

TO GIVE IS TO GAIN



THE GIFT OF BEING AN EFFECTIVE MANAGER

Management is defined as directing the work of others. While all types of people can manage, the **GIFT** to the dental team is to have a manager who is an effective leader.

Dental teams require each person to perform duties consistently and precisely-timed to **GIVE** patients a centered, seamless experience. If patients say, "Go ask the hygienist" or "That is not what Doctor said," your seams are weak or broken. Patients become confused and resistance increases.

While basic cross training is essential to managing the flow, skills necessary to be a Dental Assistant, Hygienist, Financial Coordinator, or administrative team member require mastery of specific skills. Specialists require recognition for their individual contributions; feelings of equality and mutual respect among team members must be nurtured. **TAKING** is when a manager is viewed as "more important" resulting in others feeling "less important" and leads to an unmotivated, resistant environment.

GIVING the team a respected leader should build team morale. Leaders should be empowered to plan regular team development meetings and spontaneous gatherings to meet the team's needs and to recommend individual or team rewards. They should earn respect by their willingness to accept the responsibility of acting as the liaison and administrator of personnel policies and employee agreements. The team should know Doctor's intention is to **GIFT** them full-time management support by giving the leader the ability to focus on the clinical and developmental needs of the practice.

GIVING LEADERS inspire the team **to do the right things** while managers focus on **doing things right**. A strong team is founded on every individual taking responsibility to manage their daily tasks and to deliver results. The manager or team leader has the additional responsibility to see the opportunity for change and the big picture, and then organizing time and projects to optimize the opportunity. Managers lacking leadership skills will cause continual challenges in motivating the team and producing the results they are trying to manage. Managers discover "who did what." True leaders poll the team to resolve issues, trusting obvious lessons learned will not be repeated.

Experience proves there are an abundance of managers in the world but few truly embody the characteristics of being able to inspire people to work self-directed. The ability to blend these two styles is truly an **ART**.

Phyllis Waite is a Management/Leadership Coach committed to building successful dental practices. FMI about on-site and tele-coaching: 714-563-0603 or www.phylliswaite.com.