

IN THIS ISSUE

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**Census Bureau's 1989 Current Population Survey  
"Upscale", "Downscale", "Midscale" Persons Coming for Care  
Choose a Segment and Target Market**

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Many people, in dentistry as in business, like to use words like "upscale," "downscale," and "midscale" to describe the socio-economics of the people who come to them for care. Yet few ever pause to ask questions about these three groups.

Who do those words describe? How large are these markets? What are the key characteristics for each income group, and how do they shape consumer wants and needs?

The answers may be unexpected and surprising. . . and will be helpful if one decides to choose a segment and to "target market."

If you think lower-income householders are dominated by minorities, for example, you're wrong. Nor is the middle class the most family-oriented segment of American households. And affluence doesn't necessarily increase with age, either. You can't put concepts to work until you know the facts behind them. Making assumptions without

having the facts is a sure way to miss the market.

Data tabulated from the Census Bureau's 1989 Current Population Survey divided households into three income categories. Downscale households had a maximum household income of \$24,999 in 1988, below the median for all householders. Upscale households had incomes of \$50,000 or more. Midscale households, of course, fell in between.

Almost half of American households are downscale.

Downscale householders are split into two groups. . . the youngest and the oldest householders.

Most middle-class households don't have children.

Few upscale households have a lot of extra money.

Downscale households are an important market because they are the largest group, numbering



**REED'S**  
**QUARTERLY**

A SUPPLEMENT TO  
REED'S  
INTERNATIONAL  
LETTER



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43 million. What they lack in money, they make up for in volume: they are 46% of all households.

As we define them, downscale households have annual incomes below \$25,000. Half of them have incomes of less than \$13,000.

One reason for their low incomes is that fewer than one in ten downscale householders has completed four years of college.

Almost 40% never made it through high school.

Low-income householders are more likely than others to be black or Hispanic.

Still, minorities are only a small part of the total. Sixteen percent of downscale householders are black and 9% are Hispanic, compared with 11% and 7% of all householders.

Lower-income Americans are least likely to live in families.

Only 57% of downscale householders are heads of families, compared with 71% of all householders.

Married couples are 37% of downscale households, compared with 56% of all households. Fewer than 30% of downscale households have children in the home,

compared with more than 40% of higher-income households. And 18% of downscale householders are women heading families on their own.

That is twice the share found among midscale households and almost five times more than in upscale households.

The median age of this group (51) is ten years older than the median for householders with higher incomes.

But this statistic is misleading. Householders under the age of 25 and those over the age of 65 are a larger-than-average share of this group, while householders aged 45 to 54 (traditionally the peak earning years) are under-represented.

Because downscale households are likely to contain low-income single parents, elderly people, and those who live alone, these households are likely to be small.

Just 16% of downscale households contain four or more people, compared with 30% of midscale and 40% of upscale households.

Two in every five downscale householders live alone.

The portrait of the downscale household is this: young people who are struggling against the odds, and older people whose spending is

determined by their fixed incomes.

The younger half of the downscale market will go for the low-priced version of the American Dream, like wood-veneer cabinets and imitations of expensive perfumes.

The older half has less energy, fewer options, and an overarching need for security. Many of their purchases are dictated by need or controlled by insurance or government programs.

The midscale accounts for one-third of all households. These 31 million householders are the most diverse of the three groups.

In our definition, midscale means a household income of between \$25,000 and \$50,000.

The median income of these households is \$35,500. But more than income sets them apart from the downscale market.

The 1989 data gives proof that the connection between income and education is strong.

One in four midscale householders has completed four or more years of college, more than twice the share of downscalers, but half the share of upscalers.

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The survey also shows a connection between income and marital status.

Almost 80% of midscale householders are heading a family, compared with fewer than 60% of low-income householders.

Two-thirds of the midscalers are married couples . . . almost twice the share found among downscalers, but still less than the share for upscale householders.

Many midscale families have only one earner.

Midscale households are similar in many ways to upscale households.

A nearly equal share of each class of household has children in the home, for example, and both midscale and upscale householders have a median age in the early 40's.

Yet significant differences also exist.

The share of people under age 40 and over age 60 is greater among middle income householders than among upscalers.

Minorities represent a smaller share of middle-income householders than householders in general. But upscale householders are even less likely to be minorities.

Two rules can help you reach midscale households.

First, remember that they share some important characteristics with upscale households.

In fact, you could say that many of them are just like affluent households, except that they have less money.

Second, be wary of general statements about the middle class, including the one above.

This group includes empty nesters, single-earner young families, young professionals who live alone, and retired pensioners.

No single group is dominant.

This diversity makes tightly focused target marketing an essential tool in any effort to reach the middle class.

The nation's 19 million upscale householders are the choicest market for luxury goods and services, but only one household in five falls into this category.

Upscale households, according to our definition, have a minimum annual income of \$50,000. We did not find much real affluence among this group.

Only half of upscalers have incomes higher than \$66,000, and just 15% (about 3 million

householders) have incomes greater than \$100,000.

Few upscalers are younger than age 30 or older than 60. Upscale householders are clustered among adults in their 40's and 50's. . . the peak earning years. Education is an excellent predictor of upscale status. Two-thirds of upscalers have attended at least one year of college, and almost half have completed four years or more. One in every five upscale householders has five or more years of college experience.

It's not lonely at the top. Upscale householders are by far the group least likely to live alone and the one most likely to have four or more members. Only 6% are people who live alone, compared with 15% of middle-income households and 40% of lower-income households. And over 80% of upscalers are married, compared with 70% of midscale and fewer than 40% of downscale householders.

Upscale households are slightly more likely than the midscale to have children at home. About 43% have them, compared with 42% of midscale. Fewer than 30% of downscale households have children. But the upscale segment's small size means that it accounts for only 8 million households with children. Downscale and midscale households each



## REED'S QUARTERLY

Focusing on the practical application of Napili concepts in Dr. Reed's dental practice, Valley Dental Group, and other participating dental practices around the world.

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account for more than 12 million.

Only 5% of upscale householders are black, and just 4% are Hispanic. . . about half the share for each of these groups among all householders.

But this still translates into more than 1 million upscale black and over 600,000 upscale Hispanic householders, and both groups are growing rapidly.

Upscale households are the group most likely to place multiple demands on their healthy incomes.

Many middle-aged householders are paying for college, caring for their aging parents, and saving for their own retirement. . . all at the same time.

Dual-earner couples, especially those with children, are sorely tempted to guard their precious leisure time by paying others to do their household chores.

The bottom line is that only a small fraction of upscale household can be said to have a significant amount of discretionary income.

If consumers were an ecosystem, upscale householders would be the bears.

They're big game, but they're rare. Then consider that the woods are full of deer, and the rabbit is too numerous to count.

Add these "annuals" to your "bluebirds," "sparrows", "turkeys" routine.

Remember, too, that what ever your target, a bit of advance preparation will make for a more profitable hunt.

*Omer*



ful. Both financially and environment wise.  
I'm still not so sure what you guys did to  
me. but I like it and I felt it was important  
to tell you. Please show this to all and especially  
to Omer, has made a big difference in my life.  
and want to thank him.

Sincerely, your friend

Carlos.

P.S. I await the financial info from Neil about  
M. Sullivan and that gallon of  $ClO_2$  which  
I think is great!

Happy Holidays to all.



Dear, Kelly, Neil and Penelope Group,

It's been almost one month since Patti and I were there to see you and I wanted to send you all a note and tell you how much I appreciate what you did for me. I was very impressed with the way you treated us both and I feel that we are part of a family group who cares about their clients.

I am a much happier person now and I know this will continue because I like the way it feels. I am doing things now that I always wanted and knew I could do. But in a much positive and happier manner. (Maybe it's the feather I got!) It's a great power!

I am well underway in getting my things in order and the office in much more success—



## *Dear Friends*

One of the observations I've made in the last 35 years as I've been involved with the various roles dentists play in this game of ours is that the word associate, as described by Webster, is "to join as a companion, partner or ally; to unite; to share actively in a business, enterprise or other undertaking; partner; colleague.

### THE ASSOCIATE

It is ill-understood when applied to our game. I enjoyed being one my first year in Phoenix and was a part of a team where the senior dentist's wife "ran the front desk" and, in three operatories, 800 square feet, I worked for six months with no chairside assistant. So things were in the late fifties.

