

Foundations for Private Practice Growth:
Culture, Scale, & Cultivating Leadership

Josh D'Angelo
CEO, MovementX
Thursday, May 1, 2025
12:30-2:30pm



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"Culture eats strategy for breakfast"

-Peter Drucker



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Disclosure

- Josh D'Angelo serves as CEO and is an employee of MovementX. Otherwise, no relevant disclosures.



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A bit about me...



THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC



move
together
Healthy movement. Healthy communities.



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My hope by the end of today...

You can *feel* the power of culture

You *discover* an idea you are
passionate about implementing

We improve the future of PT practice,
together.



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If you remember only one thing...

Culture isn't just a buzzword...
it's the **foundation** for scalable success.



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Foundations for Growth **Agenda**

Part I: Culture

Part II: Cultivating Leadership

Part III: Preparing for Scale (*if time allows*)

Part IV: Wrap Up + Open Discussion / Q&A



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Let's get to know each other.



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How do you define company *culture*?



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"Company culture refers to the shared values, beliefs, attitudes, behaviors, and practices that define how employees interact, collaborate, and work within an organization.

It shapes the work environment and influences everything from decision-making and communication to employee satisfaction and performance.

Here are a few key elements that define company culture....



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- 1. Core Values:** The guiding principles and ethical standards that govern how the organization operates.
- 2. Work Environment:** The physical and emotional atmosphere at work, including the office layout, level of formality, and whether employees feel supported and empowered.
- 3. Communication Style:** The way information flows within the organization, whether it's open and transparent or more hierarchical.
- 4. Leadership/Management:** How leaders engage with employees, provide feedback, and make decisions—whether they encourage autonomy, innovation, and collaboration.
- 5. Employee Engagement:** The degree to which employees feel connected to their work, motivated, and aligned with the company's mission and values.
- 6. Rituals and Traditions:** Regular practices or events that reinforce the company's values, such as team-building activities, celebrations, or recognition programs."



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Breakout!

Brief introductions, followed by...

- 1. Why.** Why are values so important to company culture?
- 2. How.** Have you established company values?
If so, how did you do it and who participated?
If not, how could you establish them?
- 3. What.** What do you do to bring those values to life?



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Values: The Why


Why are values so important to company culture?



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Values: Our Why

- 1. Anchor** our Culture from Day One
- 2. Attract & Align** the Right People
- 3. Guide Decisions** *especially during challenging times*




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Values: The Research

- **Alignment**
 - Organizations with clearly defined values have employees who are 50% more likely to feel engaged at work, as they understand how their roles contribute to the overall mission^{1,2}
- **Attracting & Retaining Talent**
 - In a survey of over 5,000 adults across four countries, 77% consider a company's culture before applying
 - 56% of employees saying company values are one of the most important factors in deciding to stay at their current job.³
- **Guides Decisions**
 - Is a framework for making decisions at tough times
 - Allows for decentralized decision-making; employees at all levels can make decisions aligned with the company's values.⁴
- **Improves Performance**
 - Companies with a strong, clearly communicated set of values outperform their competitors by 30% in terms of financial performance.⁵

1. Harvard Business Review (2015). Research: The leaders we need in a post-pandemic world. Harvard Business Review. Retrieved from <https://hbr.org/2015/12/the-leaders-we-need-in-a-post-pandemic-world>
2. Gallup (2017). <https://www.gallup.com/press-release/217755/gallup-17th-annual-workplace-engagement-report.aspx>
3. Gallup (2017). <https://www.gallup.com/press-release/217755/gallup-17th-annual-workplace-engagement-report.aspx>
4. LinkedIn (2019). <https://www.linkedin.com/company/linkedin/newsroom/2019/04/23/linkedin-research-values-at-work>
5. McKinsey Global Institute (2017). <https://www.mckinsey.com/industries/strategy-and-operations/our-insights/strong-culture-strong-performance>




