

*Smile Source®*

PRESENTS

# BUILDING THE **GOLD STANDARD** PATIENT EXPERIENCE





# THE PATIENT EXPERIENCE

Joshie the Giraffe had an amazing experience at The Ritz-Carlton.

After a vacation, a family's young son left his favorite stuffed toy, Joshie, at The Ritz-Carlton hotel. Of course, a crisis ensued when the family returned home, and the father called the hotel to see if they could help. Not only was the precious stuffed animal found, but before it was sent back, an employee sent the family pictures of Joshie, wearing sunglasses in a chair by the pool so the son could sleep, knowing that his giraffe was safe and enjoying the hotel. The family shared this cute story online, and it went viral. Imagine all the free publicity the hotel received for just creating this simple yet “wow” experience for their guests. This is The Ritz-Carlton Mystique, their own special brand of service, powered by employee attention and creativity.



It's easy to imagine fantastic service like this at a 5-star, world-class hotel like The Ritz-Carlton, but could the healthcare industry offer the same sort of mystique.

It's possible. Just imagine pulling up to a hospital and your first impression is complimentary valet parking from the two smiling attendants out front. The reception desk greets you warmly and continues to call you by name as soon as you check in. The décor is spa-like and calming. The hospital kitchens are run by a chef to offer delicious food. The CEO and other leadership thank you for choosing their facility. Most importantly, you receive empathy and respect from the medical staff at all levels for your entire stay.

This would be an experience that you would share with others. And studies show that 75% of consumers today want an “experience” in their interaction with businesses.

**75%**  
**of consumers**  
**today want an**  
**“experience” in**  
**their interaction**  
**with businesses.**

What happens when a hospital like this one or a dental practice like yours could “wow” their patients? You get a practice that generates free PR, inspires word of mouth referrals and builds an army of evangelists that will do free marketing for you.

The hospital in this example was inspired by the Ritz Carlton Gold Standards and established their own written “Culture of Service Excellence” and made sure all employees were well-trained to understand how to put that statement into practice. *(See box below)* Their service excellence culture resulted in a patient-centric environment, through engaged employees. Your dental practice can do it too.

## Culture of Service Excellence

All employees are trained to provide six **WE CARE** steps for communication and interactions with patients:

- Warm welcome and personalized greeting
- Empathize
- Communicate and connect
- Address the patient’s concerns, questions and needs, both expressed and unexpressed
- Resolve and reassure
- End with a fond farewell

### **MOTTO:**

**We’re human beings taking care of other human beings.**



All Olympic athletes shoot for the gold medal. You want to shoot to be number one too, since very few people remember silver medalists after the Olympics is over. But how do you get started building Gold Standards in your practice that can put you on top.

In this workbook, we will walk through the steps that The Ritz Carlton took to forge a culture of world-class service and how to apply that to your dental practice. We'll cover key processes such as on-boarding, employee empowerment, and patient engagement that lead to service excellence and maintainable success.

Understand that a culture change like this must come from the top, and it's not a quick fix. Like an Olympic athlete, expect to invest time and energy as a leader to bring your practice to a Gold Standard in Patient Care.

I've learned that people will  
forget what you said,  
people will forget what you did,  
but people will never forget how  
you made them feel.

**Maya Angelou**



1. What is the feeling that you want patients to have when they leave your practice?

---

---

---

---

2. What are six key elements of patient care in your practice?

---

---

---

---

---

---

3. Do your employees know these key elements?

☐ Yes    ☐ No

4. Could they recite them and explain the importance of each element to the patient experience?

☐ Yes    ☐ No

5. What changes have you made in your practice to cater to the changing needs to patients?

---

---

---

---

6. How could your practice do this better? What further changes can you make?

---

---

---

---

---

---

# BUILDING THE GOLD STANDARD FOR YOUR PRACTICE

The Credo.....

The Motto .....

The Three Steps of Service.....

The Employee Promise.....

Service Values .....

Systems Behind the Smiles.....

Identify Talent .....

Develop Talent.....

Engage Talent .....

9

19

25

31

37

51

53

56

61





# THE CREDO

You've probably heard *credo* or *creed* in reference to religion or a confession of faith. That's because **credo** comes straight from the Latin word that means "I believe." But the word can be applied to any guiding principle or set of principles.

You might abide by a simple credo like "the patient is always right." But what if one of your employees doesn't believe that. Conflict is inevitable. That's why it's important to actually put in writing what you and your team believe and have action plans for your staff based on the credo. It's also essential that your *patients* also know what you believe so they can know what kind of care to expect.

## The Ritz-Carlton Credo:

*The Ritz-Carlton is a place where the genuine care and comfort of our guests is our highest mission.*

*We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience.*

*The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.*

The Ritz-Carlton wanted a way to establish a belief system that could be rolled out to each and every hotel in the chain that each and every employee could live by. The Credo was born (see side bar on the left) and a new culture would begin to form. But it was just one step one toward change.

Every Ritz-Carlton employee must believe the Credo in order to even begin to establish Gold Standards. Complete buy-in from staff was the only way to truly change a culture.

Everyone would need an action plan to show how they embrace the changes. When the Credo was established for The Ritz-Carlton, 60 percent of their staff were enthusiastic and ready to join in. The 40 percent that didn't want to change or didn't care were eventually let go.

**Complete buy-in from the staff was the only way to truly change a culture.**

## The Business of Building Relationship

The Credo can be simply stated that The Ritz-Carlton believes that they are in the "Business of Building Relationships." How would you change your practice if you stopped thinking that

you were in the business of dentistry and instead in the “Business of Building Relationships?” If that sounds difficult, it might be because emotional intelligence hasn’t been in the forefront.

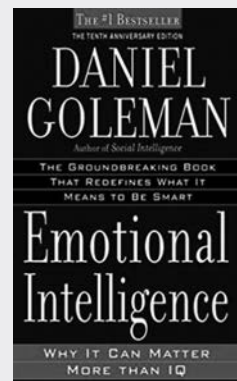
## Emotional Intelligence

You need a fairly high IQ to become a dentist. The training and education and certification can be grueling. But what if your emotional intelligence (EQ) was equally important for someone who’s both a leader and a service provider, and who needs to build relationships with people.

### READ THIS

Dan Goleman introduced the need for Emotional Intelligence in leaders when he published his groundbreaking book “Emotional Intelligence: Why It Can Matter More Than IQ.”

In this book, you can learn a lot about EQ competencies, such as self-awareness and empathy, and about what people can do to develop them.



## What is Emotional Intelligence?

Emotional intelligence is knowing how your emotions affect others, especially anger and frustration. It's also the ability to recognize emotion in yourself and others. Truly effective leaders have a high degree of emotional intelligence, which includes:

**Self-awareness** is the ability to recognize what you are feeling, to understand your habitual emotional responses to events and to recognize how your emotions affect your behavior and performance. When you are self-aware, you see yourself as others see you, and have a good sense of your own abilities and current limitations.

**Managing emotions** is the ability to stay focused and think clearly even when experiencing powerful emotions. Being able to manage your own emotional state is essential for taking responsibility for your actions and can save you from hasty decisions that you later regret.

**Motivating oneself** is the ability to use your deepest emotions to move and guide you towards your goals. This ability enables you to take the initiative and to keep going in the face of obstacles and setbacks.

**Empathy** is the ability to sense, understand and respond to what other people are feeling. Self-awareness is essential to having empathy with others. If you are not aware of your own emotions, you will not be able to read the emotions of others.

**Social Skill** is the ability to manage, influence and inspire emotions in others. Being able to handle emotions in relationships and being able to influence and inspire others are essential foundation skills for successful teamwork and leadership.

How much does each statement apply to you?	Mark your score				
<p>Read each statement and decide how strongly the statement applies to YOU. Score yourself 1 to 5 based on the following guide.</p> <p><b>1 = Does not apply   3 = Applies half the time   5 = Always applies</b></p>	<p>Circle the number that shows how strongly the statement applies</p>				
1. I realize immediately when I lose my temper.	1	2	3	4	5
2. I can “reframe” bad situations quickly.	1	2	3	4	5
3. I am able to always motivate myself to do difficult tasks.	1	2	3	4	5
4. I am always able to see things from the other person’s perspective.	1	2	3	4	5
5. I am an excellent listener.	1	2	3	4	5
6. I know when I am happy.	1	2	3	4	5
7. I do not wear my “heart on my sleeve.”	1	2	3	4	5
8. I am usually able to prioritize important activities at work and get on with them.	1	2	3	4	5
9. I am excellent at empathizing with someone else’s problem.	1	2	3	4	5
10. I never interrupt other people’s conversations.	1	2	3	4	5
11. I usually recognize when I am stressed.	1	2	3	4	5
12. Others can rarely tell what kind of mood I am in.	1	2	3	4	5
13. I always meet deadlines.	1	2	3	4	5
14. I can tell if someone is not happy with me.	1	2	3	4	5
15. I am good at adapting and mixing with a variety of people.	1	2	3	4	5
16. I am aware when I am being emotional.	1	2	3	4	5
17. I rarely “fly off the handle” at other people.	1	2	3	4	5
18. I never waste time.	1	2	3	4	5
19. I can tell if a team of people are not getting along with each other.	1	2	3	4	5
20. People are the most interesting thing in life for me.	1	2	3	4	5
21. When I feel anxious, I usually can account for the reason(s).	1	2	3	4	5
22. Difficult people do not annoy me.	1	2	3	4	5
23. I do not “beat around the bush” when I communicate.	1	2	3	4	5
24. I can usually understand why people are being difficult towards me.	1	2	3	4	5
25. I love to meet new people and get to know what makes them “tick.”	1	2	3	4	5



