
NEW DIRECTIONS IN DENTISTRY

Dear Friends

This letter is a "why" and "how to" memo from the trenches. I intend it to be. It must come from, and be reviewed by, a person realizing that we are only a bit of what there is to activate.

MODEL-BUILDING . . . AND EMOTIONALLY CORRECT SITUATIONAL BEHAVIOR

Long-range, strategic, tactical . . . planning, and "plantrolling" or monitoring and modifying the model sequentially, is the core philosophy and tooling of a lifestyle for success and excellence.

Model-building emerged from the late thirties and the forties when we were committed to the Manhattan Project of atom splitting and the later project we accomplished, now referred to as the Moon Shot.

Although this is old hat to many of you, the applications in practice of this lifestyle are not.

If you are new to the NAPILI system and need background information on MODEL-BUILDING, send your card with "Model-Building" written on the back and a copy will be mailed post haste.

We can do a lot more than we think we can; and we're doing a lot less than we think we are. As a result of our awareness of these factors, it's apparent that we change and learn by altering HOW and WHAT we think.

If we're going to be "paradigm busters" and "bridge burners" in a time of Accelerated change, each of us must become intimately involved with a function called COMMITMENT.

Commitment can't take place until objectivity of model-building is in clear focus. Then PLAN, ACTION, MONITOR and MODIFY can cycle and we can change and learn as we go WITHOUT having to intensely, in a brilliant way, foresee the future.

Here at Valley Dental Group, we have sold the two acres that we've been on for the last 25 years in a remarkable market that has altered values beyond imagination. This is certainly a bridge-burning experience, however, in that on 31 March 87, this operation must be reconceived and in new quarters in some remarkable way.

This is a clear example of what commitment is all about. Once one has been able to "bust a paradigm", or burn a bridge (on landing, the Vikings burned their boats -- it made for a different kind of battle), there's only one direction in which to focus and that's the application of the BECOMER COMPLEX.

We're on our way! We're front deskless philosophers. We're constantly on the move. . . STAY WITH US. Clear focus on the market concepts of private care, scheduling "real time" production on the computer and using "feed forward" as a tool, subscribing to the non-piecework, non-price and non-cash sensitive marketing, privately and personally, to the felt needs of the person we serve . . . all are tools of the new concept as we go from "HERE TO THERE".



REED'S
INTERNATIONAL
LETTER

JULY 1986

To experience the "deep pocket" surgery of a 14-year stockholder/association, Dr. Lou Sommerhalter, who sued on a fiduciary technicality for over a quarter of a million dollars during the process of this change, gives me an opportunity, with the over-view of model-building, to select emotionally correct situational behavior.

Our constant experimentation with single-chair, eight-handed dentistry puts revolutionary focus on the expense of office planning by some of the commercial people in our industry.

During this era when computer psychographics is one of our useful tools, we have learned TWO MAJOR TRUTHS, for us, in regard to interviewing and the technicalities of marketing.

One, as behavioralist Sy Ogunick says, WHAT REALLY IS IMPORTANT IN THE WORLD IS WHAT HAPPENS BETWEEN MAN AND MAN. An aura of this experience, in our opinion, dictates that each person in the group interfaces in a unique way with the person coming to us for care. That is, interviewing is not a specialty single person skill. It is this bridge that is built . . . this aura that is created between those two persons, between "man and man" . . . that is of great value. When the computer can be used to maintain this connection rather than having specialists interview and "hand off", we find an infinite power arises. Without question, there is a profile available on each of us, on THE TEAM. An introverted "Minnie Mouse" type is perhaps best not linked with a super insurance salesman, but would be intensely appreciated by many of the business people in the practice because of her obvious sincerity and naivete, and the tremendous power of her Midwestern agricultural values.

Our complete awareness and our intense study of the nature of each of us, as our values are formed, has been a tremendous learning tool.

"Who we are is where we were when" . . . creates an understanding of the "era influence" on people's values and the 25 paper instruments that we have available and are using for personal profiling are a powerful part of this learning process. But in and of themselves they are not exacting tools for any individual person, only for our further understanding of group function. We have found a second specific point of concern for our application of interviewing and computer psychographics.

