

## Ep #174: Jesse Green - Plugging Your #1 Profit Leak



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**Dr. David Phelps**

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## Ep #174: Jesse Green - Plugging Your #1 Profit Leak

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You are listening to the *Dentist Freedom Blueprint* podcast, with David Phelps. Navigating you through the uncharted waters of a turbulent economy with straight-forward advice to, transform your practice into a self-sufficient cash machine, compound your net worth assets, and multiply, multiply, multiply your passive cash flow streams.

Dr. Phelps: Well good day everyone. This is Dr. David Phelps of the Freedom Founders Mastermind Community Dentist Freedom Blueprint Podcast back to you today with a gentleman that I've become really good friends with many, many, many thousands of miles away, but we're actually connected eye ball to eye ball over the virtual technology today which is really exciting, really fun to be able to do that.

Dr. Phelps: My good friend is Dr. Jesse Green from Canberra, Australia. So, Jesse, how are you doing today, sir?

Dr. Green: I'm very well thank you David. Thanks so much for having me it's always a pleasure to talk to you mate, I'm looking forward to it.

Dr. Phelps: You know it's so much fun Jesse, and I have so man Aussie friends now just because of the connections over there. You're one of my inner circle and not just because of our affinity for dentistry, which we both love and we both are doing so much to try to help our colleagues there, but just simply because of the person you are. I'm obviously attracted to people that I know, like and trust and I think bring great value. You are one of those people and it's fun to compare notes across the big pond right,

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because a lot of times people think well, every country, every continent, it's different. It's all different, different people, but really our languages are the same, you guys have a little different accent. ...for us, but my point is, while people think well there's differences and it's only my country, my state, my county, my city or whatever or my industry that's having issues. You know, everybody else seems to be doing well, well that's not actually the case.

Dr. Phelps: I think that we know that there are a lot of similarities between our countries and what our colleagues in dentistry are dealing with today. It's not all negative, there's lots of positives as well and I want to bring those out today, but I think comparing notes with you is a lot of fun and we get to do that on somewhat of a regular basis when we get to meet up.

Dr. Phelps: First I've got to tell people a little bit more about you. So, Dr. Jesse Green is a dentist, entrepreneur, coach and a thought leader who specializes in working with established, high performing dentists and industry young guns hungry for success. Increasingly over competitive market he has made an arc in helping his elite clients play bigger, smarter and better. He's the founder of Practice Max, a program that offers the latest in entrepreneurial thinking, tools and cutting edge ideas from the dental and non-dental worlds.

Dr. Phelps: Jesse hosts a popular weekly marketing show, The Savvy Dentist, where great dentistry meets great business. Drawing on nearly two decades of experience, Jesse is the undisputed authority on practice management for highly motivated and enterprising dentists, a combination he describes as a dentalpreneur, I love that word Jesse. He's also the author of the Amazon number one bestseller, "How to Plug the #1 Profit Leak in your Dental Practice."

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Dr. Phelps: You know what, let's start right there, what's the #1 profit leak in the practice, what would you say Jesse?

Dr. Green: Thank you for asking me that question, thank you for your kind introduction as well. David I wrote the book, "Retention," and the book is really all about understanding the concept of hanging onto patients. The question I would ask the docs listening to the show today is, how big would your practice be if you'd managed to hang onto every single patient you'd ever treated over the course of your practicing career? It'd be incredibly large of course.

Dr. Green: And so, one of the things that I noticed in Australia is things are becoming increasingly competitive. We're seeing concentration of ownership with the health insurance companies. It seems to be this renewed focus on marketing. Marketing is fantastic, but the question I get asked regularly David and I'm sure you hear this question, I'm sure people listening to the show hear this question as well and that is, what's the one thing that I can do Jesse to make sure I'm attracting all these new patients? My observation was that it's great to have new patients, we all understand that, there's nothing wrong with that at all and I'm certainly not down on that, I'm very pro new patient flow. But it occurred to me that if we're attracting new patients and leaking existing patients, it was a zero-sum game.

Dr. Green: So really for me the #1 profit leak, to answer your question directly, is that leakage of patients out the backdoor. Meaning that we haven't got our tight recall systems, we're not using our internal marketing adequately and understanding that the cost of replacing patients is high, certainly much higher than retaining them. On top of that we miss out on the potential referrals that come from those patients. We miss out on your revenue over a period of time because if you understand retention then of course, as patients begin to know you and like

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you and trust you more, their inclination to accept treatment increases over time. If we don't manage to retain our patients we're missing out on all of those things. For me that's a massive opportunity cost right there.

