

## Grow Your Clinic Ep. 225

# Great Leaders Create Leaders: How to Mentor Your Team Members

### Description

One of the things that we believe in is that great leaders create leaders. If you want to expand your team and your business, the best thing to do is to provide your team with the best environment for growth as well, and you can do that through mentoring.

In this episode, we're going to dive into the different aspects of mentoring, its role on clinic growth and personal development, and what it looks like in practice.

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## TRANSCRIPT

### [INTRO MUSIC]

*This is the Grow Your Clinic podcast from Clinic Mastery. We help progressive health professionals to lead inspired teams, transform client experiences, and build clinics for good. Now, it's time to grow your clinic.*

### Introduction

**JACK:** Welcome back to another episode of the Grow Your Clinic Podcast. Jack and Ben, here again.

Did you like what I did there, Ben?

**BEN:** What did you do?

**JACK:** Well, 'Jack and Ben, here again.' I rhymed!

**BEN:** I love it! I just live in the rap world, so you know, it was just... it was music to my ears, I guess.

**JACK:** Yeah, no doubt. Well, I'm the funny one here, obviously. I'm Andy, you're Hamish, right?

**BEN:** Oh, if only, if only.

**JACK:** That's a long, long comparison parallel to draw, folks. But thank you for sticking with us this far in.

Hey, Ben, we're going to dive into the Grow Your Clinic book, again, the degree of team and specifically how people can mentor their team members. But before we do, I've got a question for you. We are currently recording in the thick of COVID 2021. What I'm doing, Ben, is forward pacing and thinking the Grow Your Clinic book comes out circa end of 2021, in which time travel might start to come back. And I'm thinking maybe the book is a great book to take on your travels, you could listen to it, you could read on the plane. Remember those planes, those things with wings and engines and we go in the air? We get to get back on them. So my question for you is, where will you travel first, when you're allowed to travel unrestricted?

**BEN:** Do you know that I was thinking of Mildura in Victoria. My wife is from and her folks are there. And we haven't really been able to cross the border here in South Australia. So I would imagine that could be the next place. It's by the water. It's a nice place. I grew up in the country, I grew up in Wales, so it's a lot better in terms of its greenery and scenery, that I would love to go. We were meant to go to New Zealand ages ago. So I would love to go to New Zealand.

**JACK:** Look, I can't wait to get to Western Australia, we have so many of our community in WA. I've booked three times, been canceled three times by our friends in the national cabinet and I cannot wait. Who knows, Ben? By that time, it might be the Republic, formerly known as Western Australia, if they get their way. Anyway, much love to our west Australians on the western side. But let's get to the Grow Your Clinic book.

One of the '7 Degrees' is around *Team* and one of the components of team is not just *Attract*, is not just *Nurture*, but how can you mentor and train your team? So what are some of the components, Ben, that make up mentoring?

**BEN:** I think it's really important to think about the rhythms that you have with the 'who.' There are certain teams within teams that you have, depending on the size of your clinic, maybe you're building towards that, or if you're logically... perhaps, you've already got these little units, if you like, within the bigger, broader team. So rhythms are certainly important. And then the 'who', who's part of those teams are also very important. And then finally, I'd say the structure of it.

So very simply, we get into the details, either you doing one-to-one, one-to-a-few, or one-to-many.

**JACK:** And so we'll make this into a matrix in the book, right? It'll be a... and we got resources, downloads, templates for those inside the Clinic Mastery Community, both in the Business Academy and in Elevate. But in the book, we'll unpack that one-to-one mentoring, that one-to-few mentoring, and the one-to-many mentor. Give us some examples or talk us through a little bit more.

**BEN:** One-to-one is probably the go-to for most clinics, is they need to go to it. I should say it's a one-to-one drawing of your therapist, which typically happens when someone joins the team and we onboard them and induct them. Hopefully that continues on, but I know plenty of people get busy and it falls by the wayside and perhaps the emphasis becomes on-the-one to a few which is classically doing CPD as a group. You know, you meet once a week, once a fortnight once a month, whatever your rhythm is, and you talk about the latest technique, therapy intervention, methodology, philosophy, etc., you explore the evidence base and look at how to apply it. That's that one-to-few.