Having, at that time, come out of a one-chair military schedule, it was not difficult. . . with the skills I'd acquired at the University of Minnesota and from the masters such as Dutch Woehler, Al Purinton, Archanna Morrison, Rex Ingraham, L. D. Pankey, Harold Wirth. . . to out-produce my host dentist by the seventh month.

My agreement was to remain for one year and be re-evaluated. I was offered a partnership during the eighth month, but what I was about to be yoked with didn't appeal to me. There was no comprehension of reality. The role that I was asked to play in the face of evidence that would lead in another direction was placed before me because the senior dentist had been practicing for ten years and I wasn't expected to appreciate what he had achieved in ten years in my first year.

Marci and I bought an old dress shop and converted it so that by the twelfth month we were ready to move into a then-remodeled environment. In six months, a first "associate" was added and a second "associate" was added during the next six months. The reality of my recent experience remained as a governing factor.

Valley Dental Group was born as a three-dentist, two hygienist team.



REED'S  
INTERNATIONAL  
LETTER



**Napili/Pentegra  
experiences the  
frustration and  
confusion. . .**

These "associates" were employed by the corporation as corporate employees, as was I. The fact that I owned 100% of the stock did not alter the contractual relationship we had, on an annualized basis, with the company. This allowed a negotiation and a working agreement with an entity greater than myself, for whom I also worked, that seemed to make clear the professional freedom.

It seemed to work well as Valley Dental Group appreciated a ten-year average with its team dentists over a period of thirty years.

The average one up/one down inter-relationship called association in dentistry, as I see it, just simply does not work. It never has, and it never will.

When a dentist brings another dentist in, it's not only usually at the wrong time, but for the wrong reasons and certainly not with much understanding. You can't expect to bring another dentist in because you have overhead problems. It isn't likely that splitting the overhead with another person is going to change the reason you have those problems, and to bring the confusion, frustration, irritation and aggravation of another individual, ego-driven such as yourself, is not likely to be pleasant.

Also, the manner of contractual understanding and agreement is usually pretty skimpy. We see the dentist coming in on a "trial period". "We'll try it out for a year

and see how things go." During that year, if the new dentist has any fortitude at all, he has earned some energy in the practice. If you want him to come in and buy a part of the practice at a later date, he feels that he's already "earned and owns." This confusion and lack of direction breeds itself with a multiplication of energy that is awesome.

Our experience at Pentegra is to observe the frustration and confusion, the lack of agreement and the misunderstanding, at a high level, by the end of the first year. . . to say nothing of the second or third year. Other than the very beginning is a very poor time to philosophize and to begin to energize a working agreement since, like a palimony settlement, the separation is most confusing and painful.

The common law marriage that you may have speaks for itself in that the assumptions held by each party are the "ruling document." This document is seldom on paper and obviously is held from opposite poles to the degree that if individually placed on paper and compared, one would find very little resemblance, one to the other.

Suffice it to say that the confusion and frustration in the profession today with associates is at a peak. If an internship is arranged, it's a remarkably different situation. An internship is an adhocracy that starts and stops.

It has certain contractual understandings, payment schedules, covenants not to compete or

**OMER K. REED, DDS**

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otherwise, and is clearly laid out, like in medicine, for the benefit of both parties. Why doesn't internship clearly reign in dentistry?

Good question.

The equity associateship is, in my mind's eye, a brilliant option where the person coming has a limited contract (one, two or three years) and has a "cash set aside" package in the form of zero coupon U. S. Federal Bonds or whatever so that the energy to buy in is provided for him and the projected equity that he's expected to build is not only stored, but scored for him and he can then either decide to use that to buy in or, if he leaves, recognizes the price he's paid for his internship, his preceptorship, or his ability to learn from the senior dentist what practice is all about.

Seldom can the senior dentist conceive of the view of the practice held by the associate, who has been in his presence for a year or more. It is absolutely remarkable that the confusion that reigns in the dialogue when the two parties finally sit down and look eyeball-to-eyeball and discuss the reality they perceive. It is obviously also true that the associate is totally unaware and can hardly conceive of the position and observations made by the senior dentist, let alone the senior dentist's wife (if she's involved to any degree) and the tremendous emotion that these obvious opposites have, coming from

different eras, different environments, different value systems.

If Napili/Pentegra has a message at all in regard to associateships, it is that associateships, as such, as presently being promulgated by the profession, are not only unworkable, but dangerous "malignancies," interpersonally, in the lives of the participants. We believe them to be strongly contraindicated.

If and when the understanding that the senior dentist has of his market is clear to him, is it possible that a younger person comes in as an associate and takes the "garbage and skulch" off his hands so he can be highly productive without damaging the image of dentistry in the mind and the heart of the "associate?"

Is it not true that dentistry that is in the red for the senior dentist cannot be put on the schedule of the junior dentist and expect the junior dentist to have happiness, health, wealth, wisdom and peace of mind?

Is it not true that the internal marketing expected of the junior dentist, because the practice doesn't have enough patients for the senior dentist, is the wrong reason to bring in an associate?

Is it not true, in a time such as ours, where the transition in business and practice, transition in the disease etiology and the slow resorption of the tadpole's tail we

**The equity associateship is a brilliant option.**

**Is it not true?**

---

call insurance is a confusing enough time for us to not add to this miserable confusion the idiocy of a "non-agreement associateship" between dentists.

One of the big complaints we hear is about the dissimilarity of work ethic between the senior and junior dentists, even if the junior dentist is the "new owner" either by equity associateship or by a business succession of conversion buy in or merger.

The posturing of the practice, the economy of the family of the dentist and the projections for the future of the dentist are so critically important in decision-making that prior to an associate coming in, remodeling being done, an office move being made. . . these simple and yet elementally necessary procedures must be done or the confusion that will reign as a result of the decision is absolute.

I believe Napili/Pentegra to be viable resources if you're considering the potential of being a host or an associate.

An exciting and interesting study we recommend is for you to call the host dentist and/or the associate in a current relationship.

Interview them from their point of view. . . let the associate tell you, a potential associate. . . his view of the host and vice versa. You'll get an earful of "point of view."

Take notes!

I'm certain you will be convinced, through confusion of the ridiculous represented by what's happening in what we loosely term "associateship."

I have a dentist friend who is in a group practice at the moment, seriously considering moving, remodeling and/or changing his inter-relationship with his fellow professionals.

I have a serious concern that without proper projections for self, family, future, economic independence, retirement, practice conversion, asset protection and asset management, the ratios of strength and the posture of the practice properly proportioned. . . the decisions made will be out of context and the reality of life will continue to thunder on, rolling over the inadequate informational base on which the decisions are made and the resultant end point will be another ten years of confusion and frustration.

Without question, the economy of such a move can be accomplished by going to work and "beefing it out."

Life is to be lived as an adventure, but certainly as an affluent one rather than a poverty one.

Are we coming out of abundance?

Or are we coming out of the negative world of "let's make it work?"

Obviously the whole idea of this newsletter could be used as a

**Life is to  
to be lived  
as an adventure. .**

**Decisions will  
roll over the  
inadequate base  
on which decisions  
are made.**



---

stabbing commercial for Napili/Pentegra.

It is intended to provide provocative thought for the individual reading it.

If indeed the resiliency of the affiliated organizations we have in Phoenix can be of service, it's obvious to me, watching those who have proceeded through our care, that the more than enough for less than too much philosophy we have has borne victory and profit for those who have come to us, rather than attempting to re-invent their own wheel.

"Just because you do it yourself doesn't mean that you're saving money" is a slogan appearing on a realty billboard here in Phoenix.

How true it is!

It's apparent to me that our thought in associateship is similar to our thinking in economics.

The two major sciences we most need to survive and thrive in our market behavioral and the economics. . .are those which we were given far too little of in our professional training.

True partnerships . . . corporate entities with working agreements equity associateships . . . group practices. . .multiple specialties. . . all have formulas that work.

Few, if any, of them are enhanced by our current understanding and application of the profession of

what we presently call the associate.

Something to think about!

**Our thought in associateship is similar to our thinking in economics.**

A handwritten signature in cursive script that reads "Omer". The letter "O" is large and loops around the "m", which is followed by "er". There is a small flourish below the "er".



