

# REED'S INTERNATIONAL LETTER

2999 North 44th Street ♦ Suite 650 ♦ Phoenix ♦ Arizona ♦ 85018 ♦ 602/852-0956

After a brief discussion with Jeff Zeig of the Ericksonian Institute on everything from Jung, Adler and Freud to Viktor Frankl, Carl Rogers, Maslow and, of course, our more recent friend, Milton Erickson, I'm convinced that in human communication, ice-breaking and fog-lifting are

products or services. They create a helping relationship, want us to feel that they will help us, not just take our money.

They know the difference between what we want to buy and what we are told we *need*. They have a clear understanding that we will value (and pay for) the things we want, and ask "if the insurance will cover" the things you are felt to need.

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## METAPHOR A MEETING OF MEANINGS

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critical. If unclear thinking sends a message that's foggy and/or ice-bound, the receiver is going to have difficulty unraveling and unbundling the intent of the message.

The new world is for the articulate and when language changes its role in our lives or when we begin to use it differently, it stops using us.

We use language in a serious attempt to transfer meaning. As a matter of fact, we can even use language to talk about language. When it comes to "case presentation" if we feel uncomfortable with the salesman's presentation style, we will not buy the product or service.

I'm certain that a reasonable metaphor in regard to how language has changed from the time you entered dental school till now (irrespective of your year of graduation) may be useful in your interrelationship with family, friends and people coming for care.

We will disregard the superior features. . . the quality, the excellence, the pricing. . . simply because the medium is the message. We were not addressed respectfully, clearly, cleanly.

I wonder if the role of language in our lives has changed from the 50s when Casey Stengel ruled the diamond, Eisenhower was around, Ozzie and Harriet were the rage as compared to language's role in the 90s.

Without "integration" in the transfer, we may walk across the street to buy from someone selling at a higher price, but with more agreeable service.

It's necessary to define the term *changing the role of language* perhaps using television as a metaphor.

We appreciate people who are open, who earn the right to care, who are sincere with their smiles, and offer us choices rather than selling

In the 50s when television was quite new, people sat and watched it, often dimming the lights, sitting quietly much as if they were at the movies. In the 90s, television has become



electronic wallpaper, left on all hours of the day and night, whether or not people are in the house, where the lights are on, people are talking and paying only sporadic attention to the set, cooking, eating their meals, doing the dishes. . . not so much sitting down to be entertained and to "watch the show" as to be in the presence of t.v.

In 40 years, the role of television has changed, even though it's still referred to as *the television*. The activity of watching has changed in the past 40 years and yet we still refer to our interface with television as *watching*.

What if the same thing is true in *speaking* and *listening* and the use of everyday word tools. If indeed language is being used differently and, indeed, if our changed language is using us differently, how can we discover and conceptualize this change. . . reflect upon it and use it intentionally?

Metaphor is the answer.

Metaphor allows word tools to transcend language itself, to extend its categories and to compare the unfamiliar in terms of the familiar. Indeed, to tangibilize the intangible.

But how does one choose which metaphor one uses? Practically anything, perhaps, could be used as a comparative.

Metaphors must have a resonance with the associated areas such that we learn accurately about the *target* domain by exploring implications of the *familiar* domain.

Aristotle is quoted as having said that choosing the right metaphor is an unteachable gift. . . something synaptic, genetic. We now believe metaphor to be a learned skill.

Let's take a look at the metaphor of economic inflation as we compare the 50s to the 90s. The paradox of poverty and plenty is that we have more money but it buys less. We think we're getting a raise, but it turns out to be a pay cut. This, quite likely, is a metaphor that describes what is happening in our language as well.

If we compare words with money, we *coin* a phrase and indeed both money and words circulate. They have value.

The great semanticist, Korzybski, remarked that money was a symbol of all human time-binding activities. On the face of it metaphorically equating this circulating money systems with the circulation of words, is to discover what has occurred to our language.

It is easy to document a clear parallel in that we have more words circulating just like we have more dollars. It's clear that unless we add words to our vocabulary, we can only think what we've thought, do what we know, and therefore only do what we've done.

But, just like having more dollar bills in circulation, we have a similar "inflation" of words because of the growth of knowledge in our society. Our dictionaries are becoming expansively constipated and lexicographers have a struggle in keeping up with the new words.



Faith Popcorn has put 14 new words, in the last ten years, in Webster's. The English vocabulary has expanded as fast in the second half of the 20th century as it did in all its preceding historical years.

Along with inflation, monetarily, comes the pervasive feeling that communication has become problematic. . . . inflated and constipated.

We may have more words, but they somehow seem to purchase less meaning. Phrases that are descriptive of our societal structure tell the story of how communication is becoming more problematic.

Phrases such as "psyching out" refer to the social pressures we feel. Verbs like "doing a number on," "stone wall," "putting down," also need definition to be useful.

