

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.

1

What
a dream team
Should Be!

4

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



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www.DeanBellavia.com

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.

2

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 **MENTAL SKILLS** affect your choice
T Consider how their **PACE** affects your choice
E Consider how **PERSONALITY** affects your choice
E Does **MANUAL DEXTERITY** affect your choice?

MAINTAIN:

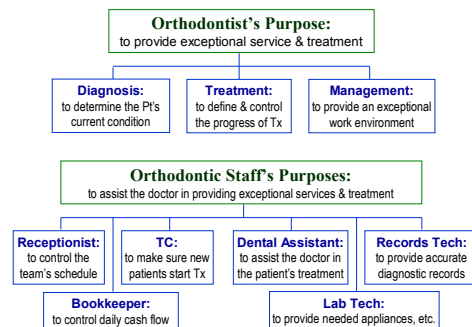
- VACCINATE** against the Dismorale Virus
TRAIN them *fully*, in a timely manner
SCHEDULE them in a timely manner

5

What
a dream team
is **NOT!**

3

Your Dream Team's Purposes



6

Determine your Staffing Needs



Every Team Member

Must Be



Equally Productive

But, what does "Productive" mean?

7



Staffing Optimal Combinations

FS/D	Effective/Efficient Combinations			
0.50	2 Staff: DA/RT/LT/ST (Dr does DA work too) & TC/REC/FIN (most Fin done on non-Pt Tx days)			
0.75	4 Staff: DA & DA/ST/LT & TC/RT & REC/FIN (some Fin done on non-Pt Tx days)		3 Staff: DA/RT/LT/ST & DA/REC (when TC in exams) & TC/REC/FIN (Fin done on non-Pt Tx days)	
1.00	4 Staff: DA & DA/RT/LT/ST & TC/FIN & REC		4 Staff: DA & DA/LT & TC/RT/ST & REC/FIN	4 Staff: DA/RT & DA/TC & FIN/LT/ST & REC
1.25	5 Staff: DA/ST & DA/RT & DA/LT & REC & TC/FIN (Fin on non-Pt Tx days)		6 Staff: DA & DA & DA & RT/LT/ST (if other lab work) & REC & TC/FIN (some Fin on non-Pt Tx days)	
1.50	6 Staff: DA & DA & RT/LT/ST & REC & TC & FIN/REC		7 Staff: DA & DA & DA/ST & RT/LT (if other lab work) & REC & TC & FIN/REC	
1.75	7 Staff: DA & DA & DA/ST & RT/LT		& REC & TC & FIN/TC 8 Staff: (if other lab work)	
2.00	9 Staff: DA & DA & DA & DA/ST & RT/LT & REC & TC & REC/TC & FIN			
2.25	10 Staff: DA & DA & DA & DA & DA/ST/LT & RT & REC & REC/TC & TC & FIN			
2.50	11 Staff: DA & DA & DA & DA & DA/ST & RT/LT & RT & REC & REC/TC & TC & FIN			

This is all part of your "Organization & Hiring Mgmt Kit"

Now that you know how to organized your Dream Team...how do you Hire them?

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A Definition of Production is...

Production = Full Starts per Day (FS/D)

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

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

$$\begin{aligned} \text{FS/D} &= 150 + 0.40 \times 40 + 166 \\ &= 166 \div 166 = 1.00 \text{ FS/D} \end{aligned}$$

What is YOUR PRACTICE'S FS/D?
Maybe the following can help you decide.



8

Use an Organized Hiring Program



Seek & Screen Applicants



Test and Interview Applicants



DR & Team Interviews, References



Decisions & Salary Negotiation

11



Typical FS/D Staffing Needs

FS/D	Patients /day	Total Staffing	DA /day	RT /day	LT/ST /day	Recep /day	TC /day	Bkkpr /day
0.50	25	2.20	0.8	0.15	0.10	0.45	0.30	0.40
0.75	40	3.00	1.0	0.2	0.15	0.65	0.45	0.55
1.00	50	4.15	1.5	0.3	0.20	0.85	0.60	0.70
1.25	55	5.15	2.0	0.4	0.25	0.95	0.75	0.80
1.50	65	6.25	2.5	0.5	0.30	1.10	0.90	0.95
1.75	70	7.35	3.0	0.6	0.35	1.25	1.05	1.10
2.00	75	8.40	3.5	0.7	0.40	1.40	1.20	1.20
2.25	80	9.45	4.0	0.8	0.45	1.55	1.35	1.30
2.50	85	10.50	4.5	0.9	0.50	1.70	1.50	1.40

But, how do you deal with partially staffed positions?

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Determine the Applicant's Attributes:

their Attitude

their Mental Skills

their Manual Dexterity Skills

their PACE

their Personality

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Their Attitude



**Strong
Work
Ethic**



**Good
Self-Image**



positive



**Team
Player**

When they agree to work in a position,
they must perform **ALL** of its tasks.

They don't get to pick and choose.

