



Interview with Dr. Matthew Norton

Bruce Hurley:

Hello, my name is Bruce Hurley and today I'm very excited to be interviewing a truly amazing individual. He's known as America's Holistic Doctor and he's considered by many to be the number one authority on correcting the underlying cause of pain with a focus on restoring whole body health versus just focusing upon masking pain or just managing pain. His name is Dr. Matthew Norton and his breakthrough book *Where Does It Hurt?* has not only been acclaimed by doctors and lay readers throughout the world, but I have to tell you from personal experience that this is one of the best written and most convincing books I've ever read. Before I opened the cover on *Where Does It Hurt?* I was more than just a skeptic; I was downright cynical about alternative healthcare. I just didn't believe it. I thought it was a bunch of nonsense. But Dr. Norton's book convinced me that chiropractic and other natural health practices could very well be the answer to the prayers of millions of people who are suffering under our current dysfunctional healthcare system. And I think everybody would agree that there is a dysfunction going on in the healthcare system right now.

In Dr. Norton's 26 years as a chiropractor and a mentor, he has accumulated an incredible diversity of skills and observations related to creating an ultra successful practice that supports his patients, his community, his staff, and of course his own personal lifestyle. It would be difficult to overestimate the value of what Dr. Norton has to offer to chiropractors and to other natural healthcare professionals. He's learned what to do and what not to do in order to be wildly successful. So, I

think this interview is going to be very eye-opening for anyone who's interested in creating the practice of their dreams. Dr. Norton is an expert at using marketing and media to generate as many happy patients as he needs to support his preferred lifestyle; but more importantly, he's an expert at teaching others how to create a practice that supports the practitioner, not the other way around.

Now, I know he's eager to get started, and I've got him on the line with me, so let me introduce my very special guest and the man who opened my eyes to the reality of the current healthcare system, America's Holistic Doctor, Dr. Matthew Norton.

Dr. Norton, welcome.

Dr. Matthew Norton: Thank you, Bruce. I'm jazzed about being here and sharing today.

Bruce Hurley: Good. Well, I'm so glad to have you on. Before we get started with some of the more practical matters that we're going to be dealing with in this interview, I'd like you to share a bit of your personal story. I think it's important to understand where you come from in order to appreciate your perspective on things we're going to be talking about today. So, would you mind sharing some of that?

Dr. Matthew Norton: Yeah, sure. I think it's important for doctors to have a perspective relative to some of the life challenges that they may have faced and how that impacts where they are at this current point in their life. I want to say now in my early 50's that, I'd just like to preface this, that I am the happiest and continuously joyful, really, than I've ever been in my life. However, it hasn't always been that way and it hasn't been something that's been easy, and just a little quick thumbnail sketch of where I've come from to get to this point. Growing up with a single mother and a brother that was much older, I really grew up kind of left alone; and also a mother that had some different health challenges. So, she was the one that really recognized in me a desire to, I was really concerned about her health and about what I could do to be of some

assistance to her. I saw her struggling, and so she was the first one to actually recommend to me that maybe I could be a doctor. Maybe there's some potential there.

Well, as I went on through life and then began my college career, that was the direction I took.

Bruce Hurley:

Well, it turns out mothers sometimes do know best. Sometimes the clichés work.

Dr. Matthew Norton:

Yeah, well, father couldn't know best because he wasn't there. I started off originally then as a premed student but was going through some things really that caused me to challenge paradigms and really wanted to offer something different than my older brother who was a hospital pharmacist. And so wanting not to do surgery, wanting to use my hand for something, wanting to do something, I guess "more natural", and so that began to be my approach, eventually found chiropractic in my search, I really had no background experience growing up knowing anything about chiropractic, but found someone who ended up becoming a mentor to me. And I got really excited about the possibilities. I didn't, at that point, really understand a lot but got enough of a feel that really almost intuitively felt like, "Hey, this is my career I think. This is the direction that I want to go."

Bruce Hurley:

Interesting.

Dr. Matthew Norton:

So, I began school and went through that process, came out the other side, was in practice for a couple of years, and then ended up getting married and the woman that I married had twin 3 year old daughters.

Bruce Hurley:

Instant family.

Dr. Matthew Norton:

That was a major challenge, yes, to take on while I was also a young doctor at this point, kind of getting the feel for what direction I was going to go with my practice. And so as time went on, I really took a little over two years, two and a half years until the adoption of those girls was finalized. But within a month or two of that adoption, she ended up having a

massive heart attack and dying from a congenital anomaly that we didn't find out until found on autopsy. So, here I was suddenly left alone with twin 5 year olds and didn't have a wife.

Bruce Hurley:

Unbelievable.

Dr. Matthew Norton:

I really lost a lot of the sense of direction for where I was going with my life. When I ended up remarrying, I took on a third step-daughter one month younger than the other two. So, now I then have, still early in my practice career, have three same age step-daughters and then two years later we had a son of our own. So I've had a very complicated family life that was really fraught in the blending of these girls was continuously fraught with challenges as they had come through death and divorce. So, I say all of that to say that many of the doctors and other healthcare providers listening may have suffered such adversity that you're not really sure that you can do this healing thing, that you can really make a practice work, be successful in business and make a difference in other people's lives at the level that maybe you first thought. And maybe you're even bumping into some adversity as you're moving into your practice here, and I just want to say that I believe that you can really even because you've been refined or being refined by your adversity.

Bruce Hurley:

I was going to ask you about that, that if you thought that there was maybe an upside to the adversity in that it either makes you more compassionate or more focused or was there anything that you got out of that that actually helped steer you in the right direction or help motivate you in the right direction?

Dr. Matthew Norton:

Yeah, let me just say that there was a moment, a specific moment in the grieving of my first wife's death, and I tend to be a person of intensity, and so in those initial weeks I grieved very intensely. And there was a specific day that I had been crying and crying out to God really, and trying to help them understand, I didn't really know what I was dealing with, that was my sense at that moment, it was like how hard does this

have to be? How am I going to make it? And I distinctly remember unclenching my fist and opening my hand and saying, "I don't want to fight anymore. I want to be healed. I want to be made whole in body, mind, and spirit, and I want the rest of my life to count, making a difference in the lives of others."

Bruce Hurley: That just gave me goose bumps when you said that. I can't imagine anything more powerful or more compelling than that, that kind of epiphany. So, it's interesting that you took that out of that when a lot of people might have just stayed in a state of depression and all that. But I know that you brought what you learned through that experience to your practice, and that's part of your motivation to get this message of healing out to as many people as possible and why you're so committed to that. I know it must stem from that to a certain degree.

Dr. Matthew Norton: I believe so. I believe that's part of what drives me, what drives my desire to serve, and I'm absolutely convinced that I'm a better doctor and as you say a more compassionate doctor, a doctor of a deeper understanding as a result of those experiences.

Bruce Hurley: Well, knowing you and getting to know you as I have recently, I can really vouch for that. Your integrity and your commitment to your profession and the people that you touch is higher than I've seen in any industry and I've dealt with 1000's of people and dozens of different industries, and I just think that you've got as much compassion, as much dedication to your message more than anybody I've ever seen. So, I can definitely vouch for that.

Dr. Matthew Norton: Thank you, I appreciate that. A couple of my favorite quotes are by Winston Churchill, and I think it applies here at this point in our conversation. He said that a pessimist sees the difficulty in every opportunity while an optimist sees the opportunity in every difficulty; and then exhorts us to never, never, never give up. And so I've really tried to own and embody that.

Bruce Hurley: Okay, you've been in the chiropractic profession for what, 26 years now?

Dr. Matthew Norton: That's right.

Bruce Hurley: I'm a bit of a skeptic as I mentioned before. I'd like to know what it is about your experience that you've had that makes you qualified to help other people in your profession. What makes you feel like you're qualified to help other people? And I know that there are a lot of people you've worked with that feel that, but I know you've got an opinion on this subject, so tell me why it is that you believe that you have the capability to help out other professionals in your industry.

Dr. Matthew Norton: Well, I think that as we were talking about some of the personal aspects of my past, certainly those personal life experiences have driven a really strong sense of passion for me. So, I think where that passion has then driven me is forward to continue to keep learning, to keep breaking down any barriers that come up for me in practice, and there are many outside forces that certainly can shape or threatened to shape and restrict our progress. And I've talked to many people who feel like they, at this point in time and with economic challenges, etc., that they come up against brick walls. Well, any time I've come up against one, I think partly driven by this desire to help and serve others from my own past, that I continue to keep challenging myself and keep stepping outside the box. I had actually spent, and I think this is part of it too, the first 15 years in practice did not have the same level of expansiveness and risk taking maybe I would say, as the last 11 years have. And part of that is because of the complexity of my personal life, being a person who was really responsible for raising and caring for this family of six, left me maybe feeling a bit like I was just doing what I needed to do. But it was really during that difficult time, I had three 16 year old daughters at this point in time, and I had been sharing another office space with another doctor for really 10 years, and I went off to a seminar program and really had one of those mountaintop epiphanies that said... I dared ask myself the question, "Can I really go back to this practice?" I didn't

design it, I wasn't really responsible for its primary tone and direction; I joined a going concern, and it served its purpose. It allowed me during these many years to kind of make a living, and I didn't have the energy really, the available energy or focus to be able to move beyond that for awhile. But I was off at this seminar program and I dared ask the question, "Can I really go back to that?" It was clear it was not representing my world view and where I saw my contribution being. And so it was within hours of asking the question when the answer came back no, I need to go. Well, it wasn't a rational kind of thing. I had three 16 year old daughters and an 8 year old son and I was still the sole provider at this point for all of them, and yet I called my wife, it was actually on Father's Day, and I said when I get back, we need to start preparations. I need to leave where I am, and we need to start doing our own thing.

It was not an easy time to make a transition like that, but I have to say that taking that risk was the turning point toward the consistent passion and reinvention of my work that I've experienced ever since. It's what led me to walk away from managed care. I was open and changed technique approaches at that point. I switched to open room adjusting. I began speaking and writing and influencing my community on a grander scale than I ever had before because of the energy that those changes liberated. So, I really think that it's all of that and the expression of that passion that has really kind of ignited something in me that others have perceived when I've spoken at chiropractic colleges, etc. (00:04:24) I want to know more about that.