How much does each statement apply to you?	Mark your score				
<p>Read each statement and decide how strongly the statement applies to YOU. Score yourself 1 to 5 based on the following guide.</p> <p><b>1 = Does not apply   3 = Applies half the time   5 = Always applies</b></p>	<p>Circle the number that shows how strongly the statement applies</p>				
26. I always know when I'm being unreasonable.	1	2	3	4	5
27. I can consciously alter my frame of mind or mood.	1	2	3	4	5
28. I believe you should do the difficult things first.	1	2	3	4	5
29. Other individuals are not "difficult" just "different."	1	2	3	4	5
30. I need a variety of work colleagues to make my job interesting.	1	2	3	4	5
31. Awareness of my own emotions is very important to me at all times.	1	2	3	4	5
32. I do not let stressful situations or people affect me once I have left work.	1	2	3	4	5
33. Delayed gratification is a virtue that I hold to.	1	2	3	4	5
34. I can understand if I am being unreasonable.	1	2	3	4	5
35. I like to ask questions to find out what is important to people.	1	2	3	4	5
36. I can tell if someone is upset or annoyed at me.	1	2	3	4	5
37. I rarely worry about work or life in general.	1	2	3	4	5
38. I believe in taking action right away.	1	2	3	4	5
39. I can understand why my actions sometimes offend others.	1	2	3	4	5
40. I see working with difficult people as simply a challenge to win them over.	1	2	3	4	5
41. I can let go of anger quickly so that it no longer affects me.	1	2	3	4	5
42. I can suppress my emotions when I need to.	1	2	3	4	5
43. I can always motivate myself even when I feel low.	1	2	3	4	5
44. I can sometimes see things from others' point of view.	1	2	3	4	5
45. I am good at reconciling differences with other people.	1	2	3	4	5
46. I know what makes me happy.	1	2	3	4	5
47. Others often do not know how I am feeling about things.	1	2	3	4	5
48. Motivation has been the key to my success.	1	2	3	4	5
49. Reasons for disagreements are always clear to me.	1	2	3	4	5
50. I generally build solid relationships with those I work with.	1	2	3	4	5

## Total and interpret your results

1. **Record** your 1,2,3,4,5 score from the questionnaire into the grid below.  
The grid organizes the statement into emotional competency lists.

Self awareness		Managing emotions		Motivating oneself		Empathy		Social Skills	
1		2		3		4		5	
6		7		8		9		10	
11		12		13		14		15	
16		17		18		19		20	
21		22		23		24		25	
26		27		28		29		30	
31		32		33		34		35	
36		37		38		39		40	
41		42		43		44		45	
46		47		48		49		50	

2. **Calculate** a total for each of the 5 emotional competencies.

Total =		Total =		Total =		Total =		Total =	
Self awareness		Managing emotions		Motivating oneself		Empathy		Social Skills	

3. **Interpret** your totals for each area of competency using the following guide.

35-50	This area is a strength for you.
18-34	Give attention to where you feel you are weakest.
10-17	Make this area a development priority.

4. **Record** your result for each of the emotional competencies: strength, needs attention or development priority.

	Strength	Needs Attention	Development priority
Self awareness			
Managing emotions			
Motivating oneself			
Empathy			
Social Skill			

Emotional Intelligence Test  
NHS “Leading London” Leadership Toolkit



No one cares how much you know,  
until they know how much you care.  
**Theodore Roosevelt**

Let's take a closer look at the **Ritz-Carlton Credo** to see how to apply it to your practice.

*The Ritz-Carlton is a place where the genuine care and comfort of our guests is our highest mission.*

1. What is the purpose/mission of your practice?

---

---

---

---

*We pledge to provide the finest personal service and facilities for our guests who will always enjoy a warm, relaxed, yet refined ambience.*

2. What four things can patients expect from you?

---

---

---

---

3. Write down three ideas on how you give a sense of welcoming or belonging to your **patients**?

---

---

---

4. Write down three ideas on how you give a sense of welcoming or belonging to your **staff**?

---

---

---



***The Ritz-Carlton experience enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guests.***

5. Give three reasons that your practice is better than the others around you?

6. What "experience" can you promise your patients?

7. How could you and your staff anticipate what your patients are going to need before they have to ask for it?

8. How could you make patients feel safer at your practice?

# ACTION ITEMS

**In your next morning huddle, ask your staff to make “I believe” statements to help inspire your practice’s credo.**

Write what you hear from them here:

DRAFT

**Write your own credo.**

Brainstorm your thoughts here:

DRAFT

Write your final version here:





# THE MOTTO

Humility. It's not a leadership quality that's usually celebrated by charismatic leaders you hear about in the news like Space X's Elon Musk or Apple's late founder Steve Jobs. But humility has value in leadership, especially in a service industry like dentistry.

Executive Coach Debbie Rynda for Aziz Corporate believes that those leaders who are able to be vulnerable and show their humility attract quality people to work with them and go that extra mile.

"I've noticed that without that display of humility, others feel underappreciated and under-valued. By consciously staying open and humble, leaders I've coached have dropped the use of the old stick of authority and through humility and resolve get work done through others beyond what they had expected."

## The Ritz-Carlton Motto:

*"We are Ladies and Gentlemen,  
serving Ladies and Gentlemen."*

Humility is exactly what you can see in The Ritz-Carlton's Motto.

With this motto, it's clear that the employee is on the same level as the guest, yet they are committed to serving them.

All Ritz-Carlton employees are referred to as "Ladies and Gentlemen" from the lowest-level employee to the President of the Company. And they all do the same job – serving guests – although in different ways. This feeling of equality helped Ritz-Carlton employees buy into the culture change. They felt a sense of accountability. Your dental team should feel like they are all on the same mission. Everyone from the front office staff to the dentist are serving patients. Make this part of your motto.

**A culture is built on trust. And if leadership doesn't live the values that it requires of the organization, that is the swiftest way to undermine the culture.**

## Writing A Motto

Establishing a good motto is the next step in creating a Gold Standard culture. **A motto is a short sentence or phrase that encapsulates your beliefs in the Credo.** They can help you and your employees remember what kind of practice you want to be.

Sometimes the tagline or slogan is confused with a motto. Taglines are used in marketing and advertising to tout the product or service, for example “Taking smiles from ordinary to extraordinary.” Mottos are a mission statement or a purpose.

### Examples of a dental practice motto similar to Ritz-Carlton’s motto:

- We are a team of dental professionals here to give our guests the best possible dental care and comfort.
- We are a team committed to the care and comfort of our guests.



## Live By Your Motto

"A culture is built on trust. And if leadership doesn't live the values that it requires of the organization, that is the swiftest way to undermine the culture. No culture sticks if it's not lived at the highest levels of the organization. It takes an extraordinarily long time to build a culture," said Simon Cooper, former Ritz-Carlton President.



We see our customers as  
invited guests to a party,  
and we are the hosts.  
It's our job every day to make  
every aspect of the  
customer experience  
a little bit better.

**Jeff Bezos**  
**Amazon CEO**

1. Why do you practice dentistry?

---

---

---

---

---

---

---

2. How do you define your role in your practice?

---

---

---

---

---

---

---

3. Write down three ways you currently center your practice around the patient?

---

---

---

4. Do you call your patients guests? Why or why not?

---

---

5. Write down three ideas how to make your practice more patient-centered.

---

---

---

- T

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

to tell patients that you are in the “Bu





# THE THREE STEPS OF SERVICE

You can always tell when someone answers the phone with a smile. It's a proven fact that smiling actually affects the vocal tones. When someone smiles, their tone actually becomes more positive and friendlier.

How are the phones being answered at your practice? This is your first chance to offer service to your patients. Is it a good experience?

The Ritz-Carlton has three simple steps to their world-class service (*see side bar*).

## The Three Steps of Service at The Ritz-Carlton

1. *A warm and sincere greeting.  
Use the guest's name.*
2. *Anticipation and fulfillment of  
each guest's needs.*
3. *Fond farewell.  
Give a warm good-bye and  
use the guest's name.*

## A Warm Greeting

This first step starts on the phone. Encourage your front office staff to answer the phone with a smile. Body language can also be interpreted through vocal patterns. If you are talking on the phone and have a negative posture, frowning face and defensive attitude, it will come across in your voice.

A positive attitude is contagious. Even an angry caller can be calmed if the team member remains genuinely positive. If your employees maintain a good attitude, they have a much better chance of making your customers happy too.

Greet your customers as they come in the door and sign in.