## THANKS FOR THIS CHRISTMAS LETTER, JNS. . .

In going through some "old" stuff. . . I came across correspondence between us from Fall '88. It was a time of great turmoil for me. . . evident in the text. Sometimes such a review is amusing, but there is a lot of discomfort associated with that time. The gist of those letters has to do with my dilemma over joining Pentegra. While the outcome of that decision-making is obvious, the effect may not be completely so.

. . . we became involved and jumped through the initial hoops with great doubt. Indeed, after returning from Phoenix and having agreed to even higher goals. . . I thought we were all nuts! The bottom line at year's end is that we fell short of our gross production goal, but still attained (and **exceeded**) our net goal. . . almost double that of the previous year. . . after deducting the Pentegra fee! Talk about a stretch! As I said, my ribs are a bit bruised, but I'm still smiling.

The dollars are important, but what is really happening here is most important. I've been working on the master calendar. . . and have reached agreements with each team member for 1991 compensation and am able to make these important people very happy. My number goals are clearly established. I know that I will work 180 days (and when) in 1991, Plans are in the works for me and my family to return to Bolivia to work with Dr. Crane; time and arrangements are made for my wife and me to to celebrate our 20th in Scotland. In short, I'm more in control than ever before!

The idea of control does have a down side. The rigid nature that the word suggests is not functional here (at least not all the time). Having a handle on all of the externals listed, and more, is freeing. Now that certain decisions are made, I can get on with it. . . it provides opportunity for spontaniety. This realization supports the message that fine dentistry can come only after one realizes financial independence. How could one be a creative problem-solver if the basic framework is not established?

Another thing that has forced me to reflect on my **Pentegra** experience has been talking to others who are going through the same process that I did last year. . . and I'm excited about having another Pentegran in my back yard! Speaking with such capable, searching, caring people has clarified some things for me. I am no longer uncomfortable with not having the answers; I'm not even uncomfortable with the idea that the answers are not all there. I take great comfort in the fact that I am looking in the right place, within myself, and with Kelly and the Pentegra team on my side, how can I go wrong?

It is truly exciting to see team begin to focus ahead. That only helps them to be more able to help those coming to us for care to focus forward, to share the vision for health that we hold.

Omer, I can't wait for 1991! It's like reading the jacket of an exciting new book that I can't wait to read and I actually get to live it! Wow! Thanks!

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# Napili News

The People Game - Dentistry, Napili's "101" (Napili 1) the core of communication, motivation; the philosophy of the Counter-clockwise Crown Prep, Who You Are Is Where You Were When, You Pack Your Own Chute, Paradigm, Vision. . . a lifestyling tool for doctor, spouse, team. The "will call" list for February will be forwarded to this important (vital) workshop scheduled for September 26-28.

Jim Sumi, Process Four Design, Vancouver will be with us for the INFORUM, Omni Georgetown in Washington DC, February 28-March 1. . . the philosophy of design, your now floorplan, or the one you're going to plan. Front desklessness will be discussed, of course, and concepts of traffic patterns, sounds, colors. . . the "people game" will be major topics. \$970 inclusive for doctor, spouse and team.

Nearing "will call" stage: Micro-teaching Experience in Case Presentation, Sunday noon through Tuesday, 3-5 March (prior to the American Academy of Dental Practice Administration's annual meeting; if you're a member/guest you'll want to attend the AADPA meeting, the agenda is full and powerful). Napili 5 has a limited attendance so each participant has ample time for closed circuit video experience.

Participants in the "Wednesday Special" last week were, as usual, the best of the best. What a great time/learning experience, technically and personally, for each of us. Omer and I continue to be impressed with the quality of persons we meet through these workshop times. None of us is as smart as all of us is always evident, and the opportunity to be with new and re-new friends is a blessing.

You're welcome!

*Marci Reed*

President  
Napili Seminars



*Dear Friends*

Investing self, money, time, stomach lining and even heart muscle into proving ourselves to others. . . as a theme for this newsletter. . . will hopefully draw quick accusation of redundancy from the reader.

Yet, I choose to dive in once again to the project of expressing the critical importance of providing the very most innovative level of quality and excellence in services, communication, environment, materials and products. . .

**MAKING THE UNUSUAL USUAL  
WORLD CLASS**

The professional team specializing in unusually pleasing the person coming for care. . .

The person we care for in such a manner will "go to bat" for us in regard to counter-marketing the forces that dampen successful business growth.

Positive marketing effort in time and dollars is not necessary to bash the discretionary dollar competition as preference emerges for the wellness/longevity/pleasure experience in a unique dental environment.

The uniqueness, the positive personal energy ("make them feel understood and important") is efficacious beyond belief when compared to the commonly found personal insecurity (co-dependency?) and near mortuary-like environments experienced in the entering of most dental reception areas.

How unique or unusual is your environment when measured by your five senses?

Test the smell of your environment the first thing in the morning. . . be the first to walk into your receiving environment. . . stop! Listen! Smell! See! Feel! Taste! Why not?!



**REED'S  
INTERNATIONAL  
LETTER**



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Attain world-class leadership in  
ambiance, attitude, environment in  
the arena in which you invest most  
of your time in life.

. . .And change will be the rule  
rather than the exception, the real  
constant, as it never fails to create  
an awareness.

Change color, change texture,  
change smell, change the  
movement, change the stasis of the  
environment as the person coming  
for care perceives it upon entering.

Each person will benefit by being  
on your team of individuals, totally  
committed to being dentistry's  
standard-bearer for personal and  
environmental distinctiveness.

Making the uncommon common  
means a total commitment to  
exacting detail that must not be  
seen as tiresome but as essential  
for long-run profitability.

This profitability is best measured  
in retention of existing team  
persons and retention of those  
coming for care.

Time, dollars, intellect, energy  
invested four to one in favor of  
retention of team and those  
coming to us for care over  
attracting new people in the  
environment will, in the long-run,  
assure new person numbers and  
the appropriate demographic and  
psychographic mix essential for  
success.

The cliché "If it ain't broke, don't  
fix it" has been attacked by recent

change and growth advocates such  
as Tom Peters. He says if you don't  
see it as "broke", you "ain't looked  
hard enough."

This old adage sounds far better  
than it works in today's  
polytechnical revolution and, as a  
simple fact, in businesses such as  
ours, the adage is a negative.

The "don't change a thing" attitude  
comes from the "psychosclerosis"  
school of hardened attitudes.

The price for such perfection is  
prohibitive.

Constructive chaos is a great  
"counter cry" to the old adage.

"It's broke, so go for it."

That which we choose to achieve in  
this people game is not a static end  
point, but a moving target.

Lou Grubb says "Keep your eye on  
the ball" and the ball is a moving  
target. With an intentional  
restlessness, keep your eye on the  
ball!

And that ball is the person coming  
to you for care.

When we so perceive and believe  
that which is achieved is memorable.

The experience is world class. . . a  
fruit basket sent to each of the six-  
hours teams at the answering  
service, not on holidays, but  
episodically.

**A total commitment  
is essential. . .  
to make common  
the uncommon.**

**OMER K. REED, DDS**

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An American flag. . . large, new, clean. . . flying high on a conspicuous pole. a conspicuous statement. . .lighted at night, appropriately, and left flying.

Blossoming plants at the entranceway and in easy sight of each dental chair, picked up by properly placed mirrors for spread replication and effect.

Selling the dental equipment or office furnishing to the team and leasing them back to create pride, ownership, awareness and collateralization. . . dynamite.

A popcorn pumper to saturate the space with subliminal pleasure recalled from warm experiences in the past.

Buy your popcorn in 55-gallon drums, you'll throw away more to the birds than you eat.

Relate to each person you're with during the first four seconds with great visuality; eye contact and unpre-occupied attention.

Have them be at that moment the most important person in the world. .the center of the uninterrupted universe.

Mesh your behavioral skills with that of a consummate listener.

No matter how tough the going gets, stick with it as the best answer.

You will be, during those brief moments "world class."

Again, Tom Peters (and his ilk) have reported to us the remarkable success achieved by application of uniqueness as applied creatively in business.

Making the unusual usual creates a difference in net tracking. . . the bottom line.