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Values: The Research

- **Employee Engagement**
 - Clear Values are correlated with greater employee engagement.
 - "Gallup's meta-analysis of over 193,000 business units reveals that teams in the top quartile of employee engagement experience 23% higher profitability and 18% higher productivity compared to those in the bottom quartile."¹
- **Trust**
 - Trust is linked with ethical behaviors, which are found to be positively influenced by clear organizational values²


1. Gallup (2014). October 15. Gallup Q12® meta-analysis report. Gallup. <https://www.gallup.com/press-release/217755/gallup-17th-annual-workplace-engagement-report.aspx>
2. Ethics & Compliance Initiative (2017). The state of ethics & compliance in the workplace: A look at global trends. <https://www.ethicsandcomplianceinstitute.org/research/2017-02/2017-ethics-and-compliance-in-the-workplace.pdf>



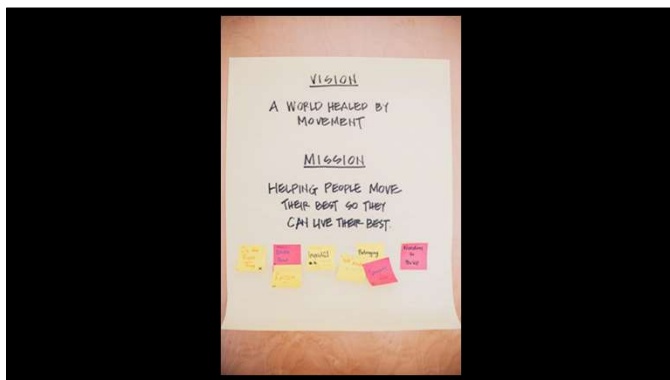
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Values: The How

Have you established company values?
If so, how did you do it and who participated?
If not, how could you establish them?



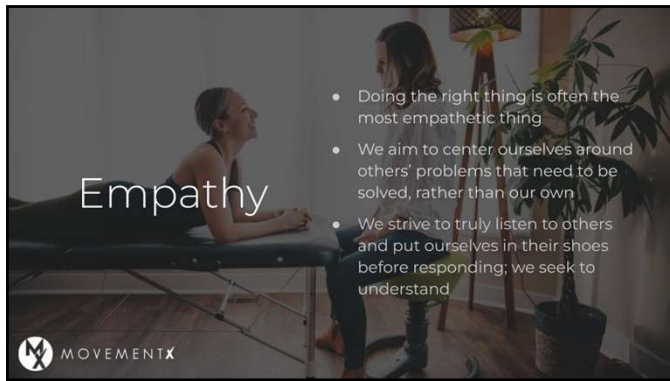
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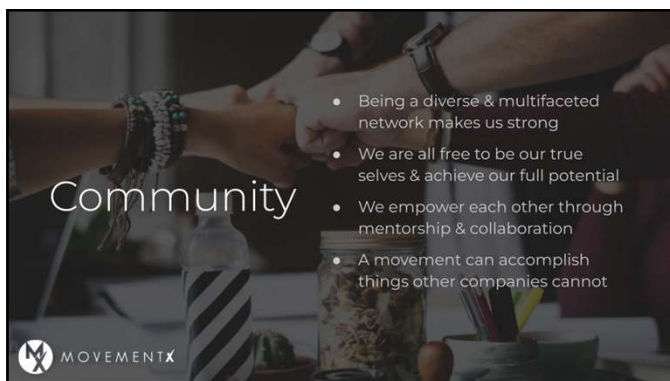
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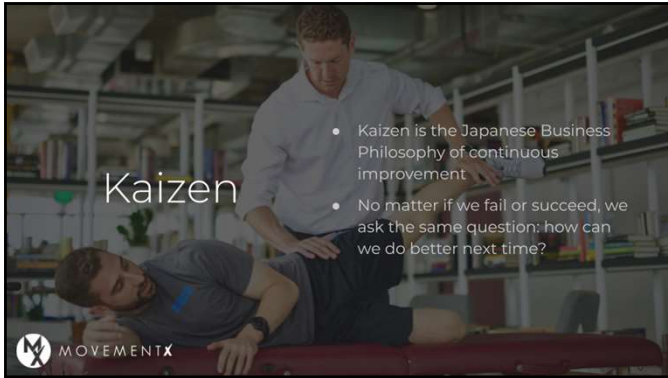
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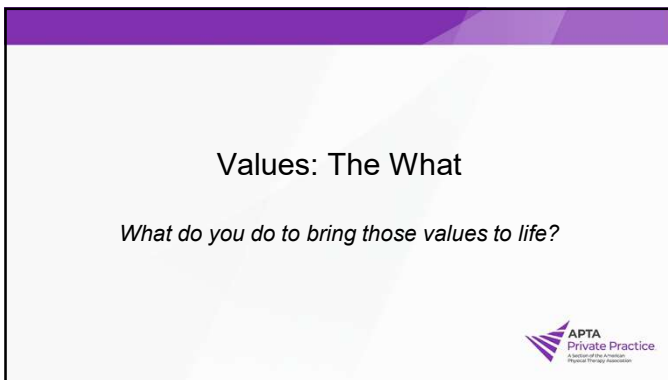
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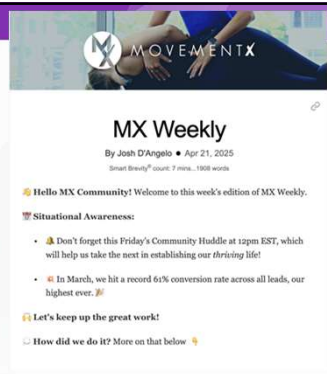


