

Action Items

Each person's goals and intentions for a full practice will be different, and each participant may have already implemented some of what we cover in class, but few will have implemented the whole model. Use this sheet to write down the homework, action items, and important takeaways that require action on your part after the class. Be sure to write down the page number(s) associated with the action item in the handouts as well.





Graphic of The Autopilot Feedback Loop





Major Presuppositions of the Autopilot Feedback Loop

The following assumptions are considered guiding principles in our practice building classes.

1. Success comes from creating well-formed goals and consistently revisiting, revising, and updating those goals.

Many studies show that the most successful (and often the most content) people are those who set goals for themselves, write them down, and revisit and revise their goals as they achieve them and as their lives change. Without consistent goal setting, we have no way to know when we're succeeding.

2. The Pareto Principle (The 80/20 Rule) determines your focus.

Attributed to Swiss economist Vilfredo Pareto, who developed his theory in 1906, the Pareto Principle is also known as the 80/20 Rule. Pareto discovered that 80% of the land was owned by 20% of the population, and the 80/20 Rule was later generalized to say that roughly 80% of effects result from 20% of causes. This is not a hard-and-fast rule, nor is it a law of nature. For example, some practices find that 90% of patients come from 10% of referral sources. By focusing on the effective 20%, more success comes from less work.

3. Connectors will be responsible for the majority of your new patients.

Connectors are those people with a truly extraordinary knack of making friends and acquaintances., a term coined by author Malcolm Gladwell in his book, "The Tipping Point." If you can begin to identify the Connectors in your life and the life of your practice, and focus a disproportionate amount of energy on them, they may bring many new patients your way.

4. Your Unique Sales Proposition [USP] will separate you from the crowd.

One of the keys to successful marketing is identifying what makes your business unique and letting everyone know about it. This helps your prospects to understand why they should come to you rather than the "other guy," and when used successfully makes you the obvious choice. In the context of this course, we talk about ways to make your practice appear and feel unique to prospective and actual patients.

5. Understand and utilize The Law of Scarcity and The Paradox of Choice.

The Law of Scarcity states that when a person perceives that something they want is in limited quantity, then the perceived value of that which they desire is greater than if it were overly abundant. The Paradox of Choice theorizes that, the more choices we have, the more difficult our choice will feel and the less likely we are to feel comfortable with the choice we

make in the end. In the context of our practices, appearing to be a busy practitioner with few available times for appointments, for example, may make you a more desirable choice for the average patient seeking out a practitioner than a practitioner who appears less busy.



Studies of Effective People Who Achieve Their Goals

John Grinder and Richard Bandler, the founders of neurolinguistic programming (NLP), found that the most effective people tend to have a few traits in common. Those traits are:

- 1. They know precisely what they want. Where, when, and with whom (context)
- 2. They have sensory acuity and continually calibrate their message, bouncing between their goal and how well they are communicating their goal to others. "The meaning of your communication is the response you get."
- 3. Effective people have behavioral flexibility such that, when they realize that their goals aren't being met and/or their message isn't being communicated, they change themselves until they are back on track. "The element in a system with the greatest flexibility will control that system."

For more on these findings and the basics of NLP, there are many books on the subject. The seminal book is Bandler R, Grinder J. *The Structure of Magic, Vol. I.* Palo Alto, CA: Science and Behavior Books; 1975.



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Well-Formed Outcomes

1. What do you want? (Goal)

-Stated in the positive -Can be initiated and controlled by you -Is of a manageable size

2. How will you know when you've got it? (Evidence)

-Not only when you have it, but when you're on the path to getting it.
-Evidence should be sensory-based: What will you see, hear, smell, taste, feel?
-How would someone watching you or around you (a fly on the wall) know you've got it?

3. Where, when, and with whom do you want it? (Context)

-Be as specific as possible.

Accessory Questions for Ecology:

Are there any potential negative consequences of your outcome, to you or others? Does any part of you object to this goal?

(If so, this needs to be solved for.)

What will having this goal achieved get for you that is even more important?

(This helps determine the positive intention behind the outcome.)

Imagine yourself at some future time having achieved your outcome. Look back and see what steps were required to achieve it.

(This helps set your mind on the path toward achieving it.)