Dr. Phelps: I totally agree with you Jesse and you're right, everybody seems to always want, no matter what the business is, wants new patients, clients, customers. That is to some extent a lifeblood, but you're right, a zero-sum game if got the backdoor wide open and you're right, the costs, the cost of acquiring a new patient can be relatively high. Certainly not just in the marketing costs to, let's just say what it is, to generate a lead, to generate an interest, to generate someone who raises their hand and takes notice of you and your practice. For whatever reason they have a need, they see some marketing you're doing out there, great, but you had to do a lot of effort to do that. Then of course the intake. The intake of any new patient requires a lot of labor, a lot of your team's labor, your labor. Just starting to build that relationship.

Dr. Phelps: If we think about it, when we have an existing patient, client, who we've known for some time we already have that trust relationship, it's relatively darn easy. Especially if they're the kind of people we like, it's easy when they like us. They come to the office, they already kind of know what the expectations are of the office about financial policies, hopefully your office has done that. They come here, they trust and believe in you and pretty well accept treatment as long as you offer some kind of financial options. You sit down, you do the treatment and they leave and things are good. New patient, oh, we've got to overcome some inertia there don't we, right?

Dr. Green: Yeah.

Dr. Phelps: I mean typically today people are a bit skittish, skeptical right, of trying anything new. I know I am, I mean when I try anybody

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new for any kind of service it's like okay, I'm going to test you, but as soon as I see that one flaw it's like I'm probably out of here. Yeah, talk about that a little more because you help your clients a lot with this and again, it's kind of that, you said it, it's kind of hidden. It's kind of unremarkable to think about retain, it doesn't sound sexy, but gosh there's so much opportunity there.

Dr. Green: Yeah, it is absolutely the least sexy part of running the business isn't it. When we start thinking about marketing, it's got that you know, bright shiny object thing attached to it. Should I be doing an Instagram ad or creating a Facebook store or whatever it happens to be and that feels like you're doing something. Not only that whatever it is, you can outsource that, you can actually just pay someone money to do that. Then you feel like your responsibilities have been fulfilled, but ultimately, coming back to the retention side of things, it takes consistency, it takes effort and it takes focus to be able to get that right.

Dr. Green: I think it's John Maxwell and I may be misquoting him, but there's this wonderful quote that says, "Excellence is mastering a series of fundamentals." Really for me one of the fundamentals of operating a business and in our case a dental practice, is to be able to retain those patients. Really what that looks like in practical sense is how do we create a compelling reason for people to return to us. Sometimes that is Instagram, obviously doing good clinical dentistry, but I guess my cautionary tale there is as docs we tend to focus heavily on our clinical skills and our proficiency. That's great, but being a great dentist in and of itself does not guarantee commercial success. Our patients, they can't tell whether we've got our six degree taper in our crown preparations. All they know is whether we treat them nicely and whether it hurts or not. So they make assessments around our clinical proficiency based on the

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things that they can observe, you know, the patient experience if you will.

Dr. Green: Coming back to creating a compelling reason to stay, it's about making sure we build value, we create a reason for them to return. And so, at the end of every appointment I really stress that the purpose of an appointment is to create another appointment. To do that of course, there's got to be a reason to come back. What we talk about is building value before, during and after the appointment.

Dr. Green: Just as an example, as a little verbal skill that I use routinely, and again, it's not sexy, but it's an incredibly effective is I'll say to the patient before the treatment starts, "Mrs. Jones, I'm so glad that you're here today. I'm really looking forward to taking care of this cavity for you on the lower right hand side. It's good to get it done today because if we leave it any longer it's only going to get bigger." Then halfway through the cavity preparation I'll make a very similar remark, assuming that the cavity preparation is underway I'll say, "You know Mrs. Jones, as I said to you earlier today I'm glad we're getting this done. There's some decay in this tooth and I can see that it's starting to spread so it's really helpful that we've got it done today and we're taking care of that for you." Again at the end of the appointment I'll say something similar and I'll say, "You know what Mrs. Jones, I couldn't help but notice that filling on the other side of the mouth, because today's one had started to spread I'm a bit curious and cautious about that tooth too. I just want to make sure we handle that quickly and easily for you so that it doesn't have the opportunity to spread."

