
CREATING A GREAT DENTAL OFFICE CULTURE

DEBRA J. PARENT, PHR, SHRM-CP, CHHR

KATE ALMEIDA, RECRUITER, RDH





WHETHER YOU DELIBERATELY CREATE CULTURE, OR NOT, YOU HAVE ONE

CAN'T AFFORD A CULTURE BY DEFAULT



WHAT IS CULTURE?

- Critical to attracting and retaining employees
 - The DNA of the organization
 - What your practice values, and how willing it is to meet it's own standards in day to day operations
 - The workplace expressions that shape beliefs and drive actions and results
 - It must be employee and company focused
- A practice's culture is reinforced everyday based on dozens of cues that management sends to employees, all of which tell them how to exist within the organization, what behavior is allowed or prohibited

MUST HAVES FOR A GREAT CULTURE

- Diversity, Equity, and Inclusive
- Technologically savvy
- Holistic well being and work-life balance focus
- Leaders that prioritize people and talent development
- Financially healthy and growth oriented
- Seamless candidate and employee experience
- Internal mobility program
- Business decisions that tie to the company mission
- Comprehensive onboarding
- Remote work and flexibility of scheduling
- The tools and equipment needed to do the Job
- Emotional and physically positive work environment
- DE & I culture, socially responsible company with charitable interests

CHARACTERISTICS OF A GREAT DENTAL OFFICE CULTURE

- Caring Dentist, Easy Going
- One that nurtures its employees, and is committed to its mission and values
- A practice where leaders regularly solicit feedback from employees, listen to feedback, assess feedback trends and create action plans to address the issues raised
- Most importantly, it is a practice where leaders close the loop by telling employees how the company reacted or plans to react to their honest feedback
- Employees want to do their jobs well and they want to be heard

HOW TO CREATE A GREAT WORK ENVIRONMENT

- Comprehensive onboarding
- Mentor program
- Daily morning huddles
- Monthly or Bi-weekly Staff meetings which provide for rich and lively discussion with the focus on continuous process improvement and staff participation in decision making.
- Creature Comforts

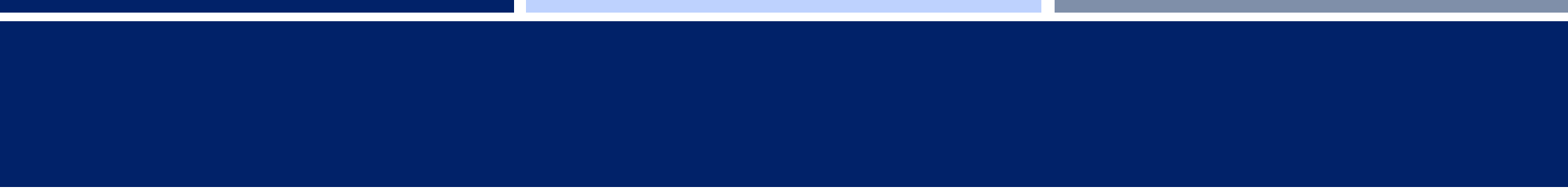
- Daily contact with each employee, assigning work, training, and mentoring; insuring that each employee is engaged and focused on performing the tasks at hand in a safe manner.
- Providing at least two training sessions or workshops per year for staff members
- The staff are promptly and publicly recognized for performing great work, by gift card, recognition at the weekly meeting, or otherwise in the practice.
- Annual performance or quarterly job scorecard reviews are being conducted on all staff to insure effective performance management.

5 core job characteristics that impact job satisfaction and subsequent performance

1. Skill Variety – degree to which a job entails a variety of different activities, which demand the use of different skills and talents
2. Task Identity – degree to which the job requires completion of a whole and identifiable piece of work, that is, doing a job from beginning to end with a visible outcome.

5 CORE JOB CHARACTERISTICS IMPACT JOB SATISFACTION AND SUBSEQUENT PERFORMANCE

- 3. Task Significance – Degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment.

