The American Association of Orthodontics
Presents Their 2017 Annual Session

With A Lecture By

Rosemary Bray

“Navigating Your Way To A Smooth Sailing Crew”

At the San Diego Convention Center

In San Diego, California

On April 23rd, 2017

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“Navigating Your Way To A Smooth Sailing Crew”

Captains of crewing row boats or ocean sailing ships have the same concerns in recruiting the right crew as Orthodontists have when putting together their high performing teams. Both require talent of course and skills learned and mastered but often, far more important are traits beyond the skill. Once the crew has been acquired, what keeps them happily together, how do they stay motivated to keep rowing those oars or fueling that ship or seeing those patients? It is my hope that the following TEN TIPS can help a Ship’s Captain or an Orthodontic Practice to find, keep, maintain and reward a hard working crew. Welcome Aboard, Top Notch Crew!!

1) **Know the qualities you are looking for in a superb Crew Member.** See the enclosed list of desired characteristics that all Orthodontists seek, based on a survey of 100 top-quality offices polled by Rosemary. Hire only **F.A.T.** employees and **A.C.E.S.**

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2) **Know the reasons Crew Members have been terminated.** Promise as a great Crew to keep them from your own behavior and train your entire Crew to prevent them from entering your practice! **DR, (Captain) terminate when you see them, don’t wait thinking it “might change”**.

3) **Walk the talk ~ Shoot the way you shout!** Do what you said you would. Be the best you can in all areas. Make as few compromises as possible. Get the Vision and the Mission Statement written and framed and then BE it! Write it as a Crew-Team and keep it current. Post it up and know it! Accept change as a practice way of life and adapt to it well as individuals and as a Crew.

4) **Vow to learn throughout your life.** It’s part of the great profession you have chosen. Attend your national, state and local meetings as often as possible (and AAO meetings like today). Send your Crew as often as you can. When they are unable to go, order the appropriate CD’s/tapes from the meetings. Send one person, have her/him take notes, absorb, ask questions and report back! Read books non-stop and listen to tapes non-stop. Keep a **Yearning for Learning**!

5) **Learn to be great communicators.** One of the number one reasons for Crew downfall (in a practice or on a ship) is lack of communication (as it is in marriage and all relationships). Make your communication 1) **Open ~ you can talk about** _______________. 2) **Honest, when you talk, you tell the** _______________ and **Safe ~ there are no** _______________ for being both Open and Honest. Be sure it is constant two way communication and that you are sincere. Practice your communication at your **Monthly Team Meetings** * **Morning Meeting (Huddles)** * **Annual Office Retreats** * **Annual One-on-One Meetings** (performance evaluations).

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Office gossip seems to be the main slayer of Crew spirit. Do not partake in it or allow it — it is infectious and deadly. Encourage one-to-one communication with only the person who can do something about the issue/problem. Above all, the DR/Capt cannot be the gossiper. And no BMW’s!

6) **Set the Team (Crew) and Practice (Ship) goals together.** When employees are part of the planning, they are more likely to be part of the accomplishing. “Ownership” is important to them. As an employer, DR/Capt, try to always remember that the “carrot works better than the stick.” Dangle some sort of carrot in front of the Crew. Not all incentives involve money either! Monitor practice numbers versus goals and set small incentives along the way to keep people motivated. Above all other incentives and motivators, the team always has and always will want, need and crave the greatest motivator of all, ____________________! Crew, *so do your DRs, Captains!*

7) **Acknowledge all accomplishments** ~ big and small. Make “High Fives” commonplace (celebrate the new start, the day without no-shows, the we-stayed-on-schedule day, the no-absentee month, the greatest collection month, etc.). Surprise each other with occasional rewards of all kinds (a kind note on a Post-It, a day off, flowers, a spa day, a shopping spree, a limo, dinner out, ask me!). When you are able, plan an office fun retreat or a time away from the office to reward hard work and above-average performance (Away, at a future AAO or at Your Local Park…the place is not the retreat ~ YOU are!). These times together are fun, valuable and Crew-Building and once a year is very motivating. Retreats are more for planning while fun outings are just that! ___________

8) **Cooperate well ~ Play nicely in the sandbox.** Always remember the simple but effective *Golden Rule.* Treat your Crew Members and your patients the way *you* would like to be treated, and use the even better *Platinum Rule.* Treat your Crew and your patients the way *THEY* would like to be treated! Strive to be fair, respected, kind, trusted and capable leaders who all lead with the 6 E’s.

   1. **E___________**  
   2. **E___________**  
   3. **E___________**  
   4. **E___________**  
   5. **E___________**  
   6. **E___________**  

   **The 6 E’s**

9) **Celebrate often!** Because you’re doing Ortho, celebrate all debands! This is the patient’s very BEST day! Be happy with them. Give goodies and praise, take pictures, send cards, sing songs! Post them on Facebook! Your referral offices entrust you with their patients, treat them well and have fun doing it! Remember Secretary’s (Admin. Asst) Day on the last _____ in April and Dental Assistant’s Week in March, Ortho Team Member’s Week in ______________, all the Crew’s birthdays and anniversaries of employment and of course, National Boss’s Day on ____________. No excuses to not do it😊. Find things to be happy about, and then show it.