Compiled from materials provided and taught by Tim Hallbom (nlpca.com). Material originally developed by John Grinder and Richard Bandler.



Getting Specific About Your Goals

"What gets measured gets managed."

-Peter Drucker

The statements below are some basic suggestions on how to frame your goals in practice. Answer as many of the questions below as possible*, and feel free to both modify the questions and write your own. The key to success is to be as specific as possible. Revisit, revise, and check in with these goals every three to six months in order to measure your progress toward them and set new goals as you meet your previous ones. You may be pleasantly surprised at the power of simply putting your goals and intentions on paper.

Grossing	(amount of \$)	per day/week	/month/year fi	rom my practice.
Netting	_(amount of \$)	per day/week	/month/year fi	rom my practice.
Seeing an average of		_(# patients) p	er day/week/m	ionth.
Practicing a maximu	m of	_(# hours) per	day,	(days per week).
Meeting 50% of my g	oals above by	1	_(date), and me	eting 100% of them
by(date).				

^{*}Goals will be dependent upon your financial necessities. Use the spreadsheet on the next page to calculate monthly expenses, and/or search "Monthly Expense Calculator" online to find many free expense calculators. The online Practice Calculator from The Supply Center is also an easy way to do this. See http://thesupplycenter.com/2009/business/business.html#calculator.



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Sample Monthly Personal	Expense Calculator
Home Rent or Mortgage	\$
Home Insurance	\$
Home/Property Taxes	\$
Utilities	
Water	\$
Electric	\$
Gas	\$
Telephone	\$
Food	
Breakfast	\$
Lunch	\$
Dinner	\$
Eating Out	\$
Health Insurance	\$
Auto	
Gas	\$
Insurance	\$
Repairs	\$
Lease	\$
Fun Expenses	
Evenings Out	\$
Dinner/Lunch	\$
Vacation	\$
Savings	
To Buy a Home	\$
Retirement	\$
To Buy a Car	\$
Student Loan	\$
Credit Card Payment	\$
Other Loan Payments	\$
Other Expenses	\$
Taxes (call your accountant for this information)	
State (each state is different & dependent on your income)	\$
Federal (this is dependent on your income)	\$
Total Salary You Need Each Month to Live (use this number in the practice calculator)	\$

Sample Monthly Personal Expense Calculator



Using The Pareto Principle (80/20 Rule)

Vilfredo Pareto first developed the rule when he discovered that 80% or more of the land was owned by no more than 20% of the population. Since then, businesses and individuals have applied this rule in various forms. We can utilize the Pareto Principle in our businesses to get the best results with the least amount of effort by identifying which 20% of our activities/products/people are responsible for 80% of our success.

Identify ...

Which 20% of your patients are your most frequent repeat customers? Which 20% of your patients are yielding 80% of your patient-to-patient referrals? Which 20% of your outside (non-patient)	Cherish these people the most. Focus on these patients and referral sources when you advertise new services; check up on these people when business slows if you haven't heard from them in a while; send your birthday and holiday cards to these people above all others; and reward them
referral sources send you the most patients?	(and them especially) as you see fit.
Which 20% of your patients cause the majority of your headaches?	Fire these people. Suggest that other practitioners or modalities may be a better fit for them. Seriously. Make room for the patients you want to see instead.
Which 20% of your products make up 80+% of your sales?	Be sure to keep these products in stock above all others, ask for discounts from your wholesalers on these, and consider drop shipping products that don't fall within the top 20% of your sales.

"In a business sense, finding the 80/20 ratios is crucial for maximizing performance. Find the products or services that generate the most income (the 20 percent) and drop the rest (the 80 percent) that only provide marginal benefits. Work hardest on elements that work hardest for you. Drop the bad clients and focus on upselling and improving service to the best clients."

-Richard Koch, "Living the 80/20 Way" 2004.