It would really be exciting if, in case presentation and in communicating with each other in the closeness of family, in areas of bluntness and frankness, we would be clear in what we are trying to *purchase* with our words.

If money, when exchanged in the marketplace, leads to the purchase of goods and services, what does language exchange provide?

If we ask Viktor Frankl (who is approaching his 90th year), he would resoundingly give you the answer in one word. *Meaning*. **Man's Search for Meaning**, the title of his book, has been published in over 40 different languages, four million of which have been sold in the United States in the last 20 years.

In our society there's a pervasive sense that our words mean less, even though we have more of them.

In Eric Berne's book, **Games People Play**, we find new words themselves speaking of "playing games". . . "code words," "psychobabble," and even the two words "playing games" as so ably used in the literature.

And so, in the purchase of meaning, it seems to me that our language has paralleled the inflationary path that money has taken. Prices are up and it takes more money and/or words to purchase the goods and the meanings that we find to be desirable.

And the resulting acquisition seems less satisfying, skinnier, and certainly not as reliable. One of the most amusing parallels to the desirability and covetousness we have for money is the observation of endemic "conversational narcissism."

There's an important service we're attempting to purchase with our words and it's *the attention of the other person*.

We often use dramatic word handles that are similar to hitting the other person over the head with a dead, wet fish to get their attention because we know he's not listening.

Phrases such as "it's not how long you listen, it's how fast you hear" have become common in our communication. Being *present*, being *focused*, attempting to have the other person feel *understood* (as Rogers has taught us),



creates the antithetical position of the *word handle*, "conversational narcissism."

Sidele up to any group in dialogue and listen to the speaker who's addressing the other person or persons and you'll find that s/he is speaking in the first person about self and/or self experiences. When we talk to others, we want their attention. Without it, we can't get anything worth while that they have that we want.

People are constantly directing the conversation back toward themselves, seeking attention almost as small children do.

Perhaps it's because the quality and quantity of attention is diminished. . . there's not enough to go around because as people become more preoccupied with themselves, they have less attention to give to others.

The big sign hanging on everyone's chest that says "Make me feel important" (introduced to me by Tom Peters in the late 50s as he lectured to dental groups around the country) comes back to haunt us.

Perhaps we're spending so much time with the media and fantasy characterization that we have less *real time* to give to each other.

Who is the most important person in the world, . . . to you? You are.

It seems inherent, genetically. It's in the synapses that we will be self-focused.

I offer you a great power in the helping relationship when metaphorically I tell you that as

*quality time* with other people (**their being present and focused with us**) becomes more scarce, **the price goes up**, just as in any other economic system. More words are necessary to purchase it.

But with more words in circulation, the less value intrinsically they have and our language economic metaphor comes home to roost.

The inflationary spiral that results is clearly humorous.

We speak more words in an attempt to purchase scarcer and scarcer attention only to succeed in aggravating more and more people. This means that they are even more callous or obtunded, less likely to be interested and more reluctant to pay attention than ever before. And this will stimulate the investment of even more words.

Ah! And more cerebral constipation!

The metaphor between money and words and the notion of inflationary language with all that it implies might be said to cheapen communication.

How do we get price stability? Now that's thought provoking. How do we maintain our standard of communication? Where do we get *tight* words? How can we assemble *restrictive sentence formation policies*?

If we must speak, ask questions.  
Speak to the obvious of the other person.  
Listen without judgement.



We have a reverse "supply side" approach. (Reagan would be proud of us.) If each of us vows to speak less, thereby words becoming more valuable, we will be like supply side economics.

Of course, I wish you good luck on that one.

I believe we need to return to a *gold standard* where our words are backed by honest intentions, brevity, bluntness, frankness. We could start at the top in our group governance and let it trickle down. . .

Or, *if it's going to be, let it start with me.*

Brevity, clarity, focus. . . the verb *to be* may create confusion when intentionally used in an absolute sense. This is quite common.

The elimination of the use of the verb *to be* in all of its forms relentlessly forces one to confront sloppiness, laziness, fuzziness, imprecision that creeps into our communication.

Our completed economic/semantic metaphor may be dramatically exposed if we also consider the mathematical progression of saving by beginning to eliminate ten percent and put it away for safe-keeping, let it grow on its own, let it be the yeast that leavens the loaf.

Be a person of fewer words, but more meaningful words, and the price you pay will be one of quality and excellence for the attention of the other person in focusing attention of both you and the person coming for care on the subjects of that person's own best interest.

. . . benediction:

### *Friendship*

*The comfort of feeling safe with a person, having neither to weigh thoughts nor measure words, but pouring them out, just as they are. . . chaff and grain together. .*

*. . . certain that a faithful hand will take and sift them, keep what is worth keeping and, with the breath of kindness, blow away the rest.*

Thursday, January 20, prior to the Post-Perio Rehab workshop (21-22) features a tuition-free discussion on Bill #1178, the Minnesota precursor to the Health Care Reform bill which will impact dentistry's future.