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Communication



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Communication

📌 Both are new records across the entire company.

Why it matters: Every new patient is more than a metric – they're an opportunity. A chance to create an 11-star experience, transform a life, and bring our mission to life: to help people move their best, so they can live their best.

📌 Yes, and: strong conversion and strong evals leads to a strong month. It's one of the reasons we had our second best week ever last week!

The big picture: this wasn't luck. It was a true team effort - a reflection of Kaizen, Community, and every MXer leading with Passion x Purpose. 🙌

Looking ahead: We're just getting warmed-up and are poised to break the record again in March. Let's keep pushing. 📌



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Recognition

Why it matters: Suzanne is exemplifying our mission in action – whole-person care, built on trust, expertise, and empathy. Suzanne went beyond expectations to make a meaningful impact.

Let's celebrate Suzanne for:

- 👏 For treating the person, not just the part.
- 👏 For showing how movement is life.
- 👏 For immediately applying new review best practices
- 👏 For building the kind of 11-star experience that patients not only remember, but rave about

Suzanne: you're raising the bar. 🙌



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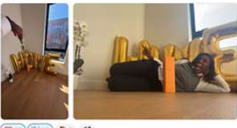
Gratitude

gratitude


Joy Scott · 6:52 PM

So grateful to have completed a long standing goal of mine ever since I moved to DC in 2009... thank you so much @Josh (the)Hart @Kaitlin Ray @Fred (the)Hart @Mandy (the)Hart for running around all the help I needed in such a short time! I'm a real DC Homeowner now!!

2 likes



14 replies · Last reply 1 month ago



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Gratitude


gratitude

Adam Keys · 3:45 PM


I just wanted to say how appreciative I am for MX. I recently made huge strides with two challenging cases that I thought I would lose because our plan wasn't moving the needle. Without the MX model, I wouldn't have been able to clear my mind long enough and spend the time to really dig deep and perform a thorough re-examination and differentials list using sound fundamentals. Instead of these patients losing hope and feeling like we had "talked", they're looking at discharge soon and ultimately saving far more time and money than if they had stayed in network.

MX has really given me the freedom to deliver an experience I had always dreamed of in the traditional OP setting. We get to take patients on a journey they're unlikely to get anywhere else. The MX community can't grow fast enough and I'm really excited to see where we're at in January 2026!