... And Take These Steps



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Essential Ingredients for Your Website

There are many different styles of website for your practice, with all kinds of content. Experiential knowledge and studies of medical websites have yielded the following list of "must-haves" for any website that hopes to attract potential patients.Your practice's website should have the following sections, at minimum:

- About you (your educational and experiential background)
- Your treatment philosophy (what makes you different)
- What you treat (your specialties—don't include every disease you've ever seen or are capable of treating)
- A few pictures of your clinic, both on the outside and the inside
- A Contact page with your contact information (phone and email), and directions linked to Mapquest or Google Maps, as well as a form allowing people to submit a message to you directly from the Contact page.
- Your contact information writ small as a footer at the bottom of each page, including fax number.
- The days you are open and your hours of operation
- Testimonials, preferably with full names if patients okay it
- A general blurb about Chinese medicine or your specialized modality. Keep this relatively short, as most people seeking you out will already be interested in your modality.
- A blog with links to your latest article or articles on the sidebar or bottom of your home page. The blog need not be full of long, original diatribes; you can grab health-related articles, paraphrase, and link to pages that have more information about the article subject. Having a blog will prioritize your site in search engines. (for SEO if nothing else).

<u>Extra Credit</u>:

The following will help your site stand out even more.

• Have site created in WordPress or another database-like engine so that it is easier to manage and gets higher ratings from search engines. Avoid using simple solutions like Macintosh's iWeb or Yahoo or Google's instant website engines.

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- Test your site's functionality on different browsers (Internet Explorer, Firefox, Chrome, etc.), as well as on Macs, PCs, and mobile devices to be sure it shows up on all of these.
- Add small bits of video into any section of the site, especially about you and/or patient testimonials. This not only adds weight to your credibility, but also helps your search engine placement.
- Hire a search engine optimizer (SEO) to help get your site to the top of search engine listings.
- Bolster your online reputation and search results by putting a page about your business onto sites such as Yelp and Google Places, and encourage your happy patients and referral sources to write testimonials on those sites.

What Your Site Does Not Need:

- Fancy animations
- Sounds that play without prompting
- A home page that is simply a picture that must be clicked upon

In the end, you do not need a fancy website to be found online. Your potential patients are looking for health, and the more appropriate information you can give them in a clean and concise fashion, the more likely they are to go from your site to your table.



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Web Usage Statistics

Do you have a website? What is it doing for you right now? Is it simply a catalogue of your products and services, or is it the silent salesman that brings customers to your door?

Having a website doesn't mean customers will come knocking at your door. What is certain is that they are knocking on someone's door. Just look at these latest statistics:

- 97% of American Internet users use the Internet to shop and 57% characterize their behavior as "shop online, purchase offline" (NPD Group)
- 90% of online commercial searches result in offline brick and mortar purchases (proprietary research / comScore)
- 82% of local searchers follow up offline via an in-store visit, phone call or purchase (TMP / comScore)
- 80% of budgets are spent within 50 miles of the home (DMA /proprietary)
- 74% of Internet users perform local searches (Kelsey Group)
- 73% of online activity is related to local content (Google)
- 66% of Americans use online local search, like Google local search
- 61% of local searches result in purchases (TMP / comScore)
- 54% of Americans have substituted the Internet and local search for phone books (comScore networks)
- 35% of all searches are local (DM News)
- 25% of Internet searches have a purely local, commercial focus (Kelsey Bizrate)

Text and statistics used with permission from Brooks Wiley's 2012 e-book, "The Seven Reasons Why Internet Lead Generation For Small Businesses Fail (and How to Fix It)." This e-book will be emailed in its entirety for free to all seminar participants after the course.



The Five Most Important Factors in Online Lead Generation And Website Search Engine Optimization (SEO)

By Brooks M. Wiley*

1. Claim your Google Places listing and optimize it. This means filling out the listing in its entirety including pics and videos, choosing the right categories, etc. It's also critical that your business name, address, phone number is EXACT across the internet. Also claim and optimize listings on other sites like Yelp, Citysearch, InsiderPages, Manta, Hotfrog, and any relevant local directories.

2. Make sure your onsite SEO is done correctly. This starts with the title tag being something like "acupuncture lafayette ca", not Home- My Name Acupuncture. No Flash whatsoever in the website. Websites with music and elaborate intros or flash graphics will soothe your ego, but immediately turn off prospective clients.

3. You need to have a SYSTEM in place for soliciting reviews and testimonials from satisfied clients. These can be on your Google Places listing, your Yelp listing, and on your own website. In fact, Search Engine Land cites CustomerLobby CEO Ted Paff saying, "Comment card reviews solicited at the time of service can see completion rates of 80-90%." It makes sense; the point of sale is the height of customer euphoria. Take advantage of these feelings by verbally asking your customer to write out his or her experience via a feedback or comment card. Include it on the back of their receipt. Staple it to their contract. Verbally direct them to your website, an external review site, or a social media account. Just be sure to ask permission to share the feedback on your website. Make those reviews very prominent on your website.

