The 10th Dimension – The power of 10...

...a series of articles by Dr Ed Bonner BDS MDent, Sloan Fellow London Business School, practice coach & development consultant

10 things you should know about motivation

1. To inspire people to work – individually or in groups – in ways that produce the best results, you need to tap into their own personal motivational forces. Individuals working as part of a group (and probably do) have needs that are different from the needs of the group as a whole. Find a way to balance the needs of the individual with those of the group. The art of motivating people starts with learning how to influence individuals’ behaviour. How do you find out what motivates individuals? Simple: just ask them!”

2. Motivation is the will to act. To realise the full potential of employees, organisations (including dental practices) are rapidly moving away from ‘command and control’ to ‘advise and consent’ as ways of motivating others. It used to be believed that one could not motivate another, but it is possible to create a fertile working environment, which allows others to flourish and grow. Several motivational theories are based on the premise that, given the opportunity and the right stimuli, people work well and positively. The basic component of a motivational environment is co-operation, which you should give to, as well as expect from your staff.

3. The prevention of oral cancer. Dental care over the content and delivery of a message so that it inspires everyone of a message so that it inspires

4. Motivation used to be in one direction only – downwards, the superior motivating the subordinate. Today’s management is increasingly accepting of good ideas and enthusiasm from employees, as long as it suits their purpose, which should be congruent with those of the organisation. Ensure staff know both their roles and its importance.

5. You can improve communication by keeping your staff informed wherever possible – uncertainties are very de-motivating. The ideal is that everyone should know everything that affects them directly or indirectly as soon as possible. You can never communicate too much, but take care over the content and delivery of a message so that it inspires motivation upon its reception.

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7. The practice name, address, your name and qualifications

8. Motivation by or through others lasts only as long as the stimulus lasts. Self-motivation, by contrast, is long-lasting. Give people the opportunity to use their initiative when possible. The ability to take initiative depends on empowerment as well as an environment that recognises contribution. The more you expect of people, the more they will give, provided you support them. A sure sign of high motivation is showing initiative. The ability to take initiative depends on empowerment as well as an environment that recognises contribution. The more you expect of people, the more they will give, provided you support them. A sure sign of high motivation is showing initiative.

9. Staff members are paid for the work they do, but you should consider the possibility for rewarding exceptional performance. These rewards can be non-financial in the form of extra recognition, certifi- cates, personal and professional training, or special events; or they can be financial in the form of salary increases, bonuses or performance-related pay. Whatever the reward, they should only be given for achieving more than the basic level expected.

10. To understand and employ motivation, you need to:

   - Analyse what it is by recognising needs and understanding behaviour
   - Build it up by assessing your own attitude, improving communication, creating a no-blame culture at work, winning co-operation, and encouraging initiative
   - Get the best from people by motivating individuals and groups, preventing de-motivation, enrich jobs, empower staff, and build careers
   - Reward achievement by recognising excellence, rewarding exceptional performance, and motivating through positive change

Keeping your patients informed

The sixth in the series of managing information articles, by Dr Ed Bonner

You should be telling your patients about current advances in dentistry:

- Prevention of oral and dental disease
- Dietetics
- Aesthetic and cosmetic dentistry
- Dental whitening
- Facial aesthetics
- Implantology and other dental specialties
- Orthognathic surgery
- Orthopaedic orthodontics and orthodontics for adults
- Prostodontic and periodontal reconstruction
- The prevention of oral cancer.

All of the above is the outward dissemination of information, and all of it is aimed at one objective; getting bums on seats. As a society evolves, the wants of its members expand. Creators of products and services try to connect what people want with what they, the professionals, are able to deliver, which effectively is what they, the prospective purchasers, need. This is how the process unfolds: problem recognition -> information search -> evaluation of alternatives -> treatment/purchase decision.

The only point where you have control is if you failed to meet your patient’s expectations, i.e. if their wants were not met, you would be able to redress the situation fast before they voice their dissatisfaction to others. Or worse.

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