Bruce Hurley:

You're not holding yourself off somehow as somebody who's got the answer to everything, that you've arrived at this pinnacle of success, etc., especially because everyone's definition of success is different. But you've struggled with the same issues that everyone who's listening to this call right now has struggled with, and obviously you're still on your journey. But you have created, particularly over the past 11 years since that epiphany that you had, but in addition to changing your practice, you started being essentially a professional observer and in watching not only your industry but learning from

experts outside of your industry what methods, what approaches, what different kind of strategies and techniques you can use to not only increase the amount of income that you're making or the number of patients coming through your practice because that's not really a goal, but also how to support your lifestyle. So, tell me just a little bit about that and then we're going to get into some more detailed information.

Dr. Matthew Norton: Well, it's really that point in transition to where I realized that for me to be all I could be, I suppose, to borrow from the army there, that I needed to really step up, kind of a purposeful focused growth process. I embarked on receiving coaching, I've been coached by a variety of people, I mean one main chiropractic coach; but I've also had marketing coaching, professional book writing coaching.

Bruce Hurley: Business coaching.

Dr. Matthew Norton: Business coaching, yes, and just to be able to see myself in a more entrepreneurial kind of way, but have continued to study. And also one bit of feedback I've always been given along the way by every one of these coaches, every one of the people that I have worked with, they've given me the feedback as far as my commitment to taking consistent action, that I do the things that I say I'm going to do. And in that process there are a number of different, I guess, understandings of ways of viewing things, of strategies that I have come upon in the process that have become very effective, and that at this point in my career, I believe that I can help teach to whomever is willing. So, yes, it's partly from my wisdom that I am at this point extending this opportunity for doctors and others in holistic or natural healthcare, but also I have come to know and interact with a variety of experts, many of whom are outside of the chiropractic or even healthcare profession as a whole, that had knowledge across a variety of different areas. And so my purpose then is to extract every bit of knowledge from these experts and bring it back to the doctors to make a difference in their lives.

Bruce Hurley:

I'd like to speak to that just briefly, because I think, in my opinion, to borrow a phrase from the software industry, that that's your killer application, that's the thing that from the research that I did in the chiropractic education industry, I didn't find anybody else doing that. I found a lot of people that are hand holders or coaches or people that are practice managers and things like that, or practice coaches and all different kinds of titles, but I never really saw anybody who's taking this huge gold mine of information that is applicable to the chiropractic industry, but not specific for it. And there is just so much out there and so much of it that's relevant, that I think that people are missing the boat if they're not exposed to it. And some of them are business oriented things as opposed to practice oriented things, and there is a difference, and there's so much of value that is not specific to healthcare but is wildly beneficial to anybody who can open their eyes and see how it's working in these other industries. And I know in my own personal business, as a business coach and a sales trainer, etc., that one of the greatest benefits I've received through all the work that I've done is when I find a client in one industry, I will take the things that I've learned from working with people in other industries and bringing it over, and often it's an approach that they've never seen before, they've never thought about before because most people have blinders on and they just think, "I'm in my industry. This is the way the person who taught me to be in this industry did it." And just like that epiphany you had, just because you had done it this way for a certain number of years, you had that epiphany that said, "I don't need to keep doing this." And then you started learning from people outside of it and you modified your practice so that it's not even anybody else's doing; it's your own niche, your own recipe for success that's supporting your lifestyle and creating the practice of your dreams. And that's going to be different for everybody, but I think that's your killer application. Among all the great educational offerings that you have, I think one of the greatest things you have is your expert interview series and all the people you have assembled to bring this knowledge into chiropractic. So, I just wanted to get that out there.

Bruce Hurley: I want to move along here because I know we've only got a limited amount of time, so I want to get this question in here. I mentioned before that I read your book, *Where Does It Hurt?* and it was amazingly inspirational and educational to me, and one of the best written books of that kind that I've ever read in my life. But I would like to know what inspired you to write this book because I know personally that writing a book is an extreme undertaking and I don't think anybody who hasn't written a book knows what an undertaking it is and just how involved it is and how much you have to give up in order to make it happen. You've written this unbelievable book, so what is it that inspired you to do it?

Dr. Matthew Norton: Well, thank you for asking that, and I would say inspired is a good word. I mean, sometimes that sounds a bit large, maybe, to talk about inspiration, but I think that I did spend three years pretty much most all of my spare time writing the book, and at points along the way it almost felt like the book, it sounds a bit esoteric maybe, but it's almost as though the book was writing itself through me. It was like, I did choose to write it and I could choose not to, however, it just seemed like this was something I was supposed to do and I really think again it comes back to the passion that I had, the passion and the focus that I was increasingly bringing to my work, to my patients that began to produce more and more miracles, miracle healing changes than I had ever seen. I mean, probably in just a course of a few years, there were more miraculous healing changes than I had seen in the previous 15 years. And so it was really seeing people, it wasn't maybe quite like the blind could see, but it was close to that in a number of situations, and I just thought what if these people had never found out. What if someone had never led them to my office? What if they had never heard me speak directly in my community? What if they never find me?

Bruce Hurley: Right, it's too important a discovery to keep to yourself, basically, right?

Dr. Matthew Norton: Yeah, and I thought, so maybe they would never get to me, but if this message could be better understood by a world out there

that is relatively ignorant of the uniqueness of what we have to offer and has been biased purposefully, even though they may not know that's been the case, to be able to create some greater understanding, facilitate some better understanding so that they would seek out the help from doctors in their community; that was my goal with this book. And also I've had patients of my own say who read it, say, "That was really good." I said, "Well, thank you." And they said, "I just want to say that I wasn't even really inspired to read it because I see you and I hear you all the time, so I thought well, I don't know if I want to read a, I just thought it was a 'chiropractic' book." And I thought well, I'm not sure what that means. But they said, "No, but it was so much more than that." It really is, in many ways, a life book. It's about the value of life and the value of quality of life which requires health and also an integration of body, mind, and spirit. So I think that was the contribution that I was hoping to make.

Bruce Hurley:

And I think you did because I just can't say enough about how powerful I think that book is and I think it's going to change a lot of lives for the better.

I'd like to get into a little bit more of the meat of what we're here for and give the listeners some real take-away value. I know that we're doing this primarily for the benefit of doctors and other natural healthcare professionals and hopefully we can kind of use the word doctor throughout here, and anybody who is not a doctor hopefully won't take offense. You've been in practice for 26 years. What do you think has changed in that time in your industry and in the natural healthcare industry in general? And what do you think is in store for chiropractic and the other natural health approaches?

Dr. Matthew Norton:

Well, I think one key thing that's changed since I began back in the early 80's is, there's several things I think have changed. One is that the insurance model that was being played out back in the 80's and even through a good bulk of the 90's has really changed, and obviously in the midst of economic challenges the insurance offerings shrink back, the costs increase, the efforts to control through managed care get tighter, and so if the

listeners are so invested and so caught in an insurance model that is becoming tenable, less viable, less freedom is available for the doctor to do the work that may need to be done for the patient, then I think that there needs to be a stepping out of that. So, I think that's one trend that's occurring.

Bruce Hurley:

Well, I know that you've done that in your practice because we've talked about that a bit, and I was kind of amazed really that as successful as your practice is, which it just constantly boggles my mind how many people you're reaching, but that you're doing that without that focus on the insurance industry and without having to use that as a crutch. And obviously there are some people listening right now that are probably doing very well with that model, and this is not to slight them at all, but for those who may want to break out of that paradigm or understand that there's a possibility out there that exists outside of that model, I think this is an incredibly powerful concept that you've got. And I think that's one of the things that you've created that I'm just amazed by.

Dr. Matthew Norton:

Well, I think that the insurance world will continue to become more problematic and more restrictive as time goes on. But even now, even if we just look at now and say, "Well, it's still workable for me," if the listeners would say, "Well, I can still play," I would say that there are an incredible number of people out there that are not available, that are not receiving your services because they don't have the insurance availability or they may not through that have the access or they don't have enough coverage. So, therefore, cash is required.

Bruce Hurley:

Right, and we're going to have to educate them as to why that's a good investment for them and why that's something they should do. And I know you've done an amazing job at that with your patients because they wouldn't be coming back again and again if that weren't the case. You know, that people who don't see the value in what they're doing are not going to pay out of their pocket for you. You may get some people coming, if their insurance is paying for it, just because their insurance is paying for it. But if somebody is paying out of their own pocket, you

can rest assured that they have been educated in the value of what it is that they're receiving. So, I think that's one of the great things you'd have to teach some of the people who are listening now.

Another question I'd like to ask you is how do you think the attitude towards what some call "alternative healthcare" or "natural healthcare" approaches, things outside of the medical establishment, what do you think the attitudes toward these changes has that gone through over the course of your career?

Dr. Matthew Norton: As far as the public is concerned?

Bruce Hurley: Yes, as far as the public is concerned.

Dr. Matthew Norton: Well, I think what the public has found out is that the medical model when it comes at least to supporting or recovering health, it doesn't really work very well, and that while the medical world in general does an excellent job at crisis repair at first aid, it does not do well with disease prevention, it does not do well with health restoration, and so more and more people are discovering that, and discovering that many times, unfortunately, through the consequences of side effects of pharmaceuticals and other medical interventions, and so I think there's been more and more people that have become, even with some apprehension, ready to test the waters. And so I think this is, in that regard, a better time than things have ever been, the need for our services really has never been higher, more and more people are realizing that the current paradigm is not working, I think that we have answers that the public is desperately needing if they can know about us and that requires the education that you were talking about. I think as costs have gone crazy for people to even play in the healthcare arena, that chiropractic and other natural approaches have solutions that are very affordable and I think it's also spreading through the news media as well. There's more and more exposure and attention upon alternative approaches, more holistic approaches, and so I think the world is ready.

Bruce Hurley: I do see that more, especially since I've been working with you and knowing what you do, I see that more and more, and I think it's very encouraging for those people listening who are interested in building the practice of their dreams to know that the attitude towards the industry is probably as good as it's been maybe ever in that the education out there is getting better and better. The internet, obviously, is a big help to that. And although there's still a lot of misinformation out there coming from individuals and maybe from the medical establishment itself, I think it's very encouraging to know that this is an excellent time for anybody interested in improving the quality of their practice and the quality of their...

Bruce Hurley: I'm going to mention a dirty word here real quick, if I could: economy. How do you think that what's going on in the economy is going to change things for practitioners that are listening right now? How is that affecting your practice and what do you think should be the general attitude towards the economy? Does it matter?

