



The
TORONTO ACADEMY
 of
COSMETIC
DENTISTRY



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The Year Comes to a Close

Another great year has come to a close. With the last meeting in April, Nathan Blitz's tenure as TACD president has ended. Nathan's leadership allowed the TACD to grow both in number of members and in quality. We thank him for his hard work.

The number of full members is about 150. Attendance at the 3 main meetings and the members dinner was over 900 in total.

The members dinner meeting was well attended and very successful. Starting at 7pm, it didn't end until after 10pm. We were fortunate to have Steve Phelan from Oakville present his accreditation slides. The cases were remarkably good and Steve was one of the few to pass accreditation on his first try. That night we also had a lecture and hands on demonstration sponsored by Wright Dental. Many of their products were available for Doctors to use and test. Finally, the election was held for the next member of the TACD Board. Carol Waldman was acclaimed. Carol brings her knowledge and expertise to the TACD and we look forward to her input and involvement.

This year also saw the launching of our website. Available on the site are all past newsletters, all registration information,

including registration forms, and all seminar information. Please use it to get any information you may need. Members names are also listed as we hope to have this site used by consumers in the future. Sponsors have helped finance this site so please visit them and their sites for helpful information and great deals.

The address is: www.tacd-online.com

The Practice Management Issue

In this issue of the TACD Newsletter we will be presenting articles on Practice Management. This topic is close to all our hearts as we strive to grow our practices to successful levels. In the following pages we will include articles about Dr. Howard Farran and his integration of systems into his practice; personality profiling as presented by Walter Hailey's Boot Camp; and an article on Human Engineering by Dr. Earl Estep. These will not be clinical or technical articles. Clinical skills combined with financial skills and human engineering skills make up the triad that determine success in practice.

Dr. Kal Khaled

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Human Engineering

by Dr. Earl Estep

The number of patients required for any good dentist depends entirely on LOCATION. In a high rise office building in the heart of the business section in Dallas, you'll see more wealthy patients, lawyers, business people, sales people, people who can afford \$3,000 or \$4,000 worth of unexpected expenses.

But in rural Kentucky or Athens, Texas, it requires a greater number. It's simply a different way of life in rural areas.

It's that simple.

What is a good patient anyway?

Old Sam

Sam was 68 years old the first time I saw him. He had a tooth ache, but still managed to tell us about his first grandbaby. It was a girl and she was born the day before.

We placed Sam on antibiotics and two days later, removed the roots of the tooth that was long past saving.

We didn't see Sam for five years. During that time we began seeing his daughter and her entire family and 40 or 50 new patients who also began referring to us because we treated them right.

And all this got started because we were nice to Sam. We wrote in BRIGHT GREEN the name and birthdate of his new grandbaby.

When the mother came in, the first thing we asked about was her new baby. And the chain of referrals began. Sam's daughter liked us because we liked her, her dad, and proved it by asking about her new baby.

Well, what will the experts tell us about old Sam? Is old Sam a valuable patient? We can trace over \$50,000 worth of business directly to old Sam.

Sam never had an onlay in his life. Sam died at 79. I went to his funeral in a little country church that held only 40 people. Two hundred and fifty stood outside, then went to the cemetery.

Half the people there were patients of mine. Lots of them because of old Sam.

What is the right kind? How am I going to pick out just the reconstruction cases out of this crowd. Old Sam helped me get rich. Isn't old Sam a valuable patient. The elitist wouldn't want Old Sam.

Let's stake a family of five. The mother is a delightful person. She listens when we help her with prevention and home care skills. She has her mouth restored and refers everyone she knows to us including her hairbrained husband who doesn't trust us. He is ill-tempered, headstrong, and doesn't listen to anything we say. Is her husband a bad patient?

What do we do? How can we send him away and keep his wife? His wife is the right kind but he is not.

Well, in Athens, Texas, for 25 years we accepted people like this irritating husband. JoAnn, our D.H. or Mary

Paroline, or Karen, all three always make a hit with everyone. One of them would ALWAYS get people to talking about themselves because they were genuinely interested in other people.

With many patients like this mean husband it might take five to ten years before he ever accepted even one onlay. But, at some point, he would always come around.

We won because we kept them in our practice and because they liked Mary, Karen, and JoAnn, maybe even liked me. They referred others to us for years before they ever had their own mouths restored.

People refer because they LIKE you, not because you restored their mouth.

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Go Out of Your Way to Approve

The elitists are so wrapped in themselves they never truly understand that EVERYONE is hungry for approval. And it doesn't have to be a big thing in order to satisfy this hunger. We want EVERYONE to like us. We WANT referrals.

