mate, it was hard to walk into that environment and try and take it over and do well with it, but we got there in the end, so it was a bit of a journey.

David: Well that would be difficult circumstances. I know when there's already a culture in place, and your wife, Miranda, had been there running things, and now you're the new guy, and sure, nobody likes change, right? Everybody likes status quo, and here you come and everybody's worried and concerned. There's many doctors, many of our colleagues end up acquiring practices, they purchase an existing practice, maybe the senior doctor stays on for some time, and there is that transition time. That might be a good topic just to dive into a little bit and talk about how you and Miranda overcame that. How did people come to believe in you not have the attitude of, "Well, I'm never gonna respect you because ... I'm just sorry, I'm not going to." How did that work out?

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

Jesse: Well I would love to say that there was a really easy and fortuitous path that just kind of magically appeared. The short answer is it was really hard work. So what had ended up happening was, Miranda had created a culture for the practice as it suited her and her nature, and she's a wonderful girl, and I love her dearly, but we tend to do things rather differently. And so the culture that she had set up, necessarily, which didn't really fit with how I like to do things, I was a military guy, I was very methodical, very task focused, and so I had to learn a lot of things very quickly. But what ended up happening was, I ended up having to sit down with each of the team members at that initial point and get to know them and let them get to know me a little bit. And I think once we'd had that open dialogue and once we'd kind of allayed a lot of the concerns, allayed a lot of the fears that I wasn't going to turn the place on its head, then I think people started to settle down and kind of get back to work a little bit.

And of course, there were many changes that I did want to implement, but I just had to take a slow approach, because otherwise I would have, perhaps, created a little bit of chaos had I kind of gone in there all guns blazing and changing things from day one. So I just had to kind of slowly implement things, probably not slowly, perhaps a better word would be in a more measured way rather than slowly, I had to try and bring people with me on those changes, David, so I had to tell them why I was doing what I was doing, exactly what I was doing, what the impact of that would be, try to anticipate any potential concerns or hassles, and have some mitigation strategies in place for that before we even started, and had the conversation. That was probably a big thing for me.

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

And the other thing that I'd say, and this is perhaps unique to the circumstances I found myself in, was that because Miranda and I were husband and wife, or are husband and wife, candidly, I was able to trade off the relationship she had with her staff to a degree as well, and that was unique to my circumstances, but if I was in that situation, that's something that we were able to do with great effect, not just with the staff but with the patients as well. So that was probably how we started changing the culture, but then we got clear about who we are, our values, our why, what it is we're trying to achieve, why we do what we do. And candidly, David, after a while, the people who aligned with that vision stayed and those that didn't left, and that was okay.

David: It's all about trust, isn't it, Jesse? And trust is something that is not built over night, it's, as you said, you had to take measurable steps that people in the practice had to look at you and see if you did what you said, said that you were gonna do, right, look for consistency in behavior. And as you proved to yourself little steps at a time, then little by little you gained that trust, the respect comes right along with it, and as long as there's good people there, that culture can be maintained or shifted a little bit, as you said, but now you've got people on board with you, and that really is the crux of having, for any business, the foundation to be able to be adaptable, move, grow, whatever you want to do, you've got to have everybody on board with the same vision, correct?

Jesse: Yeah, absolutely correct, the trust was huge. And you're quite right, it took a while for that trust to develop, and it just meant that I had to kind of move at a pace that was comfortable for everyone, and it was really important that we did bring people on that journey with us rather than try

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

to do radical things quickly. We had to just slowly turn the ship around and point it in a different direction, and it wasn't vastly different direction, I should point out as well. But we really did need to earn that trust, and one of the things, coming from the military, which was an interest paradigm shift for me, is because whoever has the most stripes on the shoulder in the military obviously has the most authority, that rank structure is obviously hierarchical. But it doesn't work like that, necessarily, in private enterprise. You might be the owner, but that doesn't mean you're gonna be able to command trust, you have to earn trust, you have to be able to earn respect as well.

So it was a process, I'd say, David, where I had to really work hard to earn the trust and respect of the team, and as I said, there was a point where some of those team members chose not to come on that journey with us, but we parted on good terms. Even that person that said, "I'm not gonna respect you that way I respect Miranda," we managed to find our peace and we managed to find our way forward together, and when we did go our separate ways it was very amicable and it was great and we were able to kind of shake hands at the end of it and thank each other for the journey. But the key point you've mentioned, though, is trust, and trust is everything.

David: You mentioned a phrase that I like when you said, "Turn the ship around", do you know of the book of the same title, Turn the Ship Around?

Jesse: I'm not familiar with the book, I probably reference that phrase more from my military days than anything, being in the navy. But no, I'll have to read it, do you know who the author is?