Dr. Green: In so doing I'm creating a reason for her to return because she doesn't want that cavity or that decay to spread. When I take her to the front desk and do the handover I'll say, "You know Mrs. Jones has done so well today Suzy," the receptionist,

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"She's done incredibly well today, we've been able to take care of that cavity for her on the lower right hand side and we got that under control. I'm a little bit nervous or anxious or worried about the cavity on the other side of mouth. I don't want it to spread as well, Suzy could you please find a time that works with Mrs. Jones's schedule because I'd like to take care of that as soon as possible."

Dr. Green: Just that little verbal skill of repeating the same message is now creating a reason for her to return. Ultimately what I'm trying to do is to create a sense of urgency as well as providing a fantastic customer experience, create that connection, create that moment of human to human interaction with her. Getting to know her, her getting to know me and hopefully liking and trust me. When you have those things combined that contributes to a reason to stay. It contributes to a reason for her to walk past other dental practices and come to ours because we've developed that relationship with her.

Dr. Phelps: This is really about all the art of communicate isn't it Jesse, what it really comes down to. I think for all of us to become very good at what we do, it almost becomes in many cases automated. I mean, we could diagnose most things relatively quickly, efficiently. Most at least basic dental means in this case can be treated, again, very efficiently by most dentists without having to put a lot of brain power into it. So we just do, we just good, we do and we oftentimes fail as you showed or showed the other side about how to take a little bit of extra time, a little bit more focus, a little bit more intentionality and do some communication.

Dr. Phelps: Even though to us, or to our systems or people that will do this every day, it sounds like we're over communicating. Actually to the patient it's not, it's giving that patient reassurance that the procedure they're having done today is something, as you said,



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of high value. High value. Sure you could just go in and clean it out and do a nice job and do a great restoration and tap the patient on the shoulder and say, "See you next time," but like you said, you've lost the opportunity there to do all the things that you just laid out.

Dr. Phelps: It's these little things, little connection points, that seem mundane almost, but the return on that if everybody in the office is tuned into that right. Can't be just the doctor or can't just be the staff, I mean everybody has to be tuned in and do their part. I know this is what you help coach and teach great teams to do, but it has to be something that has to be kind of top of mind right? You've got to come in with everything else going on in the office on a schedule, on any given day, all the responsibilities. How do you help teams and the doctors keep this kind of focus in place because it's easy to just like get just, "Oh, I got so much going on, I just don't have time or the energy to do that." Right?

Dr. Green: Yeah, it's a really great point David and the key word you mentioned was intentionality. We use a version of that phrase, the phrase we use is specific intent. Our whole patient experience is dialed into rebooking rates, so we run our practice with a dashboard, we measure metrics around a whole variety of different things. Whether you call it a leading indicator or a lag indicator, we call leading indicators critical drivers in our business because it's that case of the vital few versus the trivial many. If there's only one thing that I could do in my practice and I completely acknowledge that this is an oversimplification, but if there's only one thing that I could do in my practice it would be to really focus in and dial in on rebooking rates.

Dr. Green: That is something that is critical so we use a dashboard, as I mentioned, to keep track of the critical drivers, the leading activities that drive our practice. One of those activities, how we

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keep it front of mind, is we look at our dashboard every single week. How did we go with our rebooking rates and that is a visual cue that we look at once a week, but again, in our morning huddles we really bring some focus on a daily basis to the rebooking rates. I guess coming to your point David, how do we keep it front of mind, firstly is by looking at it. By being aware of it, constantly surrounding ourselves in it. It's almost like bathing in the water of rebooking rates, it's constantly in the atmosphere around us because we've created that atmosphere and that culture in our practice.

Dr. Green: From a specific tool perspective, the dashboard is key, the morning huddle agenda is key for us and that's what brings us the focus and the ability to really hone in and zero in on why we do that building value so that we can get the rebooking rate thereafter.

Dr. Phelps: What goal are you shooting for on the rebooking rate Jesse for a practice you consider to be healthy and with good numbers in that regard?