The energy is being reorganized as a winning culture and spreads when in a world class endeavor we pull for the well-being of others in a win/win way.

"The measure you give is the measure you get back, packed down and running over."

Provide a world class personal appearance, your practice can be doing simply splendidly when done simply splendidly.

World class means that when achieved by your team you are among the best of all performances at what you provide anywhere on this global village of ours.

Our team, when functioning in the commonness of being uncommon, has a memorable daily experience of coming to work and morally and ethically doing whatever there is to be done in serving others.

I believe, in a mature way, our world class team understands that while money and motivation are not inextricably linked, cash is still a socially-acceptable way to say "I love you."

**A flag, flowers,  
popcorn. . .  
travel books,  
not magazines. . .**

**When the going  
gets tough. . .**



---

Do what you love to do for those you love. . . and ask for money.

This is indeed a clean, if not brash, statement about why free enterprise and democracy survive.

World class behavior is catalytic in transmitting love and respect, inter-personally, for the joy of involvement that comes as the recipient reciprocates with the team and others coming for care.

Everyone prospers in this prosperity which includes but is more than money. . . is the magic of being world class.

The power of world class behavior, big or small, public or private, provides a continuum of unusualness that is common by making good things happen for people as persons both inside the practice and even across all boundaries.

A world class idea, to make the unusual, usual. . . the Pedo Promo.

A recent review of the records showed that, during the calendar year, Valley Dental Group had 12% of its total patients of record who were 14 years of age or under. The review of these records showed that these young people were seen 5,015 times during that year.

This would obviously include new patient exams, re-care, hygiene and/or operative procedures.

The total sittings for these people equals 5, 015.

Further exploration showed that on these 5,015 sittings, only eleven surfaces of operative/restorative were accomplished.

This astounding wellness of the people under 14 coming for care in the practice obviously opens some vistas.

One of the potentials is a program for the parent to seriously consider that would be wellness-oriented.

Example:

"Dear Mr. and Mrs. Smith: We would like to offer you complete wellness, from a caries and periodontal point of view, for your children.

"You and I as parents remember the days of drill, fill and bill and are scarred by the restorations dentistry provided in lieu of the progress of disease.

"We can assure you, from our records, that your children will have no cavities at all if we are able to intercept them through our care program.

"We will see your child four times a year, minimum, and each time the teeth will be coronally polished; there will be sulcular irrigation of the soft tissue and your child will receive sealants in all permanent molars and primary teeth with decay-prone grooves.

**Involvement  
brings joy!**

**A wellness-  
oriented program. . .**



---

There will be a complete examination/diagnosis on the first visit and on each subsequent visit.

"If your child has juvenile periodontitis or any of the other more serious complications, the program we are offering will be inclusive of all care.

"We are totally convinced, from the statistics of our practice in regard to people 14 years of age and younger, that if we are allowed to see your child, interceptively, on these four annual visits, there will be zero decay.

"We are so certain of this that for an investment of \$400 for this annual program, we will provide all fillings and/or care necessary for your child in the event of any disease, decay or periodontal disease.

"This program is exclusive of orthodontic treatment.

"From an operative or reparative point of view, if your child needs gold inlays, porcelain inlays, composites, bonding or whatever, we will consider this a privilege at no further investment.

"We will also include emergency procedures 24-hours a day, seven days a week as this infrequency is also remarkable in our practice.

"Again, for \$400/year, we will completely care for your child.

"We will assure you that there will be no decay, in most instances. . . and therefore, no fillings.

"We adults would appreciate the coninuanance of wellness far in excess of repair of disease. . . and that is the entire design of this program. Sincerely, Dr. Jones."

Something to think about. . .

*Omer*

**Write the letter in your own words. . . whistle through your own beak. . .**



# Napili News

The war is over. . .the recession is receding. . . Travel is secure and the welcome mat is out for you and/or your team to be with us for these continuing education opportunities:

**People Without Perio:** May 16-17-18, at the Crown Sterling Suites in Phoenix. Exciting chlorine dioxide update!

**The People Game - Dentistry - The Team-Building Workshop:** Please note the change of date to 25-26-27 July. This network-building dialogue will be presented at the Drury Inn, Union Station, St. Louis. The Drury is an historical building, the first YMCA in America. It has been renovated, is now a charming respite across the street from another historical site, the Union Station. (Where there is a Mall full of unspeakably delightful shops and restaurants.) Tuition is \$1650/doctor spouse and two team persons, \$350/additional person. Room rates are \$72-82. St. Louis is a hub city for TWA, I believe transportation from your home city to St. Louis will be easy. Omer will have team people from Valley Dental Group with him. This popular workshop will be filled with creative, interesting persons with a desire to make their good team even better, people who are willing to learn/change. . . and grow.

Announcing two new INFORUMS:

**May 23-24: Cayman Islands, Offshore Lifestyle, Foreign Banking, Business and Investment, Diversification, the Global Village concept. . . and more.**

June 7-8: Chicago, The Mini-Mayo concept of documented examination, co-diagnosis, co-treatment planning popularizing second-opinion referral sources.

*Marci Reed*

President  
Napili Seminars

## "IN THE TRADITION OF EXCELLENCE"

"Dear Omer:

"Thank you so much for sharing the tapes 'Informercial' and 'Cost Control' with me. It's like a mini-visit with you as I'm riding my exercise bike early in the morning.

The dialogue is appreciated and the ideas are received, as usual, with enthusiasm.

"Over the years I have really appreciated the association I have had with you and Marci and the many **high quality people of Napili** that you have attracted and shared with many of us.

"The idea systems associated with Napili have kept me interested and, I hope, on the 'cutting edge' of a fast-moving profession.

"As you know, the front desklessness format has been used in our office now for four years, and we wouldn't have it any other way. . . . is there any other way? What we don't have, we don't miss.

"The decimal system of record-keeping has been a real 'eye opener' to me, as well as to my staff. We have made a few adjustments in the way we do it, but the concept of 'apples to apples' comparison of days worked, production per unit time, costs per unit, and collections per unit. . . all compared to the same unit time. . . has been especially helpful as we manage and monitor the practice.

"Again, thanks for sharing.

"I'm passing the tapes on to a friend who hasn't yet been exposed to this dental virus!!

"Look forward to seeing you again soon.

"Sincerely. . . TMF"

"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, 2999 North 44th Street, Suite 650, Phoenix, AZ 85018."



# PENTEGRA, LTD.

## Practice Averages

Total Reports Generated as of 4/08/91  Twenty-Four (23)	Average 1989 Income	Average 1990 Income	Percentage Increase in Income	Projected Average 1991 Income
	\$143,445	\$174,358	21.55%	\$209,399
	Average 1989 Practice Value	Average 1990 Practice Value	Average Total Dollar Return Net of Pentegra Fees	Average Percentage Return on and of Pentegra Fee and Continuum
	\$383,376	\$412,491	\$ 60,030	230.84%

According to *The Journal of the American Dental Association*, March 1991 issue, page 79, the average 1989 earnings achieved by practicing dentists was \$91,500. Assuming the 1989 average increase is realized in 1990, the average dentist will have a 1990 income of \$97,722. This represents an increase of 6.8%.  
 This is 6.8% higher than the average increase over the last 37 years.

If history repeats itself, then the average increase in 1991 might be as much as \$104,367. The average Pentegran will earn \$209,399. This is 200.64% greater than the projected averages.

According to *Dental Management*, October 1989 issue:

The projected 1990 average income for a dentist: ..... \$109,148  
 The average Pentegran had an ACTUAL income of ..... \$174,358

This was 159.75% higher than the averages.

As of the twenty-four reports run so far, six of our members have made less than average and fifteen greater.

**Pentegra fees and continuums are deducted before average income is calculated.**

**Total return is calculated by adding increases of income and increases in value of practice to equal "Total Dollar Return."  
 Percentage is then calculated on average Pentegra fees and continuum paid by all members.**

PENTEGRA, LTD.  
 2999 North 44th Street, Suite 650  
 Phoenix, AZ 85018  
 602/952-1200

Dear Pentegrans:

Congratulations on your practice year 1990! An average of the twenty four reports completed shows that you realized a 21.55% increase in your net before taxes and salary on an 10.46% growth in gross collected dollars, compared to your 1989 figures. Looking at 1988 versus 1989, your income showed an increase of 7.78%. The value of your practice utilizing the same formulas as in 1989 increased by 7.59%. Your total return on the practice from 1989 to 1990 was 15.66%. How does the performance of your practice compare in the world of investments?

