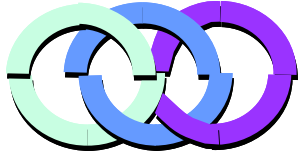
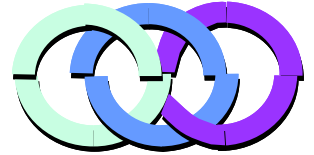


The Top Ten Management Mistakes

That Orthodontists Make



First Presented at the
AAO Meeting



in
San Francisco, California



*Information Obtained From a
National Survey of 120 Doctors*

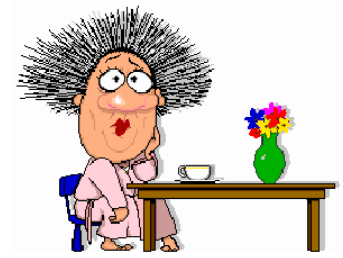


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Team Management Quiz



Answer Each Question On A Scale of 1 to 5

Number 1 being “I Strongly Disagree”

Number 5 being “I Strongly Agree”

1. Do I know what is expected of me at work? _____
2. Do I have the materials and the equipment I need to do my work? _____
3. At work, do I have the opportunity to do what I do best every day? _____
4. In the last seven days, have I received recognition or praise for doing good work? _____
5. Does my supervisor or someone at work seem to really care about me as a person? _____
6. Is there someone at work who encourages my development? _____
7. At work, do my opinions seem to count? _____
8. Does the mission or purpose of my practice make me feel my like my job here is important? _____
9. Are my co-workers committed to doing quality work? _____
10. Do I have a good friend at work (someone I feel I can trust)? _____
11. In the last six months, has someone at work talked to me about my progress and their expectations of me? _____
12. This last year, have I had opportunities at work to learn and grow? _____



This quiz was taken from *First, Break All the Rules: What the World’s Greatest Managers Do Differently*
 By Marcus Buckingham and Curt Coffman

The Team Management Quiz

The Team Management Quiz was taken from *First, Break All the Rules: What the World's Greatest Managers Do Differently* by Marcus Buckingham and Curt Coffman. It is meant to “measure the core elements needed to attract, focus and keep the most talented employees.” The strength of a workplace should be able to be measured by the answers to these 12 questions. This quiz is not related to salary, benefits package, work hours, etc. The point of this questionnaire is to concentrate on the high quality team members, which in turn are to alleviate management problems that might stem from hiring and dealing with the less than desirable team member.

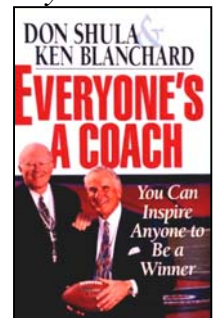
The **first six** questions are individual in nature and help the team member define what he/she might GET from this position and what they will be expected to GIVE BACK. The **last six** questions concentrate on whether or not your employee feels he/she “belongs” in a certain role and how they can improve your existing team.

The authors state that great managers take aim at obtaining high marks from employees on the FIRST six questions. These are in fact, the core of a strong work environment. If Doctors can hire high quality team members and then foster an environment which allows them to answer the questions in a positive way, they may have succeeded.

“You have to be able to set consistent expectations for all your people, yet at the same time treat each person differently. You have to also be able to make each person feel as though she is in a role that uses her talents, while simultaneously challenging her to grow. You have to care about each person, praise each person, and, if necessary, terminate a person you have cared about and praised.”

It all comes down to four major points:

1. *Select the right employee - (hire the attitude and train the skill)*
2. *Set expectations for that person - (define the outcomes, set goals, monitor)*
3. *Motivate that employee - (focus on strengths put them in the right job)*
4. *Develop the employee - (educate, encourage growth, empower, praise)*



In this book, they write that people come to work for a company (*practice*) but usually leave because of a manager (*Doctor, office manager, etc*). So often, I find this is true.

This book along with many others (*Leadership 101, The 21 Indispensable Qualities of a Leader, 1001 Ways to Motivate Employees, Gung Ho, Whale Done!, Everyone's a Coach, etc*) are all on the book shelves for a great purpose. They help us to be better leaders, more effective managers, more respected employers and above all, happier, saner, more content people! (IF we take the time to read and absorb them.)