Omer will be speaking in Green Bay, Wisconsin on the 28th of January, hosted by Lord's Dental Studio. Still time to register. Call 1-800-821-0859.

February 10-12, **Micro-teaching Experience in Case Presentation**, an intense workshop designed to sharpen presentation skills, listening/consulting skills, and the ability to help people buy the health-centered concept and the necessary rehabilitative procedure to bring them to a point of self-maintenance. Each participant rehearses the preparation and delivery of the treatment consultation, using his/her voice and controlling mannerisms before the video camera in regard to transferring trust, dealing with difficult situations and closing the sale on dentistry in the focus of felt need of the person coming for care.

This micro-teaching experience, utilizing closed circuit video, in interview and treatment consultation will further set the change in behavioral and communicative patterns commonly found in successful practices today. Tuition: \$1290/doctor, \$129/additional person.

**Come, join us** for early Valentine's Day in the Valley of the Sun!

### PLAN YOUR WORK, WORK YOUR PLAN

**Slow Down.** Take the time to do things right, and enjoy the time you saved by not having to do them over.

**Say no.** Just because someone requests that their concerns become important to you does not mean you must agree.

**Define your mission.** Clarity comes from knowing where you're going and why you're on that path. From clarity comes vigor. From vigor comes the energy to accomplish what you want.

**Delegate.** Accept that things will be done a little differently than you might have done them. Be willing to let others bring their own vision, process and reasonable autonomy to the project.

**Eliminate.** Find time to address the small yet important tasks that come up each day. Otherwise they will add up, and you'll have to deal with them all at once.

**Simplify.** Don't make your life more complex than it has to be. Organize your desk before you leave work or choose your clothes before going to bed so you won't be sidetracked by these decisions the next day.

**Know when to hire help.** Not every task you do yourself is a savings. Think about the do-it-yourself projects you're working on and whether they're actually the best use of your valuable time.

**Exercise/energize.** Exercise gives you energy, vitality, alertness, stamina. . . and a longer life.

**Relax/savor.** Recharge your mind and soul by closing your eyes, breathing deeply, drifting away and thinking soothing thoughts.

**Design your perfect vision.** Draw a circle representing a 24-hour clock, and chart the way you now spend your time. Then draw a second circle representing the way you would like to spend your time. This exercise will help you prioritize your time. . . and plan your future.

MKS, Lincoln

From the work of Maggie Bedrosian, Bedrosian Publication

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The seven points that I'm going to present have to do with the paradigm shift that I believe is enjoyably proceeding without our attention in families, in business, in schools, in politics and, indeed, in the world.

This global village is changing rapidly and most physiological changes defy identification, even as we

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## A CHAPTER. . .

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cope with the changes they impose upon us. I needn't review the philosophy or theory that words in our vocabulary are the tools with which we think and the simplistic that unless we add to that vocabulary, we are limited in that about which we can think. . . and end up only thinking what we've thought, and doing what we've done. . . because it's the only way we know.

Each of us believes we see things as they are, that we are objective and, of course, because of our paradigms and our vocabulary, our synapses and our conditioned environment. **We see things as we are.**

### **We have a problem!**

The way we see the problem is the problem. The old adage *I know you believe you understand what you think I said, but what you heard is not what I meant.* . . or Perry Ratcliff's comment, "It's not how long you look, it's how fast you see". . . nor "how long you listen, but how fast you hear". . . has great relevance.

The interactive technology in diagnosis and treatment-planning, when applied to Barkley's co-interview, co-discovery, co-diagnosis, co-treatment planning and co-developing of the fee, reminds us of Tom Peters' word in regard to paradigm shift. "Change is common. Eat it for breakfast."

This is sort of a generic *point one* from which I chose to launch the balance of the six points I want to share with you, hopefully with some useful end.

The *second point* is that in the "star wars" era of EDI and electronic processing, it's not having technology, per se, it's the strategy around **using** the technology that's important. It's the integration of technology into the main functions of the process, changing our administrative philosophy, eliminating management (the "m" word) and replacing it with leadership, altering our marketing attitude, our delivery system and our entire methodology. This, indeed, is a point worth seriously considering.

The *third point* is that technology can help the dentist deliver dentistry in ways that are a quantum leap but technology can cause serious problems, as well, because of poor selection and/or poor application. It's important to realize that doubling your speed is not valuable if you're headed in the wrong direction.

In fact, it's obviously serious business. The airline pilot says, "We have good news and bad news. The bad news is that we're lost. The good news is that we're making great time."

Think about it.

The *fourth point* is quite simple. Even in this age of technology and its rapid expansion, it doesn't begin with running out and buying the equipment or the product, the hardware/software combination. It



begins in our minds, with a change of how we see the roles of the people coming to us for care and the people who are on our team.

