



# LEADING PRACTICE

## How to plan for success in an uncertain future

**LEADERSHIP**

-

**RESILIENCE**

-

**GROWTH**

# Who are we?



**Emily Ball:**  
Leadership Coach & Business Mentor  
Owner – Active Step Healthcare  
Speaker  
Author

**Paul Kinkaid:**  
Executive Leadership Coach & CEO Advisor  
International Speaker  
Author  
Veteran



# Current Reality



**V - Volatile**  
**U - Uncertain**  
**C - Complex**  
**A - Ambiguous**



# Big Decisions

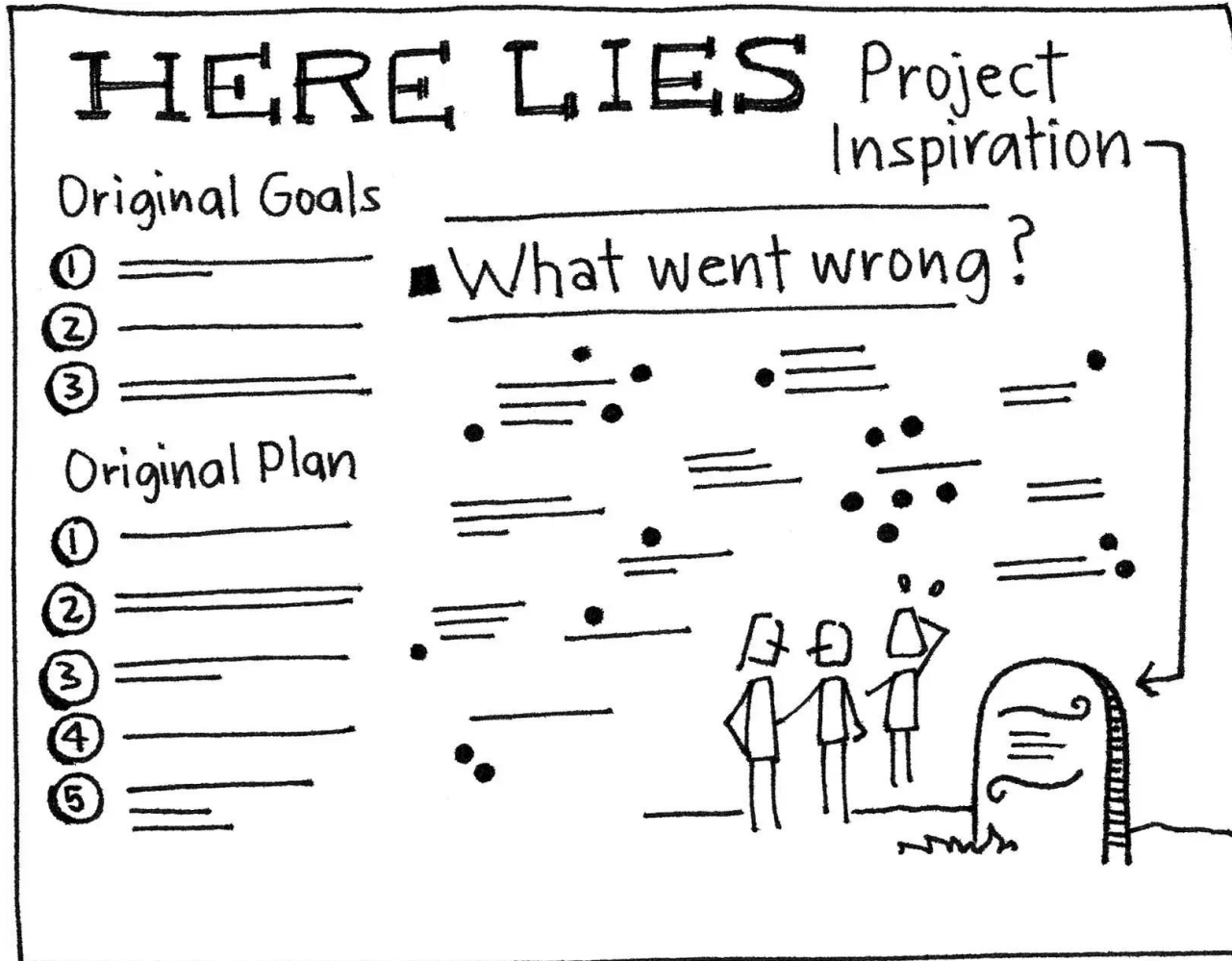


**“In order to  
succeed,  
plan for  
failure”**

*Paul Kinkaid*



# Post-Mortem Analysis



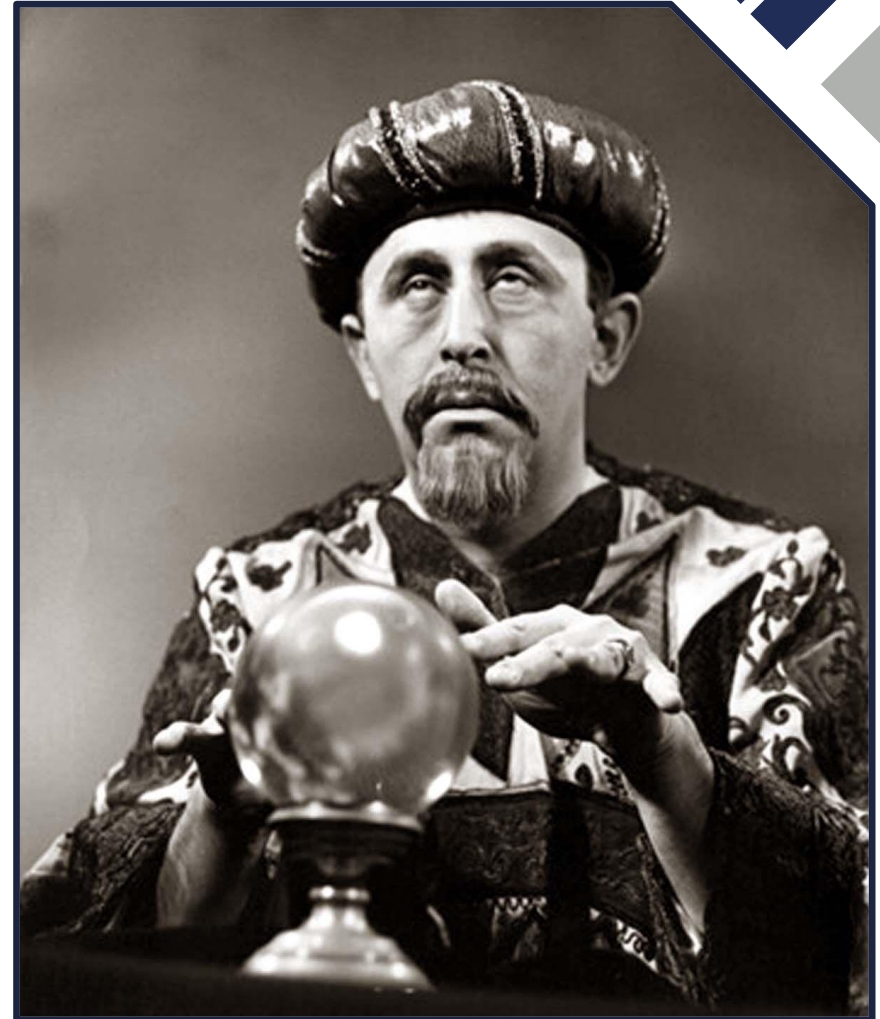
- Post-mortem:

- What WAS the cause of failure?
- What WAS the cause of death?

