This handout is just to give you a summary of the flow of the lecture. The live lecture is much more complete, revealing, and entertaining.

What a dream team Should Be!

about
Dean C. Bellavia, Ph.D., M.S.

For over four decades Dr. Bellavia has worked with hundreds of new and established practices and thousands of team members to design most of the state-of-the-art orthodontic systems used today. Dean has published four management books on orthodontics and two books on personality. He has created Management Kits for all of your system needs. He has written scores of articles on practice management, has lectured to thousands of orthodontic professionals, and provides you with monthly "Management Pearls" at www.DeanBellavia.com. Dean has also spent 35 years researching and defining human personality.

What a dream team is NOT!

How to Create & Maintain such a Dream Team

C ORGANIZE: your team to be fully utilized
R Use an effective program to HIRE the best team
E Consider how ATTITUDE affects your choice
A Consider how their PACE affects your choice
T Consider how PERSONALITY affects your choice
E Does MANUAL DEXTERTY affect your choice?

MAINTAIN:
VACCINATE against the Dismorale Virus
TRAIN them fully, in a timely manner
SCHEDULE them in a timely manner

Your Dream Team's Purposes

Orthodontist's Purpose:
- To provide exceptional service & treatment
  - Diagnosis: to determine the Pt's current condition
  - Treatment: to define & control the progress of Tx
  - Management: to provide an exceptional work environment

Orthodontic Staff's Purposes:
- To assist the doctor in providing exceptional services & treatment
  - Receptionist: to control the team's schedule
  - TC: to make sure all patients start Tx
  - Dental Assistant: to assist the doctor in the patient's treatment
  - Records Tech: to provide accurate diagnostic records
  - Bookkeeper: to control daily cash flow
  - Lab Tech: to provide needed appliances, etc.
Determine your Staffing Needs

Every Team Member

Must Be Equally Productive

But, what does “Productive” mean?

A Definition of Production is...

Production = Full Starts per Day (FS/D)

Full Starts/Day = \( \frac{\text{Total Equivalent Full Starts/Year}}{\text{Total Full Days/Year}} \)

Equivalent Starts = Full + Ph-II + 0.40 x (Ph-I + Lim + INV) Starts

Example: for 120 Full, 30 Ph-II, 40 Ph-I/Lim/INV & 166 Days per year

FS/D = 150 + 0.40 x 40 ÷ 166

= 166 ÷ 166 = 1.00 FS/D

What is YOUR PRACTICE’S FS/D?

Maybe the following can help you decide.

Use an Organized Hiring Program

Seek & Screen Applicants

Test and Interview Applicants

DR & Team Interviews, References

Decisions & Salary Negotiation

Determine the Applicant’s Attributes:

their Attitude

their Mental Skills

their Manual Dexterity Skills

their PACE

their Personality

Typical FS/D Staffing Needs

<table>
<thead>
<tr>
<th>FS/D</th>
<th>Patients/day</th>
<th>Total Staffing</th>
<th>DA May</th>
<th>RT May</th>
<th>LT/IST May</th>
<th>Rec/rep May</th>
<th>TC May</th>
<th>Bkgpr May</th>
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</thead>
<tbody>
<tr>
<td>0.50</td>
<td>25</td>
<td>2.20</td>
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<td>0.10</td>
<td>0.45</td>
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<td>1.0</td>
<td>0.2</td>
<td>0.15</td>
<td>0.65</td>
<td>0.45</td>
<td>0.55</td>
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<tr>
<td>1.00</td>
<td>50</td>
<td>4.15</td>
<td>1.5</td>
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<td>0.85</td>
<td>0.60</td>
<td>0.70</td>
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<tr>
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<td>55</td>
<td>5.15</td>
<td>2.0</td>
<td>0.4</td>
<td>0.25</td>
<td>0.95</td>
<td>0.75</td>
<td>0.80</td>
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<td>6.25</td>
<td>2.5</td>
<td>0.5</td>
<td>0.30</td>
<td>1.10</td>
<td>0.90</td>
<td>0.95</td>
</tr>
<tr>
<td>1.75</td>
<td>70</td>
<td>7.35</td>
<td>3.0</td>
<td>0.6</td>
<td>0.35</td>
<td>1.25</td>
<td>1.05</td>
<td>1.10</td>
</tr>
<tr>
<td>2.00</td>
<td>75</td>
<td>8.40</td>
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<td>1.40</td>
<td>1.20</td>
<td>1.20</td>
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<tr>
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<td>9.45</td>
<td>4.0</td>
<td>0.8</td>
<td>0.45</td>
<td>1.55</td>
<td>1.35</td>
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<td>0.50</td>
<td>1.70</td>
<td>1.50</td>
<td>1.40</td>
</tr>
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</table>