"It's more important to know the person who has the disease than to know the disease the person has."  
(Shakespeare)

Horizontal management, anyone?

Even at the word, I shutter a bit. Semantically, we must improve our position, without much question.

It isn't as important what we buy as how we use it. It is an important solution to use technology to improve productivity. The truth is, we can only grow wealth *in the old-fashioned way*, by earning it through productivity. This is as true in dental offices as well as in considering our international situation and the trade deficit.

Even a small point gained in productivity can slowly make a major shift in wealth. . . so ROIC. . . amortization tables from the CPA, please.

The mathematical progression of asset accumulation is the safest, strongest, most powerful way to grow. If I give you a penny today and double it every day for 40 days, on the 41st day, I will be giving you over five billion (that's a "b"!!) dollars.

In modern dentistry, the engine of productivity is the computer. If you have a dental management system and it's been in for six months or more, it should easily have given you a return of invested capital and at the same time been returning to you on the invested capital. From here on, it's all gravy.

If you have a very advanced system in place and it's been there for at least a year, you will be receiving, if

properly applied, massive improvements in productivity. **If you aren't, you need to invest in some training and consulting on proper implementation of that which you have.**

In the decade in which we live, your purchase of technology must be values driven. Whose digital imaging system is most cost effective? What computer system is priced most effectively? What is amortization? and will I do the numbers runs on amortization prior to purchase?

The market is shifting away from the technology leader in the high-end niche to the vendor with the basic, proven, low-priced system. The Australian sweater, woven by computer, have been \$300-400 in the US for the last 18 months. They've been \$190-250 in the airport in Australia. London Fog, no slouch of an operation, is now selling "look alikes" in Chicago for \$69. . . and they are remarkably identical.

Why?

Because it turns out that it isn't as important what you buy as how you use what you buy and I'm sure the technology has been around for a long time, both for sweater making and for dentistry.

The real financial investment in your system is not in having it, but in learning how to use it and continuing to develop your business strategies for implementation. A cost/unit time fee schedule can capitalize on productive power and reduce the *piecework* cost structure.

The *fifth point* involves two concepts, both of which are a part of the solution for us in dentistry today. Those two concepts are *paradigm shift* and *trend analysis*.





Again . . . "a trend is an event that has happened, the full effect of which is yet to be felt. This is **not** a fad but a true event that is trend-oriented."

Every significant breakthrough in our personal lives as well as in our world at large begins with a *paradigm shift*. A change in how we view the world. These shifts create powerful change. Our paradigms, our sources, our attitudes, our behaviors and ultimately govern our ability to succeed.

As you know from Joel Barker's work, a paradigm is a common thing. It is useful. It serves to conserve our energy in decision-making. It keeps us on track. It keeps us focused. It is certainly, also, able to produce the *terminal disease of certainty* or *paradigm paralysis*. We don't believe the world is other than as we see it and we can't consider change, growth or learning.

Last but not least, the *paradigm pioneer* (the guy with the most arrows in his back) is the one who moves to the existing edge of the paradigm and leaves before the data supports the change that s/he's about to make. . . a brave soul whose friends and colleagues criticize for the decisions made.

Again. . . "the tools for the paradigm pioneer are faith, trust and courage. Faith is belief without proof, and trust without reservation. Trust is voluntary vulnerability. Courage, for the paradigm pioneer, is fleeing forward."

The rule of paradigm shift is when a paradigm shift happens, everyone goes back to zero. The skills and tools that have helped you achieve success and excellence in one paradigm will not only **not** give you those things in a new paradigm, but will probably be antithetical to your achievement.

What is the paradigm shift question?

What, though impossible if you did it, would change your life? Would give you happiness, health, wealth, wisdom and peace of mind. Those are the things that paradigm shift, desirably, produce.

The paradigm shift required in the 90s is to realize that managerial focus has shifted to the realm of human values, the values decade has already begun and for dentists who don't understand it, it's going to be brutal.

We're going to see intimidators replaced by visionaries, management replaced by leadership emerging situationally, independence replaced by interdependence, competition replaced by cooperation, and we will *pull and expect* instead of *pushing and directing*.

Semantically we will have the words in our vocabulary, "patient" and "client" replaced by "friend," "neighbor," "visitor," and "guest" each of which has a paradigm synaptically that will subconsciously predict healthy inter-relationship and behavior.

The words "crew" and "team" will replace the hierarchy word "staff" that comes to us from the industrial pyramidal structure of boss/grunt relationships.

The sustainable competitive advantage that we have in dentistry is to put satisfaction first and never cut the energy necessary to deliver quality and excellence to the people coming to us for care. . . to run a lean, serene and focused business. (Fee = cost + profit instead of fee - cost = profit.)

Next, of course, to maximize our productivity per unit time, to be organizationally and culturally flexible to



meet the massive changes that are coming, not to exclude health care reform.