Dr. Green: Yeah, so I mean, clearly every part of me wants to say 100%, but that's not realistic and I acknowledge that. I think if you're reasonably achieving 80-85% you're doing very well. Certainly in our practice because we bring such focus to it, ours is around about that 85%. It does bounce around a little bit from week to week, sometimes a bit higher, sometimes a bit lower. If you can get that I think you're doing very, very well.

Dr. Green: The beauty of that of course is that a bird in the hand is you know, certainly what we're aiming for here. Meaning that it's much easier to keep your schedule intact once you've got people in it. It's much easier to have a full appointment book rather than having to chase people and to followup treatment and reactivate people. You know, chase up that filling that hasn't been done or that crown that was diagnosed, but not

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booked in. No one really enjoys doing those calls so much either, it's not a fun process in the practice. From our perspective it's incredibly useful from a labor saving perspective as well.

Dr. Phelps: Yeah, you know I think in every business is the time to strike, and I mean this in a very positive health providing standpoint, so I say strike, it's obviously looking at patient's best interests first. You know, integrity and ethics have to be there, but the patient is going to be at the highest point of motivation when they're right there in the office. Like you said, trying to chase after people when you know they have treatment pending that really ought to be done sooner and not later, but it's hard because now you're trying to reach out to the patient via phone or text or email or something automated. That just doesn't have the touchpoint when you're eye to eye, you know, skin to skin literally there pressing the flesh with a patient right there who's just had a good experience, there's nothing like it. I think that's clearly a huge profit leak and one that more practices would focus on, all their numbers would be better.

Dr. Green: Yeah, and I think coming back to profit and revenue and all the rest. We all understand that revenue is a headline number and profit is really where it's at, or cash is really where it's at. When it comes to growth of a practice you know David, a lot of people say I really want to grow and I want to do this and I want to do that. Again, I'm very much in favor of growth, I don't want to sound like I'm negative on that because I'm not. But it comes back to what are we really optimizing our business for, are we trying to grow for the sake of growth or are we trying to become more profitable.

Dr. Phelps: Yeah.

Dr. Green: For me it's always been about size is one thing, but profitability is entirely another. Maximizing cash flow whether it's being able

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to increase revenue, manage your expenditures, collect the cash quickly, minimize your inventory, all those sorts of things to manage cash flows you know are a really fundamental part. So, coming back to that retention piece, when it comes to maximizing the revenue of the practice, you know and I know there's three ways to really do that. One is to see more patients. The second one is to see them more frequently, which is why the retention piece is so critical and equally generating word of mouth referrals so we can see more patients. Then the third way is to increase the transaction size. That's true for any business and that's not just unique to dental practice, but really for the docs listening, if you do want to grow and grow your revenue, understand that it's part of the equation.

Dr. Green: But, the three things to focus on are see more patients, see those patients more frequently so really dial into the retention piece and increase the transaction size. I think that will help people understand that they can grow quite quickly because small hinges swing big doors and small changes in each of those categories will lead to big things.

Dr. Phelps: Oh, rock solid Jesse. Super, super. Let's spend a few minutes talking a little bit about the state of the profession in Australia. You mentioned very early about the consolidation of health insurance companies, talk to us a little bit about what's happening in your world in terms of health insurance and consolidation. I know there's a lot of similarities. What are the trends and is there as much frustration and in many cases a lot of despair amongst at least some of the ranks of the profession about the trends?

Dr. Green: Yeah, I think there is in some parts of the ranks. What we're seeing here is we're seeing corporate roll-ups, so we're seeing consolidation of ownership through corporate entities. Some of those are health insurance companies and some of them are

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not, but in any case there's concentration of ownership. What that means is you know, practice values are probably the highest they've ever been, so this is ... of entry for a new doc coming out of dental school is really high. The whole I'm going to graduate from dental school and go into my own business becomes much more difficult for new doctors.

Dr. Green: Equally, for those in established practices, the things that we're seeing happening is, you know these large insurance companies whether they are the insurance companies or the other multinationals, they've got deep marketing pockets. They've got big budgets to be able to spend, much greater than the average family owned privately held practice has. So we're seeing that increase in competition, we're seeing a drive down in margins. We're seeing a race to the bottom in some senses and it upsets me greatly because I see a lot of docs doing terrific dentistry for little reward economically. What that means for some of these guys is that the joy of doing dentistry from a clinical perspective is there, but they're just not getting their economic reward.