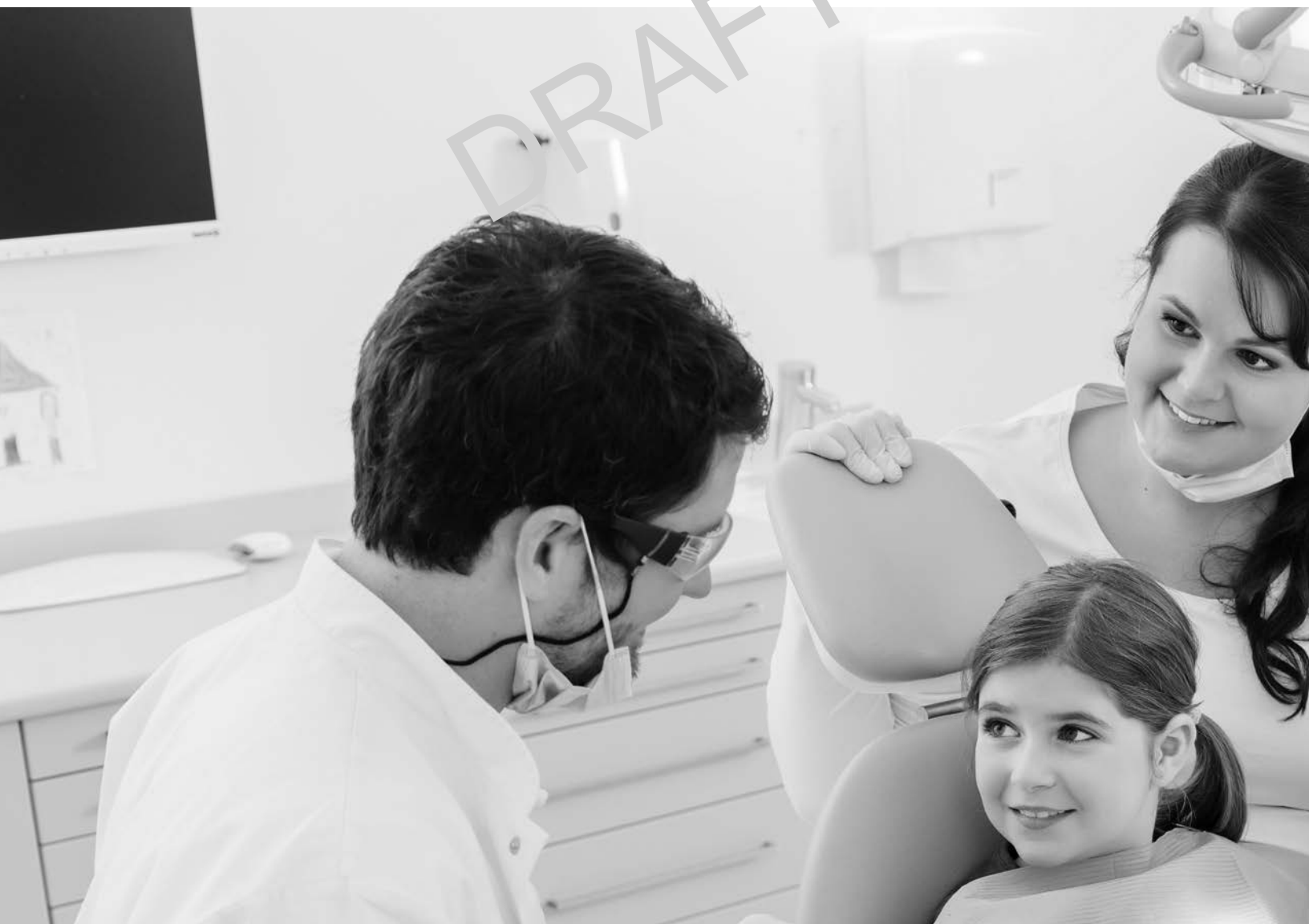
Don't leave a glass window shut and ignore them as they sign in for their appointment.

**Once you can anticipate what your guests will need, you can begin to fulfill those needs.**

## Anticipation

The key word in the second step of Ritz-Carlton's Service Steps is anticipation. Once you can anticipate what your guests will need, you can begin to fulfill those needs.

- » **Get to know your patients.** Do they have a gag reflex or sensitive teeth? Be aware of that need and have solutions available for them to give them the best care and comfort. Use a customer management computer system that can pull up the guest's information when they call. Make sure your team has the knowledge about birthdays, family members, special needs in the database, so they can better personalize their service.
- » **Identify trends and generational differences and create a plan to meet these needs.** For example, many young adults would prefer an office with office hours in the evening. Young adults may also prefer to book appointments online and receive text messages. But your older customers may be more comfortable talking to a team member instead.
- » **Think like a patient.** It might seem frustrating to you that your patients are nervous about their dental visit. But you and your staff should try to put yourself in their shoes. Have you had to go through a medical procedure that made you nervous? What could calm those nerves? You could make your office seem more like a spa. Make the music and aroma comforting.



## Fond Farewell

This moment is your final chance to let the patient leave thinking, “What an incredible dental experience!” Use the guest’s name. Ask if they were treated with care, comfort and respect? If so, ask them to leave you a review online. Another way to keep the experience in the patient’s mind would be to send a handwritten thank you note for visiting.

Think of your patient as a guest to your practice. How would you treat a guest in your home? You would probably use these three steps of service just like Ritz-Carlton does.



Just having satisfied customers isn't good enough anymore. If you really want a booming business, you have to create raving fans.

**Ken Blanchard**

1. Does your office have a standard phone greeting?

☐ Yes      ☐ No

2. Does everyone on the team know it?

☐ Yes      ☐ No

3. How often do you keep patients on hold?

4. How many calls go to voicemail during business hours?

5. How quickly does the team return voicemails?

.....

6. Do you record/listen to calls for training purposes?

☐ Yes      ☐ No

## GREETING PATIENTS

7. Write down the process patients experience from when they come into your practice to the time they see you in the operating room?

8. Brainstorm what your office could change to make customers feel more welcome while they wait.

9. How do you greet your patients when **YOU** come into the operatory room?

Are you aware of the patient's name before you enter?

☐ Yes ☐ No

10. What patient information does your office store that would help you get to know each patient more individually? How could you do this better?



## PATIENT COMFORT

11. Describe an experience where you yourself received gold standard customer service?  
How could you apply that experience to your practice?

.....

.....

.....

.....

.....

.....

12. List some ideas where you could improve patient comfort throughout the visit to your practice.

.....

.....

.....

.....

.....

.....

- » Brainstorm ways you can make a patient feel more relaxed?

- » Brainstorm ways you can make a patient feel more welcome?

- » Brainstorm ways you can make a patient feel that they've had an amazing experience when they leave?

13. Bill Gates said that “your most unhappy customers are your best source of learning.” How do you listen to your customers and use their feedback to improve?

- » Develop a plan on how to begin that process if you don't have one already.

DRAFT



# THE EMPLOYEE PROMISE

The Ritz-Carlton believes that their team members (Ladies and Gentlemen) are the most important resource in the service commitment to their guests. Without the people, The Ritz-Carlton is just a building.

## The Employee Promise

*At the Ritz-Carlton, our Ladies and Gentlemen are the most important resource in our service commitment to our guests.*

*By applying the principles of trust, honesty, respect, integrity and commitment, we nurture and maximize talent to the benefit of each individual and the company. The Ritz-Carlton fosters a work environment where diversity is valued, quality of life is enhanced, individual aspirations are fulfilled, and The Ritz-Carlton Mystique is strengthened.*

Because they value their people so much, the leadership has made this promise to them. *(See side bar on the left)*

The Ritz-Carlton needs to have the best people to offer Gold Standard service, which is the same for a dental practice. The skill level of a dentist doesn't matter if he or she isn't surrounded by a support staff to make practicing dentistry possible.

But if employees feel pain every day at work, it can lead to burnout and burned out people cannot offer excellent service. That was exactly the problem for the Benfold Naval ship when Captain D. Michael Abrashoff took command. As a keynote speaker at The Exchange 2018, he explained that the Benfold was the worst-performing Navy ship in the Pacific Fleet, and the employees actually cheered when the former commander left his post. But with Abrashoff's leadership, he made it the best-performing ship in just twelve months – using the very same crew. In his book, "It's Your Ship," he explained how he created a crew of

confident and inspired men and women, eager to take the initiative and responsibility for their actions. He would tell every crew member that "it's your ship." Imagine if all your employees believed that it was their dental practice. Would they perform better?

**Make your employees the most important resource in your practice. Show them that they come first.**

Abrashoff listened to suggestions from the crew, who had better ideas on how to reduce

wasted time and tedious chores. He communicated the new plan constantly and consistently. With his leadership style, his crew began to realize that they were working for a purpose, which prompted increased productivity.

Make your employees the most important resource in your practice. Show them that they come first. Here are ways The Ritz-Carlton puts their promise into action.

- Make a commitment to treat employees with respect.
- Be a leader who displays integrity.
- Empower your employees to take action on their own in offering service.
- Be honest and give them ongoing feedback every day.

If construction management for The Harmon in Las Vegas had been more open to listening to the lower level employees, they might not have created the \$400 million disaster that they did. The ill-fated building that was supposed to be a new luxury hotel in the heart of the Las Vegas strip was nearing completion when Clark County building inspectors found a critical error in the design of the rebar reinforcement in the structure. The only way to fix it was for it to be torn down.



