

From the Founder of the NextLevel Practice™

MILLION DOLLAR DENTISTRY



The Astonishing,
PROVEN WAY
That Highly Successful
Dentists Manage
Their PATIENTS,
Their TEAMS, &
Their FINANCES

GARY KADI

5TH EDITION

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Fifth Edition

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ACKNOWLEDGMENTS

To my clients: Thank you for your trust and the privilege of working with you. I know it takes a lot to allow a person into one of your most valued possessions, and I do not take our relationship lightly.

To my many mentors and manuscript readers: Thank you for your time, insight, and candor, which make this book even more valuable and easier to read and understand.

To my friend Michael Levin: Thank you for your ability to turn a great book into an I-cannot-put-this-book-down-until-I'm-finished book.

To my friend Michael Fishman: Thank you for your limitless contribution and generous giving to my work and life.

To my amazing Team: Thank you for the world class difference you make in the lives of every person you touch. You are world class and you are the change you wish to see in the world.

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To my son, Rome: Thank you for the true joy of being your father. You have taken me beyond my reality of love.

To my family: Thank you for instilling great values in me and for your unconditional love and support.

Personal Insights and Reader Feedback Since the First Edition

To put it simply, dentistry rocks. The current boom in dentistry, combined with the desire of dentists to make their practices more successful than ever, has created a huge response to this book. That response took us to our second printing only five months after the book was published. I am now proud to offer this updated version of *Million Dollar Dentistry*, complete with a number of new thoughts and insights. These insights occurred largely as the result of comments from many of our readers, and also from my own experiences as I seek to live the concepts in the book. (Yes, I practice what I preach!)

With expansion in the dental marketplace and a larger need for dental care, the treatment commonly delivered to clients typically fails to live up to the comprehensive care dental teams seek to provide. Most practices want to provide quality quadrant care, but the majority of teams are frustrated by their patients' resistance and unwillingness to accept and pay for that kind of full treatment. This frustration commonly starts in the thought pattern held by a majority of dental teams—they believe that most patients cannot afford complete care. It's the experience of many teams that patients seek care only when notable and persistent pain occurs.

We take a different position. By establishing a proactive approach, it's possible to offset these beliefs and behaviors, resulting in patients receiving all the care they need. Instead of complaining about the price or complaining over the bill, patients will happily buy your dentistry because they feel educated and in control.

This book addresses these topics and many more. As you read, you'll notice that the subject matter goes way beyond developing skills for managing an efficient practice or developing a stronger bonus system. Those goals merely provide a means to an end. I'll certainly address their importance, but you'll be learning how to build a successful practice at *every* level. Our goal is to arm you with tools of empowerment that will allow you to become amazingly successful—successful in every part of your life.

This success has the power to completely reshape and redefine your life. It will afford you the ability to travel around the world, purchase the house of your dreams, and have everything you've ever wanted without holding back. And that kind of success comes from only one place: you.

This book will help you regain control of your practice, put solid systems in place, create a good team, play a big game, incorporate good structures, and learn to trust that doubling or tripling your practice is absolutely possible. As you learn the NextLevel Methodology™, you will gain applicable tools, resources, and systems, in addition to developing a mindset of abundance. With this new, limitless attitude, you'll put into practice the philosophy of “having it all,” which means generating more money while creating the time and freedom to enjoy it. Imagine your life with more freedom, reduced stress, a happy team, patients who comply, and more money than you need. That's the life I envision for you. And with the help of this book, that's the life you can have.

Million Dollar Dentistry unveils the powerful NextLevel Methodology™. For more than a decade, I've enjoyed working with many private clients who have been reaping the benefits of this system for some time. Now I'm introducing the methodology to the public. This book resulted from many years of research,

refinement, testing, and requests from my clients to codify and capture the unique tenets of my methodology. Through reading this book, you'll gain a taste of what NextLevel represents and how it has produced exponential success for my clients. My system simplifies practice management and reassigns control to the dentist. At the core, it offers a unique triple-win system, which provides substantial benefits to the doctor, the office team, and the patient. The triple-win system practically self-renews; once fully implemented, it manages itself with only modest attention.