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

David: I'll tell you what, it's gonna be my gift, it's gonna come to you, because it will fit right in with, as you just said, your background. I'm not gonna tell you more about it, I will just tell our listeners that it's a great book on leadership and culture, and as the title suggests, turning the ship around, or taking an existing culture by default, whatever it is, and that usually means it's not on purpose, it's probably not good, it's maybe in disarray, whatever that business culture is, and turning it around. And it's an outstanding book. Don't buy it, I'm gonna send it to you, it's my gift.

Jesse: Aw, you are a very sweet man, and let me return the favor, there's a book I'd like to send to you as well, it's called Legacy. We can compare notes another time, we'll be like this dental book club, David.

David: That's the neat thing, that's what we do, that's why you and I are a part of different Mastermind groups, and I know you a group. We both understand that the value in sharing that commonality of great people, high caliber, different experiences, and we expose each other to great life and business and practice models, and the resources go along with it. So I thought it was just kind of cool that we could, right here in real time, just kinda show what our beliefs are in terms of how the model works. So let's talk a little bit more about, then, your evolution. Here's the thing that I found really interesting about what you said about in high school, that you already were showing your entrepreneurial roots, that you had that business selling jerseys. It's interesting, I had the same thing, I didn't sell jerseys but I had my own little entrepreneurial pursuits when I was in those younger years before I got to college and, certainly, dental school.

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

And a lot of people that also I think are more entrepreneurial have kind of same backstories, so it didn't surprise me that you, and I didn't even ask you, you just mentioned it as an aside, that that's part of your DNA, Jesse, and I think what that's done is not only helped you to do the things that you have done, you and Miranda have done in your in your practice model, but also the thing you already knew coming from your years with the navy and the principles you learned there, which I'm sure have served you extremely well in a leadership capacity, and as you said, in terms of being methodical in processes and that sort of thing. But now you're in a relatively young age in life and practice, you've also decided you want to have more impact, you want to go beyond what you have done in your own practice with Miranda, and so you have your company Practice Max, and you have different elements of that. Talk a little bit about that and how that evolved, when did that start to come about and what was your why in terms of starting Practice Max.

Jesse: Well I'll just go back a little bit further in time, if that's okay, David, because I'll give you some context as to the mistakes I made. When I took over the practice from Miranda, Miranda has this incredible ability to build a loyal following, she's very good at it. And my expertise was, candidly, making the profit come as a result of that. So we had this great patient base that wasn't really producing a financial return, and so my job as the business owner was to capitalize on the good work that Miranda had done and turn that into a profitable business. And so I followed the traditional practice management dogma at the time, we did all the usual things, and to be fair, it worked quite well for us, and again, I don't mean to sound like I'm demeaning or debasing any of those traditional

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

methodologies, but what I found when I did that, David, is that I was exhausted, I was so tired, I felt like a slave to my own business, I felt like the business owned me rather than me owning it. And I was a very highly paid hamster on the wheel peddling harder and harder to keep up with the demand.

And so in 2008, I burnt out, I burnt out badly. And so I got to the point where I thought, "If I never see another tooth again it will be too soon", it was at that point, and I fell out of love with what I was doing. I didn't fall out of love with the clinical side, per se, I just fell out of love with running the enterprise and the business, and that coincided with some family things that were going on with my parents. So we literally sold everything and we moved to Brisbane, again, my hometown where my parents happened to be at that moment. Of course, we sold everything, moved to Brisbane, and then mom and dad moved further away.

David: Oh, no.

Jesse: Yeah, and so that was a mistake, but that's okay. So when we got to Brisbane, what ended up happening is we made a conscious choice not to buy a dental practice. But of course, after a few months of having rest and getting myself back together and overcoming some of that burnout, I quickly began to start thinking, "Well now what do I do?" And as it turned out, I attended a seminar just by happenstance, and they were talking about internet marketing at the time. So I dove into that headfirst, and I was building all sorts of websites, selling affiliate products, running PPC campaigns, SEO.

And then all of a sudden some of my friends from uni would say to me, "Hey, you know what a crown is", or,

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

"You know what a bridge is, could you help me build a practice website?" So before too long I was running a small digital agency for dentists, and that was fun for a while. And I learned a lot about scaling in that business that I hadn't really been exposed, so I learnt more about scaling in business through that enterprise than I'd ever learnt being a dentist. So fast forward a couple of years, we came back to Canberra, and we'd bought another practice and we've managed to ... we operate that business. I don't do clinical dentistry so much at all these days, I'm in there administratively a little bit, not so much, but we keep things running that way.

