

Extreme
Business



EXTREME BUSINESS 2027

SLT Academy curriculum

Build the business that works without the owner

Four full-day workshops. Sixteen 90-minute modules. One year to build a stronger senior leadership team and a better-managed dental business.



A 2027 programme with Chris Barrow

The owner doesn't need another course.

The business needs a leadership team that knows how to run it.

If every question, problem, number, marketing decision and team issue still comes back to you, the business remains dependent on its owner. It may be successful, but it is also a very demanding job.

The Extreme Business SLT Academy is designed for the people who help you run the practice: managers, TCOs, clinical leads, operations and marketing leads, as well as the owners who want them to become a genuine senior leadership team.

Across four full-day workshops we will connect the E-Myth business systems, The Business Clock and The Campbell Academy Process. The aim is a profitable, systemised, manager-managed dental business that becomes increasingly independent of its owner.

One year. One operating system.

The goal is an SLT that makes decisions, leads people, understands the numbers and installs systems that keep working.

The year at a glance

Four quarterly days form a connected 12-month curriculum. Each day has four 90-minute modules and a clear question for the leadership team to answer.

Q1

WORKSHOP 1

Build the machine

Why, strategy, money and management

Are we running a practice, or deliberately building a business?

Q2

WORKSHOP 2

Build the demand engine

Marketing, conversion and patient experience

Can we create enough of the right patients, and convert them exceptionally well?

Q3

WORKSHOP 3

Build the delivery engine

Product, operations, people and leadership

Can we deliver a brilliant patient experience consistently?

Q4

WORKSHOP 4

Build the business that works without you

Performance, scale, freedom and exit

Could this business continue to perform if the owner disappeared for a month?

This is a 12-month implementation programme.

Every 90-minute module follows the same rhythm.

01 Theory

Establish the business principle and the system we are trying to build.

02 Real dental case studies

Test that principle against patients, people, cash flow, diaries, associates, marketing and growth.

03 Application

Your SLT works on its own business during the session.

04 The final 20 minutes

Share, reflect and plan: what changes, who owns it and when will it be done?

**Nobody leaves with another notebook full of good intentions.
They leave with actions.**

The work between quarters matters just as much as the day in the room: a succession of 90-day implementation sprints gives the team time to install, measure and refine what it has built.

Build the machine

Why, strategy, money and management

Are we running a practice, or deliberately building a business?



Modules 1 and 2

MODULE 01

The E-Myth wake-up call

Why do successful practice owners become trapped inside the businesses they created?

- The Entrepreneur, Manager and Technician - and the different work each must do.
- Working on the business while building repeatable systems for work in the business.
- Identifying the places where performance relies on the owner's memory, energy or rescue.
- Separating individual heroics from a process the team can understand and repeat.

YOU WILL LEAVE WITH

An owner-dependency and systems audit.

MODULE 02

The Business Clock

Connect the purpose of the practice to the business you are deliberately building.

- Who do we seek to serve, why do we exist and what is our product?
- Examine finance, marketing and sales, HR and leadership, strategy and social legacy.
- Turn a vague vision into a three-year direction and meaningful 12-month objectives.
- Choose the first 90-day priorities and make them clear to the SLT.

YOU WILL LEAVE WITH

A one-page Strategic Objective for the business.

Modules 3 and 4

MODULE 03

Making the numbers tell the truth

Turn financial reporting into useful decisions, beyond turnover alone.

- Monthly reporting, budgets and the KPIs your leaders should understand.
- Operating Cost Per Utilised Surgery Per Day, Average Daily Yield and fee-earner profitability.
- EBITDA, pricing, patient finance, margin and cash.
- The questions your SLT should ask when a trend moves in the wrong direction.

YOU WILL LEAVE WITH

A financial dashboard the SLT can review every month.

MODULE 04

The management operating system

Decide how your SLT will actually run the business.

- Roles, authority, accountability, delegation and decision-making.
- Daily huddles and weekly KPI and productivity reviews.
- Monthly management meetings, quarterly reviews and annual planning.
- Dashboards and follow-up that make actions visible without owner chasing.

YOU WILL LEAVE WITH

An SLT management calendar and accountability map.

Build the demand engine

Marketing, conversion and patient experience

Can we create enough of the right patients, and convert them exceptionally well?



Modules 5 and 6

MODULE 05

Lead generation

Create enough of the right patient enquiries, from a balanced mix of channels.

- Internal marketing that turns existing patients into advocates.
- Inbound marketing that helps the practice become a recognised local expert.
- External marketing that reaches people who do not yet know you.
- Agree the role of each engine, the investment it deserves and how ROI is measured.

YOU WILL LEAVE WITH

A lead-generation plan and channel scorecard.

MODULE 06

AI-driven inbound marketing

Build an answer-rich presence as search and discovery change.

- Useful FAQs, patient success stories, team stories, blogs and newsletters.
- Video, YouTube, social media and web pages working as one content engine.
- SEO, AI discovery, opt-in audiences, CRM, community and strategic alliances.
- A production rhythm the team can sustain, with clear ownership and measures.

YOU WILL LEAVE WITH

A practical 90-day content engine.

Modules 7 and 8

MODULE 07

Lead conversion

Follow the patient from first enquiry to treatment start.

- Triage and the first conversation, including the TCO's role.
- Consultation, treatment presentation, follow-up and acceptance.
- Pipeline management, CRM discipline and a meaningful conversion scorecard.
- Distinguish genuinely poor-fit enquiries from a weak conversion process.

YOU WILL LEAVE WITH

An enquiry-to-start funnel and weekly scorecard.

MODULE 08

The six Moments of Truth

Design what prospective patients experience at every important stage.