- 
4. Autonomy – degree to which the job provides substantial freedom, independence, and discretion to the individual in doing the work and in determining the procedures to be used in carrying it out.
 5. Feedback – degree to which carrying out the work activities required by the job results in the individual being given direct and clear information about the effectiveness of his or her performance.

JOB ROTATION

- Employees rotate in and out of different jobs
- Both job rotation and job enlargement help alleviate boredom people may experience when doing narrow, specialized jobs. It can also help eliminate repetitive muscular skeletal issues.

JOB ENRICHMENT

- Any effort that makes work more rewarding or satisfying by adding more meaningful tasks to an employees job
- Increasing the autonomy and responsibility of employees



THE LEADER SETS THE TONE FOR THE PRACTICE.

IF THE LEADERS ARE HONEST, TRUSTING, RECEPTIVE TO NEW IDEAS, AND RESPECT EMPLOYEES AS PARTNERS IN THE ORGANIZATION'S SUCCESS, IT'S MORE LIKELY THE PRACTICE WILL TRULY BE ABLE TO EMPOWER IT'S EMPLOYEES



MORE STRATEGIES FOR EMPLOYEE EMPOWERMENT

- **Participation – Employees should be encouraged to take control of their work tasks, improve their work processes and interpersonal relationships**

MORE STRATEGIES FOR EMPLOYEE EMPOWERMENT

- **Access to Information – Employees must have access to a wide range of information. Involved individuals decide what kind of information they need for performing their jobs**

MORE STRATEGIES FOR EMPLOYEE EMPOWERMENT

- **Accountability – Empowered employees should be held accountable for producing agreed-upon results.**

TEAMWORK

- **Support – All team members speak up and feel free to offer constructive comments. The team exhibits an atmosphere of inclusion.**
- **Listening and Clarification – Active listening is practiced. Members honestly listen to others and seek clarification on discussion points. Team members summarize discussions held**
- **Share patient load between staff**

TEAMWORK

- **Disagreement – Seen as natural and expected. Members comments are nonjudgmental and focus on factual issues rather than personality differences**
- **Consensus – Team members reach agreements through consensus. Common ground among ideas is sought.**

- **Acceptance – Team members value one another as individuals. They recognize that each person brings a valuable mix of skills and abilities to the team**
- **Quality –There is emphasis by the leaders on continuous improvement and attention to detail**

- **Teams are more effective when they have established “ground rules” at the outset for how they should operate and how their members should behave.**

TOP ORGANIZATIONS

- Train employees on teamwork, and how to maintain positive working relationships

Why would they spend the time and money doing this training each year?

- According to Gallup Research, employees who have positive work relations expend more effort in their jobs
- The quality of managers, peer relations and internal communications have a direct bearing on this

MORE STRATEGIES FOR EMPLOYEE EMPOWERMENT

- **Job Crafting – Occurs naturally when employees mold their tasks to fit their strengths, passions and interests.**
- **Administrative assistants can make their jobs more meaningful by doing more than just raw administrative tasks. Expanding their roles to planning activities, events, preparing special reports, serving as the organization’s representative at business meetings, etc.**

- Involving employees in decision making and giving them the power to act also tends to increase what HR professionals refer to as employee *engagement*.
- Engaged employees are employees who consistently perform at high levels, are enthusiastic about what they do, and look for better, more efficient ways of doing things.

Leadership must generate:

- *an energy, upbeat tempo,
- *a cooperative spirit
- *a motivating force

which has the effect of enlivening staff and arousing enthusiasm so they are committed to work hard and enjoy what they do.



Engaged employees are enthusiastic and immersed in their work which helps the practice succeed





EMPLOYEES DON'T STAY AT A PLACE WHERE NO ONE SEES THEIR VALUE

THE JOB OF THE LEADER IS TO MAKE SURE EMPLOYEES KNOW THEY ARE VALUED



CONTACT INFORMATION

DEBRA J. PARENT, PHR, CHHR, SHRM-CP

KATE ALMEIDA, RDH, RECRUITER

DJP RIGHTFIT RECRUITING, LLC

RIGHTFITRECRUITING@COMCAST.NET OR 508-884-6798