The county hearing officer found the contractor at fault, saying that the people at the lower level, who were most knowledgeable of this issue, couldn't or wouldn't communicate the problem to management earlier in the project.

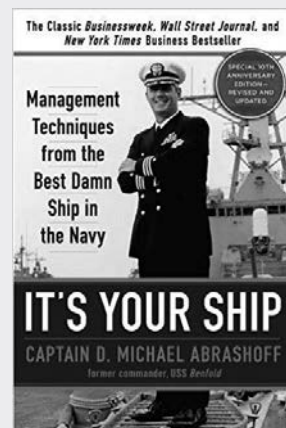
Would your team feel comfortable to come to you if they see a problem in your practice?



The Harmon Hotel in Las Vegas as it's demolished floor-by-floor before it ever opened.

### READ THIS

When Captain Abrashoff took over as commander of USS Benfold, he knew that responsibility for improving performance rested with him, and he realized he had to improve his own leadership skills before he could improve his ship. In this book, Abrashoff shares his secrets of successful management



We don't just build a building,  
put our name on the side of it  
and call it a Ritz-Carlton.  
We put the heart and the soul  
into the building in the form of people.

**Horst Schulze**  
**Former Ritz-Carlton President**





## EMPLOYEE MORALE

1. Think about your team? Do you see any of the following traits?

- ☐ Increase in absenteeism and tardiness
- ☐ Staff conflicts
- ☐ Increase in errors
- ☐ Uncooperative attitude
- ☐ Lack of enthusiasm
- ☐ Lack of commitment
- ☐ Low participation
- ☐ Opposition to authority
- ☐ Silence during meetings

These could be warning signs of low employee morale. Research has shown the strong link between job satisfaction and work performance. Unhappy and disengaged workers don't put in their full effort. But you have the power to change the work environment to turn these problems around.

2. Think of something you could do to communicate to your employees that they come first.

.....

.....

.....

3. What three things could you do to make yourself more approachable as a leader?

.....

.....

.....

4. Think of a time a team member communicated honest feedback or feelings. How did you react?

.....

.....

.....

5. What do you do to make your employees feel safe? What do you do to earn their trust?

.....

.....

.....

6. Think of three ways you can offer your employees more flexibility or a better work/life balance?

---

---

---

7. Think of three ways you can empower your employees to take action on their own to offer the best service possible to your patients.

---

---

---

8. What ways do you currently reward and recognize your team?

---

---

---

9. Brainstorm three new ways you can reward and recognize your team.

---

---

---

10. Many leaders inadvertently expect their entire team to look, think and act just like them. Think about the diversity on your team — age, race, sex, etc. What could you improve?

---

---

---

## ACTION ITEMS

During your next morning huddle, give your team the chance to give their input.

1. What are our goals this week?
2. What do we do this week to “move the needle forward?”



# SERVICE VALUES

When you're proud of something, whether it be your family, home, car, sports team, you would do your best to take care and protect that person or thing.

## Service Values: I am Proud To Be Ritz-Carlton.

1. *I build strong relationships and create Ritz-Carlton guests for life.*
2. *I am always responsive to the expressed and unexpressed wishes and needs of our guests.*
3. *I am empowered to create unique, memorable and personal experiences for our guests.*
4. *I understand my role in achieving the Key Success Factors, embracing Community Footprints and creating The Ritz-Carlton Mystique.*
5. *I continuously seek opportunities to innovate and improve The Ritz-Carlton experience.*
6. *I own and immediately resolve guest problems.*
7. *I create a work environment of teamwork and lateral service so that the needs of our guests and each other are met.*
8. *I have the opportunity to continuously learn and grow.*
9. *I am involved in the planning of the work that affects me.*
10. *I am proud of my professional appearance, language and behavior.*
11. *I protect the privacy and security of our guests, my fellow employees and the company's confidential information and assets.*
12. *I am responsible for uncompromising levels of cleanliness and creating a safe and accident-free environment.*

## Is your team proud to be a part of your dental practice?

Does your practice have cheerleaders? We're not talking about a group of employees wearing matching outfits, chanting "Go Team!" and throwing each other in the air. We're talking about a team spirit feeling throughout your practice—a pride that turns every person on your staff into a cheerleader.

Jessica Pryce-Jones, the author of "Happiness at Work," states that "organizational pride is a win-win for everyone." She wrote that "pride is a catalyst for focusing on task, effort, and persistence. And it spurs us on to help others, creating powerful and uplifting feelings of connectedness and belonging, all of which build happiness at work."

For Ritz-Carlton, pride and belonging is the foundation of the Service Values, which is the one of the pillars of the Gold Standard. (See side bar to the left)

Service Values are the set of guidelines written with the input of the Ritz-Carlton employees that focus on **HOW** to provide the legendary service for guests. **Each of the 12 Service Values start with the letter "I" to give employees the mindset that "I am responsible."** After all, the employees are the body and soul of The Ritz-Carlton.

### The Service Values can be broken down into three categories.

1. **Mystique**
2. **Emotional Engagement**
3. **Functional**

Creating the **Mystique** happens when the team hears patients' requests even before the patient knows them and goes above and beyond the call of duty to offer "wow" moments that patients will share with friends.

**Emotional Engagement values** are the service values that give the team the chance to boost the emotions and memories of the patients by genuinely caring and making them feel recognized, important and unique.

The **Functional** values are basic and foundational expectation of staff—for example, safety, trustworthiness, timeliness, cleanliness and professionalism. These are so critical because if they are not met, the patients will definitely notice.



We don't just build a building,  
put our name on the side of it and call it a  
Ritz-Carlton. We put the heart and the soul  
into the building in the form of people.

**Horst Schulze**  
**Former Ritz-Carlton President**

## Mystique

To give guests those “wow” stories to share after visiting your practice, you need to allow your employees to think differently and creatively. The first three service values (1-3) fall under this category.

### **1 I build strong relationships and create Ritz-Carlton guests for life.**

The Ritz Carlton is in the business of relationship building. Team members in a dental practice need to remember to not only build relationships with patients, but also practice the same service value behind the scenes with one another. A Lady or Gentlemen who continues to destroy relationships with their team would not be allowed to continue working at The Ritz-Carlton.

#### **1. What challenges do you currently have with relationship-building on your team?**

---

---

---

#### **2. Brainstorm ways to solve some of those problems in team relations?**

---

---

---





### 3. What three things can you do to encourage your team to build relationships with patients?

#### **I am always responsive to the expressed and unexpressed wishes and needs of our guests.**

The employees of The Ritz-Carlton listen to the guests and always keep in mind the Three Steps of Service (*see side bar on the right*) to work on fulfilling this service value.

But this kind of service can happen in any business, not just at a five-star hotel. A team member at a big-box store overheard a little girl mention to her mother that she had a blister on her foot. The woman came up from behind and offered to grab a bandage from the customer service desk. It was a simple yet powerful way to anticipate and fulfill an unrequested wish, simply because she was listening and looking out for way to offer constant service to guests.

#### **Think of three ways your team can be ready to meet patient's unexpressed and expressed wishes.**

#### **The Three Steps of Service at the Ritz-Carlton**

1. *A warm and sincere greeting.  
Use the guest's name.*
2. *Anticipation and fulfillment of each guest's needs.*
3. *Fond farewell.  
Give a warm good-bye and use the guest's name.*

#### **I am empowered to create unique, memorable and personal experiences for our guests.**

Encourage your team to think creatively about the patient experience at your office.

One idea is to give them a small budget and the authority to create these experiences on their own.

#### **Think of one way you could allow your team members to have the authority to create a "WOW" moment for a guest?**

### **ACTION ITEM**

4. Allow team members to share each week their "wow" moment stories in a weekly or daily huddle meeting. This may encourage other team members to look for those opportunities so they can have a story to tell the next week.
5. Encourage patients leave their "kudos" for your team, and they may share something that wowed them.



What gets measured,  
gets managed.  
**Peter Drucker**

## Emotional Engagement of Employees

The next six service values (4-9) help employees to feel purpose in the organization and continue to offer Gold Standard service.

### **4 I understand my role in achieving the Key Success Factors, embracing Community Footprints and creating The Ritz-Carlton Mystique.**

Have a strategic plan for the practice, which could include the credo and goals for patient satisfaction and even financial success and future growth, and make sure every employee understands his or her role in achieving that plan.

#### **1. What is your strategic plan for your practice? How well do your team members know it?**

## 5 I continuously seek opportunities to innovate and improve The Ritz-Carlton experience.

You want employee that will have pride in your practice and have an intrinsic motivation to innovate and improve their jobs and ultimately your practice. But you must provide the opportunities.

### ACTION ITEMS

Here are some ideas to allow your staff to give their feedback on ways to lift up your practice.