- First digital contact, first human contact and first consultation.
- Treatment coordination, treatment plan presentation and end-of-treatment conversation.
- Use scanning, smile simulation, video and treatment presentations well.
- Make reviews, referrals and membership a natural part of the journey.

YOU WILL LEAVE WITH

A patient-experience blueprint.

WORKSHOP 3 • Q3

Build the delivery engine

Product, operations, people and leadership

Can we deliver a brilliant patient experience consistently?



Modules 9 and 10

MODULE 09

Client fulfilment

Getting the patient to say yes is the beginning of the promise.

- Review the clinical journey, therapy-led maintenance and Dental Health Reviews.
- Examine dental plans, apprentice dentists, sedation and Children's Days.
- Find friction in opening hours, diary design, telephony and reception.
- Identify wasted capacity and the moments where the experience breaks.

YOU WILL LEAVE WITH

An operations improvement plan.

MODULE 10

The modern dental product

Digital dentistry is a business-model conversation, not an equipment list.

- Intra-oral scanning, the Digital TCO and the Modern Dental Therapist.
- 3D printing, smile simulation, guided and chairside dentistry.
- AI-assisted notes, communication and diagnosis where appropriate.
- For every idea: what changes for the patient, the team, capacity and profit?

YOU WILL LEAVE WITH

A digital workflow roadmap: now, next and not yet.

Modules 11 and 12

MODULE 11

The people system

Give talented people a clear picture of what good work looks like.

- Ideal Team Players, an organisation chart and role clarity.
- Recruitment, onboarding, training and performance management.
- Personal Progress Interviews, pay scales and career development.
- Associate relationships and recurring people systems that work all year.

YOU WILL LEAVE WITH

A people-system scorecard and three immediate priorities.

MODULE 12

Leadership, culture and social legacy

The SLT creates culture through what it notices, rewards, tolerates and models.

- Leadership behaviours, communication and effective delegation.
- Huddles, team development and the standards people experience each day.
- Corporate social responsibility and relationships with the local community.
- Return to the Social Legacy element of The Business Clock.

YOU WILL LEAVE WITH

A leadership charter and one meaningful social-legacy commitment.

WORKSHOP 4 • Q4

Build the business that works without you

Performance, scale, freedom and exit

Could this business continue to perform if the owner disappeared for a month?



Modules 13 and 14

MODULE 13

The numbers that drive behaviour

Build one version of the truth, then give every important measure an owner.

- Finance, production, profitability, OCPSPD and Average Daily Yield.
- Capacity, lead generation, marketing ROI and conversion.
- Retention, reviews and the health of the team.
- A review rhythm that spots trends early and converts them into action.

YOU WILL LEAVE WITH

One SLT dashboard with ownership of every key number.

MODULE 14

Capacity before expansion

Make the best use of what you have before adding more.

- Examine diary design, chair utilisation and clinician capacity.
- Find the real constraint on growth and test how much current space can deliver.
- Evaluate expansion of existing premises, new locations and acquisitions in order.
- Set an evidence-based path towards strong facility utilisation.

YOU WILL LEAVE WITH

An optimise, expand, replicate capacity plan.

Modules 15 and 16

MODULE 15

The manager-managed business

Could the practice operate well without constant intervention from the principal?

- Documented systems, decision rights, clear authority and accountable leaders.
- Management information, delegation, succession and no single points of failure.
- Self care for sustainable leaders: sleep, sobriety, nutrition, exercise, fun and community.
- Reduce the situations in which the owner must step in to rescue the day.

YOU WILL LEAVE WITH

An owner-dependency reduction plan.

MODULE 16

The finished business

Return to The Business Clock and assess the complete business.

- Review customer, purpose, product, finance, marketing and sales.
- Review HR and leadership, strategy and social legacy.
- Mark what is green, amber or red and identify remaining dependencies.
- Agree the next stage of the journey and the people responsible for it.

YOU WILL LEAVE WITH

A 36-month roadmap, 12-month objectives and the next 90-day sprint.

Your SLT will have built an operating system.

The output is more useful than sixteen sets of slides. It is a collection of decisions, tools and rhythms that the team can keep using.

- An E-Myth and owner-dependency diagnostic
- A Strategic Objective and Business Clock review
- A financial and KPI dashboard
- An SLT management calendar and accountability map
- A lead-generation plan and 90-day content engine
- An enquiry-to-start conversion funnel
- A six Moments of Truth patient-experience blueprint
- An operations plan and digital workflow roadmap
- A people-system scorecard and leadership charter
- A capacity and growth plan
- An owner-dependency reduction plan
- A 36-month roadmap and four 90-day sprints

Bring the people who help run the business.

When the owner attends another course alone, they return with ideas that nobody else has had the chance to challenge, apply or own. The Academy lets your leaders work on the same business at the same time.

Owners

Become less operationally essential without losing direction or standards.

Practice and business managers

Build a complete commercial understanding of the practice.

TCOs

Connect patient experience and conversion to measurable growth.

Clinical leads

Take greater responsibility for productivity, quality and team development.

Operations and marketing leads

Understand how their work connects to profit and strategy.

Delivered personally by Chris Barrow

Chris co-authored The E-Myth Dentist and has spent decades translating business systems into the realities of independent dental practice ownership.

**Extreme
Business**

BY



Build the team that can run the business.

Four workshop days. Sixteen 90-minute modules. One year of implementation.

Explore the programme, check your local dates and use the workshop planner to decide who should attend each room.

Explore the 2027 workshops →

www.coachbarrow.com/2027-workshops

Don't send the owner on another course. Build the team that can lead with them.