And last, but not least, to be the highest value supplier of dental care in the community. . . the painless, on time dentist.

These are sustainable competitive advantages that will not easily be found in our society.

In the 90s, the successful dental practice is going to have to break down the barriers that divide the people on the team. It's no longer acceptable for your business manager to be the only one who works with the computer and has the *open book* ability in the practice.

Front desklessness will bring you into a position where people on the team will stop talking to each other and start caring and communicating with the person coming for care.

We will find a time when all on the team will be introduced to the computer and the open book so the technology of administrative process will be in the hands of all.

The practice is going to have to lessen the distance between the persons coming for care and the persons on the team through the use of technology, talent, vision . . . and to provide those persons coming for care with the right assistance at the right time. Budgeted cost containment productivity scheduling and cost related fees must be understood and supported. . . *yea verily*. . . accomplished by each and every team member.

It's a matter of understanding the needs and wants of those people coming for care instead of just putting these people into our production pipeline.

Look hard at the market satisfaction that you can achieve, then look again. . . and then look again, **harder**. Therein lies the power. . . and open book management is a part of the answer.

"Losing your boundaries" means that the people on the team need a sense of the whole, not just keeping an eye on dentistry. The value of this is that it exposes people to the ideas from everywhere and adds tremendous creative capital to your practice, and creative capital is much harder to find, and to retain, than is financial capital.

Alter your sense of what's possible. Suspend your disbelief. Set aside all boundaries. Generate a new mind-set. Enjoy a new paradigm. Ignore subjective traditions. "Re-synapse" your decision-maker. Do numbers runs. Pay attention to the objective data. Do the right thing at the right time for the right reasons with the active leadership essential to achieve it.

I want to talk to you about significant emotional events that are necessary for us to change our behavior. I refer you again to Joel Barker's work on *paradigm* and *vision*. If you haven't seen his work/tapes, request the opportunity to do so from your public library, your school library, or through the Napili/Pentegra connection.

Read the book, **Marketing to Boomers and Beyond**.

The introduction, the preface, and chapter six. . . grasp the Maslovian pyramidal experience and its significance to self-actualization in the "graying of the globe." Understand, again, Viktor Frankl's work in regard to choices, lack of *victim* position, in use of happiness and humor and what it takes to be creatively effective in a survivor's environment.

The *sixth point* is relatively brief. The national approval of a virtual dental record, the electronic



storage of all information necessary for the person coming for care, including radiographs, charts and notes, will end all paper charts.

My dental practice is chart-free, leaving the freeing up of space and people for more cost-effective use. Electronic storage for information will soon allow a practice to store, in an optical disk drive no bigger than an old-fashioned breadbox, complete chart information including digitalized radiographs of at least 5000 records.

The ease of letter generation through word-processing and mail-merge function leads to an enormous increase in the correspondence leaving the practice, thus the paperless concept actually relates to the change of the way paper is not used in the practice.

There will be a total reduction in elimination of storage of paper in the practice, **but a real flurry of paper leaving it** in the form of letters and educational, motivational communication.

The integration of a diverse information system and the EDI that comes with it is going to be the economy of scale. As dental technology evolves, dentists and teams will find that not only is different equipment capable of sharing information (such as telephones, computers, and intra-oral cameras, digitalized radiographs, etc.) but the sharing of information between practices is becoming extremely practice.

I reference Pentegra. The fellowship and networking is fierce. I reference Napili, which has been ongoing for 30 years. The result of the integration of diverse information systems is the achievement of new levels of knowledge and productivity for all. Pentegra is sharing doctors A, B, C and D with each other. . . these are the four producers who averaged over \$500/hour in 1993. These four doctors have been

requested, because of their high productivity/unit time, to risk with a new game. They are all at or above 60% fixed and variable cost per hour in their practices. We've asked them to help us help them go to 40%.

The other reaction and inter-relationship of information is critical to this project. We have, as you know, one dentist who has, in the last three and a half years, gone from 80% fixed and variable to a 35% fixed and variable, from \$500,000 taking home \$100,000 down to \$225, at the low point, back up to \$400,000 now. During this time he went from 5000+ records to about 870. . . an altered standard of care/re-care cycling, from eight down to three team members.

This kind of transition is remarkably enhanced by model-building, long-range planning, strategic return from the future toward the present in order to generate the pilgrimage for the vision.

This kind of practice by **primary intent** is extremely gratifying. Fear and greed are the driving forces that bring people to projects such as this. . . and unconditionally sustain them.

This is the last chapter of the series on administrative process, reward systems.

You'll notice that I've included the communicative seamless team newsletter as fuel for the fire.

We're anticipating lively dialogue at the first (and probably the last) health care reform workshop, **Dentistry 2000**, in late May, the 20th and 21st. Whitewater will be a thing of the past and our elected representatives will have had the opportunity to debate and agree or disagree . . . and to vote.