- **Conduct** a SWOT analysis regularly. *SWOT stands for Strengths, Weaknesses, Opportunities and Threats.* Brainstorm answers to each question in the diagram.
- **Discuss** trends in the industry during your meetings with the team. *What is changing? How are people changing and what do they expect from their experience at our practice?* Allow your team to offer suggestions and ideas.
- **Review** your practice's strategic goals each week. Go over financial performance of the practice so the employees will feel ownership in the success of the business.
- **Reinforce** the culture so it becomes rooted in the team. Use this time to inspire your team members about the mission and purpose of their roles.
- **Brainstorm** how to improve guest loyalty and offer the best experiences.
- **Allow** the team to share any "WOW" experiences they have been able to offer patients.
- **Give** your team the chance to ask themselves "How can I improve something here at this practice?"

## SWOT ANALYSIS



# SWOT Analysis Worksheet

For instructions on using SWOT Analysis, visit [www.mindtools.com/rs/SWOT](http://www.mindtools.com/rs/SWOT)

## Strengths

What do we do well?  
What unique resources can we draw on?  
What do others see as our strengths?

## Weaknesses

What could we improve?  
Where do we have fewer resources than others?  
What are others likely to see as weaknesses?

## Opportunities

What opportunities are open to you?  
What trends could you take advantage of?  
How can you turn your strengths into opportunities?

## Threats

What threats could harm you?  
What is your competition doing?  
What threats do your weaknesses expose you to?

DRAFT

## 6 Own and immediately resolve guest problems.

Give employees generous boundaries. Even though it would seem contrary to what you may believe, boundaries don't restrict employees, they empower them. If you define the boundaries that your employees can make his or her own decisions, they are given the freedom to act on their own without constantly having to consult with management, which can make the patient more frustrated.

### 1. Think about the boundaries you have set for your team? Are they generous or limited?

.....

.....

### 2. What decisions are your team members making for themselves?

.....

.....

.....

### 3. How could you empower your employees to make further independent decisions to enhance the patient experience?

.....

.....

.....

## 7 I create a work environment of team work and lateral service so that the needs of our guests and each other are met.

A team is a group of people who go out of their way to make each other look good. Does this describe the team in your practice? Or is there an environment where members are pushing each other aside to make themselves look better? Do you see a lot of pointing fingers or the blame game? If so, there may need to be a cultural shift toward cross-training your employees to offer *lateral service*.

**A team is a group of people who go out of their way to make each other look good.**

Don't let your patients ever hear "I don't know how to do that" or "That's not my job, so I can't help you" when they call or step into your office. Just like in a theater production, make sure there's an understudy ready to step into any of those guest service roles.

### What positions could you cross train so team members can step in to cover when needed?

.....

.....

.....

**8 I have the opportunity to continuously learn and grow.**

**Provide growth paths for your team.**

Everything in life -- including people -- changes. If you don't give people room to grow, you will force them to either leave your practice or grow stagnant. Even if it might be inconvenient for you or your practice, you must provide dynamic ways for your employees to grow. Make learning a core value and reward the employees that take the opportunity to learn something new.

**1. What three ways can you offer learning opportunities to your team?**

---

---

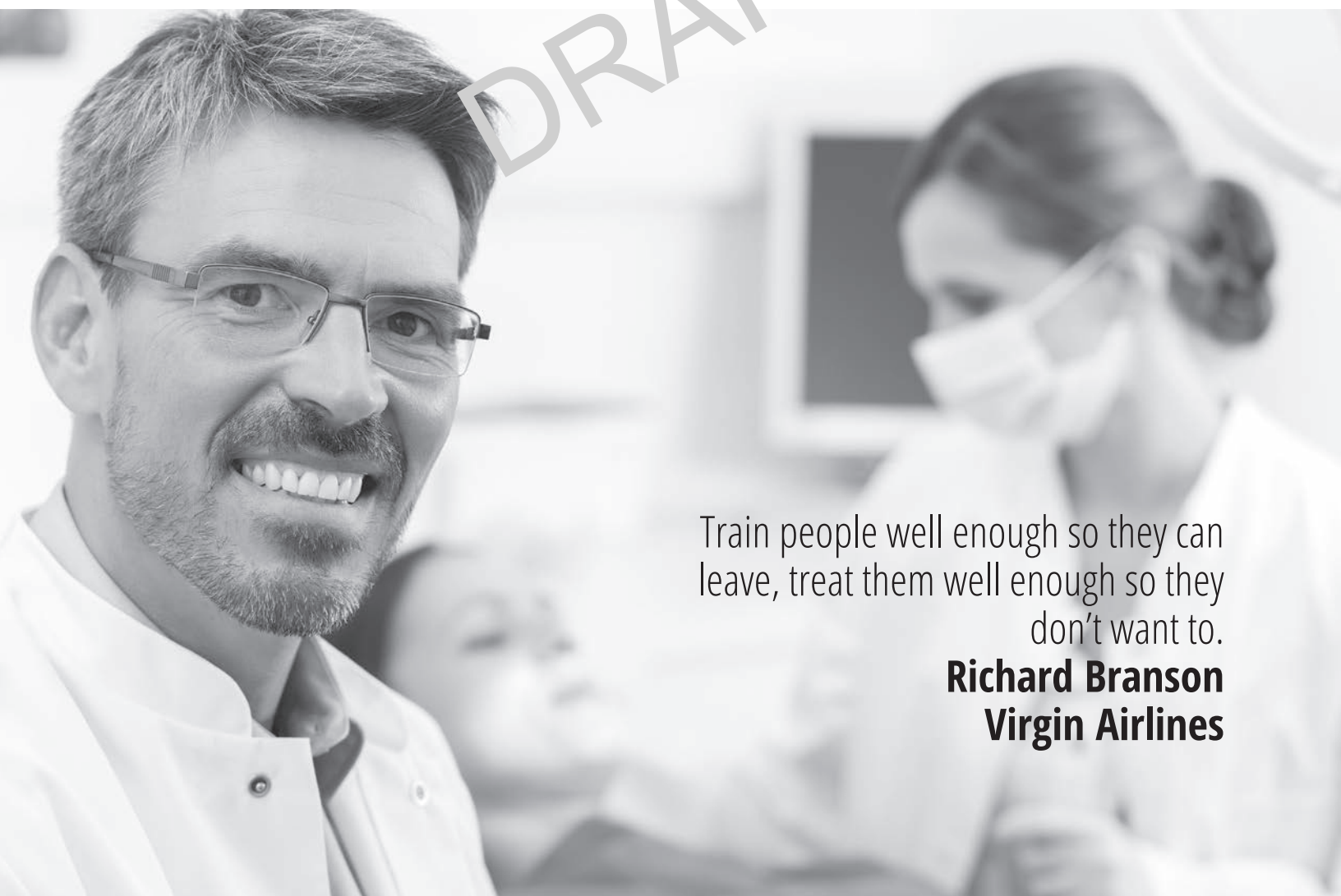
---

**2. Do you have career paths mapped out for your team? Describe one.**

---

---

---



Train people well enough so they can  
leave, treat them well enough so they  
don't want to.

**Richard Branson**  
**Virgin Airlines**



**Give your team time.**

You can't always give each employee as much money as they would like, but you generally can give them time. This includes time to learn, time to experiment, and time to manage their personal affairs. Time produces better results. Plus, make dedicated paid training hours for the team.

**3. Think of three ways to reward your team with TIME.**

9

**I am involved in the planning of the work that affects me.**

The best way to get quality work from your employees is to allow them to be involved in the work that affects them.

**Ask powerful questions.** Instead of making rash demands or constantly telling employees how to do something, try talking less and observing more like Captain Jack Brashoff did on the Benfold. Express your observation in the form of a powerful question. Wait as long as necessary for a good answer.

Here are some examples of team questions: "How do we market to younger families?" "How can we stay on schedule and improve the wait time?" "What part of your day is spent on wasted or ineffective tasks? How can we change that and still offer the best patient experience possible?"

**Brainstorm some powerful questions to ask your team members that will get them involved in the work that affects them.**



## Functional Service Values

The last three service values may seem basic and leaders think that they should be common sense for any employee. But they are essential and should be set as expectations of your team.

### **I am proud of my professional appearance, language and behavior.**

It's important for your staff to take pride in their professional self — the way they dress, speak and behave at work.

**What part of this service value is especially important in providing the best patient experience at your practice?**

---

---

---

**What kind of dress code do you set? How do you enforce it?**

---

---

---

**What kind of language and topics for discussion are discouraged?**

*For example: Team members who argue in front of customers or talk about hot button issues like politics can make things uncomfortable for patients.*

---

---

---

**Do you model these behaviors for your staff?**

---

---

---

11

## **I protect the privacy and security of our guests, my fellow employees and the company's confidential information and assets.**

Patients must trust their healthcare providers with some of their most confidential information. Although laws have been enacted to force healthcare professionals to take measures to secure this information, your office should make this a priority to go above and beyond what is expected by law.

### **1. What measures do you take to ensure patient confidentiality?**

---

---

---

---

---

---

### **2. What measures do you take to protect employee's confidential information?**

---

---

---

---

---

---

12

## **I am responsible for uncompromising levels of cleanliness and creating a safe and accident-free environment.**

This service value may be at the bottom of the list, but it's here as a foundation for the rest of the service values above it. All employees want a clean and safe environment at work. Expect them to participate in the effort to give this environment to the patients too.