I hope that by reading this book, you will absorb and apply some of these formulas to your own practice. I encourage you to pull every grain of inspiration from these pages that could possibly help your practice. Apply it. Use it. And even if, after reading the entire book, you apply just one of these lessons to your practice, you will see extraordinary results. The triple-win concept rewards dentists with improved income, unlimited freedom, and an enhanced lifestyle. Team members become more motivated and attentive as they participate and share in the success of the practice. And patients respond enthusiastically as they receive complete, impeccable care.

Part of our system involves addressing the patient's concern through education, which serves to identify and neutralize their fears. Patients whose fears have been addressed are significantly more likely to commit to complete dental care—not only essential treatment and preventative care, but cosmetic treatment as well.

We also help dentists find a new way to play the “mental game” by demonstrating how to think about your practice so that you maximize your effectiveness and your income. I have no doubt that you’ll find the comprehensive strategy and unique philosophy that underlie the NextLevel Methodology™ fascinating. As you’ll see, our system consists of practical applications and methods used and tested in practices throughout the country.

And it really works! Our clients who work directly with us often report an increase of 50 percent in revenues. Most report that they double or triple their income. With our help, you can achieve the same level of success. We believe so strongly in our methods that we guarantee serious results.

This book is an introduction to these methods. It will open your mind, enabling you and your team to overcome any philosophical, mental, or emotional biases that could be prohibiting your unlimited success. The systems and tools inside this book will help you create a growing and profitable practice.

If after reading *Million Dollar Dentistry*, you are aligned with this methodology and want support in reaching your own personal next level, the following steps will help you get there:

1. Read my articles at www.GaryKadi.com/dental_industry_articles.html.

2. Call my office for a complimentary 30-minute consultation with me at 866-926-0914.

I wish you the very best success.

Gary Kadi
Scottsdale, Arizona

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CHAPTER ONE

A DAY IN THE LIFE OF LARRY LASERGUY, D.D.S.

Monday morning.

The two most dreaded words in the life of Larry Laserguy, D.D.S.

As he piloted his newly leased 7 Series BMW from his multimillion-dollar home in the best neighborhood in town to his ultramodern suite of dental offices in the best medical building in the region, his life somehow made no sense to him.

A highly successful dentist with twenty years of experience; a large, thriving and lucrative practice; a gorgeous second wife and three attractive, athletic and capable kids, Larry felt as though he should have been on Cloud Nine. Instead, the only numbers that formed in his mind were 911. His life felt like an ongoing emergency, and no one was there to answer the call.

As he navigated the early morning traffic, sipping on his Starbucks and glancing at his new Rolex—a gift from his wife, although it was a gift that he would ultimately pay for, since he was

the sole provider—Larry felt that nagging sense of upset in the pit of his stomach. The Monday morning team meeting, to begin in fifteen minutes, should be a weekly cause for celebration. After all, the office was jammed with patients, new and old. A sense of what Larry liked to call “organized chaos” pervaded the entire practice, giving off a sense of importance and success. Every year, the office grossed more and more money, enrolled more new patients, closed more cases. Larry’s bi-monthly draw represented far more money than he ever expected to make. It was certainly radically more money than his father had ever made, and yet his father had paid off their house early, bought all of his new cars for cash, and sent Larry and his brother and sister to private colleges and to dental, medical, and law school, without benefit of scholarships.

And his father had never even been to college.

As Larry’s beautiful office tower came into view, he thought for a brief moment about how the weekend had gone. It had gone badly. He and his wife, Linda, had had one of those big blowups—over money, as usual. The kids, all in their teens, were expecting new cars for their birthdays, the kinds of cars that they could drive with pride at their private high schools and private colleges. The cost of insuring three teenagers on the road—he’d just gotten a quote from his insurance buddy at the club—made Larry just shake his head. And they couldn’t have driven ten-year-old clunkers, the kind that Larry drove all through college and dental school. No way. For Larry’s kids, even a 3 Series BMW was a compromise, and not a happy one at that.

They also had fought again about the idea of installing a home

theater, something Linda wanted to begin immediately. After all, half a dozen families in their gated community already had home theaters installed, and Linda didn't want to feel as if their family were being left behind. The idea was enticing to Larry, who imagined himself on a Sunday afternoon watching an NFL game with half a dozen of his envious buddies, reclining on buttery leather seats in front of a screen the size of which you would expect to see in a cineplex. Talk about looking like you've arrived.