So what I learned though, David, was my circumstances were not unique. I learned that my journey was very typical, and I learned that the stages of practice growth were predictable and repeatable, and I'd come across lots of people who had kind of maxed out the traditional practice management model, where they were working pretty hard, earning some reasonably good money, doing some good things, having a good lifestyle, but they wanted a bit more time in their life, or considerably more time in their life. And so, yeah, Practice Max was really built on the premise that we've got three kind of key levels, the first one was becoming profitable, and then scalable, and ultimately building a business that's exitable or sellable down the track.

So we kind of focus on profitable, exitable, and sellable, and we've done all of those things in our practice. And it just occurred to me that if I was having those challenges then other people would be as well, and it just so happened, again, it was an accidental business, David, I wanted to have more impact, for sure, but I didn't quite have this business plan mapped out, ended up some of

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

the guys who had asked for websites would come to me and say, "We've got all these new patients now, and we realize that's part of the mix, but we also understand that having lots of new patients through the door just highlights other stresses and strains, whether it's our operational systems, whether it's our team, whether it's our culture, whether it's this or that." And so enough people asked me about that that I started pulling together all my files, I started looking at the things I learned through internet marketing and how to scale. And from there I synthesized things to make sense from a dental point of view, and that's how Practice Max was born. Again, there was no terrific master plan, there was a little bit of an evolution, and a dawning rather than an epiphany.

David: That's really an interesting story, and I appreciate, and I know our listeners appreciate the fact that you're so transparent about the very fact that burnout hit you at a relatively young age, if we're going back to 2008, and yet we both know how vast that very syndrome is within the industry, and many docs are just living lives of quiet desperation, or maybe not so quiet sometimes, right? But feeling like there's no hope, "This is what I've been trying to do, I spent years in my education, and school debt, and then I've got the capital invested in this practice, there's nothing else I could go do right now that would even come close to supporting our family and the lifestyle we have, so I'm kind of stuck." And, oh gosh, that's a very foreboding position to be in, and I think you have in your heart, just like I do, because of the lessons, you had the lessons that you learned and I've got the lessons that I learned, there's so many things that I think we tend to believe as we're growing up, from well-meaning people, about this is the way it is, this is the structure, this is the

[Dentist Freedom Blueprint](#) with Dr. David Phelps and Evan Harris

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

model, this is what you do when you're this, or in this case when you're a dentist, this is how life is, and we believe this, that that's just the way you do it.

Times are changing and changing quickly, and we have to be adaptable and flexible, but that's not really what we're taught to be, so my case is similar to yours, and we talked about that, is that you get kind of pushed to your limits in one way and you get shoved, not kicking and screaming necessarily, but you're shoved ... you get pushed into transformation, like it or not, but when that door opens, don't resist it, go with it, and now you're able to be impactful, you've taken these great lessons that you've learned just through chance, through what you just doing something new, and finding the market in digital side was kind of fun and intriguing, and now you're back taking those lessons about scaling a business and taking those back into dentistry, and now you're proving the same model, you have proved it, for what you teach others do with the practice that you bought back in Canberra, right? That's how things are run today. So give me just a little bit on that practice, how many doctors are in that practice, what's that look like, a little bit, as now a real owner of the practice?

Jesse: Yeah, so there's two dentists in there and a hygienist therapist in there. So it's not a huge practice there, there's not a massive Taj Mahal with 10 chairs in there, we certainly have some challenges with the practice as well, we have capacity constraints, so we have to be a little creative with our time, and we're looking to do some things there to have capacity. We've been pretty good at getting some marketing going and having full books, which in today's environment is certainly a good thing, it's a bit more competitive than it ever used to be, I'm sure it's

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

similar over in the States as well. But the practice really ... here's the thing, David, and we spoke previously. One of my mentors is a guy called Keith Cunningham, and he is a Texan like you, he has his particular saying, which I really resonate with, I certainly can't claim it as my own, but I really identify with it, and that is to optimize for profitability or time versus size.

And so there seems to be this thing out there where people say, "I've got five practices", or, "I've got 10 chairs", or whatever it happens to be. And again, if that suits that person that's perfectly fine, but for me, what I know is that I have my sweet spot, my ability to get things done in a way that makes me happy and satisfied. It means if we run a medium sized operation, we're gonna move it out to four chairs and all the rest of it, but beyond chairs I think is where we'll stop. But I can run that profitably, I'll have a couple dentists in there, a hygienist or a therapist, we've got some leveragability and the ability to have the appointment book structured better, I know that we can run that really profitably. So our current practice really is two dentists and a therapist, and as we relocate to new premises that will increase to three dentists and possibly one or two therapists depending on how we structure the shifts and whatnot. But that's really us, and I would love to say that it's really complicated and intricate, but one of the things I've learned, David, is when I've come unstuck if often when I've tried to over complicate things, so as I'm getting older I'm really appreciating the value of simplicity and executing on that at a high level.