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Evaluate their Mental Skills

**Evaluate their
Grammatical Skills**
(Spelling, Grammar, Punctuation)



Important for composing
letters or *readable* emails.

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

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Evaluate their Mental Skills



**Evaluate their
Alphabetizing Skills**

Important if you have
paper file folders, but...

**If your files are all
computerized...**

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Evaluate their Mental Skills

**But, if you DO evaluate their Alphabetization,
Mathematical and Grammatical Skills...**

You can determine their ability to learn!

- 😊 If they get over 85%...they can be quickly trained,
probably in about a month...with a good program.
- 😊 If they get between 70% and 85%...
their training will take a month or so longer.
- 😐 If they get below 70%...
it's going to take many, many months to train them.
- 😞 If they get below 60%...forget it...
you'll be retired by the time their trained.

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Evaluate their Mental Skills



**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...

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Evaluate their PACE

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

Visual: Fast



Up Left

Up Right

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Blank Stare

Then **watch** how their eyes move.

If their
eyes go

Left or

Right or

Down

Left:

They are

Moderately

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

Auditory: Moderate

Left

Right

Down

Left:

They are

Moderately

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

fast.

Kinesthetic: Slow



Down Right

Down Right

Down Right

Down Right

Down Right

Down Right

Down Right

Down Right

Down Right

Down Right

Down Right

Down Right

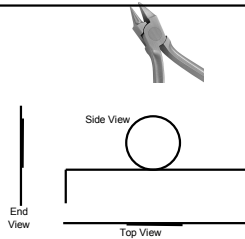
Down Right

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

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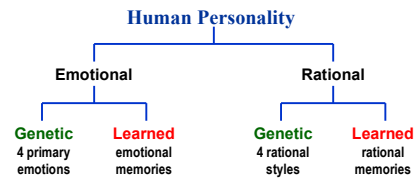
Evaluate their Manual Dexterity Skills (Wire-bending test)

Important for new assistants to test small motor skills and hand-eye coordination...



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But...What Is Personality?



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.

Where does your Personality Come From?

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

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

So, lets 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.

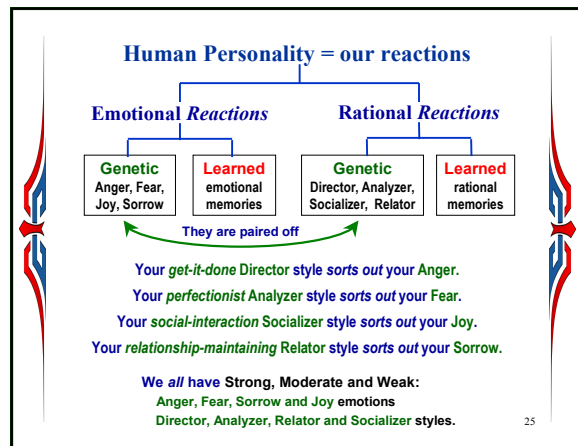
It all started with a sponge, the first animal, and then evolved to a worm, the first brain, and then eventually evolved to us.

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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!

DIR.	SOC.	REL.	ANAL.	Style Usage
+20	+17	+19	+15	Problems?
+16	+9	+11	+7	VERY STRONG
+15	+8	+10	+6	
+14	+7	+9	+5	
+12	+6	+7	+4	
+10	+5	+5	+3	STRONG
+9	+3	+3	+2	
+8	+2	+2	+1	
+7	+1	+1	+0	OK
+6	-1	-1	-2	
+5	-2	-2	-3	
+4	-3	-3	-4	
+3	-4	-4	-5	
+2	-5	-5	-6	WEAK
+1	-6	-6	-7	
0	-7	-7	-8	
-1	-8	-8	-9	VERY WEAK
-2	-9	-9	-10	
-3	-10	-10	-11	
-4	-11	-11	-12	Problems?
-5	-12	-12	-13	
-6	-13	-13	-14	
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-298	-305	-305	-306	
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-301	-308	-308	-309	
-302	-309	-309	-310	
-303	-310	-310	-311	
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-305	-312	-312	-3	



Your *Emotions*' Purposes

The purpose of **Anger** is to alert us to possible confrontation.

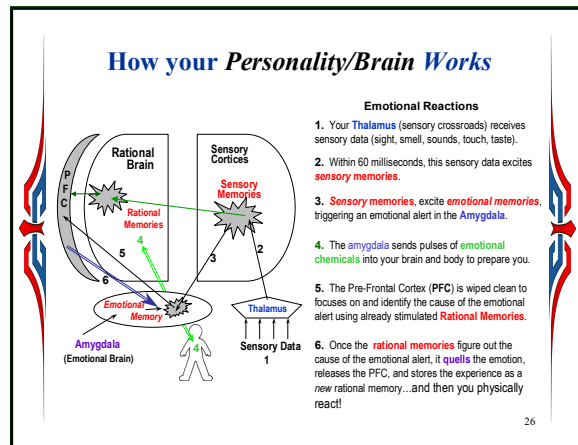
The purpose of **Fear** is to alert us to possible danger.

