Study investigates factors that influence work satisfaction of dentist leaders

By DTI

KUOPIO, Finland: Competent leadership from a motivated workforce is important, especially in the demanding health care sector. Aiming to understand the reasons for which some dentists in leading positions become frustrated and leave, whereas others thrive, researchers from the University of Eastern Finland have investigated factors that influence work satisfaction and associated career choices of dentist leaders.

In order to investigate factors associated with the likelihood of a dentist staying in or leaving a leadership position, the researchers utilised the method of empathy-based stories, through which the participants peered five years into their imaginary future. In their essays, Group 1 imagined a situation in which they were planning to quit their management role, while Group 2 imagined staying in their leadership position.

According to the researchers, participants in both groups regarded working as a leader as a positive challenge and a good opportunity to supplement or compensate for clinical work. Moreover, education seemed to be a very important factor in determining the intention to take up a leadership position.

Enervating and intent-to-leave factors named were stress, the excessive number of duties, the loneliness of the leadership position, the lack of support, and staff-related difficulties. In contrast, supporting factors that motivated individuals to seek and remain in leadership positions were enthusiasm for leadership supported by education, the possibility of achieving meaningful impact, a positive working community and the opportunity to promote oral health care as part of health care.

While both groups were hopeful that conditions would improve in their organisation in the future, participants generally expressed major concerns about ongoing changes, mainly the uncertainty and instability in the health care sector and the status of oral health care.

Based on the findings, the researchers concluded that it is essential to provide dentist leaders with necessary education, support and time for leadership in order to motivate individuals to seek and stay in demanding and challenging leadership positions and achieve personal satisfaction and fulfilment.

Of the 25 participants in the study, the mean experience as a dentist was 20 years and as a dentist leader was 2.5 years.

The study, titled “Factors associated with staying or leaving a dentist leader’s position—A qualitative study”, was published online on 16 April in the BMC Oral Health journal.
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"Challenges will soon become successes"

An interview with Hans Geiselhöringer, president of Nobel Biocare

At the beginning of 2016, Hans Geiselhöringer took over as president of global dental implants manufacturer Nobel Biocare. Dental Tribune recently had the opportunity to interview the dental technician by training, who has held a number of important management positions in the dental industry for the past 20 years, about this significant step in his career and the future development of Nobel Biocare, as well as the dental implant market in general.

Dental Tribune: Mr Geiselhöringer, you have been leading Nobel Biocare’s research and product development for over six years now. What are the greatest challenges of becoming the president of one of the global leaders in dental implants?

Hans Geiselhöringer: Leading a company with the heritage of Nobel Biocare is a great privilege that comes with great responsibility. Maintaining the pioneering spirit and momentum of innovation that the company has shown over the past 50 years is an immense challenge, but one that I embrace.

At the same time, we must ensure that we are not innovating for the sake of it, but for meaningful continuous improvement in our processes.

I believe comes only from using the best possible treatment, which is why we are further developing our global training and education for the dental profession.

"Our integration into Danaher’s dental group has gone well..."

At the end of 2014, Nobel Biocare was acquired by US science and technology conglomerate Danaher. How has this affected your business and customers?

Our integration into Danaher’s dental group has gone well, and our business has already seen a great deal of positive change. Both parties are learning from one another, and this is driving continuous improvement in our processes.

I believe our customers have felt very little difference. They experience the same dedication to helping them treat more patients better that has been the foundation of our success for many years.

Looking ahead, our customers can only benefit from the improvements that will come from Nobel Biocare joining forces with the companies at KaVo Kerr Group. In combining our highly skilled global teams, we are creating a powerhouse of digital dentistry that will keep our customers at the forefront of patient care.

"Nobel Biocare’s integrated treatment workflow continues to evolve..."

The dental implant market is a competitive one, with an increasing number of manufacturers in the value segment on the one hand and mergers of large companies, like Dentsply Sirona, on the other. What is the best strategy for survival in such a competitive environment, and how will the dental implant industry develop in the future?

When a customer buys a product from Nobel Biocare, we see it not as the end of a transaction, but the start. This is something that sets us apart from many others in the industry. Our model has long been about partnership, offering customers not just superior products and solutions, but also the tools and training to help them to grow their business and reputation, all the time closely supported by our accomplished sales force.

Of course, from a product perspective, innovation is key, and I am excited about our innovation pipeline for the months and years to come. One of Nobel Biocare’s most important strengths is our ability to offer complete solutions that are designed and tested to ensure they work in harmony. This is essential for improving treatment outcomes just as an example, and a concern that is underestimated by many, unfortunately, is any mismatch between the abutment and implant. This can lead to extreme load and stress conditions that may cause the components or even the whole system to fail.

According to the World Health Organization, over 50% of people aged 65–74 worldwide have no natural teeth. Over the past decade, awareness regarding implant solutions has increased and the number of implants placed worldwide is expected to double over the next five years. In your opinion, what are the consequences for the dental industry and, more importantly, for dental professionals?

This, of course, represents a huge opportunity for the dental community to improve quality of life on a large scale. However, more patients must not mean lower standards of care. Patients deserve the best possible treatment, which is why we are further developing our global training and education for the dental profession.

"Technologies must solve the problems..."

"Challenges will soon become successes"