According to the January 2, 1991, issue of *Wall Street Journal*:

MARKET	TOTAL RETURN
DJIA	- 4.34%
S & P 500	- 6.56%
NYSE Composite	- 7.46%
NASDAQ Composite	-17.80%
AMEX	-18.49%
Value Line	-24.46%
Bonds	+7.838%
MUTUAL FUNDS	
Lipper Growth Fund Index	- 4.98%
Lipper Growth & Income Fund Index	- 5.99%
Lipper Balanced Fund Index	- 1.07%
Lipper International Fund Index	- 0.56%
BANK INSTRUMENTS	
One Year Certificate of Deposit	+ 7.52%
30 Month Certificate	+ 7.63%
M M Account	+ 5.86%
Precious Metals	-12.85%
Residential Real Estate	+ 2.20%
COLLECTIBLES	
Southerby's	+ 7.69%
Rare Coins (Coin World Trends) Top Investment Grade	+20.60%

While some areas of the markets showed better returns, one needs to be quite savvy in knowing when to buy and sell to equal or surpass the rate of return you received from the controlled investment of your practice. In 1991, if you achieve your target goals, the average Pentegra practice will experience a net income before taxes and salary of \$209,399. This will represent a 20.10% increase from 1990 to 1991. Of course, these rates of returns and projections do not take into consideration any taxwise lifestyling you may have created through the practice.

It is nice to know that you are getting high returns **ON** your investment and as the practice value continues to grow, a return **OF** your investment.



## *Dear Friends*

In lecturing and in seminar, as well as in newsletter and personal dialogue, the idea that words are a lousy way to transfer meaning has been presented, sometimes apologetically, sometimes instructionally, but always with the intent of sharpening the participant's thought process in regard to assimilation and derivation.

As a result of this ever-meaningful quest for the transfer of thought from one person to another, I assemble this missal. Let's call it

### SEX, POLITICS AND "WORD FACT" IN CASE PRESENTATION

*The dental student is taught system-by-system to become a technician. This process can make it easy to lose sight of the human being. All too often this transformation becomes permanent.*

The very use of these key handles for thought. . . sex, politics, case presentation and, perhaps a new one for some of you, the handle, "word fact", will point thought, at least momentarily, in any number of directions: constructive interest, checklist application, utter absurdity, humor, Avromianisms, Napili concepts, Hammerschlagistics, or even hopefully constructive assemblages of thought in regard to sharpening personal skills in one of the four areas mentioned.

I have proposed the idea in the last several years, in the Newsletter, on tapes or in lecture, that the potential theories that exist in regard to human communication certainly include the issue of whether humans think in the form of words or whether people feel their way to ideas, unconsciously using the words to describe thoughts as they go along. This is, of course, psychologically and academically, a dispute as intriguing as it is unresolvable.

Obviously one of the contentions is that it's impossible to do any reasoning without the use of words or the language tools. The other argument is that perhaps other creatures in nature are capable of reasoning even though they are incapable of speech. . .at least, as we understand it. (I'm sure the chimpanzee and ape studies that are occurring shatter a lot of paradigms.)

Quite likely the debate will go on forever in spite of its irrelevance. As for practical purposes, we may or may not think in words, but without words,



REED'S  
INTERNATIONAL  
LETTER





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that which we think may as well never have been conceived. Obviously, thinking is no better or useful than the thinker's ability to then express that thought in the form of symbology that can be interpreted by others.

If you had a cure for cancer, but couldn't explain it, it would be little comfort to physicians or people coming for cancer care. If cold fusion is something that can neither be explained or replicated, one is indeed in a constipated pocket of "who cares?" Back in the good, old academic days, if you said you knew the answer, but just couldn't express it, you got as low a grade as a person who answered the query with the usual "I don't know" handle.

People speak, think and act in a relatively consistent pattern that is referred to as being congruous. Do as you say, say as you do. It's easier for me at a lecture to preach what I'm practicing, perhaps, than it is to practice what I preach. To preach what one is practicing, one only has to remember and hardly a note is necessary for a couple of days of dialogue to take place between the speaker and the group.

If one chose to think, speak or act differently, one of the three could be selected and changed and the other two would follow. The old adage, "Words, thoughts and deeds" from the literature, clearly illustrates thinking man's ability to recognize the congruence of these three areas of existence. When one of the three changes and the other two follow, the chaos and ambiguity of ruptured congruence has been considered, until recently, socially unacceptable.

Change can't take place if you stay as you've been, so incongruence is

indeed a healthy essential. It is not totally synonymous, however, because chaos and ambiguity can exist, incongruence can be without growth, change or learning. There are still options.

If indeed we do think with words and our vocabularies are critical to thought, then not only what we think but how we think is directly related to the vocabulary capacity we have, both in quality and quantity. It has been said that the average English-speaking person has an active vocabulary of about 600 words. These 600 words have some 15,000 meanings, making the "slipperyness" of words transferring meaning obvious. Winston Churchill has left his tracks on mankind, both in the written and in the spoken words he assembled. Studies show that he had over 350,000 words with which he could think and speak. Little wonder the power of this man exceeds that of the average English-speaking person.

Isn't it strange how words are used today in our game, dentistry, to alter thought. We must think out of "abundance" as this type of thought alters that which one can see.

The process of a probable or a preferred future offers black and white electives that channel a single thought into changing a life.

Napolean Hill's book, Becoming What You Think About, becomes the "plan your practice, practice your plan" game that hypes and fuels the feverish activity of "practice administration."

The One Minute Manager replicates and perpetuates the pyramidal experience of industrial power modeling in a time when the power shift seems to be moving toward the emergence of individual leadership, situationally.

**My, but the use of words as an indoor sport can be fun, can't it?**

**OMER K. REED, DDS**

"Copycat 1986 by Napili International, 2999 North 44th Street, Suite 650, (602) 852-0956. All rights relinquished. Reproduction with permission is encouraged. Quotation without attribution is dangerous (aek) REED'S INTERNATIONAL LETTER, published on the 10th day 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."







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The original Hebrew, in the Book of Hebrews, where King Solomon says, "As a man is in his **bowel**, so shall he be" has certainly been moved upward, anatomically, in the King James translation to read, "As a man is in his heart. . ." and now Hill would have us functionally apply conscious thought as the establisher of what the human will become.

When we decide to share with others, through a transfer of meaning, the conclusions we thoughtfully reach, we must then arrange words in what we consider to be a logical order. . . and hope that others can understand us.

We have focused on the process of education as transferring our meaning to others. The "one up, one down" teacher/student relationship has crept into case presentation.

Carl Rogers ruptured this paradigm when he said that people subjectively move toward change, growth, learning (or buying) if they feel understood without judgement, which, if carefully thought through, is 180 degrees away from our purposeful organization of words to transfer our understanding and meaning to others. . . with the reverse intent that they understand our reality.

Mathematics is objective. . . fondle-able, measurable.

Things that are objective are measurable in inches, pounds, dollars, pennies, seconds, minutes or some formal measure that, by their very definition, makes them objective.

Once one begins to attempt the subjective transfer of meaning in a non-judgemental way, one graduates to a completely different game.

I feel things. When the act of putting ideas into sentences for outside consumption is accomplished, it has the effect of refining my thought and even generates new avenues of thought process. In this way language serves me not only as a carrier of thought and a disseminator, but as a generator of ideas and new ways. (Reuel Howe's text, The Miracle of Dialogue.)

I'm totally convinced that, at least from my perspective, the extent to which I think in language, I'm restricted in the number of words at my command and also subjectively by the sensitivity of their meaning. (ETC., the Review of General Semantics, International Society of General Semantics, Box 2469, San Francisco, 94126)

It follows that, as an instructive, I would encourage you to exercise your mental powers fully and this means that to enhance your understanding of life you must expand and sharpen your vocabulary. (The Superior Person's Book of Words, Peter Bowler.)

I would assure you that no matter how extensive your knowledge of words becomes, your awareness that complete control can never be exercised over them must be retained. Words are active, changing, slippery things that do not lend themselves well to the transfer of meaning. They are not the machine-like precision that we expect of mathematics.