Dr. Matthew Norton: Well, we had discussed before statistics that I had come across which said that 84% of chiropractors will experience a reduction in patient visits over the next year; that 11% will maintain approximately the same volume of business as they have today; and 5%, only 5% will increase the number of patients.

Bruce Hurley: How do you get in the 5% because I know you're doing that now despite everything going on in the economy? I know that your business is growing, your practice is increasing, and you're reaching more and more people. How do you get in that 5%?

Dr. Matthew Norton: This is the basic thing, the basic thing, if we boil it down to some essential understandings is that first of all there is absolutely no shortage of human need. Human need, regardless of economy, has not gone away. In fact, we can sit here and make plenty of arguments for why the need for our services in a stress-inducing economic situation, that our services are needed even more. And so it becomes health and

healthcare and having a connection with the patients, with the community providing a 100% amazing experience every time people come into our office, as we interact with them in the community is incredibly important. I think it's also important for those listening to understand that there is no shortage of money, money is still available, they didn't suddenly burn all the bills; there's no shortage of energy, which is what money really is anyway; it just gets redirected from time to time. And ultimately, the key secret for me and what I believe the listeners need to understand is success, in practice, is all about energy and focus. It is about energy and focus and tied in with that is creativity and action. It's incumbent upon the listeners each day to live their own lives in such a way and to take the responsibility, and I think this is the key right now, is increasing responsibility on the part of the listeners to make sure that they are bringing, they are creating, summoning the energy and focus within themselves, bringing their creative resources, ideas, newer ideas may need to be used, and then to take action on them and the practices can be flooded at a time where the need is actually greater than ever.

Bruce Hurley:

Right, and I think, from my experience in business coaching, that any time that there is a challenge, either an economic or a market shift or a competitive shift, etc., that it creates a vacuum in a way because a lot of the people in a particular industry use something like the economy, for instance, as an excuse to downsize, as an excuse to hold back on some of their marketing and some of their training, as an excuse to be mediocre, we just have to call it what it is, and it sounds unkind, but that's really what it is. But in reality, as a lot of the other professionals in your industry drop out of the marketing business, drop out of the media business, and cut back on their staff, cut back on their promotions, etc., that creates a void because what you said is absolutely accurate, that the need does not change. In fact, the need is getting greater and greater all the time, and as the population increases, there are more and more people. So, when people drop out of the market, that's actually creating an opportunity for those who are focused and who are dedicated to their profession and to

getting the message out to as many people as possible. And so in a way, it's really an opportunity and very few people are looking at it like that, but this economic downturn we're having right now could be one of the greatest opportunities for healthcare practitioners right now to take advantage of something that may not exist for quite awhile. Now is the time to strike; it's not when things start getting better and people start spending more money because everyone is going to flood back in the market. But by the time they come in you could have built up a practice that would overwhelm the competition and no one can even compete with you. It's going to be too late by that point because you're going to have that firm base established.

Dr. Matthew Norton: Yeah, this isn't a time to play small; this is a time to reinvent and then move forward.

Bruce Hurley: Let me ask you this: after focusing for decades on patients and individuals that you're reaching through your book and through your speaking and your television appearances and radio interviews, etc., why is it that you're now focusing on helping the healthcare professionals, the doctors, and you're focusing on working with them as opposed to just trying to reach individuals?

Dr. Matthew Norton: Well, it's been an interesting switch, I must say, because that was not my plan. I did not have this in mind. I wrote the book, I've been very patient, clinically focused in my service, and I wrote the book for the public. I didn't write the book for doctors. I wrote the book to bring knowledge, awareness, and inspiration to the public. But, I was asked to speak twice this last year at my alma mater and I've had more and more opportunities to speak to doctors and various other healthcare providers over the last couple of years more than ever before; and what I've found is two things: many of the people as I've spoken to them after the program, before the program, there is an incredible need, there is an incredible fear and concern for how do I do this; or those that are already in practice, that "I'm not doing as well as I'd hoped. It sounds like things are going well for you, can you tell me more?" And many people that

seem to be inspired by the energy, the focus, the message I was bringing, "I want some of that. I need some guidance here." And so that was the turning point for me to say you know, maybe after all I've learned and all the amazing expert voices that I've interacted with over the last many years in creating my practice and my book, etc. and the media appearances, that I have something to offer, and now is the time to do that. The need is there, the need has increased, and people need help. That's my motivation.

Bruce Hurley:

I know from what we've discussed before that you know that if you can reach 100 doctors and teach them how to triple the number of people that they're reaching, that you're essentially using a network that will multiply and leverage your efforts so that your ultimate goal, which I know is to get the message out to as many individuals as possible who are suffering, and to get the message of healing out, that will actually accomplish that goal better, and have the residual effect of helping a lot of people that are your peers in the industry create the practice of their dreams and create a lifestyle for themselves that they may have never thought possible. So, in addition to helping out the doctors, you are also effectively reaching more and more people because you can't do it all by yourself, and you can't do it just by writing a book; you have to have people on a local basis and you have to help people in your industry to appreciate the value of marketing and utilizing the media and communicating the message establishing themselves as an expert in their community, etc. And by doing that, you're going to reach more and more people helping everybody along the way. So, I think that's what's particularly exciting about what you're doing now.

Dr. Matthew Norton:

The fact of that analogy of teaching someone to fish, right? If I can train a handful of people to catch more fish, then they can feed the whole village. So, it's easier for me to get my objective of spreading that message to as many people as possible accomplished even more quickly and more pervasively if we can inspire other doctors to create wow and amazement and improve the health of all the people they come in contact with.

Bruce Hurley:

Well, I think it's a good strategy and I think it's going to work for you. So, let's move on.

I'd like to get our hands a little bit dirty here now and start talking about some of the actual strategies that doctors can use to improve the quality of their practice, make it more successful in whatever way they define that. We're not here to say, and I know you're adamant about this, you're not here to say okay, this is what a successful practice is. It's going to be different for everybody. And what Doctor A thinks is a great way of living his life and running his practice is not going to be the same way as Doctor B's way of doing hers. So, I think that it's important to let people know that when we discuss success, we're not talking about making boat loads of money; we're not *not* talking about that either, it's not something we're excluding, I'm just saying that's not what we're discussing. What we're talking about is however you define success in your practice, in your lifestyle, which is even more important because the practice should support your lifestyle, that's the thing that you're going to help them achieve. And I know that you've been carefully observing your industry and in particular, your own practice for a long time now; so what I would like to know is what are the areas that you believe the doctors, healthcare professionals that are listening right now, need to improve the most? What should they be focusing on?

Dr. Matthew Norton:

Well, I think that there are three main areas that I've been able to kind of isolate that I think are most critical and then kind of branch off a little bit from there; that's the focus of the Synaptic Success Training program and that's really the three M's: it's message, marketing, and media, and I know we're going to kind of go into more details about each of those but I think those are the three main categories that need to be addressed.

Bruce Hurley:

Why do you think those are so important; message, marketing, and media?

Dr. Matthew Norton:

Well, I think they're important, I think the message part is important because I continue to come across doctors that are basically passionate about what they're doing. Some need to

tune in and find their place of passion more. They have a sense of wanting to make a contribution but they're either not exactly clear on the message or they're not clear on how to articulate the message so that people are not hearing them. So, I think that's the fundamental key, is getting clarification there; and then once they have that message clear, then the way to reach people to make the difference that they want to make in their lives to fully utilize their skills, their talents, what motivated them in the first place to do this, they need to reach people. And that's also how they're going to have the lifestyle, the financial return that they're looking for as well, and that really comes through marketing and media exposure. So, that's something that I think we can help the listeners with in terms of how to get that message out there.

Bruce Hurley: Okay, so what do you see as the biggest mistakes that you think the doctors listening to this right now are making?

Dr. Matthew Norton: Well, first of all, I don't want to assume that they are necessarily making these mistakes, but if they're anything like the vast majority of doctors that I've worked with, I would say that first of all, it's really a failure to establish a unique competitive advantage or what is often called a UCA, for themselves and for the healing industry in general.

Bruce Hurley: What does that mean: unique competitive advantage?

Dr. Matthew Norton: It means what is setting themselves apart, what is who they are and what they do that is distinctly unique, that elevates them above mediocrity.

Bruce Hurley: Why should somebody favor them with their patronage as opposed to somebody else, essentially?

Dr. Matthew Norton: Yeah, why you and not the other person down the block? And because sometimes I hear doctors say, "Well, shoot, now there's 53 chiropractors here in town," or certainly somebody could say there's 492 massage therapists, or whatever, but why you? Why should they make the effort, and especially why you if they could go more cheaply to somebody on a managed care list and you have decided to extricate yourself from that level

of bondage, I might go so far as to say, that now people have to absolutely know why should I even pay more for you than I would somebody else, if the services, if the doctor and the service are perceived to be equal, then the financial, the cost is what is the determining factor. If you don't want that to be the case...

Bruce Hurley: You have to establish your UCA, the unique competitive advantage.

Dr. Matthew Norton: That's right. You have to stand out. If you don't stand out, then sorry.

Bruce Hurley: And you could take this, I think as you mentioned earlier, you could take it into the broader construct of your profession, of the specialty that you're in, for instance, in chiropractic, the people want to know what is the unique competitive advantage of that as opposed to more traditional healthcare approaches. Why is that as well? So, that's part of the education process in establishing.

Dr. Matthew Norton: Right or even how is it distinct from other holistic or alternative kind of approaches? Sometimes people don't know how is massage or how is physical therapy or any of these things, how is that different? Many people think it's the same as chiropractic, and that's not appropriate. People need to know what the distinct contributions of each are.

Bruce Hurley: Well, that certainly makes sense. What are some other mistakes that you see a lot?

Dr. Matthew Norton: Well, I think that even once a person may know what their unique competitive advantage is, if they know it themselves but they're not actually getting it communicated, then we have a different problem. So, I think that it's important for doctors to the listeners to communicate effectively and that communication is with the people that are already their patients or clients, those people that are potential prospects to come in and see them, and even just the community as a whole, that the message is going out into the community that they know who you are and what you stand for. And then that kind

of ties into a next piece which is a failure to establish yourself as an expert. That's part of your uniqueness.

Bruce Hurley: Do you mean to the patients or to the community?

Dr. Matthew Norton: Well, really to both. It's important to be seen as the person who is masterful at what you have to offer. You are the "go to" person. If the community, if the media wants to know something in this realm, you're the person that they want to ask in the community. They want your opinion when something comes out in the news. But the patients also want to know and believe and see you as the expert at caring for their type of need, and that you know not only about those specific things that maybe they're concerned about at the moment, but that your understanding of health, that you live and embody the lifestyle, the message that you have. So I think that's another key thing.