The one-to-one is so, so important. I think we've spoken about nurturing and pathways and connection being important for retention, the one-to-one is certainly very important to look at as a structure and a rhythm that you should do with your team.

What are your sort of thoughts, JOB, on the importance of the mix of mentoring?

**JACK:** I think mentoring is a critical component that gets overlooked and often isn't addressed until, not until it's too late, but it's one of those things you wish you'd done sooner. You don't realize the value of it until the proverbial hits the fan. And then you're really grateful that you've been investing in mentoring. I think you mentioned something really critical that clinic owners stumble upon and we unpack this in the book a lot more that one-to-one mentoring peters out, it trickles away, and gets neglected because it's not seen as high value. But if we, as clinic owners, can prioritize our people first, we can prioritize our team in a one-to-one setting that is not just not just performance oriented, but is person centered, it goes such a long way to the longevity and health of your team. You know, we talk in the book around using focus sheets and structured mentoring, not just in a professional sense, but a personal sense. So that there's meaningful progress being made in every instance. So it means those rhythms are regular, they're not just 12-monthly performance reviews, or 6-monthly check-ins, but this maybe a weekly, fortnightly, monthly rhythm. Maybe they're different types of meetings, they're walking, their coffees, they're sit-down, and maybe they're a bit more structured. But our team really, really values that. And I think sometimes to clinic owners, especially as your clinic starts to get larger, you have to have 10, 12, 20, 30 conversations and it feels like you're going around the mountain at the same time and that's how it feels to us as clinic owners, but we know that those practitioners find so much value in a rhythm of mentoring, both professionally and personally.

So can you perhaps maybe unpack some of the structure that goes behind the one-to-many mentoring, Ben?

**BEN:** The one-to-many can look like a few different things, and one-to-many really being to the whole team, or maybe divisions of the team. So a therapist team and an admin team. Or you might have any other functional teams as well, for instance, marketing team, or an operations team, or leadership team, whatever that may look like. So I think it's important that the backbone of this is it's scheduled into the calendar and everyone's calendars as far in advance as possible. And that for mine is for a year, you've absolutely got it locked in, you've got your rhythms there, so you're not missing it. Because a public holiday happens, someone's sick, and all of a sudden, you're out of that rhythm, so make sure it's scheduled in. As for the whole team, we can look at things like retreats, you know, where it's a whole day, a weekend, a whole

week, whatever that may look like, where you're able to do some real deep immersive work as a team. So that can be a rhythm, in terms of all team meetings. We can then get to, and depending on the size of your team, strategic meetings. You might do, we talked about the 120-day rhythm versus 90 day rhythm, where you set core projects and KPIs that you want to achieve. And you need to get clear on that at the start of that time period and best to do it with the team's input. So that is also a rhythm to consider. You might also look at the operational meeting that you have more frequently, whether that's weekly or fortnightly to get finger-on-the-pulse, what are the issues, what are the challenges, how are we tracking on those projects that we set our targets on and keep everyone in the loop. So we're almost got some strategic, some operational, almost a blue sky, if you would, three different types of meetings there with the old team or one-to-many.

**JACK:** So I think I'm putting myself in a listener's shoe here, a clinic owner's shoe and going for, "whoah, that's a lot." I don't know if I can pull all that off. I don't know if I can lead that many meetings. I don't know if I can come up with the content. So is there anything that we talked about in the book that might be a leverage point for clinic owners to help shoulder the burden of responsibility of leading mentoring?