### **1. When and how often do you discuss best practices for cleanliness and safety?**

---

---

---

---

---

---

### **2. Do you have a reward system set up for employees who practice safety? If not, brainstorm one you could implement.**

---

---

---

---

---

---

## ACTION ITEMS

1. What is the most critical service value for your practice?

2. Which one(s) of these values could you adopt for your practice?



# THE SYSTEM BEHIND THE SMILES

We've covered The Ritz-Carlton's Gold-Standard culture and consistent level of service. Having an organizational culture that inspires pride and passion is extremely important. However, your organizational culture is only the first step in the process.

Just like you can't practice excellent dentistry without the right tools, you can't rely on your team members to "live" this organizational culture without the tools they need, which is what The Ritz-Carlton refers to as "Systems Behind the Smiles." Your employees must have various processes they can rely on in order to deliver your Gold-Standard Patient Experience. Some of these "Systems Behind the Smiles" include but are not limited to:

- Computer systems for staff and web sites for patients that are fast and easy to navigate
- A talent selection process that allows you to hire the right talent and fit for your organization
- Written empowerment guidelines so employees do not have to run and get a manager every time there is an opportunity to wow a customer or resolve a problem
- Adequate staffing so that your employees can give your customers their undivided attention.

If you have systems and processes in place that support your culture, your employees are enabled to provide unique, memorable and personal service!

## Talent Selection Process

1. *Identify*
2. *Develop*
3. *Engage*

Like with the Service Values, that all started with the word "I," everything at Ritz-Carlton starts with the employee. So the talent selection process is one of the most important "Systems Behind the Smiles."

**You can't rely  
on your team  
members to  
offer Gold  
Standard  
Patient Care  
without the  
tools they need.**



**How does Ritz-Carlton execute this?**

*The talent selection system is a three-part process.*

**Identify**

**Develop**

**Engage**

“At the end of the day, our bottom line is in the hands of our front line,” John Timmerman, The Ritz-Carlton’s vice president of operations said, which is why the company is meticulous in hiring and developing its staff.

The Ritz-Carlton aims to hire only the very best of the very best -- they select just 1 out of every 20 pre-screened applicants. But finding the right fit to the role is only part of the employee equation. It’s also essential to develop that talent and continue to engage those employees.

At the end of the day,  
our bottom line  
is in the hands of our front line.

**John Timmerman**  
**Ritz-Carlton Vice President**



## Identify

What are usually the most desirable traits you look for when you're selecting a team member?

---

---

---

---

---

You probably don't put passion at the top of the list. It's more likely that you think in terms of work ethic, energy, and resourcefulness.

All of those employee qualities are certainly important, but not as important as having passion for the work. Passion is the trait that makes the most difference in employee output and commitment to your company. While a dispassionate employee may keep their nose to the grindstone for a while and get the job done, if they lack passion for the work, then they're missing the key ingredient for gold-standard performance.



When The Ritz-Carlton identifies talent, they seek out passion first. Experience comes second. Management looks at the whole person during selection. Empathy and relationship building are both tops on the list too. Most other things they need on the job are teachable.

Interviews aren't always the best way to find out if someone is right for a job, especially if the interviewee does all the talking. One way to make sure you're asking the right questions and getting the candidate to do the talking is doing a competency-based interview.

## Competency-Based Interview

In a **competency-based job interview**, the hiring manager asks questions about past work experiences in order to find out if the candidate has the skills needed for the job. Competency-based interview questions focus on how the candidate has handled various work situations in the past. Your response will reveal your skills, abilities, and personality.

### **Develop a list of what behavioral characteristics you are looking for in a prospective employee.**

In a typical dental office, this might include such qualities as passion, loyalty, stability, flexibility, being a team player, or being a self-starter.

### **Define each of these characteristics as they apply to your particular situation.**

Being a Team Player: Someone who makes efforts to cooperate and encourage others to take part in joint efforts.

*Qualities of this desired characteristic:*

- Seeks and includes others' input
- Answers questions and shares expertise with others
- Shares credit for success and accomplishments with others
- Keeps others informed about progress of issues

### **Develop one or two questions for each characteristic that will elicit a person's preferences or likely behavior in a given situation, like being a team player.**

*Can you tell me about a situation where you had to coordinate your activities with three or more people?*

*Can you tell me about a situation where you had to work with a group to get a job done?*

### **Make sure candidate know the expectations.**

Tell candidates that you'll be asking them to respond to questions about specific situations, and that you will want an overview of the situation, some key events, their role in these events, and the outcome of the situation. Explain that you will be using this information to gain a better perspective on who they are and how they might better fit in with the culture of your office.



## Common Competency Based Interview Questions

Give an example of an occasion when you used logic to solve a problem.

Give an example of a goal you reached and tell me how you achieved it.

Give an example of a goal you didn't meet and how you handled it.

Describe a stressful situation at work and how you handled it.

Tell me about how you worked effectively under pressure.

How do you handle a challenge?

Have you been in a situation where you didn't have enough work to do?

Have you ever made a mistake? How did you handle it?

Did you ever make a risky decision? Why? How did you handle it?

Did you ever postpone making a decision? Why?

Have you ever dealt with company policy you weren't in agreement with? How?

Have you gone above and beyond the call of duty? If so, how?

When you worked on multiple projects how did you prioritize?

How did you handle meeting a tight deadline?

Give an example of how you set goals and achieve them.

What do you do when your schedule is interrupted? Give an example of how you handle it.

Give an example of how you've worked on a team.

Have you handled a difficult situation with a co-worker? How?

What do you do if you disagree with a co-worker?

Share an example of how you were able to motivate employees or co-workers.

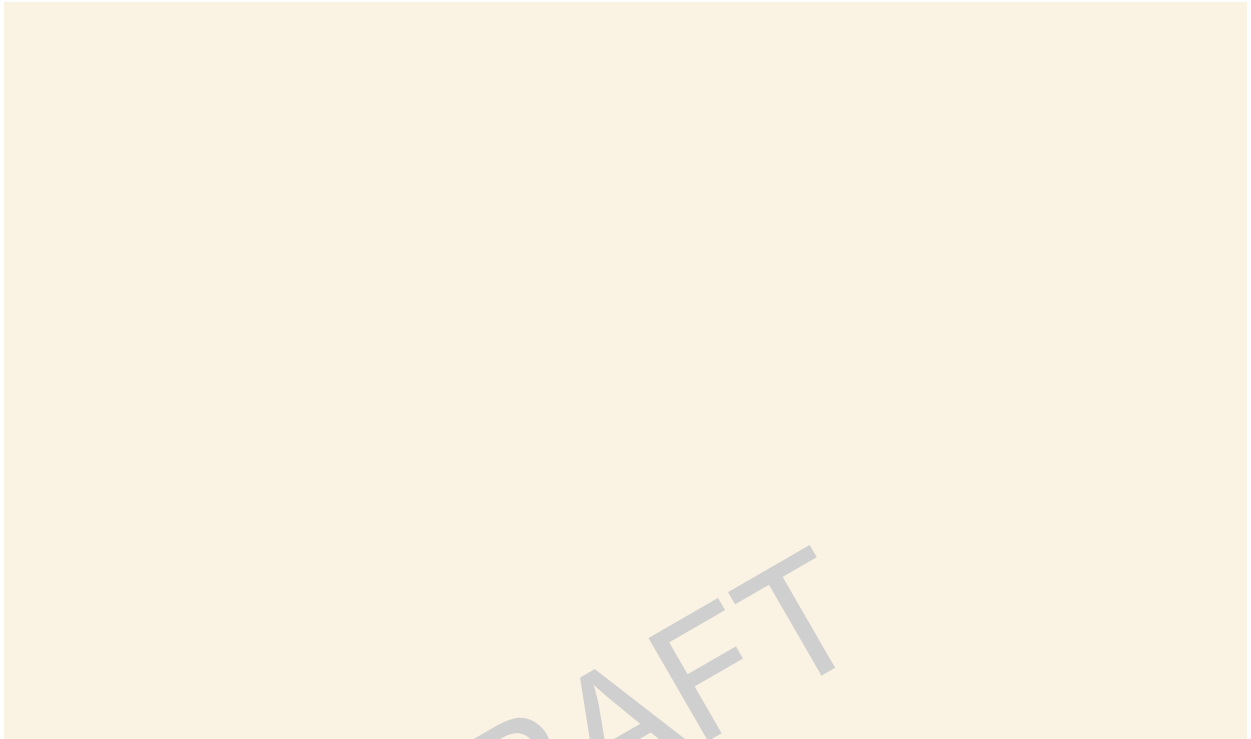
Do you listen? Give an example of when you did or when you didn't listen.

Have you handled a difficult situation with a supervisor? How?

Have you handled a difficult situation with a patient? How?

What do you do if you disagree with your boss?

**Brainstorm which questions would best apply to the interview process at your practice.**



## Develop

Now you've chosen the perfect candidate and they've accepted the job. Your next step is to develop them to fit in your practice culture.

**How do you currently welcome people on Day One of their employment?**

.....

.....

.....

.....

Much time and money can go into the process to find a great candidate. But when the new hire walks through the door on day one, many employers skimp on the on-boarding experience, hoping that the new employee can just "figure it all out."