21 likes



3 replies · Last reply 3 months ago



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Gratitude


gratitude

Morgan Stewart · 3:30 PM


Just had my first post-op BBL client after doing some advanced continued education for post plastic surgery and it went so well! ❤️ I felt super prepared and was able to help the client feel so at ease with their recovery, and answer all the questions they had about everything and make them feel very comfortable. (Also able to schedule them within 24 hours of calling)

So thankful for Movement X's support in my journey and helping me get the continued education and with marketing efforts to this new niche market (within another niche market) I'm seriously stoked to help this patient population. 🙌🏻

9 likes

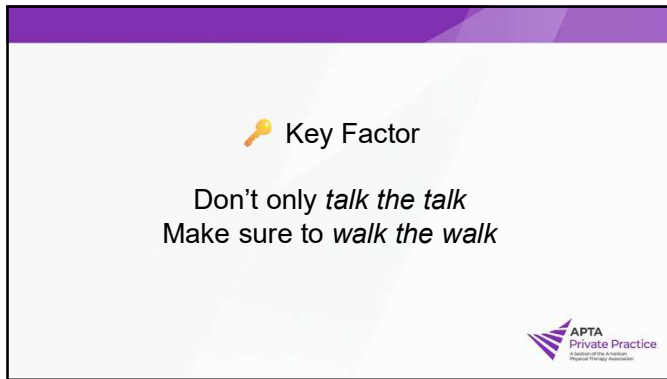



9 replies · Last reply 29 days ago




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 Key Factor

Don't only *talk the talk*
Make sure to *walk the walk*

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If you remember only one thing...

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Foundations for Growth Agenda

- ☒ Part I: Culture
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Breakout!

1. **Why** is cultivating leadership important?
Is it your responsibility as an owner?
2. **Who** have you seen develop leaders exceptionally well?
What specifically did they do so well?
3. **What** do you do in your organization to cultivate leadership? Or what do you plan to do?



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Why is cultivating leadership important?

Is it your responsibility as an owner?



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Who have you seen develop leaders exceptionally well?


What specifically did they do so well?



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What do you do in your organization to cultivate leadership?

Or what do you plan to do?



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	BOOMERS (1946 – 1964)	GEN X (1965 – 1980)	MILLENNIALS (1981 – 1996)	GEN Z (1997 – 2012)
DEFINING TRAITS	Optimistic, mentor focused, resilient	Independent, resourceful, strong communicators	Tech-savvy, collaborative, socially connected	Digitally native, entrepreneurial, embrace diversity
CORE VALUES	Hard work, loyalty, financial security, achievement	Autonomy, balance, efficiency, pragmatism	Purpose, growth, teamwork, continuous learning	Individuality, authenticity, recognition, mental health
WORK STYLE	Goal-oriented, prefer clear hierarchy	Self-reliant, focused on results, value flexibility	Collaborative, tech-enabled, thrive on feedback	Adaptable, tech-centric, thrive in flexible settings
COMMUNICATION PREFERENCE	In person, phone calls	Email, direct communication	Instant messaging, collaborative platforms	Digital first, prefer texting & messaging apps
PREFERRED BENEFITS	Retirement plans, healthcare	Flexible schedules, remote work	Career development, wellness programs	Hybrid work, mental health support
HOW TO LEAD	Encourage mentorship, recognize experience	Provide autonomy, focus on outcomes	Offer feedback, clear paths for growth	Prioritize mental health, offer flexible schedules


Get PDFs of my 70 best cheat sheets free at BrillianceBrief.com Justin Wright

What does each generation want at work?




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A Confession.




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Community Lead




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Community Lead
↓
Community Builder



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Community Lead
↓
Community Builder
↓
Team Captain



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A few ways we have found success...



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**Build it into your
daily operations**

		Week 0.8		
		P	F	A
WIG	# of Providers Fully Actuated in Raleigh	1	1	1
	# of Providers on Track in Raleigh	2	2	1
LEADING	Patient Sign Ups (Metric)	5	5	4
	Completed Raleigh Priority Board Meeting	5	5	5
LAGGING	Branch Sessions (Metric)	10	12	13
	Mobile Sessions (Metric)	4	4	4
	Kitchen Sessions (Metric)	12	10	8



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4. Journal Club Launch TODAY! 🎉





**Create Opportunities
for Regular Learning**




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Create Opportunities for Regular Learning






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Build a Career Climbing Wall




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Have Robust Onboarding & Training

PT Leaders: How much actual training did you get on business + leadership before taking on your new responsibilities?