Another piece is the failure to create a practice that is supporting the doctor versus a doctor that supports a practice.

Bruce Hurley: That's key; I think that's a huge one.

Dr. Matthew Norton: It's an interesting distinction that I think that many people wouldn't always think of, that sometimes we get caught being so much in our practices, we're working in them, but we're not working on them, and that gets to be an issue I think over time.

Bruce Hurley: Sure. Do you have like anything regarding the mistakes, just to tie up this particular question, that deals with maybe the personality styles or the individual doctors or personality that is kind of common among a lot of people that you've worked with? Are there any personality issues as opposed to strategies, necessarily, that they're doing? Is there anything that they feel about themselves or their industry and maybe are limiting themselves because of a belief system or anything that may be common to your industry?

Dr. Matthew Norton: Well, I think that sometimes there's been a problem with chiropractic and with alternative healthcare providers in general that there can be a social self-esteem issue, is one

thing, I think, to the degree that the more traditional medical world and then the community, the culture that has swallowed that mindset, has encouraged a second-class citizen, "I'm not a real doctor" kind of mentality, and I think that has to be overcome and realize that that is not the truth, that we are experts in our areas of contribution. But I think then the flipside is also thinking that you know everything that there is to know is not the right attitude either. So, even though we're experts, it's important that we not start to believe that we cannot continue to grow and improve and learn more, especially in the area of business expertise, because that's often been an area of weakness.

Bruce Hurley: Right and you don't get that a lot in chiropractic school, I imagine, right?

Dr. Matthew Norton: No, I think it's a bit more now, but it's still deficient.

Bruce Hurley: Sure. Now, you've talked, Dr. Norton, about creating an endless stream of patients, and when I first heard that phrase I thought well, that sounds like a lot of work, an endless stream, they never stop. It's like when I was a kid, I remember hearing about in China they could have a line of people running off a cliff and it would never end because of their reproductive rates; but it does seem like a lot of work. Why would somebody want to set themselves up for that kind of an involvement, you know, an endless stream of patients?

Dr. Matthew Norton: Well, I think on the first level, if we really, really see the level of need out there, and we are in a service profession to help people recover their health, that there are people who are truly sick and dying and living in chronic pain without us, heading for a drug addiction and surgery, then that's the first motivator to say that stream, let's make it a river, and there's the movie *A River Runs Through It*, I mean the river should run right through your office. You should be the one in the community that the river runs right through carrying all these people that need help right into you as the expert that's going to provide it all.

Bruce Hurley:

And we're not necessarily talking about, or at least not forever, depending on the needs of the people building their practice, but we're not necessarily talking about them doing everything themselves, which has to do with what I call the business ladder, which is at the very bottom rung of the ladder in any kind of an entrepreneurial or business effort, there is the job category which is essentially you may be working in a profession but you're essentially just a person working at a job. You may be getting a salary or you may just be trading your time for money essentially, and there's nothing wrong with that at all, but there are higher rungs. For instance, you can go from a job to, in this case, a practice. A practice would be more like what most people listening right now could probably associate with, which is where you have your own patients, you essentially control your customer base where you create your own systems and have your own staff. Of course, there are downsides to that as well, it's not (00:08:44) necessarily better than a job, but there are still higher rungs that a lot of people aren't aware of. The next rung up from practice would be what I call an active business, and an active business is something where it's a business versus a job, meaning that this has a value outside of the input of just that one individual. In other words, there's a system that produces a cash flow to that business that's not 100% tied into that person showing up. So, that's a difference between a business and a job. A business is something that can make money even if you're not there to trade your time for money. And of course, the ultimate rung of the ladder is a passive business. This is a business where because of the systems that you've put into place, the business is running so well that you could essentially walk away from it and it would still produce an income for you. Now, this would be something that people might want to set as a goal for their retirement or even just as the ability to be able to take off whenever they want which a lot of people I think would appreciate and value.

So, when we're talking about this endless stream of patients, we're not necessarily encouraging people to work themselves to death. If you're seeing X number of people now, you should

see 10X and therefore, reach 10 times more people. Well, you don't have to do all that yourself; there are systems. And I think that's one of the best things that you teach, is how to create those systems to support that kind of involvement. And it is a commitment and I know you're committed to reaching as many people, just like you're talking about the river, I know that no matter how big that river becomes and you're up to the task of managing it because you can continue to scale up your systems to accommodate those people. And I think that's an area that I think a lot of people have fallen short on in the natural healthcare and the healthcare industry in general.

Dr. Matthew Norton:

Let me even make one more comment about that that I think is important, is that if the doctors are playing smaller, if it's a trickle, not even a real stream, but it's just a little kind of stream bed with a little trickle, I know there are many listening who have practices that are much smaller than they want them to be, that many of them feel like they can't afford even one staff person yet, that they're doing everything themselves in their office, and they're in that office sometimes for many, many hours a day and during some of those hours see very few people. And that gets tiring, that gets exhausting. So, what I've actually found is the higher the volume of people I'm caring for, we're using the metaphor of a river or a stream, when there is a flow that I get engaged in in my practice, the greater the velocity, the more my energy is going, the less fatigue and weariness there is, at least up to a point. So, I think the first thing is as you get passionately clear on your message and through marketing and media get it communicated, you start generating this stream and then into a river that's flowing into your office, then you now have the freedom and the liberty to not be doing all that yourself, that now you can expand, see even bigger still, find what you can delegate, have another doctor, you can get the support that if we go back to the other extreme again, when you're alone and it's not even really a stream, then your energy, your time, is tied up and you're not getting the money and there's no eventual freedom from that.

Bruce Hurley:

It's funny, when you mentioned the different levels of energy based on the volume of business that's coming in or the

number of patients that they're seeing, it brought me back to a time in my life. I've been self-employed essentially since I was a kid. I started my first business at 10; that's just been the paradigm that I fell into early on. But there was a time when I was in college when it was difficult to operate a business and the only job I've ever really had was when I was in college, I worked at some gourmet restaurants and worked as a waiter. And it was a good thing to do in the evenings and all that kind of stuff. But the thing that I thought was extraordinary that I learned, the business lesson that I learned there was that when business was slow, when it was early in the evening or it was a slow day of the week or something like that, what happened is the service suffered. And it's counterintuitive because what you would think is if it's really slow, you have the time and energy to really focus on each individual customer. That wasn't the case. What happened was there was a loss of energy and a loss of enthusiasm and a loss of focus. I think it was more focus than anything. Human beings are designed to be on purpose, they're designed to be in that mode, and that when we're not being utilized to our highest potential, we lose something. We can't be struggling and communicate passion to the people around us at the same time. But when we're busy, when there's a practice, and I think everybody has had this experience, when you go into a business or an office where there is activity and there's action, it creates a feeling of competence and a feeling of energy and excitement that affects not only the people who are patronizing this business, but also quite obviously, the people giving the service or selling the product. I think that is just a huge concern. If the people listening to this presentation here right now don't have that kind of volume of business that they're looking for, then they're probably not in a position to give the highest quality of service that they could, from just what I know of human nature.

Bruce Hurley:

Okay, so a couple of other things related to this endless stream of patients. One of the things that I know you and I have talked about is the concept of the doctor or the primary business owners/healthcare professional, whatever title is being utilized here. This role of this individual as the only or the

certainly primary asset in the company that if this person left, there is no company. What is your feeling on that? What do you think about that as a business model? What's good about that and what's bad about that?

Dr. Matthew Norton: Well, I think that on the one hand, the good part of the doctor being a central asset is that the doctor is a big part of the reason why the people are coming, that there is a certain aspect of being personality driven or doctor energy (00:00:56) is about you, as the doctor, why people are coming to be a part of what you have going. But the flip side of that is that if it all hinges upon you, the doctor—and there are not systems in place—then remove the doctor and there's nothing left. Everything falls apart. There's not value there, it becomes difficult to ever sell the practice without the doctor or even if you're going to sell you with the practice.

Bruce Hurley: Right, I'm not even sure that's legal.

Dr. Matthew Norton: And the idea really is to be able to create a systematized approach, which is really Michael Gerber's E-Myth approach, which is instead of just being a technician where even though you're a doctor or you're a person involved in providing healthcare services, if you're just working in the business, then you're still just a technician. But part of being entrepreneurial is that you spend at least a good portion of your time working on the business creating systems to where you could be removed and the place still operates. In fact, high quality, high level service is still provided, and then there is intrinsic value in practice sale or just in your absence as you're on the beach somewhere, things can still be running in a powerful way to serve the people.

Bruce Hurley: I like that idea. You talk a lot about the practice of your dreams—that phrase—what does that mean?

Dr. Matthew Norton: I like that phrase actually. I like the image of the practice of your dreams. I like the anything of your dreams. Dreams are good. I mean, it's like there's something that we carry inside of us as to what we would really like to see happen, something that feels right for us in terms of it touches what our purpose

for existing is and what our unique talents and gifts are, but also various lifestyles that the listeners may want to be manifesting. So, it's different things to different people. But I think there are a few things that are in common in that, and one is money. Most everybody who is listening would, I believe, say, "I would like more of that," and sometimes when you ask people what is enough, the answer is more, and there's a potential downside to that. And it's not just money for the sake of having a pile of it somewhere. Money doesn't bring any great joy except that it does buy us opportunities. It allows us to support a desired lifestyle that we can have. So, that's one piece of the practice of your dreams.

Another is to be able to have options as different opportunities arise and choices for your life and how you'd like to, like for me at this point in my career with the book, with wanting to be able to also provide and give back to the profession and be able to share and teach (00:03:58). I created my practice world in such a way that I have the freedom to do that. So, I believe the practice of your dreams has the freedom to be able to kind of dynamically flow as new opportunities come up. And I think one other key piece is finding fulfillment and whatever that would be for each doctor, that you're able to go into your office each day or whatever you're doing each day, that it touches your passion, it touches your reason for getting up, and then also that you can enjoy the fruits of those labors, that there are rewards that you can have for the work that you've provided. And that will mean different things to different listeners, but I think those are all kind of key parts of the practice of your dreams; and you can have more of that. I believe everyone can have more.

Bruce Hurley:

Okay, so what does a doctor have to do specifically to start creating this ideal practice? Is it like a step-by-step process or is it a shift in focus? What is it that they have to do to start creating the ideal practice?