**Too little; too late**

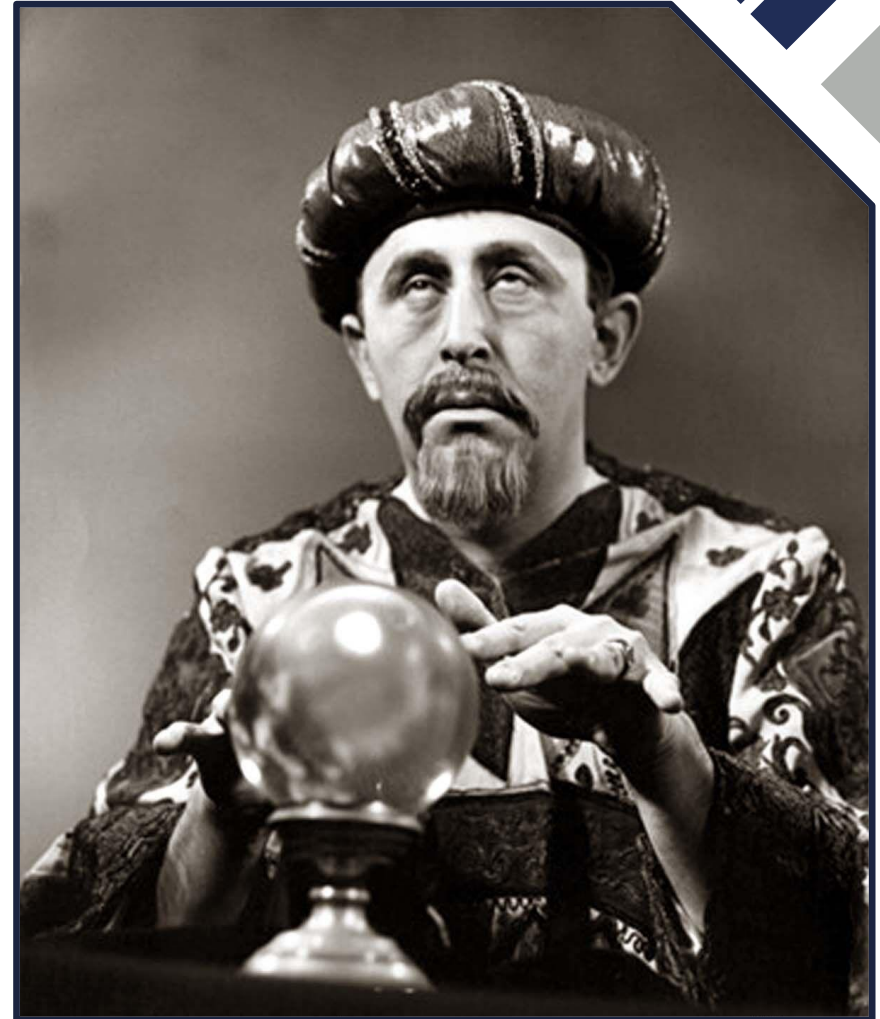
# Pre-Mortem Analysis

What **WILL** be the cause of failure?



# Pre-Mortem Analysis

- Prospective hindsight
- Failed Catastrophically
  
- **Stage 1:** Think – Write – Speak
- **Stage 2:** Likelihood Vs Impact
- **Stage 3:** Controllable - Uncontrollable
- **Stage 4:** Mitigate - Contingency Plan
- **Stage 5:** Decision