David: No truer words have been said, I completely agree with you. We both share a common philosophy that bigger is not always better, and as you said, if it suits you and

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

that's really where you're focused on, that you want to expand the practice or have multiple practices, then be very clear about that, but I agree with you in what our mutual mentor Keith Cunningham says about optimizing profitability, that's where it's at. And we both know, and many of our colleagues who thought that the key to profitability was just to grow, well growth just compounds the dysfunction of any business, it compounds those issues, it doesn't make them go away, it makes them worse. And typically the profitability, whatever you had before you started growing is now diminished greatly, and we both know people that have those top line revenues of multi millions of dollars with multiple practices, but when you look at what the net is, what do they get to take home? It's no better, and many times it's worse than the practice owner who went for simplicity and execution on that simplicity, I love those words, execution on simplicity, and has a much better life with far fewer moving parts and issues to deal with, and has that profitability. Really well said, Jesse, I'm with you 100%.

Jesse: Well thanks so much. Look, David, from a simplicity point of view, we created a dashboard for our practice, it's a one page dashboard. And so I know when I look at the dashboard of our practice, it's like the vital signs of your business. And again, I just like to keep things simple. I know what activities drive the performance of our practice, I know what KPIs and benchmarks we should be achieving, and I know the activities that lead to those results, so literally every week I get a report on our dashboard that tells me how the practice is going, and it allows us to, as I say, execute on those fundamental things, and when we do that really well the practice performs. And when I get distracted as a business owner, or when we over complicate things or try and be a bit too

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

clever by half, then I come unstuck. And I've learnt that lesson several times in my life, David, I have to say. Life has a way of teaching you the lesson until you get it, and in my case I had to get that a couple times, and so I'm now really appreciating simplicity and executing on that. And so that's us, we run our whole business of an A4 page.

David: How difficult in your experience is it, Jesse, for the typical clinically blessed, or the doctor with clinical expertise, who is really focused on his or her career in the technical mode and does a great job, how easy or how difficult, maybe I should say, is it for that dentist to come around and understand that the business of dentistry is increasingly more important. What do you see, because you do a lot of consulting through Practice Max, and I know you deal with dentists, just like you were where I was, frustrated many times in where we were on that hamster wheel, and many dentists are there right now. So what's that evolution or that transition from focusing on the clinical skills and more technology, to simplicity and learning how to run a business or practice more as a business owner, what's that look like?

Jesse: Well I think there comes a point, probably for you and for me, where there's a need. And so for those people who are happy to be great technicians and really master their clinical work, by all means, if that's you I'd say keep doing that. But as competition increases and we see ... we spoke previously about the impact of health insurance companies and corporations and increasing competitive pressures within the profession, I think it's gonna be harder and harder to operate a style of practice where you just say, "You know what, I don't care about the business side of dentistry, I'm just here for my patients

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

and I'm gonna be the best technical dentist I can be and the money will take care of itself." Well my personal viewpoint is that's gonna become increasingly difficult to maintain that perspective, and others might disagree with me on that and that's perfectly okay. But what we're seeing here in Australia at least is the people who say, "Just give me patients to work on and I'll be happy", I think that's gonna be a hard model to sustain.

So I think by definition, as these pressures become increasingly prominent, dentists need to build their business muscles, and being in practice and running a business are slightly different things. And so that traditional owner operator model where I'm the dentist and I'm doing the dentistry by day, trying to run the business by night, that gets tiring, that really gets tiring, and I think usually the trigger is some event, whether it's burnout or whether it's a family circumstance or a health circumstance or whatever that happens to be, there's a reason that means I now must find a different way, and for me that was the burnout that I alluded to earlier. And I realize very clearly that if I wanted to own a dental practice that gave me time, I needed to have better leverage, and it meant that my role had to fundamentally change within the business. So instead of being the guy, in my case, or the girl if there's ladies listening to the show, who is the person who provides great care to patients, my role ... this sounds so simple, but it's not as easy as it sounds, my role transitioned from being the guy or the girl who provided great care to patients, to being the guy or the girl who builds and develops great teams who provide great care to patients.

So my role really pivotally changed, and I had to understand that my role as a business owner was to

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

create a great culture for the practice, to find A players, to keep them engaged, keep them motivated, be able to manage them, and then hopefully mentor them in a way that our patients were getting great clinical outcomes, the business was thriving, and when the business is thriving I was thriving as a business owner. So I guess it's a small but significant shift, it was a fundamental shift where I realized that my focus had to be on the team, not just on the patient, that was probably the first realization.