It's difficult to see at the time, but the people like the mean husband have a bigger craving for approval than someone like his nice sweet wife.

But people like the mean husband are super sensitive about insincere people. This is why we always try to give compliments to people about

some virtue that is not glaringly obvious.

If a man is a rancher and you praise him about what cattle he grows, he is apt to think you are merely flattering him.

If you are going to give a pretty girl a compliment, talk about her brains. She and everyone else already know how obviously pretty she is. If she is good at other things, seek out and praise her for them, then watch her glow.



Personality Profiling as taught by Walter Hailey's Boot Kamp

The concept of personality profiling is not new to industry. But it is new to dentistry. The goal of personality profiling is to gain an understanding of an individual, usually a customer, employee, or manager. There are numerous psychologically-designed personality profiling systems in use in North America. At Walter Hailey's Dental Boot Kamps, a 3 day weekend course taught by Hailey and his staff, the DISC Profiling system is used. It is comprised of a test booklet that the individual fills out. Within a few minutes he can have a profile reported that is very accurate in its assessment.

Let's look at the outcomes. There are 4 possible outcomes in this profile system: D, I, S, or C. The D stands for Dominance. People exhibiting this trait like being on time, being in control, and like to make decisions quickly. They are business-like and appreciate efficiency. They like to Tell rather than Ask, and they are task-oriented. I stands for Influencing. People exhibiting this trait are sociable and people oriented. They like to have a good time, are usually loud and outgoing. They are people oriented and value referrals. S stands for Steadiness; S personalities dislike changes and dislike confrontation. They like personal service and caring. They are people oriented and will ask rather than tell. Finally, C people value Compliance. These personalities value facts, and tasks. They respect accuracy and quality and don't like to be rushed. They are also askers not tellers.

No one is purely one type; we are all mixtures. But we usually have a dominant style. Identifying the personality style can be valuable in a dental office in many ways. When we place a patient in a style category we can understand him much better and influence him more effectively. For example, we often have patients that are very analytical. They ask for details like what material crowns are made from, or why we do what we do when a root canal is performed. Often we are put off by their questioning, thinking they mistrust us. But if we understand their type (C) then we can deal with them more effectively, perhaps booking more time, or giving them technical handouts on the products we use. They will be much happier and appreciative while the staff will be more understanding and effective. Another application is matching personality styles: for example when we have a D patient we try and match her with a D hygienist. They both value being on time, efficient task completion, and they both dislike time wasting and needless discussion. The end result is a patient who is happier with our great service.

Consider using the DISC system. More information can be obtained from Hailey's Boot Kamp Organization. [n](#)



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TACD Polo Shirts

We still have TACD shirts available in various sizes. The price is \$25 and they can be ordered by calling the TACD phone line at:
(416) 236-6861

The 30-Day Dental MBA

Howard Farran has created a one-man dental empire with his seminar business, newsletter, website, videos, as well as completing an MBA and working in his large dental practice. His recently produced videos, entitled the 30 Day Dental MBA, summarize all his accumulated Financial and People management knowledge. In these tapes, 30 in all, he covers topics such as marketing, staff management and training, business accounting, and retiring rich. Using accepted business principles he analyzes dental practice in the context of businesses in general; in other words, he analyzes our problems the way a business person would analyze any business.

When studying methods of increasing office revenue, Farran uses principles presented in a book written by Israeli physicist Eliyahu Goldratt, called *The Goal*. In this best-seller, Goldratt attempts to address the problems of manufacturing and discusses the Theory of Constraints. In this theory or principle, Goldratt shows how we can identify a bottleneck in a system and, by eliminating the bottleneck, increase output effectively and quickly. The story presented in his book is of a fictitious factory that uses this system to significantly increase revenues. But how does this impact dental practice?

Ironically, these principles are relevant even in our offices. For example, a bottleneck can be availability of hygiene time in demand periods. If a patient has to wait 4 weeks to be seen, he is effectively being told to hold his money a month because there is no room for him. Or a patient who needs crown and bridge treatment is told that she can be seen in 3 weeks, no sooner. The dentist may want practice growth but a simple issue like hygiene scheduling or operatory space is simply holding him back. Utilizing the principle of constraints may allow a significant revenue increase without marketing cost or new patient acquisition. And yet these issues are rarely presented by traditional practice management gurus. Too often they present ideas on selling more or attracting more new patients. The answer may be far simpler. Consider viewing Farran's tapes and reading Goldratt's book to get more practice growth ideas. n



Next Year's Agenda

Next year's agenda will be published on our website within a month. Look for some of dentistry's leading names to visit us here in Toronto. It'll be another great year!