But, how do you deal with partially staffed positions?
Their Attitude

When they agree to work in a position, they must perform ALL of its tasks. They don’t get to pick and choose.

Evaluate their Mental Skills

Evaluate their Grammar Skills
(Spelling, Grammar, Punctuation)

Important for composing letters or readable emails.

Otherwise, it just gets in the way of texting and contractions, so…

Evaluate their Alphabetizing Skills

Important if you have paper file folders, but…

If your files are all computerized…

Evaluate their Mathematical Skills

(add, subtract, multiply, divide)

Important if they will be the Bookkeeper or handle money or do statistics & reports.

Otherwise…use a calculator or computer, so…

Evaluate their PACE

Ask them a question like:
“What did you have for lunch last Tuesday?”

Then watch how their eyes move.

Visual: Fast

If their eyes go Up Left or Down Right, or a Blank Stare, they are Fast.

Auditory: Moderate

If their eyes go Down Right, they are Slow and will not do well in a typical fast paced practice.

Kinesthetic: Slow

If their eyes go Up Right or Up Left, or a Blank Stare, they are Moderately fast.
Evaluate their **Manual Dexterity Skills**
**(Wire-bending test)**
Important for new assistants to test small motor skills and hand-eye coordination...

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**What Is Personality?**

**Human Personality**

- **Emotional**
  - Genetic emotions
  - Learned emotional memories

- **Rational**
  - Genetic rational styles
  - Learned rational memories

**Genetic Personality** *(nature)* is your birthright... it is where you start from.

**Learned Personality** *(nurture)* is your memories... it is what you blossom in to.

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In 1975 I started researching human personality.

Since then I have worked with and analyzed thousands of people, just like you, to determine which personality styles did well in each position.

In 1994 I wrote "The One-Second Personality" describing rational human personality.

In 2010, after over 30,000 hours of research, I wrote "Personality Finesse...how we nurture our nature" describing rational & emotional human personality, how it evolved, and how it works.

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Where does your Personality **Come From?**

The **learned** part comes from your experiences.

The **genetic** part comes from your evolution.

So, let's step way back in time for a moment to see how your human personality **evolved**...

Your Personality resides in your brain, which evolved over the past 325 million years.

It all started with a sponge, the first animal, and then evolved to a worm, the first brain, and then eventually evolved to us.

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Determine their **Personality Profile**...

...to have team members in positions they are naturally suited to do well in under stress... and to strengthen their weaknesses!

Your **Evolving Brain**

Your Personality resides in your Brain... and you have many brains.

- Neocortex (rational) Brain = Social Survival *(38M yrs ago)*
- Mammalian (emotional) Brain = Physical Survival for less physically endowed creatures *(210M yrs ago)*
- Reptilian Brain = Physical Survival *(325M yrs ago)*
- Prefrontal Cortex = Personality Control Center

But, what is personality?
**Human Personality = our reactions**

<table>
<thead>
<tr>
<th>Emotional Reactions</th>
<th>Rational Reactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Genetic菲 Anger, Fear, Joy, Sorrow</td>
<td>Learned emotional memories</td>
</tr>
<tr>
<td>GeneticDirector, Analyzer, Relator</td>
<td>Learned rational memories</td>
</tr>
</tbody>
</table>

They are paired off:

- Your get-it-done Director style sorts out your Anger.
- Your perfectionist Analyzer style sorts out your Fear.
- Your social-interaction Socializer style sorts out your Joy.
- Your relationship-maintaining Relator style sorts our Sorrow.