# Our turn

We want to move to a bigger premises

It will cost 25% more than the current practice

It has more treatment rooms

It could double our revenue


It would enable us to diversify our services



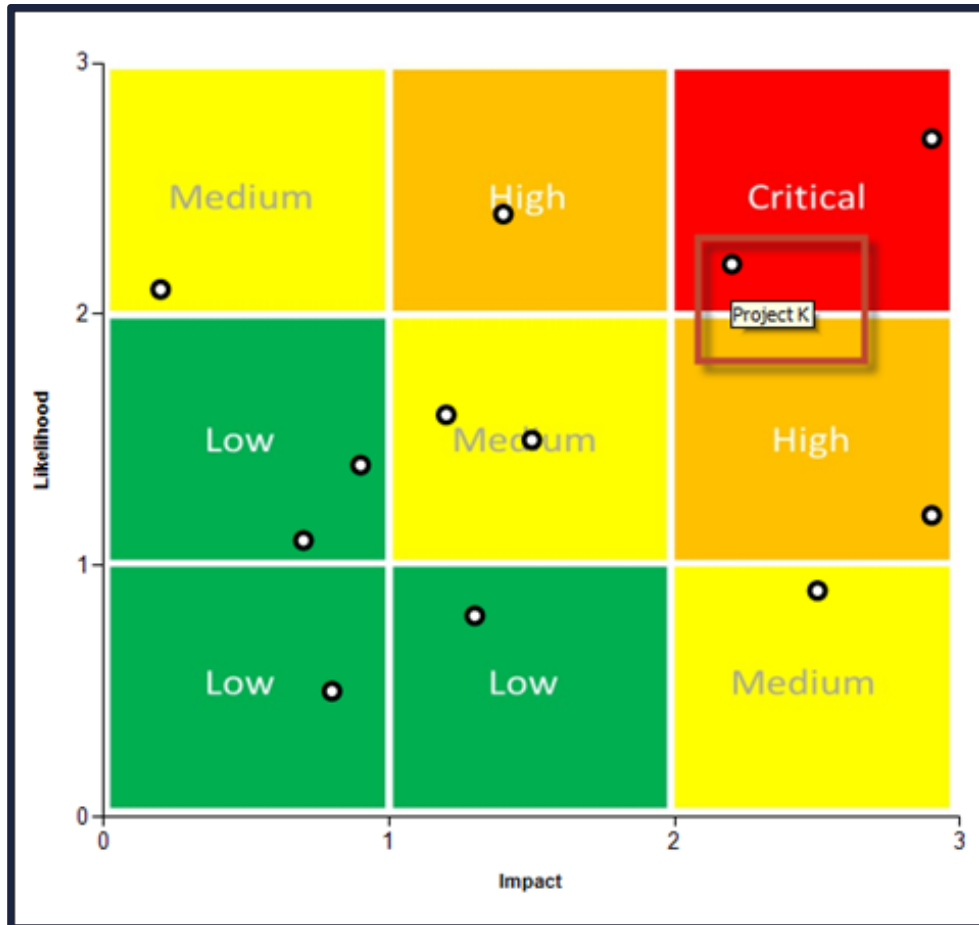
# Pre-Mortem: Stage 1



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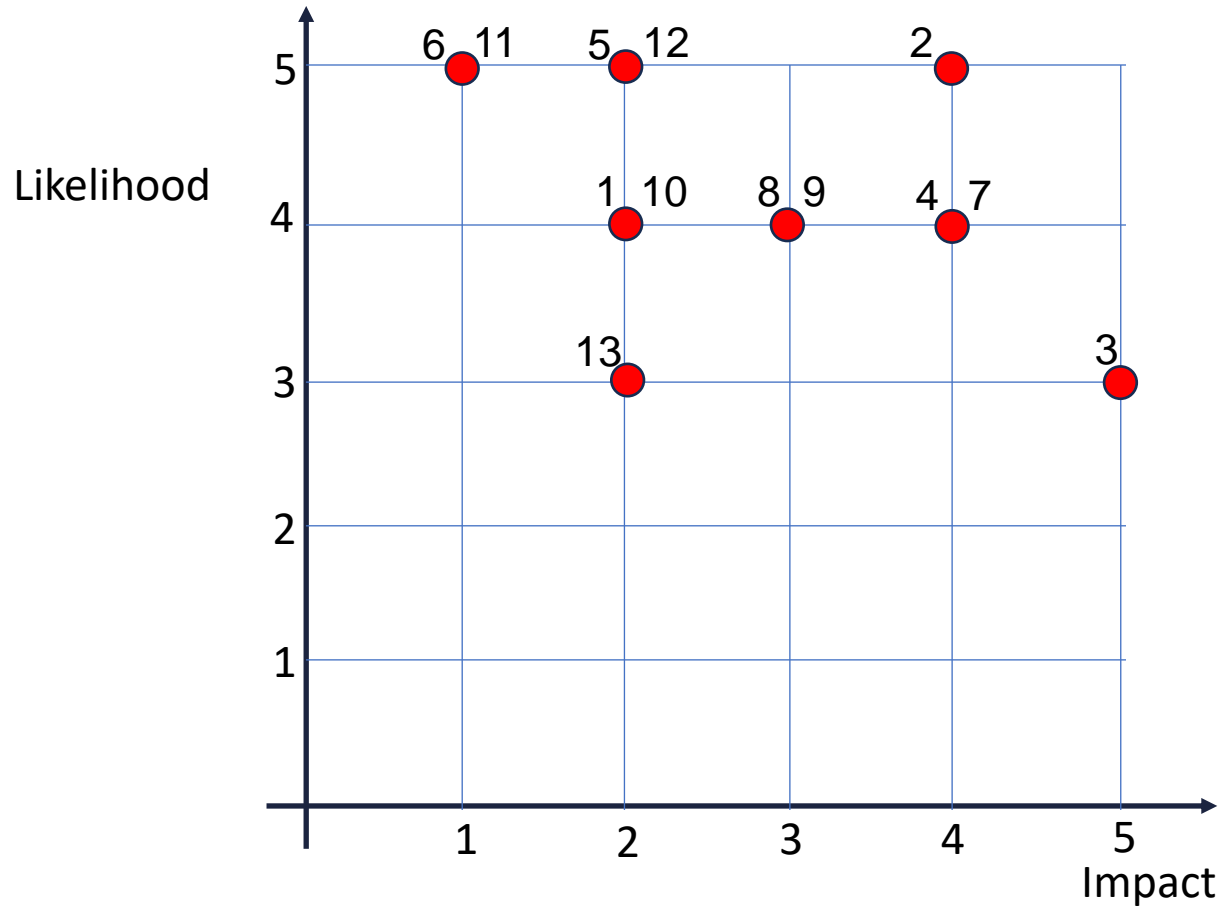
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1. Patients lost – poor comms
  2. Overlapping of leases
  3. Rising energy costs
  4. Fluctuating interest rates
  5. Lose a key team member
  6. Bankruptcy
  7. Mortgage volatility
  8. Inability to recruit & grow team quick enough
  9. Unoccupied space not generating income
  10. Not enough podiatry patients in local catchment
  11. Sickness/Death of business owner
  12. Unable to secure finance for refurbishment