But the first two weeks on a job are the most crucial as you set expectations and demonstrate what employees can expect from the company. The old adage still holds true. "You never get a second chance to make a first impression."

The Ritz-Carlton has an even more extensive on-boarding time frame, lasting the entire first year of employment, starting from day one.

## Day One

For The Ritz-Carlton, the new hire orientation is the chance to create a significant emotional experience and to win the hearts and minds of their new employee. Since they have selected only the best of the best, they make every effort to retain their employees, starting from day one.

On the first day, the general manager is present to facilitate the credo, which is the cornerstone of the culture. He or she will teach what it means to be the top one percent of the service industry and explain why the employees were selected. In fact, leadership tells their employees that they know “work is the second most important place where an employee is (second only to home)” and that they feel blessed the new hires chose them as their “second place.”

Focus your orientation process on instilling possible attitudes, beliefs, and goals rather than starting with essential paperwork. Keep the focus on what is most crucial for your practice: patient service principles, practice values, and why and how your team is an essential part of the practice’s overall mission. At The Ritz-Carlton, “the boring stuff” like paperwork usually comes on day two and three when learning coaches are assigned and a 1-month hands-on training program begins.

Remember, It’s important to be ready for your new hire by having all the tools and equipment needed to do their job on day one. Additionally, the team should create some way of welcoming the new member. The manager should also have a plan in place for the training needed for the employee to be successful.

**69%**  
**of employees**  
**are more likely**  
**to stay with a**  
**company for**  
**three years if**  
**they experienced**  
**great onboarding**

<https://www.urbanbound.com/blog/onboarding-infographic-statistics>





## Day 21

Some people believe that habits form if you do something for 21 days straight, which is one reason that the Ritz-Carlton checks in with new employees at this time.

### Gather Feedback

*How does the new team member feel about their time with your practice?*

Ritz-Carlton wants to know if their new hire ladies and gentlemen are being treated like ladies and gentlemen by both customers and staff.

Encourage two-way communication by creating feedback opportunities whether it be one-on-one with management or in a team huddle setting.

### Measure Engagement and Re-energize the Gold Standards

*Has the new team member done well in training for their specific job?*

In the first three weeks, Ritz-Carlton training coaches not only train for the actual work the employee will be responsible for, but they certify each new team member on the employee culture. This is the time they test how well the new employee is engaged. Continue to give your new employee three months to really begin to live the culture. If employees begin work without understanding your practice's culture, then they will be learning on the job and practicing on your patients, which could lead to some problems.

## Day 365

### Begin Career Planning

The Ritz-Carlton uses the one-year anniversary as an additional employee on-boarding milestone. Leadership celebrates their new employee's one-year anniversary and makes this another opportunity to treat the team member like a new hire again for the next stage in the on-boarding process — the process of reviewing career and development planning.

Your employee is probably wondering at this time if they have been successful and what's next them in the career path at your practice.

**Research shows that new hires who undergo longer onboarding processes become productive 34% faster than those in the shortest programs.**

<https://www.urbanbound.com/blog/onboarding-infographic-statistics>



## Tips for Offering a Great Onboarding Experience

### **Get ideas from your most engaged employees.**

Ask what made them feel at home on their first week.

Ask how they knew that they wanted to stay with your practice.

### **Create a plan for the week**

Don't let your new employee get "lost in the shuffle" of daily work.

### **Let your new employee know what to expect during the first week.**

Communicate the agenda and any other tips how to dress and when to come in.

### **Make sure the new hire's team is informed of the arrival.**

Send out a message to your team or mention it in your daily huddle.

### **Be real during the new hire orientation.**

Don't hide the true culture of the company in the first week.

### **Welcome your employee to a desk fully prepped.**

Set up computer and email.

Make sure the new hire has the right tools to do his or her job before day one.

### **Pair the new hire with a buddy or mentor.**

No one likes being the "new kid." Offer a friendly person to break the ice.

### **Create a bonding opportunity with the team.**

Set up a breakfast, lunch or happy hour so the team can get acquainted.

### **Go over expectations and objectives.**

Make sure your new employee knows what success looks like in your practice.

### **Set aside training time.**

Give your new employees the time they need to learn.

### **Gift them with company-branded swag.**

Make them feel like they are really part of the team.

### **Go beyond the first week.**

Make sure your new employee is engaged by checking on them at 30, 60, 90 days.

**Brainstorm ways that you can make the first day an inspiring experience for your new hire.**

**What three things are essential that new team members need to understand when they come onboard at your practice?**

**Brainstorm ways you can communicate that essential knowledge as soon as possible.**

**Thinking back to how you described your current on-boarding experience on page 56, rewrite your on-boarding process here with any new ideas you may want to incorporate.**

## Engage

Many times, leadership in organizations view their employees as a commodity – if one doesn’t “work out” then they’ll easily find another. However, it’s this kind of thinking that creates unnecessary costs that come with high employee turnover, recruitment and extra training.

Employees must be the primary focus of any culture seeking to produce customer service excellence. It’s important that employees are empowered and understand the vital role they play in the organization’s overall strategy. To promote engagement and retain employees, your practice must create a culture, where people feel valued, trusted and engaged. However, creating and sustaining such a culture requires strategic implementation and genuine buy-in from leadership. If you aren’t dedicated to making change, then no one will be.

### The Daily Lineup

One of the most important communication and engagement tools that The Ritz Carlton uses is the Daily Lineup, sometimes referred to in the dental world as the Daily Huddle. This is a leader’s chance to inspire his or her team on a daily basis. Attendance should be non-negotiable for everyone. Nothing should be more important than this time, since it’s a vital part of the culture. All it takes is 10-15 minutes each day to connect in this positive way to engage your employees.

### Topics for The Ritz-Carlton Daily Lineup

- Share Gold Standard of the Day
  - What did we do well?*
  - What can we do better?*
- Go over mistakes and create teachable moments rather than shame employees
- Share Wow Stories on select days
- Celebrate birthdays and service anniversaries
- Review property-specific information that everyone needs for the day like VIPs, guest opportunities or financial goals.



### Rewards and Recognitions

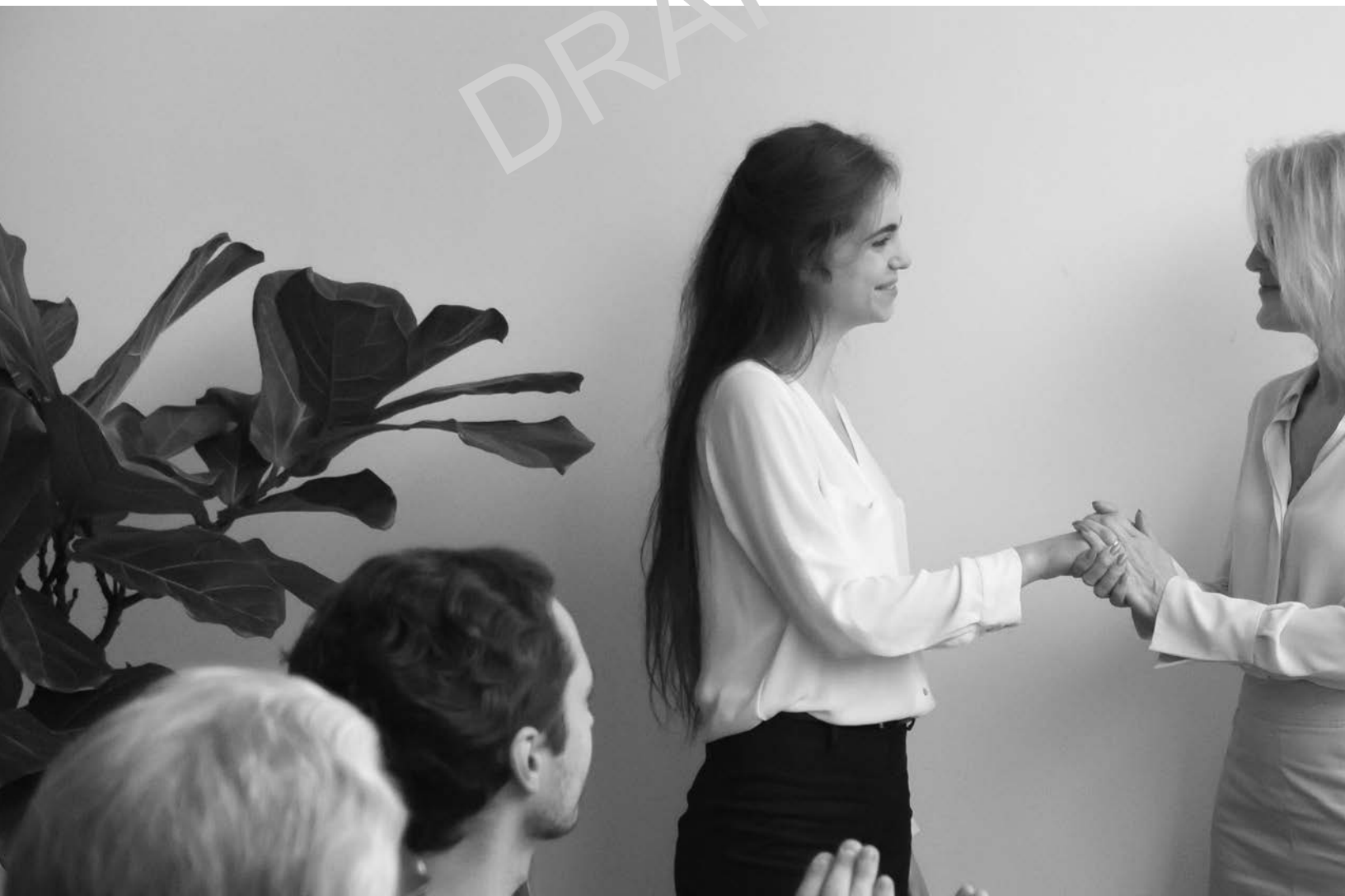
The Ritz-Carlton has several ways they recognize their employees, which can come from either leadership or their peers. The Ladies and Gentlemen—the employees of The Ritz-Carlton—give each other First Class Cards whenever they want to express gratitude for outstanding work.