Unexpressed words we keep in our thoughts have significant emotional connotations that can distort our point of view.

In a constructive sense, during treatment consultation (which is obviously a different way to say "case

**I'm totally convinced that objective truths cannot be expressed in verbal terms.**

**Mathematics is clearer, even to those who don't like it.**





Every word is composed of two parts. . .

---

presentation and hopefully a much more expansive and meaningful experience than just the legality of presentation of a case) words make up a part of the meaningful transfer. The implications from all of this are that beautiful words in the language may subjectively be used to infer positive attribution. If one were to realize that the mathematical precision of expressing the science of what's going to happen to the person in repair are abandoned, we may choose to think about happiness, health, wealth, wisdom, peace of mind which are extremely subjective. We will alter the message that we send and lean strongly toward the Carl Rogers paradigm of having people feel understood without judgement as our primary move.

The "case presentation" struggle called Napili 5, role-played before the video cameras with the Stanford Micro-teaching experience, is an all too familiar arena/experience in which these games are played. For those who have, this is meaningful. **For those who have not. . . welcome.**

Beautiful words in our language, such as mother, home, children, love consistently rank high among the beautiful words not because they sound particularly beautiful, but because of the things for which they stand. I can give you the names and addresses of people who do not think mother, home, or children are necessarily beautiful words.

Frequently, for most of us, when those words occur in our thought, we are susceptible to the emotional appeal that they represent and are less likely, in a mathematical sense, systemically and objectively, to think our way through but rather form our opinions out of sentiment.

Certainly a jury that is assembling to hear the case of a mother who committed a crime out of love for her child or in defense of her home may have decided even before going to the courtroom.

I'm certain that words are not trustworthy in the privacy of our heads and even less so when they are converted to speech or writing. I sit on the eve of a full day of lecture to a West Coast dental group, having recently returned from a similar experience with an East Coast dental group. My mind is struck with the remarkable dissimilarity of the mores and folkways of these two audiences.

I'm totally committed to my observation that every word is composed of two parts, belonging equally to me as a speaker and to those who are listening. Duality of language makes it necessary for us as participants in any serious discussion to be extremely sensitive and concerned about the words chosen, both by the speaker and, in dialogue, by the listener.

Voltaire's statement, "I may not agree with you, but I will defend to my death your right to say it" has become one of America's leading by-lines for the first amendment. Voltaire often said, "If you wish to converse with me, define your terms." Will Durant's comment, "How many debates would have been deflated into a paragraph if the disputants had dared to define their terms."

This is the alpha and omega of logic, the heart and soul of it: that every important term in serious discourse shall be subject to the strictest scrutiny and definition.

The definition of words has an effect not only on what we think, but how we think. Bob Barkley was accused of

This is the alpha and omega of logic. . .





---

being a sequential thinker and in review of his work, in dentistry, I'm totally convinced that he thought differently than we do, not **what** he thought, but **how** he thought. Would that he were still with us to discuss it.

The definition of words has an effect not only on what we think, but how we think. There are no English equivalents for many words in foreign languages and now with an ever-increasing number of people, whose primary language is other than English, living in our society we find that, under pressure, they revert to their "foreign" language for thought, and English-speaking only people have a very difficult time sensing the other's feeling.

Are you thinking about case "presentation" as you read? Are you thinking about that awesome responsibility of helping a person decide positively for something you know he needs that he doesn't want? Are you thinking awesomely about the things the person buys whether or not he needs them, and you want him to buy something he needs whether he wants it or not? Are you in a moral "casket" that precludes your even thinking about such a thing? What is your role as a doctor? As a professor?

Why don't you take a moment and go to the dictionary and look up these two words, doctor, teacher, and memorize what you feel they mean to you? Those who are foreign speaking don't see the same things you see and don't observe the same events you observe (even though they're on the same street corner when the accident occurs). . . and when the language transfer is accomplished in order to describe the change, the language is a change in the person.

Changing my language changes me as an observer, and changes my world at the same time.

Expanding your vocabulary will alter and open new pathways for you that will allow those who come to you to perceive uniqueness.

At this point, can you live with me for a moment in the hearts and minds of those who come to you from outside your paradigm, from outside your value system and realize the hopelessness of telling them anything or quoting a fee that could possibly ever be relevant? Is it not true that the co-development of the fee would allow this disparaging difference to come to focus in a constructive way that would be win/win?

I'll make a point. Much is to be suggested by words that are included and by words that are not included in vocabularies. For instance, according to an expatriated Soviet writer and scholar, there is no such word as "privacy" in modern Russian language. The latest and most comprehensive English-Russian dictionary, translates "privacy" as "loneliness, intimacy or secrecy" but says nothing about the right to live free from interference in one's private life. In noting this omission, an ideological point is made. Contrasting the collectivism of old line Communists with the individualism of Western democracies really becomes a challenge. Hayakawa (General Semantics), says it is important to sort out from any utterance the information given from the speaker's feeling toward that information. Doing so helps us to prevent others from manipulating our thoughts.

Can you go back with me now to the values of another person from outside our socio-economic strata and the

**Are you thinking case presentation?**

**Sort the information.**





---

signs and symbols of values in that life not being available to us, how difficult it would be to speak about **privacy**, or whatever, to the Russian mind. And how delicate and imperative it must be that the dialogue between us, as Reuel Howe aptly said it, must be the gigantic tool that creates a transfer of meaning.

Napili/Pentegra. . .  
a "getting to know  
you experience."

Hayakawa's concern for the speaker's feeling for that information can easily be pointed in our experience by the transfer of another thought. This is a newsletter. Were you to be getting the same information on tape, would it not be different as the inflection of my voice would make up for the 93% of impetus that you are not being able to sense in communication as a result of only having the words on paper.

Indeed, would we not go a step beyond that as I lecture to the West Coast group and realize that what they see, feel and smell is more important to them than either the words I choose, or the inflections I place on them. They will indeed believe what they perceive to be true about my message as a result of me.

Constant "in touch"  
and even the  
power of silence.

Let's talk about the next level of experience that I've enjoyed over the last 30 years, the Napili workshops where with the same people through a three-day dialogue experience, which includes eat-and-learn lunches, a togetherness evening with quality Mexican food at Julio's, a open evening to "breathe" and/or inter-relate with small groups on Friday, and the Saturday night barbecue following the third day of dialogue. This level is indeed, perhaps, a more "getting to know you" than the newsletter, a tape or lecture. The feedback by those who've returned for the same workshop as a repeat experience, let alone those who send

their friends, and continue through the other workshops in the Napili cupboard, is a **strong lesson for me in that, without the intensity of marketing that I sense in the "circuit riders", Napili continues.**

I compare that to the ongoing process of Country Club experience where golfers, tennis players or people of a certain social inclination continue to get together in their own environment, for their own reasons, and for their own pre-determined investment of self, time, money and energy.

The Pentegra membership is a literal pilgrimage of membership where the meaning of silence is coupled to a constant flow of ideological dialogue between the Pentegra team members and the Pentegran who comes for triad experience and continuum. This communication is extended to six primary back-up people in psychiatry, law, accounting, psychology, qualified plan, estate and asset protection management. The conference call, the SkyPager, the constant in-touch and even the power of silence is far more meaningful than dentistry has ever experienced.

In the world of politics a word is meaningful much in the way the speaker chooses to have it be meaningful and obviously "real politick" if you can make words mean many different things. The question is, who is to be the master? In '84, George Orwell presented a bizarre society in which the "Ministry of Truth" dispensed words that meant just what Big Brother wanted them to mean, "State Language", "news speak," turning logic inside out; a brazen contempt for public intelligence.

Naisbitt's "OxyMoron" - the inclusion in a single sentence of obvious opposites, intentionally. War is peace. Military





---

intelligence. Country Music. Strange way to communicate, isn't it? We call the MX nuclear missile, the "peace keeper". When Reagan withdrew the Marines from Lebanon, having suffered heavy casualties, he called it "redeployment". (Perhaps we should speak, historically, of Napoleon's redeployment from Moscow, or Custer's last redeployment.) Think about it.