You can see how people vote. [Learn more](#)

None	52%
A little	37%
Pretty robust training	11%



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Create Clarity & A Support System

Q12 Engagement Hierarchy

- GROWTH**
 - Q12: This last year, I have had opportunities at work to learn and grow.
 - Q12: In the past six months, someone at work has talked to me about my progress.
- TEAMWORK**
 - Q12: I have a great team at work.
 - Q12: My resources are committed to doing quality work.
 - Q12: The mission or purpose of my company makes me feel my job is important.
 - Q12: At work, my supervisor seems to care.
- INDIVIDUAL**
 - Q12: There is someone at work who encourages my development.
 - Q12: My supervisor or someone at work seems to care about me as a person.
 - Q12: At the end of each day, I feel a sense of accomplishment for doing good work.
 - Q12: At work, I have the opportunity to do what I do best every day.
- BASIC NEEDS**
 - Q12: I have the materials and equipment I need to do my work right.
 - Q12: I know what is expected of me at work.

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"The only thing that grows for the sake
of growth is a cancer cell."

-Simon Sinek



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Breakout!

1. **Why** do you want to grow?
2. **What** exactly is scale?
3. **How** do you think you achieve scale?

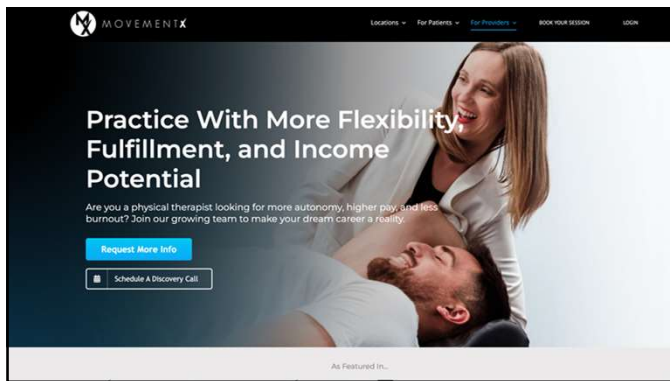


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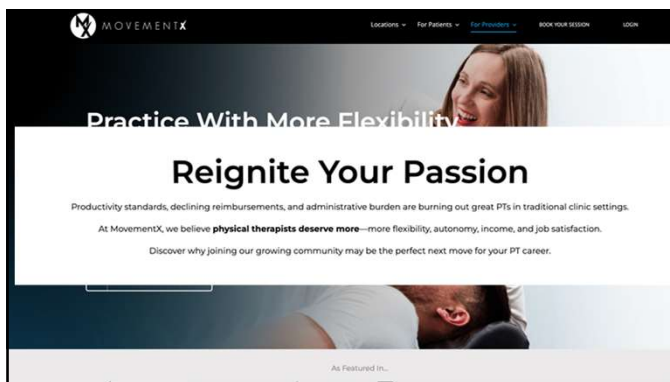
Why do you want to grow?



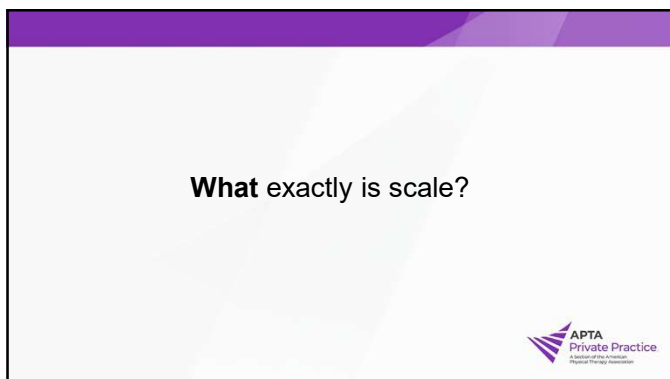
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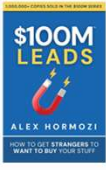


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www.youtube.com • watch
How to Scale Your Business 10X Faster and Adapt to Growth
Check if you qualify for a complimentary call here :
<https://www.glenngow.com/apply-for-ceo-coaching-session/> To learn more..
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Scale ≠ Speed



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Defining: Scale

Scale is....