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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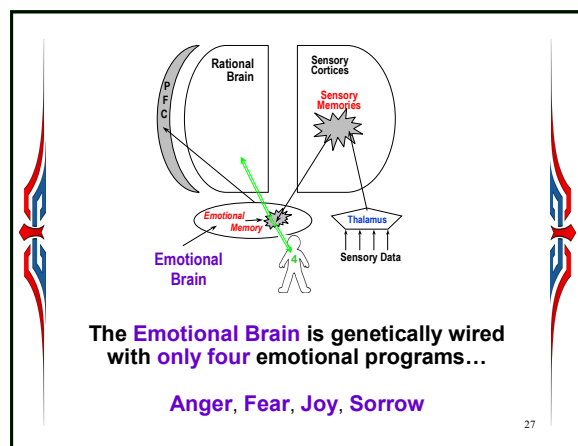
Your *Rational Styles*' Purposes

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!**

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Then there's that *Left & Right Brain...thing*

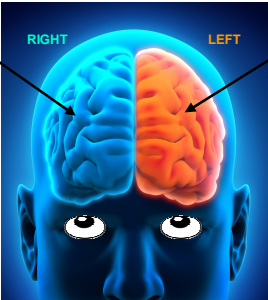
Associative

Sparse neural clusters with many axons to other neural clusters

Director
Anger

Socializer
Joy

RIGHT



LEFT

Detailed

Dense neural clusters with fewer axons to other neural clusters


Relator
Sorrow

Analyzer
Fear

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

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MAINTAIN
your
Dream Team

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

Get It Done Now! Director Style	Relationship Maintaining Relator Style	Socially Interactive Socializer Style	Unerringly Proceeding Analyzer Style
Self-directed: "I reject the opinions of others"	Others-directed: "I embrace the opinions of others"	Gain/pleasure: "I seek out gain or pleasure"	Loss/pain: "I avoid any kind of loss or pain"
Self-concerned: "only I have concerns, you don't"	Others-concerned: "only you have concerns, not me"	Possibilities: "I do what seems gratifying"	Necessities: "I do what I am obligated to do"
Decisive: "I make decisions to get results"	Indecisive: "I leave decisions to others"	Similarities: "I trust most situations"	Differences: "I distrust most situations"

opposite opposite

Why we naturally irritate each other and ourselves!

Learn more, read:
"Personality Finesse...
how we nurture our nature" 32

Now that you have her...
don't lose her!

Vaccinate against any Dismoral Virus

use Timely **TRAINING**

use Timely **SCHEDULING**

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How personality affects your *Effectiveness*

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


Each POSITION has a naturally effective pattern!

TC Pattern	Receptionist Pattern	Financial Pattern	Clinical Team Pattern
<p>Socializer Style: Gets them excited</p> <p>Relator Style: Establishes Rapport</p> <p>Director Style: Closes the sale</p> <p>Analyzer Style: Follows Procedure</p>	<p>Relator Style: Establishes Rapport</p> <p>Socializer Style: Influences them</p> <p>Analyzer Style: Remembers Pt. Details</p> <p>Director Style: Follows the Schedule</p>	<p>Analyzer Style: Creates accuracy</p> <p>Relator Style: Establishes Rapport</p> <p>Socializer Style: Influences them</p> <p>Director Style: Collects Past Dues</p>	<p>Relator Style: Establishes Rapport</p> <p>Analyzer Style: Remembers Pt. Details</p> <p>Socializer Style: Gets them excited</p> <p>Director Style: Stays on Schedule</p>

The more their personality pattern fits the position pattern,
the better they will react under stress.

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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.

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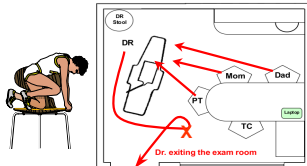
Resolving the “DR-Exam Problem”!



Getting the doctor
into the exam
on time

Getting the doctor
out of the exam
on time

Appt. Time	TC	RT	DA-1	DA-2	Appt. Time
	Exams	Records	Band/Bond	Band/Bond	
	Consults		Adjust	Adjust	
8:00	OB	CK	CK	A	8:00
15		MRS	CK	A	15
30		PER	CK	A	30
45		B	CK	A	45
9:00	EX	R	7B	B	9:00
15			8B	B	15
30					30
45					45
10:00		IR		4B	10:00
15	PC				15
30					30
45			PDB		45
11:00		MRS		8B	11:00



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

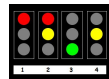
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Resolving the “Wasted Time Problem”!

Use a
Clinic
Traffic
Cop

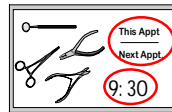


or light
system



or
both

Use Tray Cover
Notes



Use an On-Deck area to
organize your patient flow

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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
- A** Consider how MENTAL SKILLS affect your choice
- T** Consider how their PACE affects your choice
- E** Consider how PERSONALITY affects your choice
- E** Does MANUAL DEXTERITY affect your choice?

MAINTAIN:

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

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