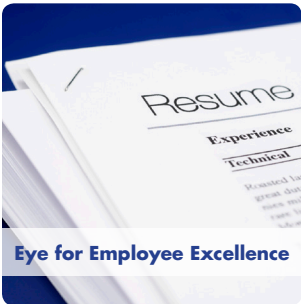




ADS Florida Insider

EXPERIENCE, INFORMATION AND CONSULTANTS YOU CAN TRUST

OCTOBER 2013



Eye for Employee Excellence



Compensation questions?
Clarity is Key.

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PRACTICE PERFECT: How to Hire for Excellence

It is well known that the best dental practices attract excellent staff, and subsequently, have minimal staff turnover. However, even in the best practices, there will be times when it's necessary to hire new staff members. Practice growth, retirement of an existing employee, and family changes such as a spouse being transferred to another city, are just some of the reasons that create a need to hire. Dr. James Pride, founder of the Pride Institute, once said "hiring a new employee is your opportunity to continue developing the quality of your practice."

Have a Plan Before You Search

So, how do you best position yourself for finding excellence and "continue developing the quality of your practice?" Before you start the hiring process, make sure you have two essential items prepared: Develop a clearly-defined practice philosophy to share with the prospective employee. Second, develop a concise written job description that defines both the duties of the position, as well as the doctor's expectations.

When you begin your search, it's important you look for the employee in the right places. According to the Pride Institute, one of the most effective ways to find the best employees is through "networking" or word-of-mouth referrals. Your future staff member is probably looking online in places such as Craigslist, as well as the newspaper. Social media is also a great way to spread the word. Consider using your website or Facebook page to "advertise."

Ask the Right Questions: Importance of Interview

Once you find a potential candidate, the importance of the interview process cannot be overstated. Being prepared and controlling the interview are paramount, and will help differentiate between the truly motivated and high performing candidates, and those that are not. Many candidates have already developed a "canned" response to questions they have been asked many times before. Overused questions, such as "tell me about yourself," or "describe your strong points," often elicit virtually the same response from each candidate, rendering the question useless.

Avoid closed-ended questions and offering the answer prior to asking the question. The most effective interviewers rely on open-ended questions, which require the candidate to provide more spontaneous reactions, ultimately revealing more about their philosophy, motivation and performance potential. Finally, without exception, check references. No matter how tempting it may seem to skip this critical step, take it upon yourself to call each candidate's references personally, regardless of the position the candidate is pursuing.

The time and preparation involved in hiring for excellence can minimize making a costly mistake. Remember the old adage "one bad apple can spoil the whole bunch."

Additional information on this topic can be found in the program "How To Hire Simply The Best" by the Pride Institute. www.Prideinstitute.com



CONSIDERING COMPENSATION: Clarity is key to success

By Amy Morgan, CEO, Pride Institute

As thoughts turn to the fall and winter holidays, and temperatures begin to cool, it's time to start preparing your practice for the coming calendar year. In many practices, this preparation often includes changes to staff compensation. Through ADS Florida's relationship with the Pride Institute, we have been afforded the opportunity to pass along the following thoughts from Amy Morgan, Pride's CEO:

Do you feel in control when giving your staff pay raises? Or are you raising their pay simply out of habit, rather than due to specific merit? And what about your sneaking suspicion that your team expects more than you can give – especially in this economy? Sadly, many dentists feel this way.

And worse, if you give pay raises that are undeserved or unaffordable, you will end up resenting your team. This resentment, in turn, often means that your team will later resent you. This creates a stressful environment where no one is in control.

What are you conveying with your compensation model?

Your method of staff compensation delivers a strong message about the culture of your practice; that is, the vision and values by which you do business. If you never give raises, even if production keeps rising, you'll convey the message that it's futile for your team to work harder, since their efforts go unrewarded. On the other hand, if you give raises simply because another year has passed, you'll convey the message that staff are rewarded without having to work toward new levels of productivity and excellence. Both of these approaches are not motivating, and encourage lack of accountability and sub-standard performance.

What you need is a compensation model that expects, recognizes and rewards achievement. This makes a statement that you want employees who are hard working, who strive for excellence and will help take your practice to the next level.