This second point lies deep inside and, although it appears simplistic on the surface, has been difficult for me to translate as a working tool to my friends.

Point two is simply that WHEN THE PERSON WE CARE FOR FEELS UNDERSTOOD, CHANGE TAKES PLACE IMMEDIATELY. The non-judgmental understanding of the person's values and feelings and position is a tremendous unilaterally applicable power for change and learning. How have we missed this for so long? Why have we insisted they understand us and our teaching?

In dentistry, I believe, continuing education has traditionally produced a "smear layer" on the surface of the dentist's mind, much like the diamond does when preparing a tooth. This smeared layer obtunds the transfer of working knowledge and the "bonding" of adhesive truth, in a behavioral sense, from the "I know" to the "I do" level. A PERSON IS NOT WHAT HE KNOWS and to know a thing is only one of the early stages of that of which I speak. I want to be what I know. We have long since believed that to know a thing relates somehow to what we are, but it is not true.

I would like to translate what I know to what I am and it would then emerge, behaviorally, as a "me", authentically, efficiently, spontaneously, osmotically creating the kind of changing environment that is therapeutically useful in a helping relationship. How can we be so sophisticated in what we know and still freeze on the plateau of service to others as we nudge against the sound barrier?

Not to change is to change. To change is to learn, with all that word implies.

Each team person interfaces in a unique way with the person coming to us for care.

Americans have a tendency of not raising their eyes.

OMER K. REED, DDS

"© Copyright 1986 by Napili International, 4515 North 32nd Street, Phoenix, AZ 85018, (602) 955-5721. All rights reserved. Reproduction without permission is prohibited. Quotation of no more than 100 words is permitted with attribution. REED'S INTERNATIONAL LETTER, published on the 10th of each month, is Part One of a Two-Part Service. Part Two, REED'S QUARTERLY, is published four times per year (March, June, September and December). Annual fee for the complete service is \$252.00."

If you quote me, date me.

What have I said? One of the greatest privileges that comes in life usually is initiated by a tragedy or by a significant emotional event of such stature that it freezes time and people in space and geography in sufficient quantity to focus a new view of reality. Reality is, of course, only a perception, our perception, our situational perception.

What I've said is that model-building must be the core, philosophically, of the why's and how to's of our lifestyle . . . personally, professionally, technically, emotionally and spiritually . . . having a view of what you want to be when you get where you're going so that a preferred future can at least be fondled . . . and a "probable" future be set aside. That's what it's all about.

Model-Building
must be the core.

The discipline of cycling from "objective" to "plan" to "action" to "monitor" to "modify" and back to "objective" forces one to "stand back", hourly, daily, weekly, monthly, quarterly, and at least annually . . . to lop off 1986 and add 1997 forces, annually, the opportunity that so many of you have missed in regard to your model-building experience.

Some of you -- a few -- live this way so you know of what I speak.

In a way, you've been able to OBJECTIVIZE THE SUBJECTIVE. You have been able to tangibilize the intangible. You've been able to do a goal analysis. You've been able to analyze performance problems and then prepare instructional objectives for self and others . . . for family, for friends, for team. The personal intensity for the NAPILI 3 and 4 seminar "convert" is infectious, contagious, and repetitious.

What have I said? Model-building, whether you see it as strategic planning, tactical planning, or long-range planning, is indeed more than that. It is the opportunity to stand back and change if the "compared to what" of the present exceeds that of the plan. It lets us live the checklist lifestyle of "to whom do we owe what?", "compared to what?", "how much is enough?", "who owns the problem?", and "why?" or "why not?"

And finally, I'm saying that I observe the core of this idea system working in the hearts and lives of many of you, internationally, that we've been able to see in the last 36 months in Sweden, the British Isles, the balance of the Scandinavian countries, France, South Africa, Israel, Australia, New Zealand, Canada and the European countries, including the communist block.

Opportunities and
answers are
international.

My personal commitment to the international flavor of this letter is accelerating and a major block of my time has been dedicated, through a model-building concept, to continuing this service.

What did I say?