Dr. Green: For me that sweet spot in dentistry is when you get to do the work you love, you're adding value to patients and you're also being commercially rewarded. You need the three of those things to be in the sweet spot and if you're missing the economic rewards, then after a while it becomes unsustainable. People have their own commercial aspirations, they have material aspirations and I feel that for some people they've entered the profession at a very difficult time. I feel for these guy Dave I really do because they're graduating with student debt, they're coming out and they have to work for the man, they're not making what they want to make.

Dr. Green: I'm sounding a bit negative here, I don't mean to sound negative, I'm just trying to be pragmatic. It is a tougher

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environment than I ever experienced as a new graduate. When I graduated it was pretty easy, the laws of supply and demand were such that you didn't actually need to be a good business owner. You know, that there was an ever constant supply of patients and that really meant that you didn't have to be a good business owner. Now, for the docs in practice particularly I think there is a real emphasis on being an astute business person as much as there is on being a great dentist because the operating environment just dictates that. And so I think it's tougher, does that feel the same as what's happening in the United States?

Dr. Phelps: Just letter by letter. Yes, yeah, I mean you're speaking the exact same environments down the line, your phrase race to the bottom, that definitely resonates. I hear that phrase bandied around quite a bit over here. You're right, there's no question that the environment is much more difficult than when you and I graduated and entered the profession. It's tough and I feel badly to for the younger docs who are coming out because the debt does kind of bind their hands. They have to go out and try to get some kind of a definitive compensation, you know compensation so they can repay that debt and pay their basic needs. Going into private practice with all the variables and the difficulty in just running a business besides becoming an efficient practitioner, it's almost overwhelming.

Dr. Phelps: Where do you see the solo, small private practice in Australia in the next 5 to 10 years? Do you see that being diminished, do you think there will always be a stronghold of those who are able to accomplish the business side of dentistry along with the clinical skills and maintain a position, a foothold? What do you see?

Dr. Green: I think, you know Dave I think for the guys in smaller practice, I think that there needs to be some very good strategic thought as opposed to tactical thought, some strategic thought given to

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where they sit in the marketplace. And so, for the solo practitioner or even the small suburban practice, you know with an associate or two, there needs to be a niche or nitch, as you guys say in the United States. We're having a bit of a conversation about nitch's before we started, but so for me I think the large multinationals, the corporates, they're going to compete on price. That's really my observation of their business model and I think to try and compete in that pond is going to be a losing strategy.

Dr. Green: So, there needs to be a different strategy, so I think for the privately held practices, yes it's going to be tougher, but I think you need to apply a different game. I think that game is more around the boutique experience because there will always be a certain segment of the population who want something other than a price driven service. There will be a certain segment of the population who value the experience, who value the relationship, who appreciate that level of care that they may not get in a corporate environment. For me, my tip for those people in privately held practice who want to stay in that privately held practice, is to really think about the nitch or niche that you want to operate in and be more strategic around that.

Dr. Green: It's a bit like the Blue Ocean Strategy, I'm sure your listeners are familiar with that, essentially do the opposite of what the corporates are doing and ... play in that space. If you look at the Blue Ocean Strategy, example that comes to mind for me is Cirque du Soleil. For anyone of your listeners who've been there that's a premium experience compared to a traditional circus. I think we need to be a little more Cirque du Soleil in our approach to how we go about our practice creating a premium experience compared to something that's a little more run of the mill. That's going to require some creative thinking, it's going to require some strategic thinking.

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Dr. Green: The other thing I'm noticing David, and I'm curious to ask you whether this is happening in the United States is, in Australia we're seeing privately owned practices, we're seeing a push towards multi-practice ownership as well.

Dr. Phelps: Yes.

Dr. Green: Is that something that's happening in the United States as well?

Dr. Phelps: Yes, yeah, there's definitely a segment of innovative thinkers that are more business strategists, but are coming out of our ranks. So this is not corporate, I'm talking about out of our ranks, which is what we like right. That are setting up platforms if you will that are aggregating the leverage capacity of multi-owner practices, group practices that are still private that are helping them leverage same way as the multinationals, the corporates are able to do right now, creating that synergy. That's another option and yeah, that's kind of exciting to see that direction go that still affords the dentists to remain autonomous within their own practice, but still have kind of the co-op of having that leverage that the corporates already enjoy. You said the big money, the big money and the ability for them to work hand-in-hand with the insurance companies to leverage better reimbursements. You know, just so much, let's call it what it is, collusion going on there right with the-

Dr. Green: Yeah, yeah, yeah.