4. Create a marketing strategy and then consistently use this message in all advertising/marketing. This message should be about what problems you solve, and what solutions you provide FOR YOUR CUSTOMER. You need to frame all the marketing messages about what value you provide for your clients. No one cares about how long you've been in business or your credentials. They want to know what problem of theirs you're going to solve.

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Follow this format to create a competition-crushing message with a compelling offer:

- 1. Open with an attention grabbing, interrupting headline or opening paragraph focused on a problem, fear, frustration or concern.
- 2. Engage by promising a solution to the problem in the opener (focus on the benefits and the likely outcome they will experience).
- 3. Give them a reason to purchase.
- 4. Tell them what you will do to help them gain the benefits.
- 5. Be specific about the actions they will take.
- 6. Offer them a compelling bonus or some form of additional incentive (when practical).
- 7. Reverse their potential risk using powerful guarantees
- 8. End with a PS (use it to restate the benefits).

5. Use your website's blog to create fresh content and include that content on the home page of your website. This content should follow the marketing strategy outlined in #4. It should be about solving your patients/prospects problems and it should include the keywords related to your market. This only needs to be maybe 2-4 SHORT articles/month. If you need help in finding content there are low cost services out there, but you should at least put your little spin or commentary on them.

*Brooks Wiley specializes in making sure your business is found on the Internet, developing your website to attract and capture your prospects, and compelling them to take action. His unique process results in converting more prospects into qualified customers and more clients for your business. Contact Brooks at 415-290-3883 or brooks@propellerlabs.com for a free initial consultation to find out how he can help you get the most out of your online presence.



Using Your Unique Sales Proposition (USP) To Design Memorable Experiences

One of the keys to successful marketing is identifying what makes your business unique and letting everybody know about it. This helps your prospects to understand why they should buy from you rather than the "other guy", and when used successfully makes you the obvious choice. This is often called a Unique Selling Proposition (USP). Use the following lists as guides to ways you may make your patients' experiences in your office unique and memorable so that the positive experience lasts well beyond their time with you. Use the following lists to inspire your own ideas.

Environmental Details:

- Be sure your clinic is clean at all times
- Dress slightly better than you feel you need to
- Have a design theme (Asian, contemporary, etc.) and stick to it in as much of your space as possible
- Heat your tables (heating pads and heat lamps)
- Have patient-controlled music and/or video in each room
- Refrain from personal pictures on your walls unless it relates to your theme or medicine. Keep them curious about your personal life.
- Change designs with the seasons (different scrolls from Chinatown)
- Bring in incense, cooked food, other smells
- Change room layout every so often, perhaps with the seasons
- If they have a positive experience in a given rooms, try to give them that room each time they return.

The Interactive Experience:

- Get local massage students, reiki people, qi gong practitioners or others who need hours to work on your patients while you're out of the room
- Signpost, especially for new patients: Tell them how long they'll be there, what you'll do
- Add new skills all the time (nutrition, massage, hypnosis, DSR, NLP, etc.)
- Rub in topical analgesics for pain patients
- Ask 'anything else?' when they're done with their initial reason for coming in so they know you can treat other complaints as well
- Feed them
- Use an appointment reminder call service such as Tavoca
- Give them homework between treatments: Reading, exercises, small dietary experiments, etc.
- Use ear seeds that they keep in for a couple of days



How to Use the Law of Scarcity

Sometimes scarcity is necessary to help us make a decision. Most of us fear the point of making a decision, so we naturally want to put it off and allow ourselves time to think about it. As a persuader, however, be aware that when your prospects put off the decision, chances are they won't make one. To create scarcity, be sure you have the following elements firmly in place:

1. Deadlines. Give your prospects a deadline or a point of no return. We all operate on deadlines at home and in our businesses. They are what cause us to take action. If there is no immediate reason to take action now, we won't. Judging by the lines outside the post office at midnight on April 15th, many of us don't pay our taxes until the last possible second. No deadline means no action.