Dr. Matthew Norton:

Well, I think that there are two starting pieces: one is to be able to spend some time, to dedicate some time envisioning what the ideal practice would be for you. What would be the

ideal day even? What is your ideal workday look like and feel like? So, that's a piece of it and sometimes we don't allow ourselves to even dream in the first place. It's like I'm just stuck in "reality" and I'm being realistic and therefore I don't dream about anything anymore.

Bruce Hurley: That's a bad word to me: realistic. It's used to justify so much mediocrity and I just can't stand hearing it anymore.

Dr. Matthew Norton: Right, I agree. So, part of it is defining what that ideal practice would be for you specifically because you can't really ever hit a target that doesn't exist. So you have to identify the objective, and then I think kind of tied in with that is an honest—maybe here's where the word "realistic" does come in—taking an honest, realistic look at where you are now compared to that ideal practice.

Bruce Hurley: (00:06:13)

Dr. Matthew Norton: Yeah, there's a disparity there. I mean that's back to this Stockdale Paradox which I've always loved, which is Admiral Stockdale when he was shot down and was the leader of a group of people that were prisoners of war for seven years in Hanoi in Vietnam. When they asked him who were the people that didn't make it and he said, "Well, it was the optimists," and the interviewer said, "Well, I thought that optimism was good," and he said, "Well, yes, but what happened was that they kept thinking that we're going to be rescued. We're going to be out of here by Thanksgiving. That came and went, and then it was by Christmas and then it was the next year Thanksgiving. And this went on year in and year out, and the optimists died of a broken heart." And so the Stockdale Paradox then was the combination of taking a harsh realistic look at the circumstances that you're in and realizing what you're really up against, but combining that with a determination that eventually this will all turn out for good.

Bruce Hurley: It's like a warning against blind optimism. Just kind of thinking, without taking any action, just kind of hoping and praying that things are going to get better without any system in place to actually create that outcome.

Dr. Matthew Norton: Yeah, and that's the difference. You see where you are, you see where you want to go, you allow yourself to see where you want to go, and then you can start moving in that direction.

Bruce Hurley: Well, let's keep going with this because I think the answer to the question—what do our listeners have to do specifically to create their ideal practice—is probably what they could get the most out of this call. So, let's go on with that. Let's go with some kind of strategy that they can put into place right now, or a focus that they could do to create their ideal practice.

Dr. Matthew Norton: Well, you don't want to start by asking how much money you really want because money is not really the goal. You want to start with asking, first of all, what is my ideal lifestyle. How much time do I want to spend at work in this ideal life? How much time do I want to spend with my loved ones? What activities am I doing that I'm really passionate about to make sure that there is enough passion for what you're doing? I mean you've got to be excited about what you're doing each day. What is it that creates fulfillment and satisfaction for me? These are all key questions that each of the listeners need to ask. How's my health and my vitality and how does that relate even to my loved ones? What condition are they in? What needs do they have? And then once the listeners have identified their lifestyle goals, then you can focus on creating a practice that supports that. And then you move from that into optimizing a marketing investment. You start looking at time and money.

Bruce Hurley: Both of which are investments. I like that approach because a lot of people think when they hear the word investment, they think it's money, but time is an investment too and it's just as valuable.

Dr. Matthew Norton: Yeah, and sometimes we have more time and sometimes we have more money and sometimes maybe we feel like we don't have enough of each, and that's why it's very important that we look at the time and money that we can bring to a marketing investment so that we can make every effort count. We realize that since we don't have an infinite amount of time and money,

we need to optimize that. And then we move from that into taking our message that we want to bring and we start to create some pitches to bring that to the world of people around us.

Bruce Hurley: Now, you're not talking about like a used car salesman style pitch; you're talking about just a statement of your intent, your office, is that correct?

Dr. Matthew Norton: Yeah, what is it that is unique about us? What is it that is unique about our profession? And then being able to clarify both who the target market is—who is your customer—and then what's in it for the customer.

Bruce Hurley: As you know, that's one of my favorite phrases. It's a question that is asked by every consumer, every patient, everybody at every level whoever has to make a decision as to whether to purchase a product or service, is the question that they're asking is "What's in it for me?" And it sounds very selfish and self-serving, but when you think about it, that's the way our bodies are hard-wired. We want to know what is in it for us. What I used to remember—the phrase, "What's in it for me?"—is I create a radio station out of it, WIIFM, which stands for "What's in it for me?" And the benefit of focusing on that question is that if you ask that question on behalf of your customer, before you design every customer interaction, and your customer interactions should be designed, they shouldn't be accidental, and when I talk about that I mean your marketing interactions, your print and spoken interactions, the interactions between your staff and your patients, your staff and prospective patients, you and your patients, every customer interaction, you should be asking the question, "What's in it for me?" on behalf of your customer because they're asking that question. If you don't focus on that, if you don't have that as your primary motivator in creating this message and sculpting this interaction, then you're missing out on a huge opportunity because that is the question they're asking and that is the question you should be answering.

My focus in business is very much on marketing. It's one of the things that I bring to the table when I coach my clients. And my definition of marketing is very broad. A lot of people think marketing is strictly advertising or sales, but my definition of marketing is every element of customer interaction, including advertising, including pricing which is something not many healthcare professionals ever look at with any kind of scrutiny, selling, product offers, service offers, customer service, you know, how you handle the people that are in your business, your practice, and also the image of your business. And that can be literally and figuratively; in other words, how people see your business. And what are the physical things they see in your business? All of those things are marketing; basically every element of customer interaction, is marketing. In my opinion, it's the thing that's least understood by people in the healthcare field but probably the most important thing they could do to turn around their practice and make it that practice of their dreams that you're talking about.

Dr. Matthew Norton: Yes, I agree. And I think too, just to make another comment about the "What's in it for me?" is that because we're all kind of the centers of our own perception and world view, we by nature as the care providers are also thinking, "What's in it for me?" And so it is incumbent upon us when it comes to customer service, customer interaction, patient care, that we're transcending while we're with them the "What's in it for me?" and stop focusing on just how they're meeting our needs at that time and to be putting the extra effort to be thinking what's in it for them.

Bruce Hurley: Good point. Very good point.

Dr. Matthew Norton: That's our job to do that.

Bruce Hurley: Okay, so we've talked about utilizing free or low cost marketing, since we defined what marketing is at this point. There are obviously different types of marketing, advertising is part of marketing, and again, a lot of people think that's all marketing is, and clearly it's not, but why are you so focused on utilizing free or low cost marketing? Why is that so important?

Dr. Matthew Norton: Well, I think first of all, because for most of those listening they would say they don't have endless dollars to throw at advertising or a lot of expensive strategies.

Bruce Hurley: I'm shocked by that statement. I thought everybody had endless money.

Dr. Matthew Norton: Well, we're in the process; we're in the business here right now of helping the listeners get closer to an endless supply. But I think there are so many things that by bringing some creativity, some innovative solutions that don't cost a lot, that sometimes are just communication strategies sometimes that involve us directly, sometimes it's messages that can capture what we're wanting to try to say but that don't have to go through expensive advertising channels. There's a lot that can be done. Publicity is one of those things that's important in contrast to advertising because publicity has the benefit of not smelling of sales, per se, but involves third party endorsements, it's somebody else telling about what we do that's unique and how amazing it is and how amazing we are and how we're the go-to person for that rather than ourselves making a claim for that.

Bruce Hurley: And I think that's huge, if I can just interject here. I think that's huge because everybody knows this phenomenon. If you meet somebody at a cocktail party and you immediately hear them saying how wonderful they are at this business and how great they are at this, you almost immediately discount that and you see them as a blow-hard and you're kind of just thinking that this is a person with a huge ego and you're turned off by that. And that's the equivalent of running a full page ad in the newspaper. And again, there's not necessarily anything wrong with running a full page ad in the newspaper or any kind of advertising, it's just there's a different perception of that versus if you're at that same cocktail party and you meet somebody who says, "You need a great chiropractor, you have to talk to so-and-so. Let me introduce you to him. Dr. Norton is the best chiropractor you will ever find. He's amazing. He changed my life." Now, you can feel the difference in that kind of an approach, and that's effectively what publicity or public

relations is is a third party, especially an authority like a media outlet, like a newspaper or a television station or news station, these places that when they say things, people believe it. Whether that's appropriate or not is another question, but it's the true and we all know it, that when they hear that kind of praise from an outlet like that, it gives you instant credibility and instantly establishes you as an expert. So, it's not only better because it's free; it's better because it's better. It will convert more prospects into patients and get the message out more, which is the goal.

Dr. Matthew Norton:

And I'd like to even stop at this point and just say that these different aspects that we're talking about are what we are focusing on in Synaptic Success, that this is media and marketing training so that we're going to take even these topics that we're just lightly mentioning now and expand upon them. And then I also want to say that I have already interviewed a large number of experts, I mean true authors, people that have spent already entire careers mastering these different pieces of methods, development, and then marketing and media to bring it to the people that we're wanting to reach. And those expert interviews that I've conducted are also going to be again a key part of what we're offering in Synaptic Success.

Bruce Hurley:

And that's a good point, and that's why I'm very, very excited about this, and I think anybody listening should be as well.

Let's talk a little bit more about what public relations is. I think that's a phrase that is misunderstood. I know we've got a lot else to discuss so let's just touch on it briefly. First of all, when you hear the phrase, PR, that stands for public relations. I say that because a lot of people get that confused with press release, and a lot of people think that that's all public relations is is a press release, that you produce this little one-page document, you put "for immediate release" up at the top as if that's going to really motivate those journalists to pay attention to it. It's like, "Oh, it's for immediate release. I better get on this right away." But they think that's all publicity is, and obviously it's a lot more complex. I say complex, but in a

lot of ways it's actually simpler than they think and not something you necessarily need to hire somebody to do, but certainly something that's extremely beneficial in the long run. So, what is public relations? How do you use that in your practice? Why do you think that's so beneficial?

Dr. Matthew Norton:

I like to take words apart or expressions apart and sometimes examine them a little bit. When you just look at the two words, public relations, we have a message, we have a world of public out there that has an extreme need for our services and we have a message that links those two together, and so what we're really doing is relating with that public. How many different ways are there to relate with the public? Well, a press release to the media is one way to make a connection to relate to your public. So, there's all kinds of media relations that can help to bridge that gap, that doctor-public communication gap, that synaptic gap that we're talking about in Synaptic Success. But there are any number of other ways that you can relate to the public that still channels or expresses the message that we're wanting to get out. Now, whether that's volunteer work, so that you are serving in your community in a way that ties you as the doctor into a way of caring for the community, is speaking at community events and organizations, so you're relating to the public with your unique message, your unique competitive advantage, it's your website, it's any strategy really that can develop a buzz about you and your practice, that your patients become PR people for you. They are ambassadors to relate you to your public, and that I think is...