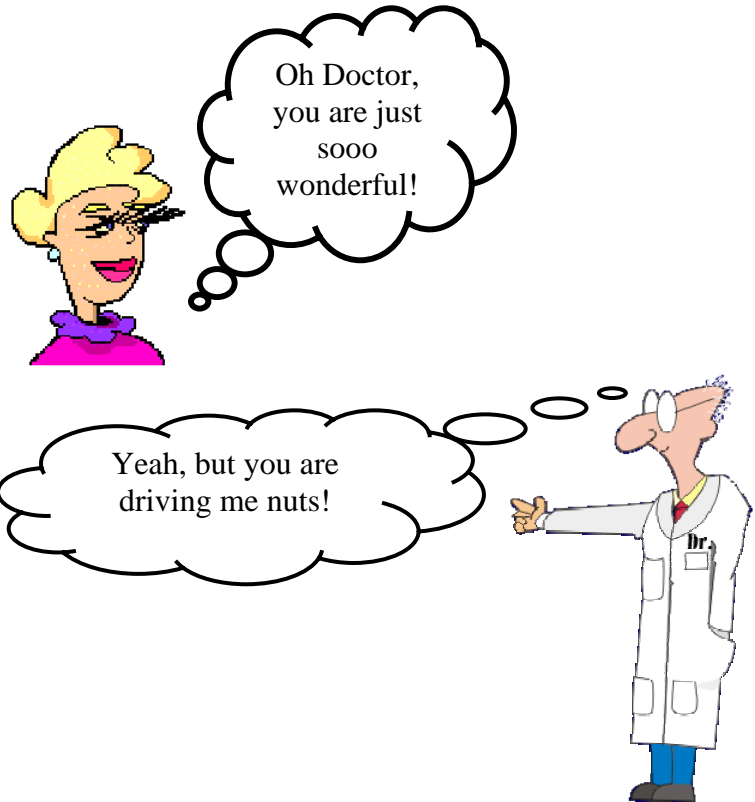
THE TOP 35 CHARACTERISTICS IN A SUPERIOR EMPLOYEE SOUGHT AFTER BY ORTHODONTISTS

These qualities are listed in the order of importance as reported in a survey which Rosemary conducted of 100 Top-Quality Practices Across the United States in 2003. The Doctors were asked to list the characteristics, in order of importance to them, of a quality member of their team. The list continues to stay the same today.

1. **Positive Mental Attitude***
2. Outgoing Personality – “A Smiler”
3. Dependable and Responsible*
4. Well Groomed
5. Caring and Compassionate
6. Honest*
7. Teachable – Willing to Learn
8. Committed*
9. A “Do What it Takes” Work Ethic
10. Great Communication Skills
11. A Team Player*
12. Intelligent*
13. Integrity
14. Enthusiastic*
15. Experienced
16. Goal Oriented*
17. Self Esteem – Confident*
18. Energetic*
19. Motivated*
20. A Good Listener
21. Disciplined – Focused*
22. Sense of Humor
23. Courteous
24. Compatible with the Team
25. Empathetic
26. Mature
27. Punctual
28. Creative
29. Decisive*
30. Patient*
31. Visionary
32. Self Starter – Initiative*
33. Organized
34. High Moral Character
35. Kind

**Which Qualities Does Your Team Possess?
Where Are They Lacking?
How Can They Improve?
Can You Help Them?
Who Can?**

Ask your team members the above questions during a team meeting. Review this list with them, offer to bring in experts to assist in training in the areas where your team feels less than confident.

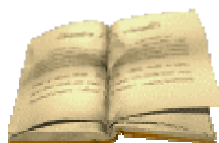


**These are considered by Zig Ziglar to be among the “Top Requirements” for Success.*

RECOMMENDED READING TO BECOME THE BEST LEADER OF THE BEST ORTHO TEAM AND CREATE PEAK PERFORMANCE



How to Win Friends and Influence People.....	Dale Carnegie
Visionary Business: An Entrepreneur's Guide to Success	Marc Allen
As a Man Thinketh	James Allen
The Power of Ethical Management.....	Ken Blanchard and Norman Vincent Peale
Leadership is an Art.....	Max DePree
The One Minute Manager.....	Ken Blanchard and Spencer Johnson
The Winner Within	Pat Riley
Sacred Hoops	Phil Jackson
Zapp! The Lightning of Empowerment	William Byham
Everyone's a Coach.....	Ken Blanchard and Don Shula
Get Everyone in Your Boat Rowing in the Same Direction.....	Bob Boylan
QBQ.....	John Miller
Peak Performers	Charles Garfield
Lead, Follow or Get Out of the Way	James Lundy
Leadership by the Book.....	Ken Blanchard
Leadership 101.....	John Maxwell
21 Indispensable Qualities of A Leader.....	John Maxwell
17 Qualities of a Team Player	John Maxwell
1001 Ways To Reward Employees.....	Bob Nelson
1001 Ways To Energize Employees.....	Bob Nelson
1001 Ways to Motivate Employees.....	Bob Nelson
The Heart of a Leader.....	Ken Blanchard
How To Become A Great Boss.....	Jeffrey Fox
High Five !.....	Bowles & Blanchard
The One To One Future.....	Don Peppers
The Five Dysfunctions of a Team.....	Patrick Lencioni
First Things First.....	Stephen Covey
Attitude 101.....	John Maxwell
Who Moved My Cheese?.....	Spencer Johnson
Fish!, Fish Sticks, Fish Tales, Fish for Life	Harry Paul et al
How To Win Customers and Keep Them For Life	Michael LeBouef, PhD
Whale Done!.....	Ken Blanchard
Good to Great.....	Jim Collins
The One Thing You Need To Know.....	Marcus Buckingham
The Purple Cow	Seth Godin



Survey Consensus - - - 120 Orthodontists Were Surveyed

I asked male, female, group and solo practitioners, senior and junior Doctors in all areas of the USA and 10 International Practices.