2. Limited Space, Numbers, or Access. If your prospect feels like they are competing for a limited resource, they will be much more motivated to take action. When people fear they're going to miss out on a great deal, they feel an urgency to act. Think of shoppers at closeout sales. They've got to speed over there and check things out before all the stuff is "picked over."

3. Potential Loss. Prospects must recognize that they might be limited in their actions if they don't take advantage of your offer. People will always overvalue the thing you are restricting. Create a state of emotion in which your prospect fears the loss. The more you deny them, the more energy you give to your cause. You have denied their right to something, so they'll do anything to have it.

4. Restrict Freedom. We want what we can't have. If we are told a product is or will soon be unavailable, we want it even more. Our desire goes up and so does the urgency to act. Create a scenario where you tell your prospect that the offer is only good for so long. Tell them they have to act now to take advantage of the opportunity or they will lose out. This technique works so well because we have all walked away from offers like this before, and they really haven't been there when we returned. Walk through clearance stores and you will see "Sold" signs on the furniture. These signs create urgency because somebody else has found a deal, and so should we. In sales, this urgency is called the "take away" close. If you take away your prospects' opportunity to get involved with your product or service, they naturally want it more.

From Kurt Mortensen, <u>Maximum Influence: The 12 Universal Laws of Power Persuasion</u>. Amacom: 2004



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Law of Scarcity Can Reap Results

By Bob Martel Nov 06, 2011

Scarcity is one of those tools used by marketers who want you to comply with their influence tactics. We always want or covet what we cannot have, even if we aren't really looking for it, and sometimes that drives bad behavior. It's such a powerful human instinct that Moses brought down two commandments addressing the subject. Back to marketing.

In the context of marketing, true or fabricated scarcity addresses the deep human desire to get in on a deal and take advantage of something that is about to be taken away from us. We can't pass up a good deal. The opportunity to enjoy the benefits of a product or service seems more valuable when it is scarce. Think for a moment how you have fallen to this powerful leverage in a recent purchase. Scarcity also directly influences value we assign to something.

The law of scarcity generates interest and demand for products and services that are available on a limited basis. It works in retail, professional services, manufacturing, you name it. Watch the supermarket fliers. Limit of two turkeys at this price. Limit of six gallons of ice cream at this price. Limit of three pounds of coffee at this price. At JC Penney's you can buy six pair of Dockers at the special sales price, but not seven. Next time you are in the store, notice the little sign that reads "So that all of our customers may enjoy this sale, please limit your purchase to six pair." Who knew? I was only going in to buy two pair anyway. The scarce offer is an excellent way to create a stampede to your door and increase average sales, in any industry, with people lining up to throw their money at you.

The auto industry is a good example. Promotions are advertised with a deadline, and psychologically we know another deal will come down the pike, but there is one reason you see car manufacturers using deadlines on national deals. They work.

Disney is another great example. The 1937 movie, "Snow White and the Seven Dwarfs," is rolled out of its vault for a limited time promotion. Better grab a DVD while it's available because who knows when the vault will be opened again.

The very notion of potential loss is a powerful motivator. We want more of what we are about to lose. If you are observant, you will see it used by compliance experts (good marketing people) throughout your day. On the radio, in good direct response advertising and on numerous television commercials.

So how do you deploy this powerful weapon of influence in your business? Well, I will tell you. For a limited time only, for 10 readers only, and through Nov. 14, if you send me an email with a summary of your products and services, I will suggest how you can apply scarcity to your business.

On the home front, scarcity is a powerful tool but it can work against you as well. Tell your daughter that she can't date that guy who is 10 years older than she is, and you will lose that battle. She'll only want him more. What should you say to her instead? Who knows? I'm a marketing consultant not a magician.

Reprinted with permission from the author. Bob Martel is a Marlborough-based marketing consultant, direct marketing copywriter and author of the book "How to Create All of the Business You Can Handle." He can be reached at 508-481-8383 or by email at bobmartel@jmbmarketing.com.



Utilizing the Law of Scarcity & The Paradox of Choice In Your Practice

There are many ways to use the Law of Scarcity and the Paradox of Choice to enhance the busy-ness of your practice (or make yourself appear busy, anyway). Doing so will give your patients and potential patients the impression that you are a valuable, sought-after commodity, and will compel them both to action and respect. A small collection of ideas below will get you thinking.