**BEN:** Great leaders create leaders. I think that's a wonderful saying, I don't know who said it, but it's a wonderful saying that we've often used in that as you're growing. I think it's important you remove yourself as the bottleneck and allow other people to step into positions where they can be leaders, be mentors. And one of the distinctions that I think has been useful, it's a subtle, yet significant shift, in terms of leverage right, is that so many of us have gone through that journey where we take on a lot of people's problems. So if we're mentoring our team, we absorb it all and try and solve it all. It comes naturally as therapists, right, like, they've come to us to get solutions. So one of the great distinctions that one of our mentors shared with us was the difference between a mentor and a coach. And so as we're talking about clinic owners here, mentoring their team, perhaps that subtle yet significant shift is around a mentor is really someone who can share expertise, and give guided action, draw on their experience, I can tell you what to do, essentially, a coach is someone who can ask really good questions to unpack the answers that are revealed by the person you're working with. In that case, you don't really take on the, let's say, the burden to solve the problem, you help someone solve the

problem. And so we need to play between those two archetypes at various times to go, “I don't want to always have people rely on me for solutions. I want to create independent thinkers, but there's also times where they need to draw on my experience.” So sharing that distinction with those leaders that practice you are, you know, giving them pathways to progress towards and also doing it in your own actions, I think it's an important distinction to release some of that pressure off of you.

**JACK:** That is pure gold, you know. Listeners, to unpack that.. and we'll really articulate in the book around the difference between a coach and a mentor and how we need to play those different archetypes. A great resource is the [Coaching Habit](#), you can find that as a book and on YouTube, leaders creating other leaders. And then the third one that will also unpack in the book is around getting external help. Maybe you can bring in some of your referral partners to contribute to these meetings. Maybe there's a clinic mastery culture day available for you. But there's so many ways that you can leverage and you don't need to feel the pressure of having to run and create everything. You can get some team to help, you can get an external to help, or you can wear a different hat. As a leader who's mentoring your team is such a critical component, such a critical component.

**BEN:** Yeah, just on that. And we started with a reference to New Zealand folks to them... Well, I was actually working with a New Zealand clinic, who was in the process of growing their team that didn't have a lot of team at that stage and wondering how they could balance the dynamic of their consulting load with being able to offer amazing mentoring and training. And they actually packaged up and called it an internship. This was part of their number one, their delivery, but also number two, their attraction — an internship through the first year. And speaking to that approach of facilitating versus having to deliver, what they facilitated was mentoring, shadowing, observation case reviews, case studies, CPD with other people in their network, so they didn't have to deliver it. But they were able to coordinate or facilitated in the schedule and they package that up as an internship. That makes sense. So they are doing, you know, work with the surgeons, with the doctors, with the other allied health with some of the other complimentary networks and associations that were there. And they pulled together this impressive schedule over 12 months, packaged it as an internship and attracted

someone to the team, which was pretty cool. So in terms of leveraging your time, that was a great little love story you reminded me of.

**JACK:** That is but one story, there are plenty in the book. Folks, make sure you grab a copy when it comes out like 2021, we will step you through it step by step as well as all the stories and anecdotes that go along with it.

Ben, if people want to hit the website, how about you tell us where to go.

**BEN:** Hmm, [www.clinicmastery.com/podcast](http://www.clinicmastery.com/podcast). Or you could just google Clinic Mastery Podcast and it will show up on the top of your feed.

**JACK:** I love it. Well folks, thank you for joining us for another episode. Make sure you leave us a review, rating, or share this around, if you know another clinic owner who's battling with their mentoring skills, why not pass this on? It might be 10 or 15 minutes that, who knows, maybe changes their life. If nothing else, it'll help them in their clinic.

Ben, thank you for joining me for this episode.

**BEN:** Thank you so much.

**JACK:** And folks, thank you for joining us. Can't wait to bring you another episode on iTunes, Spotify, Google or YouTube again really soon. Bye for now.

*Thanks for tuning in to the Grow Your Clinic podcast. To find out more about past episodes or how we can help you, head to [www.clinicmastery.com/podcast](http://www.clinicmastery.com/podcast) and please remember to rate and review us on your podcast player of choice. See you on the next episode!*

**[OUTRO MUSIC]**

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