



| BY JUDY KAY MAUSOLF

While working with dental teams nationwide, I've found that everything begins and ends with the leadership team. It's what leaders do, allow, or accept that cultivates the culture. If the leadership team is not aligned and cohesive, the team won't be either. Here are my top 10 strategies to build an aligned and cohesive workplace.

STRATEGY 1 - UNITED WE TEAM

The We Team consists of everyone leading together. It could be as simple as a solo doctor without a manager. In this case, it's very simple to be united with oneself. However, once there are two or more, it takes a focused commitment. The leadership team can include doctors, managers, team leads, and anyone in a role that is responsible for leading other team members. The leadership team must always be supportive and united in front of the team. Any difference of opinion or disagreements must always be handled behind closed doors. Otherwise, it can create confusion and chaos within the workplace.

STRATEGY 2 - ONE MESSAGE

In order to have one message, the leadership team needs to be on the same page. Owner doctors will need to establish four core values to build around. Weekly leadership meetings help keep the entire

leadership team in the loop and on the same page. Choose the same day and time each week and reserve it a year in advance. It's at the weekly leadership meetings where discussions and agreements are made. Put the agreements in writing and save the information in a meeting log. Once agreements are made, they are shared with the entire team.

STRATEGY 3 - OPEN COMMUNICATION

Open communication includes the entire team. A team meeting setting works best to allow time for introduction, discussion, and implementation of new ideas or changes. It's important to get feedback from the team members that will be responsible for doing the work. Never introduce a change or new process in a memo. It does not allow time for discussion and will limit end results.

STRATEGY 4 - MODEL THE WADDLE

In other words, lead by example. This is the number one leadership principle. There are no exclusions, no exceptions, and in essence, no double standards. I often hear, "But Judy Kay, I am the doctor. I can do what I want."

TOP TEN CONTINUED | PAGE 18

...TOP TEN CONTINUED

Yes, they can, but not without exceptions. It is not what we say but what we do that inspires our team to follow our lead. Leaders must always walk their talk. For example, they need to be engaged and positive if they want their team to be that way.

STRATEGY 5 - WHEN TO LEAD VERSUS MANAGE

Know when to lead and when to manage. Leadership is defined as the ability to influence and guide people. Leading is providing a big-picture view to the team and motivating them to be a part of the vision. Once the vision is clear it's time to manage. Management is directing and controlling the process to reach a goal. It turns the vision into reality by setting and measuring smaller goals for the team to reach the end goal.

STRATEGY 6 - HIRE THE RIGHT PEOPLE

The right people are those that fit the team and practice culture. Evaluate as a team the aptitude, character traits, and skillsets necessary to perform the job.

TOP TEN CONTINUED | PAGE 19

MEET JUDY KAY MAUSOLF AT THE
2023 AADOM CONFERENCE!

MEET THE AUTHOR



ASCA SPEAKER

Judy Kay Mausolf is a speaker, author and dental culture specialist with expertise in helping others become happier and more successful! She coaches dentists and their teams on how to become stronger leaders, communicate more effectively, and deliver service with more focus and passion.

She is a past president of the National Speakers Association (Minnesota Chapter), Director of Sponsoring Partners for the Speaking Consulting Network and a member of the National Speakers Association and Academy of Dental Management Consultants. She is also recognized as a leader in consulting by Dentistry Today. Judy has authored three books and is a contributing author for many dental magazines. She also publishes a monthly newsletter entitled "Show Your Shine".

UNLOCK ACCESS TO EXCLUSIVE MEMBERS-ONLY BENEFITS

BEING A MEMBER OPENS UP ACCESS TO EXCLUSIVE BENEFITS, DISCOUNTS & MORE!


- Private forum & Facebook groups
- Live & on-demand education
- Office Management 101 curriculum
- Professional designations program
- Member pricing on conference registration
- Special member discounts
- Discounted job board listings
- Access to healthcare coverage & more!

AMERICAN ASSOCIATION OF DENTAL OFFICE MANAGEMENT
AADOM
LEARN • CONNECT • GROW

LEARN, CONNECT & GROW · JOIN AADOM TODAY! DENTALMANAGERS.COM/MEMBERSHIP

SupportDDS

BEEyond Outsourcing



Grow & Expand with Remote/Virtual Teams

We Provide
Dental Certified, Full-Time Team Members

- Revenue Cycle Management
- Insurance Verification
- Director Of First Impressions
- Recare/Reactivations
- Scheduling/Phone Support
- Spanish Speakers



Schedule A
Discovery Call Today

...TOP TEN CONTINUED

Never trade character for skills. Skills can be taught, whereas character is innate.

STRATEGY 7 - TRAINING BENCHMARKS

Establish clear and consistent training benchmarks for new hires. Define what the minimum level of performance will be for each milestone. Create weekly benchmarks for the first three months then monthly benchmarks for the next 3-12 months. Clear benchmarks create clear expectations for the new hire as well as the existing team.

STRATEGY 8 - ACCOUNTABILITY

Leaders need to hold everyone equally accountable. No exclusions or exceptions, or it will feel like favoritism and divide the team. Address negative words, attitudes, and actions as they happen daily. The verbiage I like to use is, "How does _____ support

our core value of _____?" or "How does what you did support our standard process of _____?"

STRATEGY 9 - APPRECIATION

Appreciation gives team members value and purpose. It is also feedback on performance. Leaders, catch your team members doing things correctly and show appreciation. Appreciation motivates. Criticism demotivates. What is rewarded gets done.

STRATEGY 10 - CELEBRATION

Celebrate successes daily. Morning huddles provide an opportunity to share successes from the day before. I am not just talking about financial goals. Highlight positive patient interactions as well as positive team-member-to-team-member ones.

Implementing these ten leadership strategies will help you build an aligned and cohesive team. ■