Catch your employees doing something right and tell them every day. On-going feedback is absolutely essential in any successful business environment, but in a small business, particularly a dental practice, in which the success or failure of each system hinges on the performance of a small collection of employees, it is critical. Feedback from the doctor and other members of the team is the only means individuals have to better understand what they can do to improve their own performance. And it’s one of the most essential resources for continuously assessing what is working and what isn’t in your practice.

Most employees genuinely want to perform well. They not only want to meet your expectations they want to exceed them. As the dentist, you’re on the job and the team members are looking to you for guidance and direction. A practice environment that welcomes and encourages feedback not only helps the doctor shape his/her team, it also enables the dentist to better understand what might be interfering in an employee’s ability to meet specific objectives. Most importantly, it creates a climate in which the team as a whole can examine and solve problems, address challenges, and openly discuss what could be done to improve the performance of specific systems.

Follow these eight steps and use feedback effectively to shape your high performance practice.

1. **Seize the moment.** Verbal feedback can be given at any time, but it is most effective at the time the employee is engaging in the behavior. In other words, you either want to praise or correct. If Jennifer, the hygienist, reinforced your recommended treatment plan with the ever-reclusive Mr. Sullivan, by gently convincing him that now that the kids are all through school, the time is right to move forward on those implants that he had long been considering, tell her! Rather, you would say, “Jennifer, what a great job you did today in explaining the benefits of specific treatments such as veneers and Carla, your new assistant, I think we can help you get better for a short time, but, before long, they fall back into the same poor habits. Feedback is an ongoing discussion about the employee’s continuous improvement. Giving it only on an annual basis is a bit like committing to an exercise program one day a year and wondering why your pants are still too tight for the remaining 364. Make it a daily exercise, not a yearly one.

5. **Money is NOT feedback.** Many dentists believe that the annual pay raise constitutes feedback. They reason that if the employee is getting more money the team member should automatically know that their performance is fine. What dentists often don’t realize is that feedback and the annual salary review are and should be completely different actions and conversations. The salary review is a once-a-year discussion about the employee’s financial compensation and ranking lower on the scale than negative feedback. If a doctor gives no feedback at all, employees only hear from you when things are not right, they become resentful and defensive. And when there is no feedback teams are left to wonder about how they are doing in the eyes of the doctor. They begin to fill in the gaps themselves. You may be perfectly happy with an employee’s performance, but you never mention anything. All is well from your standpoint. However, the employee may perceive your silence as quiet discontent. They feel their contribution is not valued and are more likely to explore other employment options where they believe they can improve the success of the business and grow as a professional.

Employees want to know where they stand. They want to know how they are doing on an ongoing basis. Constructive feedback given regularly helps employees continuously fine-tune and improve the manner in which they carry out their responsibilities. It’s also the dentist’s most vital tool in shaping and guiding average employees into effective, high-performing team members.

7. **Use constructive feedback to nip problems in the bud.** If you engage in ongoing constructive feedback, you are actually dealing with performance issues as they occur. Moreover, you are continuously setting the tone for how you expect your employees to carry out their duties and interact with your patients and each other. If you look the other way or postpone addressing an employee’s poor attitude, poor performance, or failure to follow office protocols and policies, your actions – or lack of action – convey to the rest of the staff that you either don’t care or you’re willing to accept poor performance. Inaction sends all the wrong messages to the staff and undermines your credibility as well as your authority in your practice.

Address problems promptly and, if necessary, create a plan of action with the employee to help them measure improvements in their performance. Be clear about the chances you expect and provide a schedule for the employee to make those changes/improvements. Commit to not use feedback effectively to address problem, and in some cases, the employee may need additional training in order to meet performance objectives. Give them the guidance, the training, the tools, and the feedback necessary to rise to the challenge.

8. **Feedback is a total team effort.** It is not the doctor’s job alone. The dentist may be the head coach, but the entire dental team can constructively guide one another, provided guidelines are established and each member of the team commits to open feedback. Too often supervisors and coworkers are so overly concerned about offending a staff member they shun opportunities to give feedback. Ideally, the culture of the practice should encourage open feedback among the team members to continuously improve systems and patient services.

Verbal, on-the-spot feedback should be the goal, and the practice environment should encourage positive feedback and openly provide constructive feedback when necessary. Failing to give feedback fails both the individual team member and the practice as a whole.

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**Feedback – seize the moment**

By Sally McKenzie

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**About the Author**

Sally McKenzie, Certified Management Consultant, is a nationally known lecturer and author. She is CEO of McKenzie Management, which provides highly successful and proven management services to dentistry and has since 1980. McKenzie Management offers a full line of educational and management products, which are available on its website, www.mckenzienetwerk.com and www.theodontistsnetwork.net. Ms. McKenzie welcomes specific practice questions and can be reached toll free at 877-777-6151 or at sallymck@mckenziemgmt.com.