  13. Recession & cost of living impacts patients

# Pre-Mortem: Stage 2



# Likelihood Vs Impact

# Pre-Mortem: Stage 2



Failure Criteria	Likelihood	Impact
1	2	4
2	4	5
3	5	3
4	4	4
5	2	5
6	1	5
7	4	4
8	3	4
9	3	4
10	2	4
11	1	5
12	2	5
13	2	3

# Pre-Mortem: Stage 3

<b>CONTROLLABLE</b>	<b>UNCONTROLLABLE</b>
1, 3, 4, 5, 6, 8, 9, 11...	2, 7, 10, 12...

# Pre-Mortem: Stage 3

CONTROLLABLE	UNCONTROLLABLE
1, 2, 6, 8, 9, 10, 12	3, 4, 5, 7, 11, 13

# Pre-Mortem: Stage 4

CONTROLLABLE	UNCONTROLLABLE
<i>Mitigate</i>	<i>Contingency Plan</i>

# Pre-Mortem: Stage 4

<b>CONTROLLABLE</b>	<b>UNCONTROLLABLE</b>
1. Create a comprehensive communication plan across all media	5. Develop a consistent and continuous recruitment strategy (updated regularly)

# Pre-Mortem: Stage 5

*is the*  
JUICE *worth the*  
S  SQUEEZE?