The Ritz-Carlton employees can also be nominated for the annual Gold Standard Award. These winners are professionals who have gone above and beyond the duties of their roles, providing lateral service to their fellow employees and anticipating and fulfilling the needs of their team and the organization as a whole.

Recognition programs are a great way to showcase outstanding efforts, but appreciation in any form—including a simple “thank you”—can boost employee engagement and make the work day happier for all.

**39%**  
**of employees feel underappreciated at work, and 77% admit they would work harder if they felt better recognized.**

“The Impact of Recognition on Employee Retention” from  
Globoforce Workforce Mood Tracker



## DOs and DON'Ts of Making Work Meaningful

### **DO emphasize purpose.**

Employees who only see the day-to-day tasks of their jobs can begin to feel unsatisfied and disengaged. On the other hand, employees who feel connected to a greater purpose within the organization tend to bring more passion to the workplace.

### **DON'T let employees get isolated and siloed.**

Employees who never have the opportunity to connect with others—customers or colleagues—may feel lonely at work. Employees who are isolated may feel trapped in a seemingly dead-end job.

### **DO empower employees.**

Empowered employees have more autonomy and feel like their decisions and actions can make a difference.

### **DON'T let employees become stagnant.**

Give employees opportunities to grow, develop and learn new skills.

### **DO point out to employees how their work is impacting others.**

Employees may not always see the fruit of their labors and hearing how their efforts led to achievements and success will reinforce their importance within the organization.

### **DON'T neglect gratitude—and fun!**

Employees who feel appreciated and have their work recognized generally feel happier at work.

THE RITZ-CARLTON LEADERSHIP CENTER





All organizations strive to transform your employees into “Passionate Advocates,” but unfortunately, a completely engaged staff is an unattainable goal. So what do you do with team members who you can’t engage?

First, give your new team members one full year to completely embrace the culture. In the same way, give your veteran team members the same time frame if you’re transforming your culture. Remember that change itself is usually difficult for most people, and changing a culture can be a very gradual process. The chart below shows the evolution that your team should go through to become Passionate Advocates for your practice.

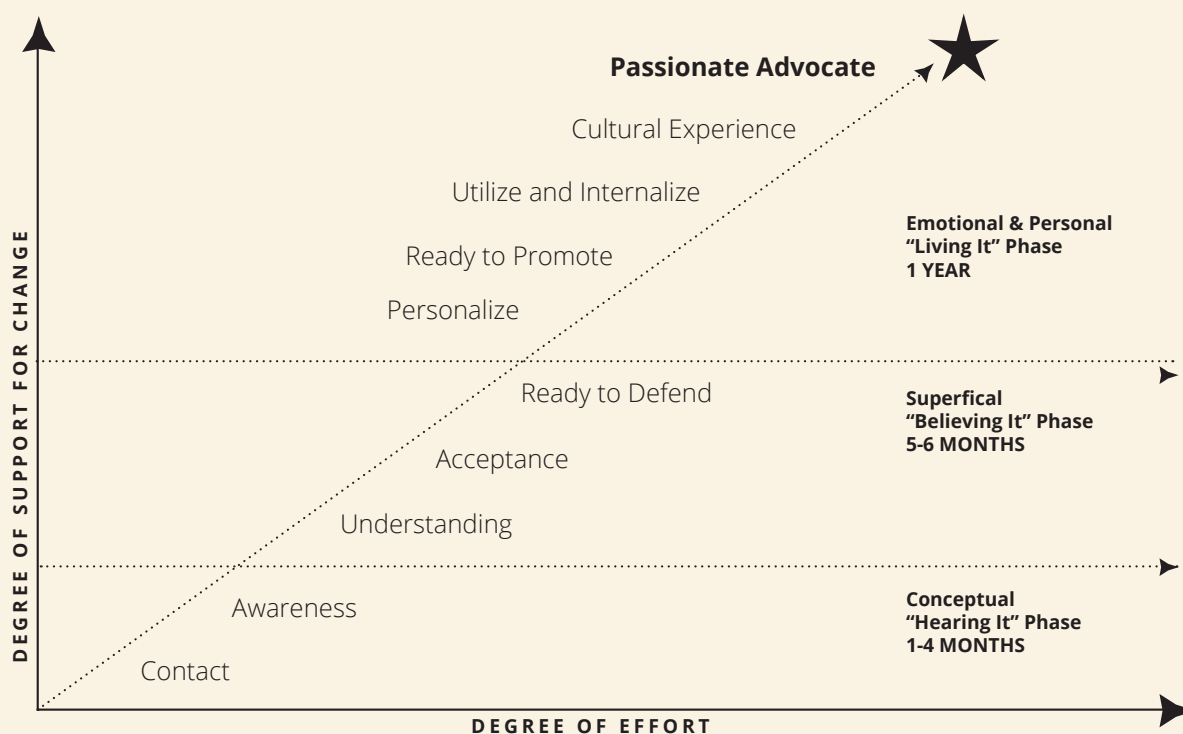
*According to the Gallup “State of the Workplace” Report*

**32% of employees are engaged, energized and committed to their work.**

**51% of employees just show up and do their work as expected but little more.**

**17% of employees are disengaged. They destroy relationships day in and day out.**

The disengaged group tends to try to thwart the efforts of a cultural change and need to be removed from the practice. Offer coaching and retraining to these people before beginning a documented improvement plan. If there’s not an attitude shift, hold these people accountable, which sometimes means eventual termination.



**Patient Engagement**

Engaged employees and engaged customers go hand in hand. The majority of customers, 67 percent, leave a business simply because of an indifferent attitude of an employee, which means delivering a positive customer experience is crucial to your business. In fact, 80% of U.S. consumers say they would pay more for a product or service to ensure a superior customer experience.

**Empower Employees to Fix Problems**

It doesn't matter if you're a five-star hotel or a dental office, it's inevitable problems arise. Be ready for them. Empower your employee to handle these situations quickly and efficiently.

Although it takes hours of training and specific guidelines, the less people it takes to resolve a problem, the less money it costs you in the end.

- Trust your employees to find a meaningful way to build back the relationship on their own.
- If there's a problem, encourage your employees to own it without finger pointing.
- Resolve the situation to the customer's satisfaction. Sometimes it just takes an apology.
- Record it for future teachable moments to look at the process that went wrong.

**67%**  
**of customers**  
**leave a business**  
**because of an**  
**indifferent**  
**attitude of the**  
**employee**

AMERICAN SOCIETY OF QUALITY

To win in the marketplace you must  
first win in the workplace.

**Doug Conant**  
**Former CEO**  
**Campbell's Soup**



## THE DAILY HUDDLE

1. Describe a normal daily huddle at your practice.

---

---

---

---

2. Brainstorm new ways to structure your daily huddle to reinforce a new cultural change.

DRAFT

3. Think of three ways to use your daily huddle as an engagement tool that employees can look forward to each day.

---

---

---

4. How do you show your employee's that their work is a vital part of your practice?

---

---

---

---

## REWARDS AND RECOGNITION

1. What kind of rewards program do you have in your practice?

.....

.....

.....

2. How do you motivate your team monetarily, in addition to their normal paycheck? Do you have a bonus in place tied to your financial goals?

.....

.....

.....

3. How do you motivate your team with recognition from you?

.....

.....

.....

4. How can you create a system where peers reward each other?

.....

.....

.....

## IDEAS FOR DENTAL OFFICE REWARDS

### In Office Fun

potluck lunch • dress up days • theme days • celebrate birthdays and service anniversaries  
*theme Ideas: luau, decades (1980s), superhero, Disney, western, sports teams, pajama day, silly hats/hair/socks*

### Fun with Social Media

silly videos and photos with the team

### Unexpected Rewards

thank you cards • gift cards • lunch/breakfast

### Out of the Office Fun

bowling • painting classes • dinner • cooking class • baseball game • escape room • kickball  
 (team up with other offices) • concert • skating • mini golf • movies • pool party • BBQ]

### Continuing Education

Continuing education, not just for the providers but for the entire team, is a surefire way to ensure practice growth. Consider incorporating a dental continuing education class with a fun event, for example CPR Course and Pool Party.

### Community Involvement

street fairs • parades • run/walk for a cause

Be active in your community as a team. Be sure to share on social media.