But arrived where? The poorhouse? The only downside with the home theater was the price. Larry's parents' first (and only) house had cost less than the estimate that the guy from the home theater company had presented. But Linda was digging in her heels; she really wanted it, and he did not want to let her down.

With interest rates ticking upward, payments on the interest-only adjustable-rate super jumbo mortgage and the second mortgage were steadily, ominously creeping up, and Larry had the sneaking feeling that not only was he building no equity, he was actually going backwards. Just last night, Larry had checked his bank balance before he went to bed—always a bad idea—only to discover that he was overdrawn, again, this time to the tune of \$4,300. And yet Linda still wanted to install that home theater *and* buy all the kids new cars. Yikes.

Larry pulled into his reserved parking space and put on his game face, ready to start the new day. Maybe the Monday morning team meeting would go well, for a change.

But as Larry rode the elevator to his top-floor office, with its commanding view of the city, he knew it wouldn't.

“Good morning, Doctor Laserguy.” Diane, his trusted office manager of nineteen years, greeted him with a smile as he stepped into the office. “How was your weekend?”

“Fine,” Larry lied. As usual, Larry was a bit too consumed with his own concerns to ask Diane how her weekend went; he gave no indication that he noticed the slight frown on her face due to his perpetual neglect of her emotional well-being. Larry knew well, nonetheless, that Diane was the linchpin of his entire organization. Without her, he knew well, his practice would implode. When she took her annual vacation, two weeks that filled Larry’s every waking thought for the preceding two months with dread, he typically ended up doing the million and one things that Diane did. She did them cheerfully, gracefully, and always with a smile. He did them reluctantly, unhappily, and in stark terror that he was going to run out of time. He knew Diane had been entertaining offers from other dental practices, and he had had no choice but to constantly raise her salary. Diane now made a very nice living as an office manager. And unlike Larry, when she had a paycheck, she cashed it immediately.

Larry’s paychecks, large as they were, would ride around in his wallet for weeks, sometimes for a month or more, until those rare, blissful moments of cash flow that permitted him to actually deposit the darned things.

Even at that moment, Larry could feel the weight of two paychecks in his pocket, his compensation for the last two pay periods, totaling almost \$30,000. That money would go a long way toward resolving the overdraft, taking care of his mortgage payment,

and putting down a down payment on the home theater, which Linda would not be denied, and which he really wanted as much as she did. But Larry had somehow developed the philosophy of “pay yourself *last*,” simply because if he didn’t pay everybody else, and if he didn’t pay his vendors, nobody would show up at his office.

If he didn’t cash those paychecks, his accountant had warned him, he would be late—again—on his mortgage, and his formerly pristine, 800+ credit score would slip a tiny bit further.

Larry shook his head quickly, as if to banish all thoughts of personal and business finance, and he strode purposefully toward the conference room for the team meeting.

Larry believed in starting team meetings promptly, at exactly 7:30 a.m. Larry was the only person on his team who felt that way. Everybody else straggled in between 7:30 and 7:40, to Larry’s weekly consternation, chatting about the weekend bachelorette party in Vegas that two of them had attended and little Jimmy’s soccer game and the other sorts of things that people talk about as they gather on Monday mornings in workplaces everywhere.

Larry took their lateness and their lack of desire to focus on the important matters at hand as a personal affront. Larry vaguely sensed that his team, for all the salary and benefits he provided them, didn’t like him, and this fact pained him. He didn’t understand *why* they didn’t like him. He was as competent as any dentist in the city, he never fired anybody, and his salary and benefits package was comparable to most of the other dental practices around town. Sure, some people paid more, but Larry believed in frugality, especially when it came to paying salaries. Thirteen dollars an hour was plenty,

especially when given the attitude of the kinds of people who came to work in dental offices, Larry believed.

It was 7:35 before enough people were present for the meeting to begin. Larry's partner, Charlie Chairside, D.M.D., was nowhere to be seen. He typically made a grand entrance about ten minutes into the meeting. What was *with* that guy, Larry thought, as he surveyed his unruly troops. How does he manage to close cases with just about everybody who walks into his office, while I struggle to close one-third of the people I talk to? And why does he think he's so important that he can just walk into an all-hands meeting whenever he wants? Exactly what kind of example is he setting for everyone else?