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10) **Have a lot of FUN & Stay Positive!** The FUN offices seem to have better teamwork and happier Crew Members! So, Have Fun!! Lighten up and remember, it’s teeth folks😊. Find things to laugh about, it is a choice to be happy and smiling. You make that choice every day. Attitudes are such a factor in your level of enjoyment of the work environment. Do fun things together. Every once in a while, join together at Happy Hour or bowling, or a barbecue or a family day, keep each other “up” and smiling and when others are not, perhaps consider helping them find a place where they can be happier😊. (That includes you too!) Keep your attitude a positive, happy one. Walt Disney, a famous Captain, taught his Crew to “Never Allow Backstage To Come Onstage”~ a lesson all in Ortho should know and adhere to. No poor attitudes, no drama, no negativity ~ nothing that does not demonstrate the mission and purpose of your Ortho Ship!

______________________________
______________________________
______________________________
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______________________________

**NOTES ~**

**Don’t be a BMW - - A BMW is a ~**

**And Don’t be a CAVE - - A CAVE is ~**

**Allowing Backstage to Come Onstage Means ~**

**Teamwork (Crew) Quotes**

**How Do They Apply To Your Practice (Ship)????**

“None of us is as smart as ALL OF US.” ~ Ken Blanchard

“A ship in the harbor is safe and protected, but that’s not what ships are built for. Sail out to sea and do new things.” ~ Adm. Grace Hopper

“When a crew and a captain understand each other to the core, it takes a gale, and more than a gale, to put their ship ashore.” ~ Rudyard Kipling

“I prefer to sail in a bad ship with a good captain rather than sail in a good ship with a bad captain.” ~ Mehmet Murat Ildan

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THE TOP 35 CHARACTERISTICS IN A SUPERIOR CREW SOUGHT AFTER BY DRs (CAPTAINS)

Listed in the order of importance as reported in a survey which Rosemary conducted of 100 Top-Quality Practices Across the United States & 10 International DRs.
The list continues to stay the same today. Has this list described you?

Check It - - If It Is YOU

1. _____________________________*
2. Outgoing Personality – “A Smiler”
3. Dependable and Responsible*
4. Well Groomed
5. Caring and Compassionate
6. Honesty – Integrity*
7. Teachable – Willing to Learn
8. Committed*
9. A “Do What it Takes” Work Ethic
10. Great Communication Skills
11. A Team Player*
12. Intelligent*
13. Integrity
14. Enthusiastic*
15. Experienced
16. Goal Oriented*
17. Self Esteem – Confident*
18. Energetic*
19. Motivated*
20. A Listener
21. Disciplined – Focused*
22. Sense of Humor
23. Courteous
24. Compatible with the Team
25. Empathetic
26. Mature
27. Punctual
28. Creative
29. Decisive*
30. Patient*
31. Visionary
32. Self-Starter – Initiative*
33. Organized
34. High Moral Character
35. Kind

*These are considered by Zig Ziglar to be among the “Top Requirements for Success” both personal and professional.

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The most common reasons crew members are dismissed by DRS (Captains) (from the same 100 top offices polled)

Is this me?

My score 1 to 10

<table>
<thead>
<tr>
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<th>Reason</th>
<th>Score</th>
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<tbody>
<tr>
<td>1</td>
<td>Not compatible with the existing crew</td>
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<tr>
<td>2</td>
<td>Not a “team/crew player”</td>
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<td>3</td>
<td>Not dependable or responsible</td>
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<tr>
<td>4</td>
<td>Poor skills (any type)</td>
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<tr>
<td>5</td>
<td>Indifference (an “I don’t care” attitude)</td>
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<tr>
<td>6</td>
<td>Dishonesty (or lack of integrity)</td>
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<tr>
<td>7</td>
<td>Lack of motivation – not really trying</td>
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<tr>
<td>8</td>
<td>Inability to take directions</td>
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<tr>
<td>9</td>
<td>Poor communication skills</td>
<td></td>
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<tr>
<td>10</td>
<td>Personal problems brought to work</td>
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<tr>
<td>11</td>
<td>Poor taste (attire, talk, grooming)</td>
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<tr>
<td>12</td>
<td>Tardiness – absence</td>
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My total score

1 = that is not me
10 = yep, that’s me for sure (130 score says maybe time to hunt for a new job?)

11 of these 13 reasons are attitude related
30 of the 35 positive traits are also attitude related

“Everyone thinks about changing the world
But no one thinks about changing himself” (Tolstoy)

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Some Recommended Reading to Become the Great Crew That Keeps the Ship Afloat and Has Fun and Harmony Doing It!