The FAXes and letters and documents from Minnesota have been flying back and forth for several weeks.

Come and learn how private, fee for service dentistry is being phased out in Minnesota; it is, perhaps, the harbinger of things to come.

Tuition: \$990/doctor and spouse, \$99 for each additional person.

The traditional Hawaiian workshops, Model-building and the Economic Core of Model-building, will be incorporated into one workshop this year, called **The Summer Seminar, a Napili Reunion**. Block reservations have been made on the Island of Maui at the Sheraton Wailea. . . a beautiful spot on the beach with a terrific ocean "walk way" and within walking distance of golf. There is, of course, tennis, SCUBA, sunbathing. . . and in between play time will be work time sessions. Date: 7-13 August. The rates at the hotel and plan-ahead flights are low at this time of year. . . it's a good time to make memories with the family and let Uncle Sam pay for some of it. **Come, join us.**

It's important for early registration (to ease my mind) for this workshop, however, prior to those dates, we're offering a **NEW** team-building experience, combining Adversity Avoidance (*conflict resolution tools*) and **Re-engineering the Practice, the Non-Management Seminar**.

The tuition qualifies as a *fair fee*: \$1290/doctor and spouse, \$129/additional person.

We look forward to having some newsletter-type attendees!?

## THE RULES FOR BEING HUMAN

1. **You will receive a body.**  
You may like it or hate it, but it will be yours for the entire period of this time around.
2. **You will learn lessons.**  
You are enrolled in a full-time informal school called Life. Each day you will have the opportunity to learn lessons. You may like the lessons or think them irrelevant and stupid.
3. **There are no mistakes, only lessons.**  
Growth is a process of trial and error: Experimentation. The "failed" experiments are as much a part of the process as the experiment that ultimately "works."
4. **A lesson is repeated until learned.**  
A lesson will be presented to you in various forms until you have learned it. When you have learned it, you can then go on to the next lesson.
5. **Learning lessons does not end.**  
There is no part of life that does not contain its lessons. If you are alive, there are lessons to be learned.
6. **"There" is no better than "here."**  
When your "there" has become a "here," you will simply obtain another "there" that will again look better than "here."
7. **Others are merely mirrors of you.**  
You cannot love or hate something about another person unless it reflects something you love or hate about yourself.
8. **What you make of your life is up to you.**  
You have all the tools and resources you need. What you do with them is up to you. The choice is yours.
9. **Your answers lie inside you.**  
The answers to Life's questions lie inside you. All you need to do is look, listen and trust.
10. **You will forget all this.**
11. **You can remember it whenever you want.**

ADVERSITY AVOIDANCE Seminar  
July 22-23, 1994

*Anonymous*

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Change is the only constant we have. The accelerated rate of change is indeed phenomenal. It is as certain as insuring pig-iron stored under water against fire that times are changing. Things that worked before are no longer adequate or usable. It is indeed a privilege to live in this continuing transitional time.

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## WORTH REPEATING...

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Speaking of transition. . . Minnesota is headlong on its way toward what was called *socialism* when I was a kid. Without a law change, they're destined to "enjoy" the *Hilary Special*, parts of which are already in place. (See the addenda.)

What does this have to do with the dentist and how does s/he respond? The dentist must be a model-builder to channel efforts and direction so as to not jump off the bridge into the unknown.

S/he must exercise innovative change and yet maintain a sense of orientation. S/he must have a life that is monitorable and muster wits, resourcefulness and individual resiliency, selecting a role model outside of dentistry that is entrepreneurial and use this in his/her recreation.

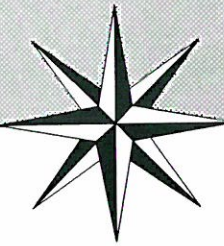
The dentist can no longer just cope and survive. It is either *creativity* or *conformity*. We are **in** the shift.

Those who will be most articulate will move from quantity to quality. They will find that, in dealing with persons, they will concentrate on the individual, not the group. They will learn to shift from abundance to sufficiency. They will move from formality to flexibility, from complex to simple. They will learn to move from the spendthrift to frugal, from waste to conservatism, from traditional to experimental, from mechanical to personal, from being efficient to being pleasing. They will shift from being impressive to being meaningful.

We'll see the specialties going back to the medical environment with the hospital as their primary home; and we'll see group practices forming from the generalists as they form clinical environments that are similar to the mini-hospitals that existed sometime back.

Auxiliary delegation is a reality, finally, as defensive ignorance on the part of dentistry has nearly vanished in regard to delegation.

Remembering that the time of change is also the big time of opportunity, and that when things are static, opportunities are rather limited, one must then concentrate on the positive side of the ledger.



**What if** we leave that to those too weak to love and move in a positive direction to create a unique environment. Caring for people will still be a primary tool in a way that so few have mastered.