At that exact moment, Charlie strode in, flashing his movie star smile at the assembled throng—the dental hygienists, the front desk people, the assistants, the whole team. As soon as Charlie came in, a hush fell over the group, and they all turned expectantly toward Diane to find out what was going on.

Why does he get more respect than I do? Larry asked himself, and then he turned to Diane and said, as he did every Monday morning, "How do we look?"

Diane grimaced and tried to cover it quickly with a smile, but everybody could tell that it was going to be another crazy Monday morning.

"Here we go," Diane began, reading from her handwritten notes. "We're packed today, and we have six emergencies. I hope you all have your roller skates on."

A general groan went up from the group.

“Good old Ms. Backbreaker is scheduled for her fifth redo on number nineteen,” she said, as Larry rolled his eyes. “She’s scheduled for four units and I only need fifteen minutes.”

Larry looked heavenwards and asked silently, why me? Ms. Backbreaker was never satisfied with his work and, for that matter, never paid for it, either. She must owe the office thousands. Probably exactly as much as I’m overdrawn at the bank.

“WE’RE PACKED TODAY, AND WE HAVE SIX EMERGENCIES. I HOPE YOU ALL HAVE YOUR ROLLER SKATES ON.”

Anita, the appointment coordinator, gave Diane something of an angry look. “Yeah,” Anita said, her jaw tense. “But you talk to her for fifteen and you take calls for fifteen and then you hang out at your desk for fifteen.”

Larry didn’t want this weekly meeting to dissolve into arguments, as they often did. “We need to talk about scheduling at our next team meeting,” Larry said. “Let’s not waste time. What else is happening, Diane?”

“Jennifer Hanson is coming in at 11:00,” she said, looking at her notes. “But the case is not back from the lab. And by the way, does anybody know where Amy is? The new lab coordinator?”

Dani, one of the hygienists, spoke up. “She’s out today,” Dani said. “She called this morning and sounded terrible.”

Larry sighed. “Diane,” he said, “see me after this meeting regarding Amy. And call the lab immediately.”

Diane nodded. “Okay,” she said. “Let’s move on. Our daily

goal, as you all know, is \$10,000. Unfortunately, we've only got \$3,200 on the books, and five hygiene patients cancelled. We need the hygienists to get on the phone and fill their schedules. Okay?"

Suzi and Dani, the dental hygienists, rolled their eyes. Like most dental hygienists, they believed that their jobs were to clean teeth— not to support the re-care system, call old patients, educate the patients they do see about cosmetic dentistry, answer the phones, close cases, propose dental work, or do any of the myriad things that Larry kept telling them to do.

Larry could never understand the star mentality that dental hygienists possessed. After all, what exactly was so glamorous about cleaning teeth all day long? Where did they get so much attitude from? You'd think they were all in Hollywood, getting ready for their starring roles, the way they carried on. Larry watched Dani and Suzi's body language. You could see that if they didn't have any patients, they were going to sit around and make phone calls to friends, get their nails done, or do anything other than something that might be useful and productive for the office. Obviously not team players.

I'd fire them in a heartbeat, Larry thought, if they weren't so good-looking.

At that moment, Denise, the one staff member who stayed outside the meeting and handled incoming calls, stuck her head in the door.

"Dr. Laserguy," she said urgently, "your wife, your lawyer, and the home theater guy are holding for you, and your eight o'clock is seated in room three. And you got an e-mail from the bank about

your—”

“I know all about it,” Larry said quickly, embarrassed to have his personal finances a potential topic of discussion at the team meeting. What a great way to start the day, he thought.

“Tell them all I’ll call them back.”

“Your wife is insisting,” Denise said, with that look in her eye that suggested that Larry better take the call.

“Tell her to hold a little longer,” Larry said wearily. “I’ll be right there.” He turned back to the group. “Anything else?” he asked, anxious to get the call with Linda over with so he could finally get chairside in room three.

“Mary, the new dental assistant?” Diane said, her voice rising an octave as she spoke, as if she were asking a question.

“What about her?” Larry growled. A more incompetent assistant he had never seen in his entire life. He’d forgotten all about Mary, with everything else on his mind. Another day with Mary was positively going to drive him nuts, maybe drive him out of dentistry altogether.

“She quit,” Diane said. “She called me over the weekend.”