# Your turn!

You've decided to invest in a Swift microwave machine for your clinic

It will cost you approx. £11K

It requires staff training

It has ongoing consumable costs

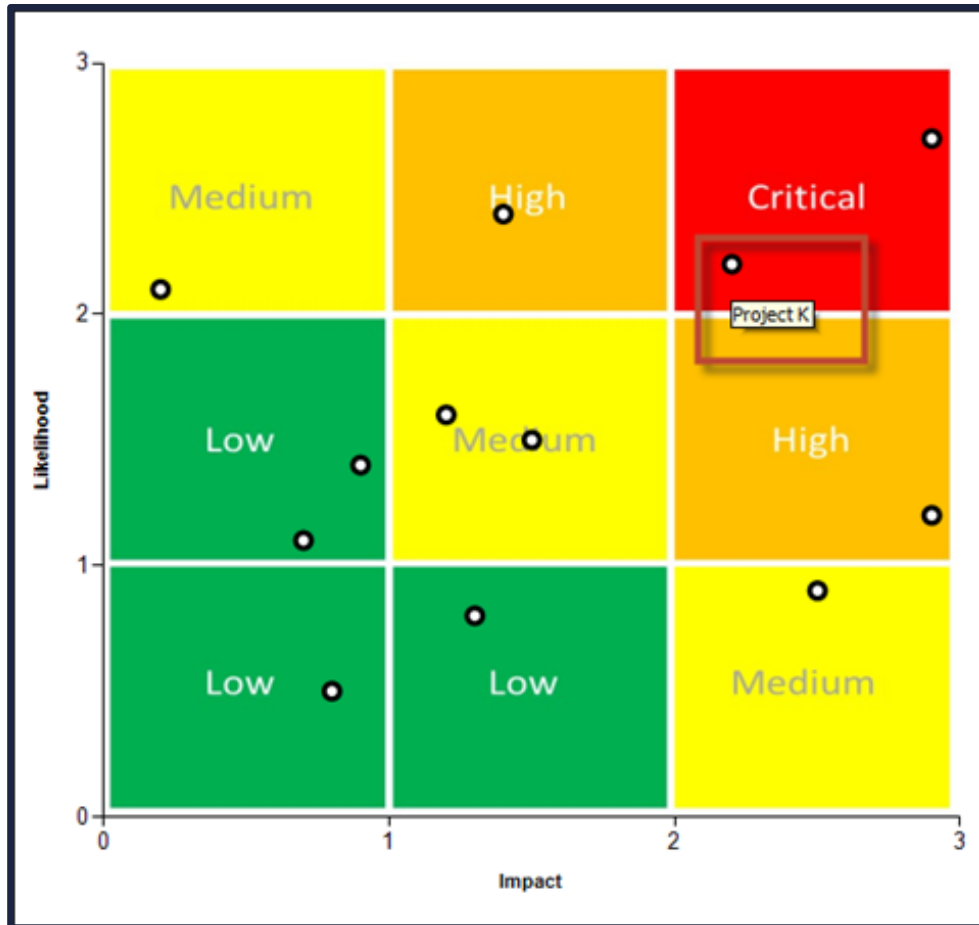
- Go 12 months beyond
- Catastrophic failure
- Team/Peer exercise
- Why did it fail?

# Pre-Mortem: Stage 1



# Pre-Mortem: Stage 2

# Likelihood Vs Impact



# Pre-Mortem: Stage 3

<b>CONTROLLABLE</b>	<b>UNCONTROLLABLE</b>
1, 3, 4, 5, 6, 8, 9, 11...	2, 7, 10, 12...

# Pre-Mortem: Stage 4

CONTROLLABLE	UNCONTROLLABLE
<i>Mitigate</i>	<i>Contingency Plan</i>

# Pre-Mortem: Stage 5

*is the*  
JUICE *worth the*  
S  SQUEEZE?

# Key Benefits

Leadership	Resilience	Growth
Demonstrates psychological safety	Creates leaders at every level	Provides evidence to lenders/investors
Promotes autonomy	Significantly increases chance of success	Develops team members
Enhances employee engagement	Demonstrates due diligence	Increases analytical skills
Improved decision-making	Consistent & repeatable process	Practice growth (e.g. Revenue, size, team)

# PRACTICE RESILIENCE

HOW  
TO  
BUILD  
A THRIVING HEALTHCARE BUSINESS  
THAT  
RUNS  
WITHOUT

YOU

EMILY BALL

For more insights on developing  
**LEADERSHIP – RESILIENCE – GROWTH**

- Come and see us on stand 21
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  - Book a Chemistry Call
  - Come to a Masterclass
- Subscribe to [PracticeCoach.io](https://PracticeCoach.io)
- Come to the Leading Practice Symposium

# Any Questions?



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