**What** would happen if you were to design a model that produced a desirable balance for you and exercise the *Lay Advisory Board* and the *crunch month* philosophy (**Summer Seminar, August 7-13, Stouffer's Wailea on Maui**) and if we invested ourselves cerebrally, economically and technically in our quest for quality. **What** would happen if we balanced our budgets?

**What if** you carefully contacted the medical doctors who are referring to you and are the medical doctors of record for those coming to you for care? **What if** you had a "tickle file" for referral sources and for your primary persons coming for care and you called each person cared for after surgery, after procedure. . . in two weeks, three months and six months in regard to how things are going.

**What if** you carefully explored *private health care service* as it relates to dentistry in light of Mr. Clinton's Health Care Reform. (**May 20-21, Dentistry 2000, Health Reform and Your Dental Practice, Phoenix**) .

**What if** you contacted your specialty people in endo and perio, oral surgery, orthodontics

and kept in touch with patient records in regard to referral to these persons?

**What if** you had a hygienist, a *People Without Perio* program, in place.

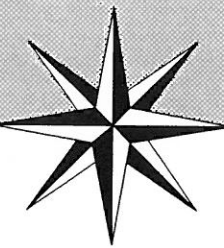
**What if** you had an additional hygienist who is "half scheduled" in order to be free to "smile shop" the new person coming for care, the drop in, and/or the *Class One, Triple Plus* who would best be served with an immediate prophylaxis without schedule. (They can't even get into the barber/beauty shop that way.)

**What if** you mastered co-discovery, co-diagnosis, co-treatment planning, and co-development of the fee, mastering the consultative session, communicatively.

**What if** you resolved the person coming for care's transportation problems, the babysitting problems for the young mother, the timing problem for the working person?

**What if** you worked with younger or other dentists in the community to coordinate education for the community? (A candle loses nothing by lighting another candle. . .)

**What if** your recall system were effective and didn't let the persons coming for care disappear into the record files. (**File Cabinet Millionaire, September 22-24**)



**What if** you bought the practice of an older dentist who would be retiring in the next five to ten years and brought him into your practice completely dissolving his overhead as you are already covering fixed and variable to a high degree and offered him 60% of his productivity for the radiation of new persons coming for care who would come from your efficiency in recall.

**What if** you had a rotary *tickle file* by your phone so that as you walk by with that minute and a half that's idle you could call a *Class One Triple Plus* and express a brief personal interest.

**What if** wrote a personal thank you note to the people who refer people to you.

**What if** you ask for referral. Sometimes when we don't ask, we don't get! One of the finest marketing tools in the world is to communicate and tell what your need is and to ask for new people to be sent to you.

**What if** you had a post-presentation to each person as you completed his/her case, explaining how imperative it is for him/her to replace him/herself.

**What if** you really listened to the values of others to the degree that a fair fee is something they're willing to pay, with gratitude, and you're willing to receive, and to use this value

system to help establish what a fair fee is, rather than you telling what your fee is and hoping it *sells*.

**What if** you had a laboratory that gave you short turn-around time and near zero defects so your person coming for care would have a week of temporaries instead of three or four weeks. **What if** you had a Duret CAD/CAM available to you for crowns, inlays, etc. in a one-appointment session.

**What if** you organized your practice so you could pre-schedule your laboratory work so the lab would know two weeks in advance that the work is coming and put you on an "express team" status for delivery.

**What if** you visited the retirement centers in your area and offered your services for an educational visit some evening in their auditorium, or gave them a brief travelogue, or discussion on early anything of interest.

**What if** you considered the *gift container* philosophy. You give in a thimble, you get in a thimble.

**What if** you coupled basic needs with positive action with joy and enthusiasm. . . Eureka!

**What if** you discovered that people change when the pain they feel is greater than the pain of staying the same.



**What if** you discovered that when people feel the heat, they see the light. **What if** you had an idea that was so exciting you stayed awake all night. (When did that last happen for you?)

**What if** you read Matthew 20:1-16 to understand what a fair fee is all about, and what the individual contract and your employment with team is all about? **What if** you read the *Parable of the Talents* to understand participative administrative process and team effort.

**What if** you went on a cash basis? People who owe you money don't like you. . . we have learned that it does not reduce productivity, but it increases referral, high trust/low fear and new patient flow.

**What if** you gave up the piecework fee schedule and really believed that the best dentistry is no dentistry. . . and with a vigorous introduction of interceptive and preventive procedure you determined your fee on the basis of fixed and variable costs and your care, skill and judgment.

**What if** you shortened your work week to compensate for the reduced load you're presently carrying as the hum and buzz of success will continue in your office, using the spare time intelligently for researching your records and establishing a recall system. If you were to take a full day out of the office,

your productivity would not only jump, per unit time, but would also increase in total gross. You could add this back later at that higher rate after you've mastered the flow of, and management and administration of, the new patient load.

