

# The High Performing Orthodontic Team



# Identifying the Weeds, Daisies, and Orchids in your Practice

## Weed Team Members

- Energetic and take on \_\_\_\_\_
- Hard to hold back
- Once they've mastered a skill, they need little \_\_\_\_\_
- Work alone or in groups
- Self-motivated
- They look for ways to \_\_\_\_\_ the practice
- Keep them interested by assigning \_\_\_\_\_ roles
- Give them the \_\_\_\_\_ to make needed changes

## Daisy Team Members

- With “\_\_\_\_\_” and “\_\_\_\_\_,” they can grow into productive and positive contributor
- Need \_\_\_\_\_ to keep them focused and moving in the right direction
- Don't \_\_\_\_\_ them but rather give them projects to help them grow
- Thrive on \_\_\_\_\_ and rewards

## Orchid Team Members

- High \_\_\_\_\_ team member
- Require just the right amount of \_\_\_\_\_ to succeed
- Need \_\_\_\_\_ monitoring and checklists to ensure they perform at a productive level
- Clear, concise directions with frequent \_\_\_\_\_ can turn them into a daisy

# Respecting, Understanding, and Accepting Others' Behavioral Styles

## DISC

### D Direct/Dominate

- Quick thinker, loves \_\_\_\_\_, accepts \_\_\_\_\_, questions status quo
- Motivated by \_\_\_\_\_, \_\_\_\_\_, and control of environment
- Fears being taken advantage of
- Needs to work on being a better \_\_\_\_\_, becoming a better team member, and pacing themselves

### I Influencing

- \_\_\_\_\_ animal, creates a motivational environment, enthusiastic, \_\_\_\_\_, loves people
- Motivated by being \_\_\_\_\_
- Fears not being liked or accepted
- Needs to become a better \_\_\_\_\_, improve time management skills and seek \_\_\_\_\_

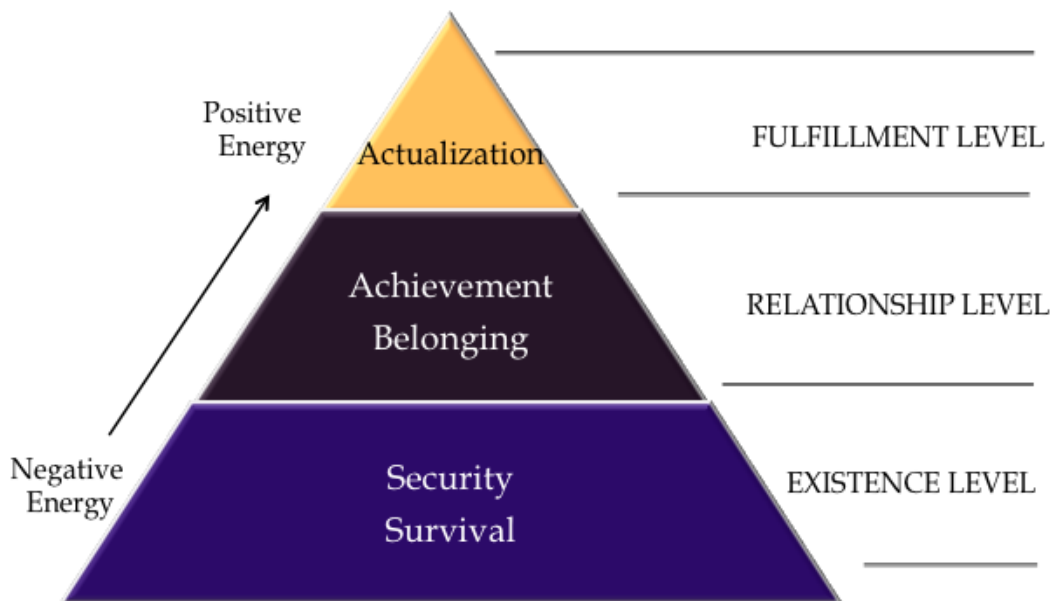
### S Steadiness

- \_\_\_\_\_, dependable, predictable, patient, creates a harmonious work environment
- Motivated by \_\_\_\_\_
- Needs to work on accepting \_\_\_\_\_, using direct communication, and learning to say no

### C Conscientiousness

- Analytical, accurate, systematic, \_\_\_\_\_
- Motivated by \_\_\_\_\_ of details
- Fears \_\_\_\_\_ of their efforts
- Needs to work on \_\_\_\_\_, seeing the forest not the trees, and moving quicker

# Maslow's Model of Hierarchy



1.

2.

3.

4.