We all have Strong, Moderate and Weak:
- Anger, Fear, Sorrow and Joy emotions
- Director, Analyzer, Relator and Socializer styles.

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**Your Emotions’ Purposes**

- The purpose of Anger is to alert us to possible confrontation.
- The purpose of Fear is to alert us to possible danger.
- The purpose of Joy is to alert us to a possible connection.
- The purpose of Sorrow is to alert us to a possible disconnection.

But what about your Rational Styles...

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**How your Personality/Brain Works**

1. Your Thalamus (sensory crossroads) receives sensory data (sight, smell, sounds, touch, taste).
2. Within 60 milliseconds, this sensory data excites sensory memories.
3. Sensory memories, excite emotional memories, triggering an emotional alert in the Amygdala.
4. The amygdala sends pulses of emotional chemicals into your brain and body to prepare you.
5. The Pre-Frontal Cortex (PFC) focuses on and identifies the cause of the emotional alert using already stimulated Rational Memories.
6. Once the rational memories figure out the cause of the emotional alert, it quells the emotion, releases the PFC, and stores the experience as a new rational memory... and then you physically react!

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**Your Rational Styles’ Purposes**

The rational brain is genetically wired with four rational programs that fulfill the style’s purposes by using rational memories to make decisions.

These decisions sort out emotions and allow us to move on.

These rational decisions can also be arrived at without any emotional involvement.

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**Your Rational Styles’ Purposes**

- The Analyzer style’s purpose is to Unerringly Proceed.
- The Director style’s purpose is to Get Results.
- The Relator style’s purpose is to Re-connect Us with our connections.
- The Socializer style’s purpose is to Interact with our connections.

We all have all four styles, although some of us may seem to have just one or two.

Director and Analyzer are task-oriented styles... when using them, people don’t matter!
Relator and Socializer are people-oriented styles... when using them, tasks don’t matter!
Then there's that Left & Right Brain...thing

Understanding the Left and Right Brain:

**Left Brain** (Analytical, Logical, Detail-oriented)
- **Director** (Leadership, Intellect, Vision)
- **Analyzer** (Data, Facts, Knowledge)
- **Relator** (Relationships, Collaboration, Teamwork)
- **Socializer** (Communication, Feelings, Networking)

**Right Brain** (Creative, Intuitive, Emotional)
- **Dancer** (Expression, Feeling, Empathy)
- **Dreamer** (Imagination, Inspiration, Envision)
- **Intuit** (Intuition, Insight, Inspiration)
- **Joy** (Happiness, Positive, Optimistic)

You're right-brained if strongest in the director or socializer style, or both.
You're left-brained if strongest in the relator or analyzer style, or both.

Sparse neural clusters with many axons to other neural clusters.
Dense neural clusters with fewer axons to other neural clusters.

**Why we REACT that way when using a style**

<table>
<thead>
<tr>
<th>Get It Done Now!</th>
<th>Relationship Maintaining</th>
<th>Socially Interactive</th>
<th>Unerringly Proceeding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Director Style</strong></td>
<td><strong>Maintaining Relator Style</strong></td>
<td><strong>Socializer Style</strong></td>
<td><strong>Analyzer Style</strong></td>
</tr>
<tr>
<td>Self-directed: “Reject the opinions of others.”</td>
<td>Others-directed: “Lend grace to the opinions of others.”</td>
<td>Others-concerned: “only you have concerns, not me.”</td>
<td>Lossy: “I avoid any kind of loss or pain.”</td>
</tr>
<tr>
<td>Self-concerned: “Only I have concerns, you don’t!”</td>
<td>Others-concerned: “only you have concerns, not me.”</td>
<td>Indecisive: “Leave decisions to others.”</td>
<td>Necessity: “I do whatever is necessary”</td>
</tr>
<tr>
<td>Decisive: “I make decisions to get results!”</td>
<td>Indecisive: “Leave decisions to others.”</td>
<td>Indecisive: “I make decisions to get results!”</td>
<td>Possibilities: “I do what seems pleasing.”</td>
</tr>
</tbody>
</table>

Why we naturally irritate each other and ourselves!