So ends my first letter to you in this new format and distribution system. We are a family of some twelve nations significantly talking to each other through the medium of our profession. Next month I will clarify the "Big Ten" of going from "here to there", from where you are to where you decide you prefer to be, a frontal attack on your sound barrier. I will include zero base budgeting, the "metric year" of scheduling, fee structuring and seed money concepts, as they relate to practice transition.

Be with me then.



The foundation of Gordon Kluzak's kingdom has been thoroughly shaken. As a NAPILI 8 clinician, I consider his remarks exceptionally appropriate.

"Does it really matter? Is developing a philosophy, a mission, and exercising the disciplines required to plan your life, professionally and personally, really necessary? Is this just an interesting way to spend a few days in a nice setting? Do these things just happen anyway?"

"You'll really never know until you're tested. Then it will be too late. Most of you who have taken the time, exercised the disciplines, and maintained your program on an on-going basis will never be tested because of your positive action. So, again, you may never know. But what a nice side of the fence.

"Let me share some thoughts from the trenches and ask you some questions, and you decide if you would like to be in these scenarios.

"If an economic crisis occurred in your life, would you like your family to be supportive and understanding or critical and destructive? That is decided very early by having a strong family orientation in your philosophy.

"Would you like to come home and advise your family they had just lost their home because you had signed, or asked mom to sign, a personal guarantee on a venturesome business deal; advise them the educational and retirement funds had been lost because they had not been protected in a judgment-proof manner; that the income required to maintain your lifestyle was no longer available because you had not reacted in advance and planned accordingly to the changes in dentistry?"

"Delivery system/staff development/economic planning. Do you have the relationship to share on a confidential and intense basis as only informal and caring friends can?"

"I have been tested. I have my ducks in order in the critical areas. If I had not had positive positions for the above questions, I could not have survived, personally or professionally. Yes, it does matter. Take the time, exercise the disciplines, pay the price, 'go to the store'. DO IT."

To quote my friend, Sy Ogulnick . . .

"There are a small, but powerful and successful, group of people who are courageous enough to admit that the state of their particular world, and the world itself, may have more to do with themselves and not with what is taking place outside of themselves. This tiny gang of individuals is on a journey of 'self discovery'. Instead of faulting those around them, taking no responsibility for their own behavior, they are becoming open, vulnerable, approachable in ways that are growth facilitating to everyone involved. I need not go into the issue of the immense, but blind control those in power have over those they are interdependent with. Suffice to say, that if this is so (and with the greatest majority, this is so) the identifying word is DEPENDENT, not INTERDEPENDENT."

"Napili Participation Column is a communications vehicle dedicated to networking among Napili seminar attendees and REED'S INTERNATIONAL LETTER subscribers. Submit your dialogue for consideration to: Napili Participation Column, Napili International, 4515 North 32nd Street, Phoenix, AZ 85018."

Napili News

Omer and I have just returned from another fabulous NAPILI 6 Foreign Travel experience: Ireland, Scotland, England. We visited dental offices, a dental school, and enjoyed enlightening dialogue with our fellow travelers.

Reminder:

MODEL-BUILDING (NAPILI 3) Aug. 3 - 5.
ECONOMIC CORE OF MODEL-BUILDING, (NAPILI 4) Aug. 7 - 9 Mauna Lani Bay Resort, Kona, Hawaii. Call immediately if one or both of these workshops are appropriate for you.

THE PEOPLE GAME - DENTISTRY workshop, Phoenix, September 17-20. Space is available at this time, call or write for reservations.

Omer will be speaking with groups at the University of North Carolina, September 5 and 6th . . . and for the New Orleans Dental Conference, September 25 and 26.

"Change is a time warp mission" . . . so saith Omer.

The coming events in dentistry are breaking the sound barrier. Omer will be lecturing at the Greater New York Dental meeting, 4 December, carefully discussing the Francois Duret/Henson computerized crown milling machine and updating that situation. NAPILI plans to bring Dr. Duret to the United States for a two-day workshop in the very near future. We will be extending an invitation to an exclusive group to that workshop.

We're on the move. Stay with us!

Marci Reed

President
Napili Seminars