“But why?” Larry asked, stunned. “Do we have anybody to replace her?”

“She said that you yelled at her in front of a patient.” And there was general tittering among the office team. Larry, truth be told, had a reputation for speaking sharply to team members in front of the patients.

Well, why not? He was a perfectionist, and he wanted to do perfect dental work. And if the team members couldn’t keep up with

him or do things the right way the first time, that was their problem, not his. He was the commander in chief, and the chair was his operating theater. And anybody who couldn't hang with that was welcome to hit the trail.

"I couldn't find anybody on such short notice," Diane said, embarrassed. "She called me late last night. She also said that she was talking to a lawyer. Something about sexual harassment, Dr. Laserguy?"

Charlie Chairside looked up quickly from his Blackberry. Larry reddened. He'd made a few innocent jokes to Mary, who really was very attractive. *An attorney?* Didn't anybody have a sense of humor anymore?

"Anything else?" he sighed.

"Just a couple of more things," Diane said, and from the expression on her face, they didn't look like positive things. Larry glanced at his partner, Charlie, who had gone back to his Blackberry and was doing his e-mail and checking his portfolio in front of everybody. Charlie wasn't even paying attention! What kind of team player was he?

"Julie, the insurance coordinator?" Diane began. "Well, she opened the supply closet, and it was jammed so tight with all kinds of junk that a computer monitor fell on her toes. She was wearing sandals, and she thinks she broke a couple of toes."

"Oh, no," Larry muttered, wishing that he could magically vanish from the team meeting and head to the only place in the world where he truly felt safe and in control—next to his chair, alongside a patient.

“And the Jerome family is coming in later today,” Diane added, avoiding looking at her boss while she mentioned the name of the family the whole office called the Dental Deadbeats. “They still owe \$2475 on their account, and they’re only paying fifteen dollars a month. Are you sure you still want to treat them?”

“Who’s in charge,” Larry asked, looking around the room, “of managing our accounts, so that we don’t have situations like this?”

Everybody looked at the floor. Nobody was in charge, Larry realized. We’d better get this handled, he thought. We just can’t go on like this.

“Anything else?” he said, feeling emotionally drained. And it wasn’t even 7:45 yet. Denise stuck her head in the door and gave Larry another anxious look. Obviously, his wife, his lawyer, and his home theater guy were all still holding. And before long he’d be chairside with the Jerome family, the most phobic group of gaggers and squirmers he had ever seen in his entire career.

There’s got to be a better way, Larry said to himself, as he adjourned the meeting and went to take the calls from the three people he wanted to speak to the least at that moment. There’s got to be a better way.

If anything of the foregoing sounds in any way familiar to you, you’re not alone. I consult to dentists across the country who face, to varying degrees, the problems of Larry Laserguy—problems that threaten to swamp or even destroy dental practices, problems that lead to financial disaster, broken marriages, unhappy relationships with children, and the sort of ongoing misery that countless highly successful dentists face and have no one with whom they can

discuss it.

The sad truth is that countless dentists deal with many of these problems every single day of their lives. They're frustrated, they're angry, and they've got no idea what to do. They need a break, and they need someone who understands. Most of all, they need solutions.

Larry's story, as comical as it might be to somebody who isn't undergoing all these multiple crises, admittedly is an exaggeration of the problems dentists face. Yes, many dentists generate huge amounts of income in their highly successful practices, but their expenses, at home and at work, are even greater. I work with some dentists who have been practicing for decades and have nothing to show for it but six- and even seven-figure levels of debt.

They sense that their team members dislike them and sometimes even hate them and that their partners disrespect them, and they cannot figure out why. They are happiest chairside yet find themselves performing the sorts of management and office tasks that they cannot understand why their team doesn't have the common sense or even the decency to handle. After all, that's what they're getting paid for.

It gets worse. They have patients who drive them crazy, who don't pay, who cancel with no notice, and who generally make their lives miserable. They have ongoing cash flow crises that turn their entire business and personal financial lives into houses of cards. And they feel that there is no end in sight.

These dentists pay me six figures to solve these and similar problems. My promise to them—which I back up with a one hundred percent guarantee—is that I will work with them to show

them how to solve their problems and enjoy a guaranteed minimum of a dollar-for-dollar return on investment for my services. The average office increases collections twenty to fifty percent in the first year, and income continues to grow year after year. My clients describe the residual effect of my work as an annuity: the increases in income, happiness, and peace of mind that ratchet up every single year.