- If you work in a space with multiple treatment rooms, keep the doors to other rooms closed, even if no one else is in those rooms.
- Schedule patients close enough together so that they will either see one another as they come and go, or at least hear the footsteps and voices of others out in the hall. Schedule them close together even if you only have a few appointments in a day.
- When scheduling, do not simply ask when a patient wishes to come in. Instead, tell them when you are available, and give them only two or three choices of times (even if you have a wide-open schedule).
- Stick to your regular schedule and do not make exceptions (seeing people late, early, or on days when you normally wouldn't work). The only exception to this rule should be when one of your MVPs (most valuable patients in terms of loyalty and/or referrals) needs an exception made.
- If people cannot easily schedule in one of the few times you give them, ask them for one or two other times that might work for them within the hours you are open, and tell them you'll put them onto a waiting list and call them back. You may then call them back and tell them you moved others around or that a space opened up.
- Keep your phone's ringer on high so that patients hear the phone each time it rings. And keep that phone in a room other than the treatment room, if possible. Do not answer the phone when interacting with a patient—casually let it go to voicemail unless you absolutely need to get it.
- Put a bell onto your front door so that it rings every time it opens and they can hear it from the treatment room. If no one is coming in or out, open and close it yourself every so often!
- When scheduling new patients, let them know that you usually book out two to three weeks in advance, but you'll see what you can do...



Finding Professional & Outside Referral Sources

Rather than going cold into doctors' offices, ask your patients who their favorites of the following professions are, and ask if you can contact them and tell them you're seeing the patient. Then call to introduce yourself, bring cards, etc. If it's a fellow medical professional, inquire as to if you may discuss the case with that person for a moment.

Some of the best professional and outside referral sources may surprise you. We've found the top outside referral sources, in order of number of referrals, are:

- 1. Hairdressers
- 2. Aestheticians
- 3. Physical Therapists
- 4. Busy Massage Therapists
- 5. Fellow Acupuncturists with Full Practices
- 6. Yoga, Pilates Instructors & Athletic Trainers
- 7. Veterinary Acupuncturists
- 8. Psychotherapists
- 9. Physicians (GPs, orthopedists, geriatricians, OB/Gyns, pediatricians, and osteopaths [in that order])
- 10. Chiropractors



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Integration Strategies

With all that we cover in class, where can we place the new tools we have into our existing clinical practice? Here are some ideas...

Learn In Small Pieces

The easiest way inculcate the skills we covered into your everyday practice is to "chunk them down:" pick one concept or skill to learn on any given day and simply employ that one, and that one alone. So perhaps one day you will just practice using some of the suggestions from the section on the Law of Scarcity. On another day, explore what it's like to examine a limiting belief. On yet another, write a short blog post. Over time you'll find that these tools and techniques will unconsciously and seamlessly make their way into your practice.

Try Using the "Rule of Three"

Many marketing people will tell you that, when you're starting a business, do a minimum of three things per day to put energy out. In the context of a medical practice, it could be calling three patients you haven't heard from in a while; or implementing three things from those lists you have in these handouts; or calling three potential referral sources recommended by your patients. Any of these, or any combination thereof.

As you get busier and your practice begins to fill, you may find it easier to do three things per week instead of three per day.

And when you begin being full a week or two out, it may be three per month.

Once your practice is consistently full, it may be three every few months.

If Nothing Else...

Go over the Action Items handout you created in this workshop and do those tasks first; work your way back through these handouts when you are bereft of other ideas, and call patients you haven't heard from in a while. Log into the Google Group from this course and ask others what to do. Creating and sustaining a full practice may be as simple as that!



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PARTICIPANT EVALUATION FORM

Practice Rapport—CA Provider #413 CE Provider Name & Number

Two Hours to a Full Practice
Course/Seminar Title

Date(s) of Course

Jason Luban Instructor Name

Participant Name & License No.

Date of Evaluation

Did this course meet its stated objectives?

Did the instructor demonstrate adequate knowledge of the course subject?

Did the instructor utilize appropriate teaching methods?

Do you feel that you will be able to apply what you have learned today to your practice?

Would you recommend this course to your colleagues?

Additional Comments:

info@practicerapport.com