

# ENDO INC

## ROOT CANAL SPECIALISTS

### NORTH SHORE

A publication of Drs. Maloff, Makkar, and Tsai

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## WHICH HAPPENS FIRST?

For the past ten years, I've been growing CEDR Solutions, a business that offers, among other key services, comprehensive, high-level expert support to employers who are trying to address and solve issues with employees. We provide this support through an extensive array of mechanisms, including training and unlimited live guidance by phone. Consequently, the insights we've gained and the solutions we're able to share with our members and first-time callers alike are derived from having worked through real problems in thousands of real practices just like yours.

While the issues we help with are often technical or related to a policy or state law, and thus are relatively easy to address as HR experts, there are other problems that are a lot harder to pin down.

For example, take the question, "How do we motivate employees to do their jobs?" The common answer among most practice management consultants is often, "Put in a bonus system and it will result in getting them motivated and going." But that's not a very thorough answer—and it only goes so far. Here's why.

### How do I motivate people?

When talking about motivation as it applies in the modern-day working world, Edward Deci said, "... [this] implies that motivation is something that is done to people rather than something that people do."

If you had asked me 25 years and about 200 of my own employees ago what makes some employees great and others simply awful, I would have said something like, "Well, if a person likes what they

do and they get paid decently, they do a good job." But then you'd follow that up by asking, "If being happy is a part of the equation, what makes some happy and others not?" And I would answer, brutally honest, "I haven't a clue what makes them happy."

**Nugget of Insight:** Being happy or unhappy is a matter of choice. While external forces certainly play a role, the employer who continues to keep an employee who makes them unhappy, or vice versa, is choosing to be unhappy.

What I do know about "happy employees" is that engaged, motivated, smart, good-at-their-jobs people are less likely to play any part in the petty external and internal conversations that lead to mediocrity. In short, those are the people who make bonus systems work, not the other way around.

Your ability to hire better in the first place, and to discover and nurture people who decide on their own to continue to excel in service to your business, will give you a distinct advantage that your competitors cannot easily duplicate. In fact, that's what the term "human resources" is derived from. Get a bunch of great human beings in a room, put them to work on a project with a common goal, and watch what happens. It's an equation for success.

You need only look at how Congress often operates to see the antithesis. When you remove the words "common goal" and inject "one's own self-interest" into the equation, the project's chance of success drops dramatically.

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## THE GREAT EMPLOYEE OR THE BONUS? by paul edwards<sup>1</sup>

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# WHICH HAPPENS FIRST?

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### Let's talk bonus systems

Even though this article may at first seem to imply that bonus systems are futile, or that money does not matter, nothing could be further from the truth... or can it?

Let me give you an example. When I was 27 years old, I opened my very first business - a window cleaning company - and ran it for two years. During that time, I implemented a bonus system to encourage my one employee to do great work. Yet, while my bonus system meant I paid my employee more to clean windows, it actually resulted in dirtier windows. I learned that while you could offer a three-dollar-per-hour raise to get someone to do a "better" job, you could still get the same or, in my case, worse results.

Good or bad, the bonus money I offered did little to motivate or change my employee, nor did it improve his performance. In fact, this employee stayed completely within what I would call his own level of personal integrity. From the moment I hired him, my employee was:

1. Happy to get a paycheck but not passionate about cleaning windows
2. Not really detail-oriented
3. Not really affected by being sent back out to re-clean windows and face the scrutiny of the little old ladies who hired us
4. A good guy, but kind of a slacker (which I knew when I hired him)
- 5.

Nugget of Insight: While people may evolve or mature, and some may even appear to regress at times, they do not change.

Therefore, the missing component in your bonus system may be your understanding of what you are trying to accomplish in the first place. We are often taught that the cure for motivating employees is "the bonus." Dangle a carrot and they'll change who they are and suddenly become engaged and motivated.