THE QUESTION WAS

What Are The Top 10 Management Mistakes That Orthodontists Make?

(not necessarily your mistakes, but all orthodontists)

Doctors were also asked to provide possible solutions for these mistakes.

Solutions listed are the Doctors' words, not mine

#1 Mistake = 38% mentioned this mistake

Failure to give adequate praise, thanks, recognition or appreciation to the team

Solution – *you can build a team, you cannot buy one
go to courses, plan surprises, have a bonus system, travel
give constant thanks, praise – more than you think you ever need to
know you cannot do it without them
take a pill and just do it!
Do It - it will pay you back 10 fold-happier team, less turnover/stress*

#2 Mistake = 32% mentioned this mistake

Failure to hire the “right” people

Solution – *create a place for a great person
have the team do interviewing and hiring
be patient and wait - no desperate hiring allowed
know personality traits and how to use them
use testing (IQ and/or personality)
know how very expensive it is to hire wrong
accept responsibility for doing wrong and fix it ASAP
stick to your guns!*



#3 Mistake = 30% mentioned this mistake

Keeping the “wrong” people on board too long

Solution – *decide early and move forward
terminate earlier rather than later
help them to leave and be happier
know that energy suckers must go
have the team hire so no one person is “to blame”
learn from your mistakes
memorize this sentence:*



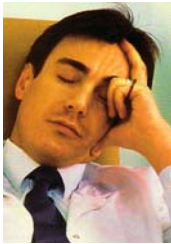
“I don’t know how we are ever going to get along without you, but starting tomorrow, we are certainly going to try.” ☺

#4 Mistake = 23% mentioned this mistake
Failure to provide the team with goals, personal accountability, performance evaluations and feedback



Solution – *do annual performance evaluations (One on One's)
train yourself first, and then train the team
have productive, regular effective staff meetings
involve the team in the practice goal setting process
hire someone to help you do this
reward great performance*

#5 Mistake = 22% mentioned this mistake
Failure to delegate, think you can or should do it all



Solution – *hire the right people in the first place
be specific with training and requests
know whose practice it is anyway
support them in front of others
reward great performance and praise them
train and then empower the team to do more*

*walk your talk
develop more trust
let it go Buddy!*

#6 Mistake = 21% mentioned this mistake
Failure to establish an organized, effective Internal/External marketing plan



Solution – *have a marketing committee - the Dr is not it
meet regularly to discuss, plan and implement
go to meetings, listen to tapes, and ask others so you learn more
hire others (consultants) to help you
develop the plan and then stick to it!
promote or perish!
turn your team loose*

#7 Mistake = 20% mentioned this mistake
Failure to be the LEADER of the team



Solution - *pay attention to the practice goals, numbers and pulse
set a good example in all areas
read, go to courses, listen to tapes
get a coach or mentor
ask others for feedback on how you are doing*

#8 Mistake = 20% mentioned this mistake
A poor or negative attitude/moodiness exhibited by the Doctor

Solution -

*know that ego, arrogance and “Doctoritis” get you nowhere
look in the mirror clearly and honestly
set a good example
admit your weaknesses to yourself and your team
ask your team for help, assistance, coaching
hire others to help you get better – you’ll be glad you did
read, take courses
be more grateful*



#9 Mistake = 17% mentioned this mistake

Avoiding conflict or confronting of the team

Solution



*learn conflict resolution skills
talk openly about all things
be firm yet still be kind
terminate people early on
do people a favor by being honest and real
“grow some balls” ☺*

#10 Mistake = 15% mentioned this mistake

Failure to hold regular, effective team meetings

Solution - *learn how to it well*



*set the time and stick to it !
follow written agenda
stay on focus and on time
have complete notes taken and distributed
rotate the facilitator
don’t think you have to lead them yourself !*

- #11 Mistake = overall poor communication (11%)
- #12 Mistake = failure to have a written vision, mission statement, purpose to follow (10%)
- #13 Mistake = failure to establish and follow an office budget (10%)
- #14 Mistake = criticize the team in public-be too harsh, hurt feelings, de-motivate (9%)
- #15 Mistake = failure to run the practice as the business it is (8%)
- #16 Mistake = complacency - resistance to change (8%)
- #17 Mistake = failure to pay quality attention to dental referrals (7%)
- #18 Mistake = allowing gossip/miscommunication to ruin team cohesiveness (6%)
- #19 Mistake = treating the team like workers rather than family (5%)
- #20 Mistake = inadequate or non-existent training protocols (5%)



*What a difference a day makes is a great saying we all know.
Rearrange some words and try saying, what a day a difference makes !*