Bruce Hurley:

And that's the highest level right there, I think, is where you don't have to do it anymore. You've trained in a very ethical and logical way, you've trained your patients to do that public relations work for you based on their satisfaction with what you're doing.

Dr. Matthew Norton:

Yes, and this is part of creating that ideal practice. This is part of getting that message out. Referrals are key and we're underutilizing that and part of it is because we're not impressing people enough and providing them enough of an

amazing experience each time they come into our office. We need to be creating an experience for them that says wow.

Bruce Hurley: Yeah, creating wow, or just amazing people, right.

Dr. Matthew Norton: Yeah, so that they want to go tell everybody else. As many people have told me over the years, I've never been in to a healthcare office that felt like this. It feels like a healing environment, but there's energy here, it feels like people are loving and caring, I mean, what we're offering goes far beyond an adjustment or some other, whatever the specific service, action of the service is. And so I think that's part of it. Community involvement is critically important and all part of relating to the public. All aspects of media, and that's part of what we're going to be doing in our training program, is (00:08:27), "Well, how do I fully take advantage of that? How do I interconnect what the press, what the newspaper does? How does that relate to television and radio exposure?"

Bruce Hurley: And how can you use current events and news topics to leverage your message, you know, if there's a famous person that's addicted to pain killers, how you can take a topic like that and leverage it to get you right into the local press as an expert speaking about that very topic and how that's so relevant and how they're just dying for content related to these news stories.

Dr. Matthew Norton: Absolutely, and then the media exposure drives people to your website, and we're going to talk a lot about website development, what needs to be on there.

Bruce Hurley: Difficult to overestimate the value of websites nowadays and the expectations people have with websites and how that creates an impression of your business because even five years ago it wasn't so valuable. Now I think the general consensus is it's not an optional part of your practice anymore, it's not a mandatory part. And it can't just be a self-serving image site, it's got to be something that's educational and informative and then builds up your value, but also represents you and your professionalism and that is an accurate representation of what you're offering to people.

Bruce Hurley:

Now you mentioned referrals before, and I just wanted to add that one of my primary drivers in business is focusing on referrals, and the difference between active and passive strategies of getting referrals. And when I say a passive strategy, what I mean is, this is the way most people get referrals is at the very lowest level you just presume that if you do your job right that people will refer patients to you or they'll refer customers to you. And that may work to a certain degree, and there may be people who are so good at what they do, I know that you get, (00:00:29) using some of these more active strategies, that you got a very high percentage of your business from referrals because you do your job so well. But there is a far higher level that actually creates value for customers, which is counterintuitive, but it's called active referral strategies. And basically what you do with these is you create, in your interactions with your patients, what I call a relaxed attitude of expectation. You've got the expectation that they're going to give you referrals. In other words, this is just the way that things are done here. And I know I've seen this in other industries and I've never found an industry it didn't work in, where if you have an active strategy and this expectation, and I call it a relaxed attitude of expectation because it's not you sitting there and saying, "Why haven't you referred anybody to me?" It's a very relaxed approach, that's a very active approach. In other words, you're taking control of the process; you're not waiting for some random event for somebody to tap them on the shoulder and say, "Hey, do you know a good chiropractor?" and then hoping that they say, "Yeah, my chiropractor is pretty good," or whatever, that you create this relaxed attitude of expectation so that you let them know, first of all, that it's very important to you that you get these referrals and that you're counting on them for that and really, in a very subtle way, you expect them to do that. Again, you're not going to use that word, but there's a whole process for doing that, and that you're going to appreciate them for doing that. And that's the final step to show your appreciation for referrals and to really go overboard in your gratitude for referrals to reinforce that in them.

I think I've told you before when I was in the real estate business, I had one customer who was so adamant and such an ambassador for me as a real estate agent that I sold close to 30 homes in one year as a direct result of referrals just from this one person. Everybody she talked to she referred to me. It was unbelievable. And it has really re-iterated to me the importance of developing those kinds of relationships.

I know that's something you deal with in your Synaptic Success program, so I just wanted to get that out there because I think that's so important and can make such a huge difference in a very short period of time. Just a few strategies in that particular area can be life changing, can double the amount of business that you're getting, for zero extra input of cash. Referral strategies require no money. The most money you'll ever put in is maybe a gift or a thank you card.

Dr. Matthew Norton:

Yeah, creativity and some energy, focused energy; that's what it takes.

Bruce Hurley:

I think another area of focus that referrals can lead to is the foundation of a system that creates a passive business model that's both scalable and saleable. And I'll tell you what I mean by that. It's a system, a practice, which is scalable, meaning that you can go from X to X+1 to X+2 to 2X, whatever you want by just plugging in more of what you're doing. In other words, you've got systems in place that create a certain amount of flow, to continue our analogy of the river. So, you've got this flow of a river coming through your practice, and when you're ready, if you have a truly scalable system, all you have to do is basically open the flood gates a little bit more; it's scalable. In other words, it just takes a little bit more of what you're doing to get you more. You don't have to reinvent the wheel every time. You've already created a system in place; all you have to do is just ramp it up a little bit. And it's not just scalable, it's also saleable, meaning that it's something that has a value to people outside of you. And that's important, not only if you want to sell your business someday, which you may want, to either create a passive income or to create a windfall cash flow to you, but also just as a tool to give you the freedom to live

your life how you want. Most doctors cannot take two weeks off. They certainly can't take a month off because if they took a month off, all their employees are taking a month off, their patients aren't going to be able to see them, etc. That's not a scalable or saleable business model; but if you've got a system or a set of systems in place that is scalable and saleable, then you have the ability to walk away from that at a certain point and have it continue to produce income. So, I think that having systems as the foundation of a passive business model is a goal that a lot of people might want to consider, and I know that's something that you're going to be focusing on in Synaptic Success. So, I wanted to make sure that got out there because I think that's a gigantic benefit for anybody listening.

Dr. Matthew Norton:

Yes, thank you for clarifying that. I think that's great.

Bruce Hurley:

All right, the other thing I'd like you to get into is lead generation strategies because what we're really talking about here in a lot of ways when we talk about the flow or the stream of patients, it's a lead generation and it's not unlike lead generation in any industry where you have essentially a funnel where you take, what we call in sales, you take a suspect—a person you don't really know if they have any interest in what you're doing or not—but you take a suspect, which is at the wide part of the funnel, and you bring them down into the funnel and you narrow them as they go down, and they go from suspects to prospects, which is somebody who has indicated some kind of an interest, to a patient, which is somebody who has actually, not only raised their hand, but made a purchase decision from you, to taking them down to another level which most people don't even understand exists, down to an even more focused, more core customer base, and that is what I call a raving fan, which is somebody who is adamantly referring people for you, somebody who is, as the phrase you used, was an ambassador for your practice. And that is, in general, what a lead generation strategy would be; taking suspects to prospects to patients to raving fans. And what I'd like you to speak to right now is what are some of the things that you can do to feed into that funnel. How do you create the suspects out there and take them through that funnel?

Dr. Matthew Norton:

Well, that's back to our words "public relations" again. If we use that as kind of an over-arching image for this where everything that we're doing that is relating to the public allows us to touch potential suspects, as you say. And we don't know who those people are going to be that are going to respond. That's the whole idea of throwing out a big net. I mean, you don't know what fish will get in there and you don't know how serious any of those fish will be at any point in time, and it changes. Sometimes you reach people out in the public with your marketing message and they hear some piece of that, maybe it catches their attention and they go, "Hm, that sounds interesting. That's different than I thought. But I don't know that I really have a great perceived need for that." And absolutely we see that, as I always tell people, if you have a spine and a nervous system, you have a need for my services. However, it doesn't matter what I think; it's what the individual public person thinks in terms of their sense of their perceived need. If they don't own that yet, they're not going to move to patient, and then eventually to raving fan. Not yet. But if we can be filling the funnel, like you say, with suspects and leading them to being prospects by relating to the public across a variety of ways, whether it's in office strategies where you teach classes, patient, bring other people for you to teach them, to watch you work, and that's part of open room adjusting that is so amazing, is patients will bring possibly interested guests and sometimes they bring people that *they* don't even know are interested, but they watch me work and they go, "Well, that's interesting. That's different than I thought it was maybe going to be. Tell me more."

Well, here's an opportunity. "Here's a flyer. We've got a class that we'll be teaching and it will be interactive and I'll demonstrate and we'll walk you through the whole process." Or sometimes just, "Well, come over here and watch right now and I'll show you." So, there are events that we do in the office where we give people an opportunity to have a discounted opportunity when they're willing to come during a certain window of time and take an action, or a piece of that if they will come to a class and learn first. So, there are many things in the

office that relate to the public. And then there's everything outside of that, whether it's media, whether it's being at a booth, as we mentioned earlier, it's volunteer work, it's writing articles, whether it's in the local paper or it's going through an article directory that ties back to your website. All of these are strategies that we're going to be teaching as to how they all interconnect with each other, and that they're like pieces of a puzzle that finally completes the picture on the box. And I know many times, many years early in practice, I didn't have a sense of what all those pieces were. I didn't know what the puzzle was supposed to look like. Well, through some trial and error and a lot of coaching and a lot of study and a lot of work with other experts, I feel like now I have a pretty good finger on the pulse of what that puzzle is supposed to look like, and that's what we want to bring back to the Synaptic Success client.

Bruce Hurley:

And I think that's really the value that you're bringing to the table here. And I'd just like to add to the concept of the funnel and the lead generation strategies that there are a limitless number of new patients and what I call the mine of unlikely sources. In other words, places you don't normally anticipate having customers or patients come to your business. A lot of professionals think that they can run an ad or put a coupon out there or any of these kind of traditional strategies and get people in, and they may be working very well for you; but there is a mine of unlikely sources out there that all you have to do is just walk into it and get your little claw hammer and chip once at the wall and the diamonds just fall out of it. And the reason it's so easy to get people out of those unlikely sources is nobody else is doing it, and if you can be the person that maximizes and optimizes that process, then you can take advantage of that mine of unlikely sources and take your practice to places you never imagined. But you can't do it by thinking traditionally, by thinking the same way that you've always saw it and the same way every other professional, healthcare professional or competitor in your market is thinking; you can't do it that way. But the good news is that there is virtually an unlimited number of new patients in that

mine and all you have to do is know where to go in to get them and know how to get them out. It's an amazing source of new business.