The word, political, in itself means dramatically, drastically different things to different people. In the Civil War, the Abolitionists used the word "liberty" and "freedom" to mean a condition for slaves in the breakaway states of the Confederacy. To the Confederates, it meant the liberty and freedom to secede from the Union and to maintain slavery. Independence Day. . . the Fourth of July. . . or is that your day of economic freedom? When you no longer **need** to work, but have the dream of **free time, any time. . . or free time, all the time. . .** or the **no work option**, which is a part of the American dream.

Euphemisms cover up the real meaning, many times, of an event. Hundreds of men on either side of combat can be horrendously injured and the report may say "heavy casualties on both sides." Civilian casualties are called "collateral damage." A person who survived a bombing attack may be an "interdictional non-succumber". A treatment consultation may be occurring in your office and similar euphemisms might be used to decide its outcome. What are the tools you use to describe the "survivor" of your treatment consultation, when the impossibilities of closure become reality. Shakespeare was clever with his understanding of euphemisms as he referred to the words of the people

in political power as "smoother than butter" and the language of the opposition party as "unadulterated vinegar." The discerning voter has a difficult time even with careful study determining how a proposed policy will bring broad new progress in the minds of one group and ruination of the nation and the democratic way of life in the hearts and minds of the other.

How does the dental team see the vision of rehabilitative process and the pilgrimage from here to there? As compared to the person coming out of the treatment consultation having said "no." The power of language influences our dental opinions from an early point in our careers and we are imbued with the prejudices of the particular school of thought from which we have come, we have received this indoctrination from the language we hear. I find it increasingly humorous to sense the resistance in change that has come in the generation that started dentistry during insurance's reign as compared to those who started their dental practice prior to its arrival. For those who have a long chamfer on their fused porcelain over metal retainer preparations as compared to the shoulder chamfer, or the shoulder alone, which was taught on the buccal, mesial and distal by those who did the gold acrylic during dental school days. And the lack of ability to think about and/or use the language tools in thought process that would allow change to take place. It's much like, early in life, we learn to associate certain words like the name of an ethnic group with some thing objectionable to the group to which we belong and these negative associations stick in our minds throughout life. No matter how objective the evidence we encounter to the contrary,

"Liberty,"  
"Freedom,"  
What do these  
words mean. . .  
to you?

The power of  
language influences  
our dental opinions.





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members of such and such nationality or religious group will always be dirty, lazy, drunken, greedy, stingy, crooked. . .depending upon which stereotype we apply to which group, and depending, obviously, upon the group to which we belong.

The role of sexist in dentistry and in case presentation is often overlooked by most of dentistry and simplistically we've refused to realize that 100% of the team serving with us is female, 80% or more of those coming to us for care are female. . .and that there is a remarkable difference in the pyramidal experience of the male-role dentist and his treating any one of the team people other than as equal. . . in the minds and hearts of the people coming for presentation sensing that inequality and responding to it, subliminally. The fundamental view we have of sex as it relates to treatment consultation is political because the image that is created by language looms up in our minds and one or the other of our groups makes a bid for recognition of rights or draws attention to some point of discrimination between us, all switches shut down.

For the most part, these prejudices are unconscious. . . synaptic. They are conditioned by words that we use so frequently that we've become unable to recognize this as second nature. Yet, they are learned skills and can be unlearned. Consciously or not, we are unlikely to be sympathetic or fair to people we've been talking about in a pejorative language all of our lives.

"Sticks and stones will break my bones, but names will never harm me." Children in pre-school years learn to call names at those who are different from them and if they're on the receiving end of the name-calling,

they learn to talk back. There's hardly anything further from the truth than that old adage about sticks and stones. Words DO hurt us emotionally with an effect deeper and more lasting than physical injury. The recovery system for this trauma is poorly understood by most of us. There is no immune system in relationship to this trauma (head, heart and belly, and word trauma as they exist have a lousy healing rate.) To say that words have no physical harm is fallacious in that words cause mobs to pick up stones and break the bones of people who have learned to look upon each other with repugnancy and hatred.

Words are certainly responsible for the horrible crimes, at least in part, to humanity exercised by Naziism which got its start by calling names. Hitler was a master of propaganda which consists largely of rhetoric. Among the definitions of rhetoric is "language designed to persuade or impress, often with the implication of insincerity, exaggeration etc." Hitler was in prison after his abortive Munich experience, developed a principle of how to rule man's mind with artful language. He became a master orator with a full knowledge that oratory is the power to talk people out of their sober and natural opinions. He knew how to pick the right words for his purpose and arrange them in slogans which when repeated over and over could utterly overwhelm conformity with previous doctrine. He knew how slogans could obviate public scrutiny of policy and anesthetize the conscience, wiping out every human consideration in the interests of the "master race."

On careful study of Ericksonian medical hypnosis, we now realize that Hitler in the courtyards of the 30's in Europe was the master hypnotist. Much like Ralph Slater, in the 40's in this country, who could take groups of two to three

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thousand, or indeed a whole football stadium full of people and have them very quickly, to the person, co-labor with him through his hypnotic skills.

The word "propaganda," based on the Latin word stem from the propagation of Roman Catholic faith was practiced long before Hitler came on the scene. What is now different from his time is that propagandists can now use mass media. . .radio, film, wire services. We can watch an event, live, anywhere, internationally. Anyone, anywhere, becomes the potential candidate for brainwashing. Television, witchhunting Senator Joe McCarthy, managed to turn the word communism into a terrifying scourge.

With the media, words come at the listener in such a rapidly "slinging" fashion, at a disconcerting speed and because of visual images, it presents further blurred perceptions; video has heightened the need to be careful not to take words at face value. Television commercials, like other advertising, makes use of exaggeration. While we allow for a degree of hyperbole in advertising, we are less rigorously able to discount the more subtle, and yet no more or less contrived, exaggerations we hear in the news or the public affairs programs. Exaggeration, much like the title of this newsletter, is a natural part of our language. We all blow words out of perception, misusing them from their original intent and departing from their meaning entirely.

A Radbillian comment, the "weather is delicious". . .when translated by the listener may or may not be meaningful; to say that a meal is "marvelous," which the dictionary defines as "astonishing" or "extremely improbable". . . or that same meal being "terrible," which the dictionary

says is "awful, dreadful, formidable, very great and very bad". . . may be examples of how we exaggerate. Isn't it interesting that we name our ships Invincible and Indomitable fully realizing that we do so in hope that the sailors aboard would conduct themselves as if the names proclaim a simple fact.

Words are often not only what people **want** them to mean, but what people **hope** they will mean. When we talk about the subjective in treatment consultation, we would like people to focus on health, wealth, wisdom, happiness and peace of mind rather than gold, silver, margins, root canals, posts, cores. . . the mathematically quantifiable mechanical entities that we often try to sell them. In using the subjective, we hope to "cast a spell and erase the curse" made with words in the minds of the listener by the speaker, hoping and fiercely praying that they will become reality for the person for whom we care.

I don't believe words maintain or possess magical powers, but I do believe they have a magical effect. Words are magical in the way they effect the minds of those who use them. It is to tap into this magic that we use key words or we slogan things for the public mind, which produces reflexive generalizations. Wendell Wilkie said that a good catch word, in a political sense, can obscure an analysis for 50 years. . ."Recare" instead of "recall" for hygiene. "Wellness," "treatment consultation," "new person experience," "facilitator". . . cleverly chosen language handles which have the effect of simplifying ideas to the relief of those who are intellectually lazy.

Life is rarely as simple as the language we use to describe it. Yet

**What's in a word?**

**Exaggeration is a natural part of our language.**





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we all generalize and by doing so fall into the trap of believing that all things in a certain category are the same. "All pigs are dirty." "All professorial people have wisdom." "All women are emotional." And by attaching generalized labels of this sort, pictures crop up in our minds and we do an injustice not only to others but to self.

Alfred Korzybski, one of the great strengths of the Society of General Semantics, says that the Indo-European language structure with its strong emphasis on "is" and "is not" tends to make for generalizations and snap judgements. We talk of "right or wrong," "good or bad," "black or white," taking little or no notice of the gradations between these extremes. Such verbal polarization militates against reasonable solutions to problems. Any suggestion of a middle way between opposites is likely to come under fire from both sides.

