Although it’s the preference of many dentists to be self-employed, and to work in a single-handed practice, many others feel the need to interface with colleagues on a daily basis. This may come within the community service, in a hospital or clinic environment or in general/specialist practice as a partner or an owner employing associates. High levels of skill are necessary to navigate through the choppy seas of human interrelationships, but the teaching of these skills at a formal level is conspicuous by its absence. So it is left for individuals to work out their own sailing methods and map-reading techniques and it is no surprise that they often founder on the rocks of human conflict.

Loads of baggage

There is not one among us who does not arrive at work unencumbered by personal baggage: parental attitudes, lack of recognition for past work well done. Today he waits while the TV replay considers its verdict. A footballer dives, gets a penalty, wins the match and is acclaimed as a national hero. A chef achieves fame, not just for his culinary skills but also for his cussing and swearing. A pop singer sells millions of records, less because she has a magnificent voice than because she has magnificent breasts or is perpetually high on drugs. Drugs of a different kind, performance enhancers, define the achievements of our sportsmen. Businessmen who make millions by creating products that influence people towards ill-health or even crime, and surgeons who operate to enhance beauty rather than to treat disease; these are our present virtuous; these are our modern heroes: Ronaldo, Gordon Ramsay, Alan Sugar, Amy Winehouse, Nintendo and Xbox, and who am I to say they should not be? Is virtue not merely a reflection of our values at any particular time?

Do you think concern with virtue is important, or is it an outmoded concept? Email jury@dentaltribuneuk.com and let us have your views.
done, guilt over work not well done, peer pressure, incompletely-ended love relationships, sighs real and perceived; the list goes on. You bring in a hundred kilos. I bring in two hundred more: this ship has no limit on the weight of baggage, but discord arises on which one should be given pride of place in the other person's shoes.

The short answer is that we have to learn to do so, because if we fail now we will fail the next time as well and the time after that too. Certain skills must be acquired; here are 10 of the most important:

1. **Empathy**: the ability to understand someone else's feelings as if they were your own; placing yourself in the other person's shoes.
2. **Sympathy**: compassion for someone else's discomfort, pain or distress.
3. **Non-judgmental attitudes**: accepting that people are as they are and not as you think they should be.
4. Doing for others and allowing them to do for you: many individuals are far more comfortable doing part of another's work, perhaps in the hope that the other's perception can be raised. Yet, they may be less comfortable in accepting another's assistance because they don't want to be indebted to the other person. Others are very happy to have someone else do their work but are unwilling to reciprocate.
5. Being able to give and receive praise: the One-Minute Manager says, 'Catch someone doing something right! Don't just catch them – tell them, even if it's something very, very small, such as wearing a pleasant perfume. When someone praises you, don't look for their motivation or downplay the praise: smile and say thank you!'
6. Thinking about and understanding another person's motivation: team members work best when they feel motivated, and become difficult when they do not try. Find out what makes your collaborator perform better and add your energy to assist in developing the upside.
7. Understanding the dynamics of relationships: this means understanding that how you communicate is at least as important as what you communicate. Always be positive and constructive in everything you do with another person.
8. Offering constructive suggestions rather than criticism: you are much more likely to achieve your objectives if you do not make someone else feel wrong, but merely suggest that here might be other ways of doing a job that might also work.
9. Being able to accept constructive or even unconstructive criticism: this is possibly the most frequent cause of relationship meltdown; people just don't like to be told they are wrong, even if they are. Humility, on the other hand, often allows acceptance of criticism and earns the respect of the critic.
10. Learning that you don't have to be right, and that it's ok not to be: I was on a flight the other night. A young mother with three irritable kids was trying to keep her family together so that she could control them; the air steward was adamant that as they were the last on board, they just had to sit separately. The woman was getting angry, the steward more and more determined to apply the rules. The flight was delayed by 50 minutes, and the woman complained about the steward. He was within his rights, but shouldn't have tried to prove it.

The key to success is to bring co-operation and ultimately co-ownership to everything that occurs in the practice. That way, everyone is responsible for the successes and no one in particular is responsible for the failures.

Since selling his prize-winning dentistry100 practice, Ed Bonner acts as a consultant (guru) and practice coach to the dental profession, working with individuals as well as groups of dentists. He can be reached at bonner.edwin@gmail.com