However, I often imagine the average marginal employee who, when faced with getting more money to do their job, thinks, "Count me in! For now, that is." Or, "Well, OK, if you are willing to pay me extra to do my job, I guess I can follow the script you forced me to learn from the scheduling institute."

### Waving the consequence stick

Of course, if the promise of a bonus doesn't work, you can try waving the consequence stick, instead. "Look, if you don't follow the script/show up on time/(insert problem here), you can forget the bonus, and you'll be lucky to keep your job!" Whack! And this does sometimes work, insofar as you threaten and they respond.

By the way, so long as there are lawyers in this world, document interactions like the ones I've just described, along with any other time you request something different from an employee! Documenting where an employee is falling short and what he/ she needs to do to improve is always one of the most important things you can do to protect yourself and your business.

Now, let me tell you something that is often left out. Employees who do well inside of bonus systems would typically still knock it out the park, even without the bonus. You might be thinking, "Whaaaa?" But it's true. Their internal conversation looks somewhat different than the others.

For example: "Show me your same-day treatment opportunity/your Delta dental plan/your (insert challenge here), and I will convert them to satisfied patients, referrals, and income. Just show me how. And, yes, I'll accept any form of bonus you offer because I'm not stupid. I like extra money, too!"

### Great employees are great employees

If you've ever listened to some of the heavy hitters in dental management coaching, you'll hear them refer to finding good people first. Whether it's Greg Stanley, Sandy Pardue, Linda O'Grady, Woody Oakes, Michael Abernathy, Bill Blatchford, or Tom Orent, the one thing you learn is that great systems allow great employees to do extraordinary things. Systems also enable business owners and managers to spot weak points, often human ones, and either correct or replace.

Without a doubt, any well-thought-out "bonus system" that gets you and your staff thinking is a great step forward. It gets the juices flowing, and we've all seen phenomenal results in practice production as a result of bonus systems. Eventually, though, it all comes back to the human factor and to those particular humans who operate inside of your systems.

So now I will leave you to create and implement the right bonus system for you, and to consider whether you've also got the right people inside of it. Here at CEDR Solutions, our position is that no bonus system is going to work nearly as well as it could unless you hire the right people. Hiring better in the first place is the "system" that will serve you no matter where you are in your career.

*Paul Edwards is the CEO and Co-Founder of CEDR HR Solutions (www.cedrsolutions.com), which provides individually customized employee handbooks and HR solutions to dental offices of all sizes across the United States. He has over 25 years' experience as a manager and owner, and specializes in helping dental offices solve employee issues. Paul is a featured writer for The Profitable Dentist, Dental Economics, and other publications, and speaks at employment education seminars, conferences, and CE courses across the country. He can be reached at paul.edwards@cedrsolutions.com or (866) 414-6056.*

# Bankrupt Dentist

by Graig Presti<sup>2</sup>

Dentists all over North America go bankrupt every day. I talk to thousands every year. Bankruptcy can sneak up fast on a private practice, one day things are fine, then a year later...boom... you're in a tail spin.

I've noticed a recent uptick in dentists on the verge of bankruptcy... pleading for my help. Unfortunately for them, it's too late.

A year ago, sure... things were "fine". But times are changing, and it's happening faster than anyone expected.

I received a letter just the other day from a doctor who is contemplating filing for bankruptcy and shutting the doors of his practice because he didn't listen to my words of warning just this time last year. He sat on his hands and "hoped" things would change on their own.

I can't help this person, because he failed to take action. But the bigger lesson here is "inaction and indecision". Remember more harm is done by indecision than bad decision.

This doctor's financial collapse is not an isolated incident. I've seen more doctors contemplating bankruptcy in the last 2 months than in the last 10 years!