Dealing with People You Can’t Stand
Leadership is an Art
The Winner Within
Zapp! The Lightning of Empowerment
Lead, Follow or Get Out of the Way
Peak Performers
The Power of Ethical Management
The One Minute Manager
Everyone’s a Coach
Leadership by the Book
The Heart of a Leader and Whale Done!
Full Steam Ahead!
High Five!
Leadership 101 and Attitude 101
21 Indispensable Qualities of a Leader
17 Essential Qualities of a Team Player
Developing the Leaders Around You and Developing the Leader Within You
The Right to Lead
1001 Ways To Reward - Energize - Motivate Employees
How To Become A Great Boss
The One To One Future
Good To Great
First Things First
The One Thing You Need to Know
Who Moved My Cheese?
Why Employees Don’t Do What They’re Supposed To Do
The Purple Cow
Hiring the Best
How to Win Friends and Influence People
The Art of Possibility
How Full Is Your Bucket?
Crucial Conversations
7 Secrets of Exceptional Leadership
The Girls’ Guide to Being a Boss (Without Being a Bitch)
Play Like A Woman, Win Like A Man
FISH!, Fish Sticks, Fish Tales, Fish for Life
When Fish Fly
Care Packages For the Workplace
Time Tactics of Very Successful People
Attitude is Everything
Pulling Together
Beyond the Morning Huddle
Get Everyone in Your Boat Rowing in the Same Direction

GIVEN TODAY AS PRIZES

Dr. Rick Brinkman
Max DePree
Pat Riley
William Byham
James Lundy
Charles Garfield
Ken Blanchard and Norman Vincent Peale
Ken Blanchard and Spencer Johnson
Ken Blanchard and Don Shula
Ken Blanchard
Ken Blanchard
Ken Blanchard
Blanchard & Bowles
John Maxwell
John Maxwell
John Maxwell
John Maxwell
John Maxwell
Bob Nelson
Jeffrey Fox
Don Peppers
Jim Collins
Stephen Covey
Marcus Buckingham
Spencer Johnson
Ferdinand Fournies
Seth Godin
Martin Yate
Dale Carnegie
Rosamond Stone Zander
Tom Rath
Kerry Patterson
Brian Tracy
Caitlin Friedman
Gail Evans
Stephen Lundin
John Yokoyama
Glanz
B. Eugene Griessman
Vicki Hitzges
John Murphy
Dr Ann Marie Gorczyca
Bob Boylan

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Meet Your AAO Speaker

Rosemary Bray spent more than 30 years employed in the dental profession, with clinical and admin experience in General Dentistry, Periodontics and Orthodontics (18 years).

Her last 16 years were as Office Manager and Treatment Coordinator for a quality Orthodontic practice right here in San Diego, CA. She left in 1998 to begin her self-employment as a speaker and consultant in Orthodontics and Dentistry. She was one of the founding members of the Pacific Coast Treatment Coordinators Study Group and also of the San Diego Dental Office Managers Study Club. She is proudly now celebrating her 49th anniversary in teeth and travels the world doing so!

She taught oral hygiene and dental care to 400 children from 37 different countries at the International Community School of Zurich for two years while she and her family lived in Zurich, Switzerland for a 4 year period. A tooth brushing program was instituted in the primary school curriculum as a result and her program is still ongoing today. Those International kids are still brushing! ☺

She has lectured nationally and internationally on every continent except Antarctica on behalf of the American Association of Orthodontics (AAO), ASO & NZAO Congresses, numerous Orthodontic companies, various dental societies, Ortho and dental study groups and for her own workshops and seminars. In 2011, she was honored to be the Staff Program Co-Chair for the AAO Annual Session in Chicago and has been featured on well over 20 consecutive AAO programs. She is a feature speaker at dental meetings too, such as the ADA, Yankee Dental, Star of North and of the South, AAPD, Dallas Dental, Chicago Mid-Winter, CDA and the prestigious Hinman Dental meetings.

Rosemary is the Past President and a Board Member of the San Diego Children’s Dental Health Association (a non-profit dental clinic in San Diego which treats approximately 500 needy children each month). This is a last resort care facility which relies on donation alone to operate. In 2007, they began to finally provide Orthodontic care as well as quality dental care!

She has been a visiting Clinical Instructor in the Orthodontic department of the University of the Pacific School of Dentistry in San Francisco where she has donated her knowledge and experience to the future orthodontists studying there and she has spoken at many Orthodontic schools as a gift back to the profession.

She serves on the Board of Directors for the American Association of Orthodontics Foundation (AAOF), which supports and promotes education and research in orthodontics. Rosemary also continues to serve on the Education Committee for the Pacific Coast Society of Orthodontists (PCSO ) and assists in planning Annual Sessions for that AAO Component society.

Rosemary is self-employed as an Ortho office trainer and consultant specializing in

- New patient exams, TC Training
- Outstanding customer service
- Internal and external marketing
- Verbal & written communications skills
- Team relationships, motivation, incentives, retreats and team building

She gives personalized office retreats and seminars and is available for speaking engagements to a variety of professional groups. A popular lecture is her Appreciation Seminar to thank the GP referrals to the Orthodontist for supporting the practice. Visit her website (www.rosemarybray.com) for details on programs, workshops and lectures that are open to the public.

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