Dr. Phelps: Big money is big money, I mean it's a force of the world and as much as we don't like it, we can say it's not fair, which I think it is not fair, but big money wins so you're right. The place for the entrepreneur capitalist to play, if you will, is to find that niche, niche and own it. The corporate can't own the whole playing field, there's still pieces out there that they can't and will never own.



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Dr. Phelps: You've got, again back to your specific intention, using your words, that's what dentists have to do today is be intentional about where you want to play. How do you want to do it, do you want to remain absolutely autonomous as a sole practitioner, okay awesome. Then as you said Jesse, find that market and own it and you've got to brand yourself, you've got to have the credibility, authority. You've got to put yourself out there, there's a lot of things you've got to do besides just be a great dentist to do that. So awesome, do that, go for it. Don't hold back if you don't want to be part of the corporate venture today.

Dr. Phelps: A lot of the older docs, you know, are finding that's a liquid market for them and I don't blame them at all. You can sellout in that market, like you said practice volumes are high, liquidity is there. But for those that are going to be in practice for a number of years and you're not ready to sellout or become an employee of a corporate, then maybe your option is these co-ops that are being formed. I've got several good friends over here that are running hard with that. I'd be happy to connect you with some of them Jesse just to get you in the brain trust so you can kind of see what's happening there. It's probably something that could be very well same done or probably is beginning to happen to some degree in your country.

Dr. Green: Yeah look, I think there's a saying that when America sneezes Australia catches a cold. So what I mean by that of course is that the trends in the United States typically are a few years ahead of what happens in Australia. We often look to the United States and go, "Okay, well there's our future right there." It's actually a very fortunate position and we're actually forever grateful to the United States, particularly in the dental community, because it does give us a window into what's likely to happen here. Everything we've discussed translates directly from across the pond as you said earlier, there is a lot of

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synergy and similarity between the United States market and our market.

Dr. Green: Again, I also think that we've spoken a little bit pragmatically and I don't want to sound negative about that, but equally for the docs listening I think there's awesome opportunities available to. I don't think it's all bad news because whenever there's upheaval, whenever there's change there is opportunity. However, you've got to be open to that and it's not a business as usual mentality. You've got to be able to think a little outside the box and go against the grain perhaps, again, think a little differently to how you may have been able to get by previously. I think that there are opportunities there if you're willing to look for them, you've got to pan for the gold a little bit.

Dr. Phelps: Yeah, very well said, very well said. I totally agree Jesse, change, upheaval always brings opportunity, you've got to just have your eyes wide open, ears open and seize that opportunity, position yourself accordingly for that. Really, really good.

Dr. Phelps: Well you know you said the trends in the U.S. tend to precede those of sometimes the rest of the world and I think often that's true, but you know what, you're the ones 15 hours ahead. So, let me ask you, tell me what's going to happen here tomorrow, come on Jesse, spill the beans.

Dr. Green: Well I can tell you the day does come around, so that's good.

Dr. Phelps: Okay.

Dr. Green: As we're recording this the sun is rising, so I'm pleased to tell you that that actually happens.

Dr. Phelps: I am happy to hear that, so I've got another good day to go. Good to know, good to know. Jesse Green, Doctor Jesse

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Green, awesome to have you on here today. Number one Amazon bestseller, "How to Plug the #1 Profit Leak in Your Dental Practice." Website, website Jesse so we can also connect with you there?

Dr. Green: Yeah sure, my main website is drjessegreen.com and for anyone who wants to find out a little bit more about that retention piece and maximizing revenue, you might want to head across to drjessegreen.com, Dentist Freedom. We've put together a resource for your listeners and hopefully that's of service to them.

Dr. Phelps: Oh wow, well thanks so much, we'll put that in the show notes as well. So Jesse, thank you very, very much, it's always a pleasure to connect and I hope I get to see you. I'll make a point of getting to see you before too long. All right?

Dr. Green: I'm looking forward to it David, I'm looking forward to it. Hopefully we get to see you Down Under a fair bit and I'm hoping to head across to your part of the world shortly as well, it would be always great to connect mate.

Dr. Phelps: Awesome, take care.

Dr. Green: Cheers.

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