The first rule of semantics is that words are nothing but symbols of things and ideas. To paraphrase Korzybski, language is to reality what the map is to the territory. The map, he kept repeating, is not the territory. The name is not the person. The descriptive is not the event. It is when words are confused with the things they represent that we run into a dangerous delusions.

Galbraith called what results from the substitution of a word for a fact a "word fact." It means, he wrote, that to say something exists as a substitute for its existence and to say that something will happen is as good as having it happen. In this clamorous day and age, independent minded individuals should be on a constant look out for word facts and other calculated misuses of our language. It

is not too much for a citizen to insist, at least in their own sovereign mind, that the words employed in a political discourse mean what they are commonly understood to mean. This will seldom indeed be the fact.

One group calls another "terrorists" or says that they're using violence, or accuses them of using genocide. . .we should decide for ourselves, on the basis of evidence, when terrorism, violence or genocide are actually being perpetrated. We should guard against attempts to hijack our thinking by slogans, catch words or rhetoric designed to inflame our opinion or turn us against enemies manufactured by word fact techniques.

How does this apply to sex, politics, word fact and case presentation. Can metaphor, parable truly be the primary tools of meaning transfer? Are you interested enough to further your study of the work of Milton Erickson in regard to counsel and human communication as it relates to case presentation. Are you really willing to expose yourself to the video camera and the micro-teaching experience to help those coming for care. Are you ever conscious of the insidious danger of using packaged words for original ideas? Or can you cleverly, and in a wholesome way, select the packaged words to substitute for an event or an idea and create a vision for another human being that they can see and believe in.

It is ever important for us not to allow others, anymore than we would allow ourselves, to confuse words with the reality they symbolize and yet we must carefully and creatively use those words to do just that.

Wow! Symbolize the reality that is desirable for the future event of the person coming for care.

**Words are symbols  
of things and ideas.**

**It is important  
not to confuse  
words with the  
reality they  
symbolize. . .**



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I believe eternal vigilance as to the use of words is the price of freedom of thought and expression. I believe, in dentistry as in democracy, the war against misuse of words cannot purely be a public one, but each of us must stand on guard over the mind.

Omer  
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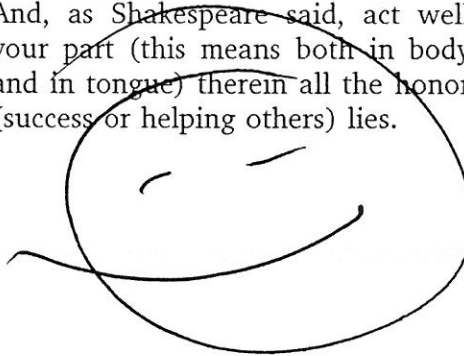
P.S. I cannot help but think that all of us, as healers, as we age and experience more infirmities of our own, will gain a better understanding of "patienthood" and human frailty, age, time, and personal experience with disease and its restoration. The substance we call wellness can reestablish a sensitivity that we have had "ground under" in our existence.

**Vigilance is the price of freedom of thought and expression. . .**

Situationally, events other than words, often transfer meaning more relevantly.

A 45-60 year old female person in gray flannels with a red scarf, casually elegant in her attire, in her posture, in her physical wellness maintenance, her smile, her pointed eye contact and her presence, can oftentimes send a message that is really an okay place to be, that this place is to be trusted, this is indeed one of the best in town or she wouldn't risk her personal, social reputation by being here.

And, as Shakespeare said, act well your part (this means both in body and in tongue) therein all the honor (success or helping others) lies.







# Napili News

The Pentegra Symposium was terrific, 170 participants along with Inlay/Rehab and Microscopy attendees; exciting "hub bub." Networking works. . . and plays. We enjoyed the camaraderie, dialogue, new and re-new friends, shared emotions, positive energies, differences, the growth/change that comes with learning, . . . from the "teachers" and from the "learners." I've always believed (and said) Napili/Pentegra people are the best of the best! These folks re-affirmed my belief.

People Without Perio, May 16-18, will feature the why's, how to's, and case presentation of the program; it will include a vital update on chlorine dioxide. Editorial comment: We've had several calls in regard to CLO<sup>2</sup>, asking if it was Oxyfresh. Dr. Ratcliff's formulation is significantly different from that of Oxyfresh. His experiments indicate that the Oxyfresh formulation does not meet therapeutic requirements of Food & Drug Administration; in contrast, Dr. Ratcliff expects to submit to FDA for Phase 1 drug approval within the next 90 days.

The INFORUM on Grand Cayman Island, Radisson Hotel, May 23-24. Again, the why's and how to's of offshore. It's vitally important to have this thinking tool, even (or, especially) in a time of recessed economy. SCUBA is spectacular, the ocean temperature is calming. . .

If you'd rather swim in Lake Michigan, join us at the Chicago/Marriott for the MINI-MAYO Inforum, June 7-8. I don't guarantee the beach and water temp, but I do guarantee that the information will be innovative/creative in terms of the polytechnical revolution in dentistry, for you, now and/or in the future.

WELCOME!

*Marci Reed*

President  
Napili Seminars

## N A P I L I P A R T I C I P A T I O N

### We like these WORDS . . .

Dear Dr. Reed: I am an ex-patient of yours and have some good news to share with you and any potential clients you might have that are considering an implant.

In 1978, you made my upper and lower dentures. However, at that time, due to lower bone loss, you advised me to have an implant. I was impressed after seeing the film and your explanation, but was fearful and instead went the denture route. I realize now that I made a mistake.

Since moving to Tyler. . . I was continuing to have problems with the lower denture and no adhesive would hold my dentures in place. I felt very insecure. I was constantly trying to hold the denture in position while eating or speaking. I had battled this for 45 years. I went to see Drs. T and A and they both agreed with your advice. So, I decided to have an implant in April, 1990. I was amazed at the very little discomfort I experienced throughout the two phases.

The doctors gave me detailed instructions on daily care. It takes a little patience and time to clean my teeth and the time is well spent and very rewarding. I no longer have to take out the denture, soak over night, place liners in them the next morning, and continue to have the same insecure feeling each day. There is a **great joy** in having teeth that do not move around in my mouth. But, against every joy, there lies a duty, and in turn, brings happiness.

You have heard the saying "from rags to riches". . . mine is "from dentures to teeth." The doctors did beautiful work in my mouth. I am very grateful to them, but to you I am more appreciative for introducing me to the idea so many years ago. I still have the upper denture you made. I have had many compliments on it. I think they are still pretty after these years.

I can now eat food I could not eat, including apples, celery, and crispy salads. My speech has improved and I can now speak with confidence. I cannot praise the Branemark implant enough. It has changed my life at 76 years of age.

Expense: It depends how one evaluates health and happiness.

If my testimony can further this wonderful system and bring as much happiness to others as it has to me, you have my permission to use it. Thanks so much for introducing it to me!

"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, 2999 North 44th Street, Suite 650, Phoenix, AZ 85018."

The Japanese Word

For the first time in a report of your and your good  
news to me, I feel that you might have had  
the opportunity to do so.

It is not only my upper and lower dentures. It was a  
time when I was in the hospital and you advised me to  
get my teeth fixed. I was in the hospital and you  
advised me to get my teeth fixed. I was in the hospital  
and you advised me to get my teeth fixed.

Since my teeth were so bad, I was constantly in pain  
and I was constantly in pain. I was constantly in  
pain and I was constantly in pain. I was constantly  
in pain and I was constantly in pain. I was constantly  
in pain and I was constantly in pain.

For several years now I have had dentures. I have  
had dentures for several years now. I have had  
dentures for several years now. I have had dentures  
for several years now. I have had dentures for  
several years now.

The best part of the story is that I am able to  
eat and drink. The dentures are so good that I  
can eat and drink. The dentures are so good that  
I can eat and drink. The dentures are so good that  
I can eat and drink.

My speech has improved and I can now speak  
clearly. My speech has improved and I can now  
speak clearly. My speech has improved and I can  
now speak clearly.

It is a testimony to the wonderful work of the  
dentist and his staff. It is a testimony to the  
wonderful work of the dentist and his staff. It is  
a testimony to the wonderful work of the dentist  
and his staff.

Thank you very much for the information and  
the help you have given me. I am very grateful  
to you and your staff. I am very grateful to  
you and your staff. I am very grateful to you  
and your staff.