Bruce Hurley: I'd like to shift if we could to talking about the message. We've mentioned that quite a bit. Specifically, what is the message that you're talking about? How does it benefit doctors to spread this message?

Dr. Matthew Norton: Well, I think if we focus on chiropractic specifically, but this can be generalized out from there to other approaches, but the fundamental message is that these body, mind, and spirit that we are was designed to regulate and heal itself. I mean there is an amazing design, there's an amazing complexity, we're made to work right, it's in the DNA. So, that's the starting point. It works that way as long as there's no interference from a chiropractic perspective that self-healing, self-regulation is going through the nervous system. The nervous system is the coordinator and the director of these amazing capacities and yet there are anywhere from 50 to 70 million Americans living in chronic pain. There are hundreds of thousands of people dying every year from heart disease, cancer, and stroke; and so if the body...

Bruce Hurley: Not to mention prescription drug overdoses.

Dr. Matthew Norton: Well, yeah, that's fourth. So, if the design is we work right and the nervous system is the director and coordinator of that, and yet all these things are happening that are evidences of compromised to the design, then where is the interference? Where is the disturbance? And that's where we talk about the subluxation, and so it's been detecting and correcting that subluxation that is the chiropractic message, that there is an answer for that pain and illness and once it's there, or even better yet, to prevent it...

Bruce Hurley: And there are parallel messages in every natural healthcare field, I imagine.

Dr. Matthew Norton: That's right. The vehicle might be different. There may be a variation in terminology, a variation in approach, and yet there

are common denominators about resetting the system, finding where there's blockage or disturbance, resetting it back to the design and letting the body get back to healing itself versus focusing on masking and managing systems and illnesses and pain with medication and other more radical intervention. So, that's the message about the benefit of the specialty that whatever specialty that we're in that we're wanting to bring.

Now, the other part of the message is communicating to this same public the benefits of you as the preeminent expert in that specialty in your area. You are the go-to person. You are the person that if they want to know more, when they want to know more, as they come into your funnel and however they just remain a suspect or become a prospect or when they actually decide, "Maybe I need now to check out becoming a patient," then they've heard the message. You put that out there through your public relations, you're relating to your public, and now when they think of, "Maybe this is what I need. I need chiropractic maybe," and then they think of you as the expert and those are the two component parts that we're really trying to help doctors get out there.

Bruce Hurley:

And I know you've discussed with me as part of the message is not only communicating the benefits of you as an expert in the industry, but also, once you have patients, there's a message to get to them to educate them to be disciples or ambassadors for your industry or for your practice, and also to increase what I call their longevity, the length of time that they continue to stay patients of yours. And I think that's a very important and overlooked area of practice. In any business, if you've got a customer that's a repeat customer by the very nature of your industry, that's what you'll have if people are educated about the benefits to them, then keeping your existing patients is obviously a better use of your time and investment of your time and money than going out and trying to get new ones all the time. It's like having a hole in your boat and just focusing on bailing out when you really need to plug up the hole. And it's the same thing with educating your patients. So, I think that's part of the message as well, isn't it, educating patients?

Dr. Matthew Norton: Yes, I agree, it clearly takes much less time and energy to keep people in the boat helping them to see the value of where they're traveling in the boat with you than to encourage them that they should take a risk and step into the boat in the first place.

Bruce Hurley: We've got this whole boat, river thing going on. That wasn't intentional, it just kind of happened, but they are good analogies.

Hey, Dr. Norton, you used an interesting phrase earlier. You said that doctor's lifestyles are subluxated, and I know that's a word from your industry, but for the benefit of those few of us who don't really understand what that means, explain what that is, subluxation and how it applies. Obviously, chiropractors can understand how it applies to the nervous system, but explain what it is in that context, but also what you're meaning in context to the lifestyles of the people listening.

Dr. Matthew Norton: Well, I mean when we're talking about a subluxation, we're talking about a blockage. We're talking about something that is reducing the flow of life, really. And I even like the definition or to look at it, thinking about the root word "lux" has to do with light; and so when a person is subluxated, there is less light coming through them, less light, less life, like a riostat being dialed down. So, we're caring for patients that are subluxated, releasing the blockages, restoring the design setting of more optimal functioning, but we can transfer that message over across to look at ourselves as the doctors to say, is it natural for patients to be well? If that's the way it's supposed to be, that's a (00:06:29) systems that are flowing the way they were supposed to flow, that it's the same sort of thing occurs in our practice. If there is a need in the public and we have an answer, then the natural flow would be the people in need finding us, flowing like that river through our office, getting their needs met, and then flowing out to tell others, and it creates this amazing cycle.

Bruce Hurley: And if it's not, there's obviously a blockage.

Dr. Matthew Norton: That's right, there's a blockage. We're subluxated. Now we can focus on indeed that the culture is subluxated, but there's only so much when you talk about culture, then we end up complaining and going well, the world just doesn't get me and the medical people are biased against me, and it's just not a level playing field, it's not fair. Well, is that true? It's absolutely true, but there's nothing you can do except whine much of the time about that. You can make...

Bruce Hurley: But that's not a good business strategy, though.

Dr. Matthew Norton: No, you can be a living example of a positive energy source for change and get a message out there that one person at a time or 10 or 100 at a time that you impact to see it differently. But the culture as a whole is going to change gradually. You can make your mark. But, if the doctor is subluxated, which is really the bigger issue, it's back to...

Bruce Hurley: Or the business in general, even.

Dr. Matthew Norton: Well, it's back to getting the plank out of your own eye rather than the splinter somewhere else. The problem is the blockage within us. So, if we're not bringing the energy, we're not bringing the focus, we're not bringing the clear message because our life is out of balance, we're not focusing on serving others maybe enough first dealing with what's in it for them and all the different pieces that we've talked about, then we've got the life squeezed out of us. We're impeded, we're blocked, we're working too hard for not enough at that point. We're trading time for money. We're out of balance and we're wanting to try to have a healing affect on our patients to try to restore wholeness and we're not whole, and that's the problem.

Bruce Hurley: How important is it that people listening right now, how important is it for them to love what they do? Do you think that's essential, that that's necessary for them to be fulfilled or to have the practice of their dreams? Is that one of the elements that is absolutely mandatory?

Dr. Matthew Norton:

I believe that it is absolutely mandatory. And I think one of the reasons is, we can shift analogies a little bit and say that the development of a practice once you've climbed the mountain of getting through school and now you're in practice, there are many pieces that have to get into place. There are many aspects of the journey to really climb the mountain or maybe we could even say if we give it maybe even a war time image, there is really a battle to overcome certain obstacles within ourselves and to penetrate this message out into the culture around us. And it makes me think of the Supreme Court Justice from the early 20th century, Oliver Wendell Holmes, Jr., and he said, "To fight out a war you must believe something and want something with all your might, so must you do to carry anything else to an end worth reaching. More than that, you must be willing to commit yourself to a course, perhaps a long and hard one, without being able to foresee exactly where you will come out." And I love that because that kind of ties back into (00:01:38) paradox that we were talking about earlier. Nobody said any of this was easy, and sometimes there are those listening who have been off on the sidelines nursing wounds and injuries of all sorts, of mental, emotional, spiritual, physical anyway that's occurred along the journey. And this is a marathon. This is a long term process. Nobody said it was easy, nobody said any of it was for sissies, and if you don't love what you do, if you can't tie into your purpose for existing and where your passion is then you will not be able to withstand some of this and you will bail out or you will play marginally. You will settle for mediocrity, you will do like the husband of one of my wife's cousins who was a chiropractor but could never figure out how to make the business of chiropractic workable. He struggled to get patients and then he couldn't get them to follow through. After a few years he closed his doors and went into restoring old cars rather than aging people. And now he actually works for the DMV. So, I mean to me that's a...

Bruce Hurley:

They could have had a better ending than that. That was terrible. He was just restoring old cars. Well, that's not so bad, maybe he likes that. But nobody sets out to work for the DMV.

Dr. Matthew Norton:

No, no, so I mean it's a sad example of somebody who was sidelined, the walking wounded. He didn't go to school all those years to fail. So, to me the only failing is when you quit, and we're just not going to let the doctors who work with us in Synaptic Success quit because there's something in them that brought them in the first place and we're going to help them find that place of loving what they do and give them the vehicle to be successful in business and to have all of the rewards and the lifestyle that they want so they don't end up having to go work for the DMV.

Bruce Hurley:

And all these things that we're talking about support the idea of freeing up time. It's not just about putting more time in your practice or trading your time for money; it's about freeing up your time even as your business is expanding, so that you can live your life with balance because that's hugely important. We talk to our customers, you guys talk to your patients regarding balance and the body and having a life in balance, but a lot of times we don't apply that to ourselves, but it's vitally important that you have a life of balance and you're not just focused strictly on your work and that you're working yourself to death. And (00:04:30) we've been talking about as well support the idea of creating a real financial security. I know that you don't want to focus too much on the strictly financial, but the bottom line is financial security is not about creating more income, it's about creating a system that supports your lifestyle and not the other way around. So, to me that's one of the biggest benefits that anybody could get out of what you're teaching in Synaptic Success.

So, I've got some food for thought for anyone who's really listening today. If you're not just passively doing this, if you're really focusing, if you're a doctor or any other natural health professional, wouldn't it be nice if you could have more patients than you could possibly handle? That flow becomes a river. It's like the Mississippi of flows coming through your practice. And by virtue of that flow you were forced to expand your practice, not by just some decision that you make, but by the sheer number of the new patients that are seeking out your help and that have heard your message regardless of what the

current economic situation is. Wouldn't that be nice? And wouldn't it be nice if you could have personally as much time off from your work as you could ever want and still make more than enough money to support your lifestyle and your dreams or whatever it is you want to accomplish for you and your family?

The reason I'm asking those questions is I know that those are some of the things that Dr. Norton has become a specialist essentially in teaching people, so I just want you to think about those things, about how nice it would be if some of those things happened in your life and in your practice right now.

Bruce Hurley: So you've got this amazing program, Dr. Norton, for chiropractors, for natural healthcare professionals, anybody in your general field. First of all, what is the program called again and what are the details about it?