David: Yeah, really good. One of the other quotes that you have mentioned about Keith Cunningham, he says that great operators get tired, great owners get rich. I think that's a pretty classic statement, is it not?

Jesse: It's a wonderful statement, and I think it's really true, because I was the classic operator, and I was tired, I can't tell you, David, I was exhausted. And yeah, we've transitioned to business ownership, but there's a different skillset and a different mindset. And so I had to learn a lot more about how do I get the team to be able to execute on the things that I would have executed on previously, how do I build a team that's self-managing to a degree, they've got clear understanding of what's expected of them, we've got clear definition of success for each person in their role, because most people come to work wanting to be successful, so my job then as a leader is to show them what success looks like, how do we create a culture that brings high performance into the practice, where people can thrive and grow, how do we create a culture for the patients as well where they feel warmth within the practice and welcome to the practice and they know that they're getting great care, how do we have great consistent operations on a day to day basis. These are all the things that I had to really learn, and things that

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

I hadn't really learned well in the first practice that we run, because I was the lynch pin. And there's a saying that the bottleneck is always at the top of the bottle. And that was me, I was the bottleneck.

David: Exactly. Well, Jesse, this was really good. I want to make sure that our listeners have a chance to further engage with you, what are some of the best ways? Tell us a little bit about the Mastermind, is this something that people have to be able to have live attendance or is there something more virtual that you offer for people that want to learn more about what you teach in the models you have at Practice Max?

Jesse: Yeah, so certainly a lot of our work is around community. We are a strong believer, like you, David, that a rising tide lifts all ships, and we really believe strongly in the value of the Mastermind approach to things, shared experience. So we do run a lot of live events here in Australia. We will be certainly rolling out virtual events over the next few months or so, but if people want to find out a bit more about us and what we do, by all means, head across to our website, drjessegreen.com, and I've written a book there, people can read about some of my philosophies there, or jump on our podcast, the Savvy Dentist, or just drop me an email and I'm really happy to be answering any questions and help people along the way as well. So whatever method works for the audience, if they'd like to find out more, please, just give us a yell and we'd be happy to accommodate that in whatever way we can.

David: Yeah, that's great. That's drjessegreen.com. And the title of your book is Retention, it's about focusing on the lifetime value of the existing customers, clients, patients that one has, yes?

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

Jesse: Yeah, that's exactly right. And imagine if all of us had ever had every single patient that walked through the door of our practice, if they'd been retained in the practice as lifelong patients, how big would your practice be, and how little external marketing would you need to do if we'd retained every single patient that had walked through the door. So really it's about maximizing the use of your existing patient base, growing it, and utilizing some skills in that regard. And of course, David, I can't let it go unsaid that, of course, when I wrote Retention I thought my second book has to be Resistance. Dental pun for the audience. But we'll see how that goes.

David: I love it. Well, Jesse, this has been really fun, thanks again for your time today. I know that you definitely shed some significant pearls for our audience, and I think some of the keys are, don't be afraid of change, embrace that change, but at the same time, also get help, there's great people, great mentors, you're one of those, in our industry, Jesse, and find those people, find the path that they've gone down, don't try to reinvent the wheel, it's a lot easier if you find like-minded people, find that community, find that mentor that you can also learn from and evolve your life and your practice to new levels. It's a great opportunity.

Jesse: Yeah. And I think, David, just really quickly, I think you and I are singing from the same hymn sheet, to an extent, where we really believe that having ... I'm sure you've had some good mentors, I've had some great mentors, and I think for anyone who's really listening to the show, if you're based in the United States I'd really encourage you, I've been closely following your stuff now for years, David, and it's gold, so I'd encourage anyone listening on the call to jump on and check out David's stuff, and find

Ep #114: Fighting Burnout, Becoming Profitable, and Transforming Your Practice with Dr. Jesse Green

that path, because you don't need to be Robinson Crusoe, I really endorse what you're saying there, mate.

David: Well thank you much, and I am coming back to Sydney in just a few months, and I will tell everybody, if Sydney is not that far as you think, and it's a beautiful city, and Australia's a great country, so if you haven't been there, go visit, and look up my good friend Dr. Jesse Green. So, Jesse, thanks again for being on the podcast, loved every minute of it.

Jesse: You're really welcome. Thanks so much for having me, David, and for all the audience members, please come and say g'day when you're in Australia, we'd love to see you.

David: Perfect, thanks, Jesse.

Jesse: Thanks, David, bye, mate.

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