Why we naturally irritate each other and ourselves!

Learn more, read: “Personality Finesse... how we nurture our nature”

**Now that you have her... don’t lose her!**

**Vaccinate** against any Dismoral Virus

*use Timely TRAINING*

*use Timely SCHEDULING*

**How personality affects your Effectiveness**

When stressed you can become naturally effective...or not!

Each POSITION has a naturally effective pattern!

**Vaccinate** against any Dismoral Virus

When getting rid of infected staff:

1. Get rid of infected staff BEFORE hiring new staff...
2. If not possible, try to keep the new staff away from the infected staff...
3. If not possible, inform the new staff of the situation and tell them to ignore the infected staff who will soon be gone.

If not accounted for...your great new staff may soon be gone.
Start with a Legal Orientation

Don't waste her time and your investment.

Getting Her Settled In  Personnel File Folder  Medical & Personnel Record  OSHA & HIPAA Training Programs

Use Timely TRAINING

Next have an Orthodontic Orientation

Learn the language  Learn Tx Sequence

Learn Tx Sequence  Schedule Training

Use Timely TRAINING

Use a progressive training program that builds skill upon skill from the easiest to the most difficult.

1. Studying
2. Demonstration
3. Trial & Error
4. Practicing alone
5. Working with Pts.

Do progressive Receptionist Training
Do progressive TC Training
Do progressive Clinical Training
Do progressive Financial Training

EVALUATE PERIODICALLY
Evaluate her periodically and re-train her as needed.

This Timely Training and evaluation is all part of your "Team Training Kit"

Use Timely SCHEDULING

If her is not productive she may feel bored and/or guilty and quit.

If you have a disorganized or hectic schedule, she may not be able to handle the stress for too long.

For an ideal schedule use your "Scheduling Design Mgmt Kit"

And, even if you have an ideal schedule, it doesn't mean that your patients won't mess it up.

So, you need ways to minimize it to stay on schedule and not become bored or frantic.

Resolving the "Late, Early, SOS" Problem!

The 3-Step Decision Process

Can I get some or all of the Tx or repairs done in the amount of scheduled time left?

- IF YES → DO IT

If it is all right with the patient and nobody waiting, can I get him started, then treat my next patient on time, and get back to him (or have somebody else work on him), no matter how long it takes?

- IF YES → DO IT

- IF NO → DO IT

Do whatever you can in the time left and reschedule the patient to complete the treatment and repairs.
Resolving the “DR-Exam Problem”!

- Getting the doctor into the exam on time
- Getting the doctor out of the exam on time

Thank You!

It has been my pleasure to help you.

If you are interested in obtaining your “Management Kits” I can help you at **BOOTH #1866**

Contact us at: BioEngineering@twc.com or visit us at www.DeanBellavia.com

Resolving the “Wasted Time Problem”!

- Use a Clinic Traffic Cop or light system or both
- Use Tray Cover Notes
- Use an On-Deck area to organize your patient flow

In Summary, to **Create & Maintain your Dream Team**

- **C** ORGANIZE your team to be fully utilized
- **R** Use an effective program to **HIRE** the best team
- **E** Consider how **ATTITUDE** affects your choice
- **E** Consider how **MENTAL SKILLS** affect your choice
- **A** Consider how their **PACE** affects your choice
- **T** Consider how **PERSONALITY** affects your choice
- **E** Does **MANUAL DEXTERITY** affect your choice?

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