Dr. Matthew Norton: Well, it's called Synaptic Success and that name just came to me one day while I was driving with one of my daughters and we were just kind of playing with words and it was like, because of the image of a synapse came up...

Bruce Hurley: What is a synapse, just quickly?

Dr. Matthew Norton: Well, the synapse is the gap as the message is coming down a nerve and to get to the next nerve it has to jump across a gap. There's a break there, and so information has to get across. And I thought about this problem that people, especially in a holistic natural alternative healthcare (00:00:51), which is there's a public there, the other side of the nerve, the next nerve that desperately needs what we have to offer, and yet there needs to be a bridge between the doctor and that public in need. The message is not getting through, and so Synaptic Success is helping healthcare providers—chiropractors and other healthcare providers—be able to have the message clarity and the strategies for marketing, for media to be able to jump across and reach those people who need to hear them.

Bruce Hurley: So, who needs this? Who is your target market for this?

Dr. Matthew Norton:

In all honesty, as I've tried to hone it down, I really think that the answer is everyone that's engaged in healthcare, everyone who is trying to get a message out there that the culture hasn't necessarily easily embraced. And it's that way because there are many, many nuances, no matter how much you already know, there are ways to get more freedom, there are ways to be more effective in the marketing and the media exposure. And regardless of whether or not you're already doing some form of coaching or you're not, the uniqueness in many ways of this program is that I have this expert interview series where I have already interviewed a vast number of experts across many different subtopics in marketing, message development, how to maximize the website effectiveness, and how to do public relations, all the different aspects of public relations, how to find your courage so that you can step out and do these things, how this ties into the deeper purposes behind what you want to accomplish, how even if you are an introvert that you can find a way to make this work, those of you who would be going, "I don't know. Media, public speaking, I don't want to do that," well I have interviewed experts already in how to accomplish this. So, we're going to bring those insights to you.

So, the list goes on and on and we have many others already...

Bruce Hurley:

What are some of the actual elements of the program? What would people get when they join the program?

Dr. Matthew Norton:

Well, they're going to get a monthly newsletter that's filled with insights, with information, with action strategies that they can apply to help hold them accountable to be able to take the message and bring it out into the world. They're going to get weekly inspiration and strategic nuggets that's going to come into their inbox and keep them focused and excited and on track. They'll get a monthly audio program as a part of this expert interview series. They'll get bonus audio programs or live teleseminars from me that will be taking and applying a lot of what the experts are saying, experts that are outside of chiropractics but will be tailoring and adapting those to chiropractic and other healthcare providers' specific areas of expertise.

Bruce Hurley: So, why do you think that these things are so critically important for all the people listening, for the chiropractors, for the healthcare practitioners?

Dr. Matthew Norton: Well, because it's so critically important that you have the practice of your dreams.

Bruce Hurley: Do you think they can do it without the training?

Dr. Matthew Norton: Well, eventually, maybe. I think back on every contribution that has been made by experts that I have spoken with, that I have interviewed, that I've read their book, that I have coached with personally, and would I be where I am now without those things? Now, absolutely not. Would I ever get there? Maybe, but why reinvent the wheel?

Bruce Hurley: Right, and I know that one of the huge benefits you bring to the table is that you are a devout consumer of information and you talk to a great number of experts, not only in your expert interview series, but also just as part of your life. You're always getting information from people. I know that you and I have had some very deep discussions about areas that I have expertise in that you wanted to learn. And I think one of the things that you bring to the table is that you have this fantastic ability to distill this vast ocean of knowledge and expert information down to the core elements and the strategies that healthcare professionals can use in their practice to create the practice of their dreams, to take it to the next level and beyond. And I think that's one of the greatest things you bring to the table, is that all these things that you've done, all the coaching programs, all the books that you've read, all the websites that you visit, all the people that you talk to, all these conversations you've had over many, many years, that you distill all that information and provide that in a much more digestible format so that people don't have to spend the years that it took you to gain these strategies. All they have to do is listen to the specific application that you've already put into play in your practice and that they certainly could put into their practice for the same benefit.

Dr. Matthew Norton: Well, thank you, I appreciate you recognizing that. One piece of that is just how vast my network is that I've developed of really genius people. I mean I feel blessed that I have, and part of it is just I continue to keep speaking, but I have really some amazing mastermind people in my life and I'm very grateful for that. And I think that in addition to having strategies, action steps for the listeners to take, also part of what we're offering is ongoing inspiration and enthusiasm, and that those listening who become a part of the program, if they are not inspired and enthusiastic and passionate about what they're getting in this program and then to take and bring that to their practice and to the rest of their relationships, their personal life, then as far as I'm concerned then the wood is wet. If there can't be a fire ignited by what we're going to be offering, then I don't think a fire is going to be ignited. I can stand strongly behind what we're going to be providing.

Bruce Hurley: There's no doubt in my mind that what you're offering is going to be hugely valuable to anybody who participates in it. Now, just very briefly, you call your program, the subtitle for Synaptic Success is Marketing and Media Training. What's the difference between training and coaching?

Dr. Matthew Norton: Well, I think that coaching has been typically a bit more of a hands on process and that the coach really needs to be delving into specific details and critiquing each aspect of you and your practice. We're not necessarily going to be walking everybody through how to conduct a consultation or strategies for reporting of the findings to the patient. It's not designed to be that way; the purpose really is more specific niche training in the message, marketing, and media. What is it you're bringing, the energy, the passion, the method, and then how are you going to get that out there. So it's more of an educational process that's kind of niche specific; but it's also in that regard, less expensive than coaching often is. Coaching tends to require more core (00:08:22), involvement I guess is a good way of saying it. So the training program that we're offering is much less expensive than coaching, and it's not that it's an either/or; there may be doctors and others that are listening that feel like, "Well, I don't really feel like I really need a

coaching program,” and you may not; however, I absolutely promise that you will benefit from the marketing, media, message component of this training program. And then there are others that are already coaching and saying, “Well, I’m getting some of that already” or “I’m a part of this full practice coaching program that I’m already paying for,” but I would contend that there are unique offerings and component pieces of this that you will benefit from as well.

Bruce Hurley:

And that they could even share with their coaches. I know from my industry in business coaching that one of the differences between coaching and training is in coaching a lot of times there’s somebody there to hold your hand and essentially make you do things and take you through every step of the process. And I think with training, we’re kind of presuming that people are more self-starters and that they can process these new ideas and put them into practice themselves that may or may not be the majority of people listening. But, the bottom line is, not everybody wants to commit to coaching or even wants that level of involvement, but they do need the exposure to the ideas and the success strategies. And I think that’s why this training is so beneficial and it’s a lot more cost effective. You essentially get the same strategies to create the success, there’s just no one there to make you do it and to critique your business and all that kind of thing; it’s training *you* to do it so you can produce your own success.

That brings me to the final question, which is, as much as we’re about the message and help you get this message out, there is a cost associated with this. Now I know that you have valued the individual components of the Synaptic Success membership in excess of \$800 per month, and if you were to charge that I think it would be the best investment anybody listening right now could possibly make. But fortunately you’re not even requiring that much of a commitment. So, please tell our listeners what investment is required for membership in this Synaptic Success program.

Dr. Matthew Norton:

Well, the cost for the monthly subscription to the newsletter, to the expert interview series, the weekly strategy tip...

Bruce Hurley: The teleseminar.

Dr. Matthew Norton: The teleseminars and even other pieces that will become a part of the program even as we go along—there's other little things we've continued to be adding—is just \$297 a month; and that's maybe going to \$397 in the future, but that's the cost at the time of this call; \$297 a month for everything.

Bruce Hurley: However, when we spoke earlier this week, I did talk to you about doing something that you've never done before. Do you remember that?

Dr. Matthew Norton: I do.

Bruce Hurley: Okay, I said that you should reward the listeners who made it all the way through this interview because this is the longest interview. And I got you to agree to create a special discount for anyone who has gotten this far in the program and actually goes to your website. Is that right?

Dr. Matthew Norton: Yeah, that's right. Depending upon when this interview is being aired, I can't guarantee that the discount will be available when they visit, but it's there right now; and I'm not even going to commit to a timeframe for it. So, if you would like to join us and begin to start creating the practice of your dreams, then I encourage you to check it out.

Bruce Hurley: What's the website?

Dr. Matthew Norton: It's SynapticSuccess.com.

Bruce Hurley: SynapticSuccess.com, okay. Is there any last bit of information you would like to leave our listeners with? We've gone through so much great stuff here I'm just eager to get this message out to people because I think it's going to be so beneficial. Just listening to this interview by itself I think will be inspirational. But is there any last little bit of information you would like to leave them with?

Dr. Matthew Norton: Well, if it hasn't already become clear to everyone who has listened this far that I am incredibly passionate about the message that I have to offer to patients, to the people in

communities across this country, and I'm passionate about this program because I truly believe that through the outreach that we're making and sharing all of these strategies and insights with doctors around the country and even around the world, that we're going to impact and change the lives of hundreds of thousands of people and that gets me very excited. And I'm excited to bring, especially, these expert interviews because we're bringing voices from outside common chiropractic or even healthcare thinking in general and bringing fresh insights and ideas in that as I've done the interviews it's blown my mind and I absolutely know they're going to blow the minds of our listeners.

Bruce Hurley:

Well, Dr. Norton, as usual it's been a pleasure talking with you today, and I know that you're committed more than anybody else I've ever met, actually, to changing lives for the better. And I can honestly say that you've changed mine for the better, from our conversations, from the programs I've listened to that you have, and the book *Where Does It Hurt?* that I read which absolutely changed my perspective on your industry and on life in general. And I think your strategy of offering high-level training for chiropractors and other natural healthcare professionals at a very low cost is right on the money. I think you'll impact more patients in the long run and you'll have the side benefit of creating wealth and freedom and options and opportunities for your peers and those professionals and doctors who are smart enough to join you.

So, don't forget to visit Dr. Norton's website. It's SynapticSuccess.com and whether or not that discount is still available, I think you'd be foolish to turn down this opportunity because of the incredible value that's going to be brought to this program. I'm not even in the business and I'm not going to miss one minute of any of these things because that's how beneficial I think it's going to be.

So, Dr. Norton, thank you again, and thank you very much to our listeners. This was created just for you and I hope you enjoyed it as much as I did. This is Bruce Hurley saying

goodbye and I look forward to hearing how you created the practice of your dreams.