# Four Generations Working Together

## Traditionalists/Vets, Baby Boomers, Gen X, and Gen Y/Millennials

Heard around the office:

- “It’s 5 o’clock—I’m out of here!”
- “She has no work ethic.”
- “I remember when I first started working here...”
- “Why is she texting all the time?”
- “You don’t appreciate the benefits you receive!”

### Traditionalist/Vets: 1922-1945

- **Description:** Conservative, disciplined, loyal, highly dedicated, stable
- **Influencers:** Great Depression, World War II
- **Team Issues:** Don’t like risk, uncomfortable with conflict, tend to hoard, past-oriented, sensitive to criticism

### Baby Boomers: 1946-1964

- **Description:** Hard workers, workaholics, like teamwork, loyal to their employers, good at completing tasks, goal oriented, accepting of diversity, value health and wellness
- **Influencers:** Vietnam War, civil race riots, Kennedy and King assassinations, Watergate, Woodstock
- **Team Issues:** Dislike constant feedback, process oriented, reluctant to confront peers, may be technically challenged, expect authority

## Gen X: 1965-1980

- **Description:** Want a balance between work and life, independent, self-reliant, strong loyalty to friends and family, value continuous learning, entrepreneurial
- **Influencers:** Witnessed parents getting laid off, high divorce rates, downsizing, limited wages, latchkey kids, MTV, AIDS, instant gratification through video games
- **Team Issues:** Not overly loyal to employers, strong technical skills, results focused, question authority figures, not necessarily motivated by money, adaptable to change, tolerate work as long as it is fun, individualistic, feel managers ignore their ideas

## Gen Y/Millennials: 1981-2000

- **Description:** Comfortable with technology, value teamwork, embrace diversity, adaptable to change, seek flexibility, independent, balanced life, multi-taskers, value CE and training
- **Influencers:** Parental excesses, technology, Columbine, September 11<sup>th</sup>
- **Team Issues:** Lack of loyalty to employers, demanding, confident, results oriented, independent, prefer a leader who listens well, need feedback, rather text than have a face to face meeting

# 4 Stages of a Team

## Stage 1: Working Group

Low \_\_\_\_\_ as a team and low \_\_\_\_\_ from leaders or members.

## Stage 2: Pseudo-Team

Individual desires and goals are more important than \_\_\_\_\_ goals.

## Stage 3: Potential Group

Involvement and \_\_\_\_\_ increases as the team becomes cohesive.

## Stage 4: High Performing Team

There is a sense of \_\_\_\_\_. A great deal is accomplished.

## Team Motivators

Tie rewards and recognition to job effort and/or performance. Don't make the mistake that staff only respond to money.

### Intrinsic Motivators

- 1.
- 2.
- 3.

### Extrinsic Motivators

- 1.
- 2.

## **Building and Maintaining Communication and Teamwork with Your Team**

- Recognition/Appreciation
- Assume positive intent
- Follow through with promises
- Be honest and direct
- No secret meetings
- No “meetings” after the meeting
- Social outings
- Know each others’ DISC style

## **Team Communication**

- “Pinch-Crunch”
- 24-hour rule

## **Communication Choices**

Positive Feedback

Result:

Negative Feedback

Result:

Ignore

Result:



# **Team Code of Ethics**

## **The 12 Behaviors of a Successful Team**

1. Always be willing to do more than your share.
2. Never talk about another team member behind their back.
3. Accept reality. All team members do not have the same duties, experience, and ability and all are not paid the same.
4. Have respect for others' job responsibilities.
5. Participate in team activities even if it is inconvenient to do so.
6. Confront your conflicts.
7. Never be late or absent for trivial reasons.
8. Be involved, concerned, and active in your own personal growth.
9. The group goals are always considered before individual goals.
10. Be honest and direct with your communication with others.
11. Never involved others in situations they cannot address or solve. Always go to the individual with whom you are having a problem.
12. Everyone's job always exceeds a specific job description.

## About Amy Kirsch

Amy Kirsch is a nationally known dental practice management speaker and consultant and one of the Founders of the International Institute for HealthCare Businesses. For over 20 years, Amy has provided customized consulting services and training for dentists and their teams on topics including practice analysis, leadership training, scheduling for success, internal marketing, customer service skills, cash flow analysis, effective communication skills, hiring for success, and new owner success.

Amy has been a dental assistant, office manager, and a dental hygienist and brings her clinical, management, and dental consulting experiences to her presentations. Amy is the publisher of “The High Performing Dental Practice” training series. Amy is a member of the Academy of Dental Management Consultants and the American Academy of Cosmetic Dentistry. She has been a Senior Dental Consultant with the Pride Institute for seven years, an Associate Professor at the University of Missouri Kansas City, a Visiting Faculty Member of the L. D. Pankey Institute and is a Clinical Assistant Professor at the University of Colorado School of Dental Medicine.

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