Make the best model

A sound compensation system creates a climate in which self-directed team members are encouraged and motivated, because they feel they are treated fairly and can exercise control over their future. By establishing objective standards for pay increases that are understood and agreed upon in advance, your employees will know the specific knowledge, skills and actions that can earn them raises.

If your financial administrator understands the importance of suggesting new payment options to patients in order to boost collections and he or she does so consistently, that employee will clearly understand why they have earned a pay increase. If he or she isn't comfortable with the new payment options, and fails to offer them to patients, he or she won't be surprised when collections don't improve and there is no salary increase. Then, through your coaching, the employee will know what to do to correct the problem and ensure a potential future salary increase.

When employees clearly know where they stand, it reduces or eliminates the resentment, anger and other negative reactions triggered when compensation decisions are made arbitrarily, without the standards, evidence and facts to justify them. Are you ready to take control? Pride's Compensation and Recognition Model will help you do just that, by giving you three essential rules to get your staff compensation program on the right track:

Law #1 – Compensation must be competitive

Consumers are becoming savvier when it comes to finding the best prices for things they want to buy. The same holds true for employees in seeking the best salaries (although other factors are also critically important in job satisfaction). If you pay below-average salaries compared to similar dental practices in your area, you will not attract above-average applicants. Therefore, finding excellent people requires offering a fair rate of pay compared to similar practices in your area.

Your team may also compare their salary to that of other team members in your office. While salaries are supposed to be strictly confidential, unfortunately, that doesn't always happen and cannot be legally enforced. Your appointment coordinator may be unhappy because he or she is making less money per hour than your financial administrator. But your appointment coordinator may not have the same level of experience, education, or skills as your financial administrator.

In establishing the proper compensation levels, consider how differences in skills, experience and qualifications require that you provide different ranges of pay. The key is to clearly communicate your criteria and standards so that employees know you are being fair. A team member won't feel blindsided if you clearly and proactively tell them the reasons behind the compensation structure. >> *Continued in our next issue.*

Amy Morgan is a top dental consultant and CEO of Pride Institute, a nationally acclaimed results-oriented practice management consulting company. Amy has revitalized thousands of dental practices using her time-proven management systems, so that they become more secure, efficient and profitable.

Founded in 1976, Pride is dedicated to substantially improving doctors' professional, financial and personal lives. Pride offers continuing education, marketing, on-site training and telephone consultation support. For more information contact ADS Florida at 800.262.4119 or email pride@adsflorida.com. ADS Florida proudly serves as the exclusive transition specialist for Pride Institute nationwide.

The above article was reprinted with permission from The McGill Advisory, a monthly newsletter devoted to tax, financial planning, investment, and practice management matters exclusively for the dental profession, available for \$217 a year from John K. McGill & Company, Inc., Lake View Professional Building., 8816 Red Oak Boulevard, Suite 240, Charlotte, NC 28217; or call (888) 249-7537 for further information.

ADS F L O R I D A



[PROFile]

Phil LoGrippe, DMD
Naples/Fort Myers

Phil LoGrippe, DMD, maintained a private practice in general dentistry in Naples, Florida, for 22 years, selling it in 2010. A two-time past president of the Collier County Dental Association, he has also served as a member of the Executive Committee for eight years, on the House of Delegates of the Florida Dental Association for four years, and is a member of the ADA, FDA and WCDDA. Phil is a big Florida Gator fan and also enjoys exploring the Everglades by foot, bicycle and car.

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Seminars & Events

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Strategies for a Successful Transition

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What Our Clients Say

"ADS and Paul Rang did a superb job of understanding what my wishes were in transitioning from my lifetime work to retirement. Paul found just the right person for my practice. Paul was patient, answering all questions, with patience and thoughtfulness. ADS has all the systems in place to make a difficult transition seamless and smooth"

— Robert D. Pellarin, DDS

"[ADS Florida] established a fair value, produced several potential buyers, evaluated each potential buyer accurately. When I was injured and could not return to my practice, Greg (Auerbach) got the job done. Greg was there at a pivotal point with great guidance and effectiveness."

— Jay D. Krasne, DDS

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