So, why is this happening now? There are six simple, yet indisputable facts for this occurrence (but are ignored by 99% of dentists who refuse to change):

1. *Corporate dental practices have been invading cities and breaking private practices over their knees in a matter of months, regardless of market size (urban or rural).*
2. *Patients are spending less money than ever (hoarding cash due to economic uncertainty, looming economic policies, employment uncertainty, and a new, unproven president)*
3. *Large private mega practices are buying up everything in sight, including market share*
4. *The dental hygienist practice is rapidly expanding (reducing the need for dentists)*
5. *Insurance is being manipulated and dominating the market place*
6. *There will be a recession in the future*

However, despite all of these awful things lurking on the horizon, this is not a death sentence. You can fight this and win.

Please, I urge you to not be a stick in the mud, who refuses to change because this can be that year for change. Let's do it together!

Let's save this industry from its slow, lengthy undoing and raise it up to greatness again. I want to help you put an action plan together to fight this.

One of my private clients (who will remain nameless) is already breaking his competition in half... buying practices, just killing practices that won't change. He's even got mobile dentistry in the areas he can't cover with a brick and mortar presence.

What's the secret? It comes down to controlling how your potential patients perceive you. Start by focusing on:

**REVIEWS:** Research shows that your patients might start with a "word of mouth" recommendation from the friends and family, but before following up, that doctor gets vetted extensively through online Google patient reviews. And guess what, the more glowing 5-star Google reviews you have, the more that person trusts you before they ever pick up the phone.

**BRANDING:** No, your logo is not the extent of your brand. Branding is about the image you portray to the public, and encompasses everything from the way your staff answers the phone to the practice photo that shows up on a Google search. It all is part of building a perception of being a known, likeable, trustworthy practice.

**YOUTUBE:** You can't afford not to be on the #1 site for online video and the #2 search engine in the world. (Your prospective patients certainly are.) And guess what...it's no coincidence that Google owns YouTube. Your presence on YouTube and other social media channels affects your Google rankings, and vice versa. Participation on all of these outlets should be looked at as part of a conversation - the conversation your patients want to have with their doctor. So don't sell; educate, inform and participate in a way you would if they were standing next to you.

**GETTING YOUR GOOGLE HOUSE IN ORDER:** Like it or not, the patients you want are looking you up on Google before anywhere else. They type your name (or "dentist" and your city name) in that search engine, and to put it bluntly, whatever the results are have a direct effect on your production and practice's bottom line. You can not afford to look bad on Google, and that means controlling the reviews and ratings, practice information, location information, and more. It's absolutely essential that you get this right.

*Graig Presti is a featured keynote speaker, best-selling author, and CEO of three-time Inc. 500/5000-recognized company Local Search For Dentists™, making them the fastest growing company in all of dentistry. They are helping thousands of dentists all over the world gain dominance in their local market and consequently have record years*

*Presti has been featured in INC Magazine, Huffington Post, Newsweek, The Wall Street Journal, and on medias such as NBC, CBS, ABC, Fox, CNN, and more. With over a decade in worldwide marketing experience, Presti's proprietary marketing systems have helped thousands of dentists achieve more freedom, new patient numbers and reach their income*

*CEO LocalSearchForDentists.com, A 3x Inc. 500/5000-Approved Company*

2 Winter Street  
Salem, MA 01970  
p: 978.745.6900

85 Constitution Lane, Suite 200 D  
Danvers, MA 01923  
p:978.750.4500

Arnold I. Maloff, DMD, ABE  
Sandra R. Makkar, DDS, ABE, FRCD(C)  
Carlene Tsai, DMD, ABE, MPH



Endo Inc. Root Canal Specialists are honored to be awarded Top Dentists for their **fourth consecutive year**. Their doctors provide exceptional root canal and endodontic services with compassionate, patient-focused care. While many things have changed in our communities, one thing remains the same: their commitment to your health and safety. Their board-certified specialists are trained in diagnosing and treating oral pain in a way that eases patients' fears. The doctors incorporate modern techniques and specialized technology which allow for accurate diagnostics, effective treatment, and a virtually pain-free experience. Their updated safety protocols follow all guidelines for infection control to do everything they can to keep you safe. The team's enhanced training, use of cutting-edge technology, and impressive success rates garner patients and general dentists' trust.