- Predictable
- Repeatable
- Consistent

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	Predictable Growth	Rapid Growth
Value Driver	Profit realization	Revenue increase
Leadership Mantra	Find and keep high-value customers	Topline expansion as fast as possible
Valued Behavior	Endurance	Speed
Market	Stand out in a narrower addressable market; Sales win-rate is better	More sales activity from the broadest of addressable markets; bigger is better
Talent Acquisition	Organized with a structural purpose	Grab and go; capture talent quickly to meet the growth plan
Growth Mindset	While hustling, take the time necessary to learn from the business	Finis, time is running out
Overarching Goal	Build a valuable firm, growing predictably	Create an exciting exit
Scale Definition	Efficiency of customer capture and delivery	More revenue, customers, and employees
Capital Sources	Cash from operations; boot strapped; debt	Other people's money
Use of Capital	Precise with its use and return	Put it to work to generate more sales
Founder Ownership upon Exit	45% to 100%	0% to <30%
Odds of Reaching \$10 billion in Revenue	65%	<12%

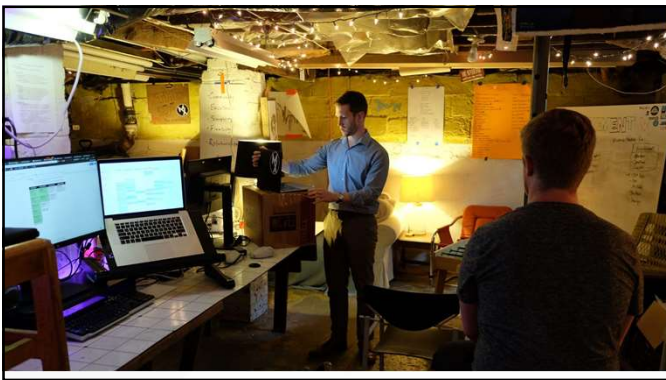
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How do you think you achieve scale?

What does successfully scaling require?



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Scaling: **How to Achieve It**

Starting a business
is fundamentally different
from *scaling* a business



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Scaling: **How to Achieve It**

- There's not a single recipe
- Find your Framework
- Flex from it as needed



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Scaling: **How to Achieve It**

- Consistent & Repeatable Ops
 - New Provider Acquisition
 - Onboarding & Training
 - Full Caseload Development
 - Retention & Growth
- Understand your business drivers



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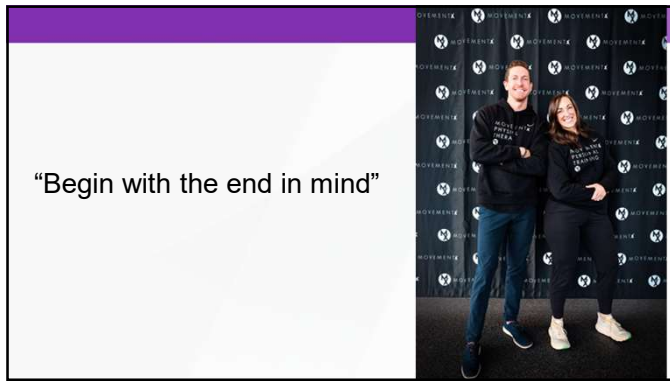
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My hope by the end of today...


You can *feel* the power of culture

You *discover* an idea you are passionate about implementing

We improve the future of PT practice, together.




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Josh D'Angelo, PT, DPT
Chief Executive Officer,
MovementX
josh@movement-x.com

Open Discussion


Q&A



Substack



LinkedIn




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