Your business becomes your best possible investment—it becomes much more prudent for you to invest in your own business than in anyone else's on the stock market, where you're not in control.

**MY CLIENTS DESCRIBE THE RESIDUAL EFFECT OF
MY WORK AS AN ANNUITY—THE INCREASES IN
INCOME, HAPPINESS, AND PEACE OF MIND
RATCHET UP EVERY SINGLE YEAR.**

In this book, I'm going to share with you the solutions that I implement with my clients, who resolve their debt crises, their staffing crises, and their marital and family crises. They also end up with far more money in the pocket, far more time chairside relative to other tasks, and far more career and life satisfaction and happiness than they ever dreamt was possible. I help these dentists lead the lives that they are entitled to enjoy, after all the hard work they have put into their training and after the years of work they have put into building their practices.

This is not a book about how to start a dental practice—you could find plenty of those. And this is not cookie-cutter consulting

that doesn't grasp the real dilemmas dentists face. Instead, together, we are going to expose—and solve—the kinds of problems that dentists face that nobody wants to talk about and that very few people know how to solve. I know how to solve these problems. I've done it for countless dentists, and together, I'm going to do the same thing for you.

The scenario we just viewed, that of Larry Laserguy and his mounting personal, financial, and professional woes, paints a picture of the extreme situations in which many of my clients find themselves before they come to me. In the next chapter, I'd like to paint a very different picture for you. I'd like to show you the life that you are entitled to lead, and just how much joy, excitement, and success you can reap. And I'll show you how to work less and make more money, too. So let's take a look right now at the life you deserve to live, and let's find out together exactly how to make it a reality for you.

Take Your Practice To The NextLevel:

1. Many highly successful dentists lead a double life. Their world sees them as affluent and powerful, but in reality they are struggling to maintain control over their financial situations and their teams.

Look at your life and make a list of all the things you don't want other people to know about you. What are you withholding? What are you not saying that needs to be said? Making this list will help you identify the parts of your life that could use a jolt of authenticity, responsibility and communication.

2. I've worked with dentists for long enough to recognize the specific problems they face—at the office, with their teams, with their patients, with their spouses and children, and in their financial lives. That's why my methodology is designed to address the dentist's unique plight.

3. Even highly successful dentists can find new levels of professional satisfaction and financial success...if they only know how.

Your Invitation to Experience...

MILLION DOLLAR DENTISTRY

**More MONEY. More FREEDOM. More TIME.
And much less stress at work...and at home.**

These and other awards await you in **Million Dollar Dentistry** as Gary Kadi, the nationally acclaimed creator of NextLevel Practice™, reveals his extraordinary coaching methods. Gary's methodology has profoundly transformed dental practices across the United States, Canada, and the United Kingdom. Now you can transform your own practice with Gary Kadi's unique approach: **Million Dollar Dentistry**.

"I spend the best part of each day talking to dentists from around the country about the day-to-day problems of their practices. Valley resident **Gary Kadi's book is one of the best I've come across** on the problems and solutions of running a professional practice."

- **Greg Stanley,**
President Whitehall Management, Inc.

"I have worked with Gary for two years. His ideas, strategies and approach have **doubled our gross collection** to \$2,700,000. Your life will be completely enhanced simply by meeting Gary."

- **Don DiGuilian, D.S.S.**

"Gary quickly **transformed the morale of the office** and brought the whole team into the selling process. They are now as motivated as I am to close cases and build the practice. My patients get all the care they need and my office runs like a well-oiled machine. I am up 40% over the last year."

- **Fred Hecht, D.M.D.**

"Gary Kadi is not on the cutting edge, **he is the cutting edge of dental practice development**. I'm happier, my team is happier, and my patients are happier. We are up to over \$400,000 this year, and we did it using Gary's work found in this book."

- **Kevin Cross, D.D.S.**



GARY KADI - Gary Kadi is the internationally acclaimed speaker who inspires, the author who challenges, and the advisor who innovates, transforming the business of dentistry worldwide. He is the founder of NextLevel Practice™, the dental practice development firm that guarantees results. He invites your feedback, thoughts, and inquiries at garykadi.com or 866.926.0914.

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