

Why are all the leadership books written by football coaches?

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The best leaders:

- Walk the walk
- Do NOT micromanage
- Show appreciation regularly
- Have a system for consistent implementation
- Have some sort of long-term vision
- Make their expectations clearly known
- Have a system of accountability
- Fire fast, and hire slow

Dr Gupta's "Dream Team"

On-time

- Always smiling
- No bickering
- Problems get resolved without involving DDS
- No gossiping or complaining about one another
- No more - "I don't do that" or "I don't know how to do that"
- Ownership and autonomy
- Going WAY BEYOND good/great customer service
- Team members treat each other as equals, regardless of tenure or position
- A genuine interest in the long term financial health of the practice

Practice Vision - Your ideal practice

- How are new patients being treated?
- How much time are you getting for certain common procedures?
- What days are you open, and what hours?
- How many vacations or extended time off is the office providing?
- What does the office look like?
- What are the coffee stains, and how to we get rid of them?**
- What operations are consistently smooth?**
- What shortcomings does the team currently possess, but *does not* in the dream scenario?**

**Once your vision is established,**

When an improvement is suggested in your office, how does it become real? Who is in charge of making it real, the owner or the person suggesting it? How is it "sold" to the rest of the team? How are all team members held accountable for its implementation?

With respect to question 1, how are dissenters addressed? What about "chronic" dissenters?

When conflict arises between team members in your office, what are the steps that should be taken before the issue is brought to your attention? What issues require immediate intervention from you? From the office manager?

How would you rank the following characteristics of the ideal team: punctuality, knowledge/ability, good attitude, teamwork? Ideally you can have it all, but which is most important to you?

## What occurs at Team Meetings?

### Team meeting

- New improvements are presented
- Homework from previous meeting is followed up on
- Book report
- Scripting and rehearsal of common awkward conversations
- Non-contentious, solution-based, conflict resolution

### Morning huddle

- All monitors and monetary data is shared
- Any scheduling potential conflict is discussed
- End with something inspiring/positive/funny to begin the day

## Recommended Business Books

- People Buy You*, by Jeb Blount
- Extreme Ownership* by **Jocko Willinck**
- Checklist Manifesto* by **Atul Gawande**
- EntreLeadership* by Dave Ramsey
- The E-Myth*, by Michael Gerber
- The Invisible Touch* by Harry Beckwith
- Customer Satisfaction is Worthless, Customer Loyalty is Priceless*, by Jeffrey Gitomer
- The Millionaire Next Door* by Thomas J Stanley

## Recommended books about other stuff

- Blue Zones*
- Eat to Live*
- Simplicity Parenting*
- French kids eat everything*
- How not to Die*
- 10% Happier*
- Total Money MakeOver*
- Atomic Habits*
- How to make disease disappear*

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