**What if** you converted to the concept of twelve time periods of 16 days each, ignoring the calendar month so the actual four-day weeks that you work and the 36 hours that you have in those weeks can be better scheduled against a per unit time base fee structure.

**What if** you stayed close to the cutting edge of life in your profession by snooping and associating with the *leading edge of the storm* organizations (such as Napili/Pentegra!).

**What if** unacted upon or recited values, which have not sufficient value to determine behavior, are analyzed and either converted to action or eliminated. Operational values are behavioral determiners.

**What if** you really *believed* that the acceptance of fine dentistry cuts across all boundaries. . . and began to offer it.

**What if** you really sought freedom, authenticity and congruence.

**What if** you raised your team's salaries. (If you pay peanuts, you get monkeys.)





**What if** you insisted on a collection effort producing 98% of production. **What if** you increased production per unit time by 30%

**What if** you increased your patient retention to reduce your current losses by 30%.

**What if** you increased delegation.

**What if** you adopted a checklist lifestyle.

**What if** you increased your referral sources by 30%. Inventory your current ones and promote and increase.

**What if** you increase your schedule on time accuracy. Become the on time, painless dentist.

**What if** you increase pain control to zero defects.

**What if** you put yourself on C.O.D. on payables, starting with your laboratory.

**What if** you reviewed and sorted all your records.

**What if** you had a 24-hour answering service with a beeper and a live person available.

**What if** you did an attitude evaluation and adopted the true role of servanthood that dentistry is (We are servants, you know!)

**What if** you reduced your overhead.

**What if** you really believed that decisions are values driven phenomenon and not a result of class or income.

**What if** you realized that class and/or income are a result of personal values and the resultant conscious deliberate decisions made by the person.

**What if** you became a self-reliant decision-maker. "I may not always be right, but I'm seldom in doubt. . . I'm a mistake-maker and a mistake-breaker. I learn, and I am willing to grow and change."

**What if** you were to enjoy a Napili-type reunion (even if you're not a true Napili alumnus) and talk about the paradigm shift occurring in dentistry. Join us at the Stouffer's Wailea Resort on Maui, in August, for several days of discussion and opportunity for eat-and- learn, play-and-learn.).

Alter your sense of what's possible.

Be interruptible.

Do it now. . . and, get good at it!

We missed you at the April 8-9 **think tank** and I apologize for not being articulate enough to market the workshop in a way that would encourage participation. There was so much sharing of knowledge and new, innovative software/hardware options for the dental office. Omer and I were extremely impressed with the openness with which the representatives of New Image, Dentrax, ProDentec, Thunderbird and Software of Excellence dialogued and demonstrated their systems. It was a very definite **WOW** of a meeting.

I anticipate that much of this will be talked about at the May 20-21 meeting, **Dentistry 2000** - Health Care Reform and Your Dental Practice. These systems will surely be part of the evolution. Even though dentistry is not totally included in Mr. Clinton's plan (only the 0-18 year-olds) at this moment, it is only a matter of time. It seems to me that when the time of *choice* occurs, it would be wise to have as much information as possible in order to make the wisest choice. Hotel rates are great in Phoenix in May. Come early, stay late. . . golf, tennis, swimming. . . and networking with other inquiring minds.

The Napili-type reunion at Stouffer's Wailea, August 7 - 13, includes deductible workshop time, plus time for making memories with the family. Surfing (body and wind), swimming, sunning, golf and tennis, biking, fishing, hiking. . . Perhaps it's time to leave the kids behind and have another honeymoon? (Omer and I will be celebrating our 40th!)

**Register Now!**

### CARE, SKILL AND JUDGEMENT!

On October 8, 1978, Broadway playwright and screenwriter Garson Kanin spoke to CBS's 60 Minute correspondent Morley Safer on ageism.

Of all the dangerous and destructive "isms" that have plagued this century, ageism is the most stupid.

There's the story of a town in Connecticut that lost its power, had a complete outage. And they simply could not repair it until someone remembered that there was an old, old electrical engineer who had installed the system in the first place, and he was living in some retirement community, and they sent for him.

He came along and he got a little mallet out and he went tap, tap on a switch and all the lights came on.

He sent the town a bill for \$1,000.02 itemized as follows:

Tapping, 2 cents.

Knowing where to tap, \$1,000

# REED'S INTERNATIONAL LETTER

2999 North 44th Street ♦ Suite 650 ♦ Phoenix ♦ Arizona ♦ 85018 ♦ 602/852-0956

Once upon a time there was a great commotion in the kitchen caused by certain vegetables who could not get along with each other. All day long they muttered and grumbled, and when they did not mutter and grumble, they sputtered and mumbled. Soon the sound of the bickering grew as loud as a swarm of

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## SOUP POT by Ethel Marbach A Team-Building Metaphor

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angry hornets preparing for battle, which upset the old woman who lived there very much, for she believed that there had to be harmony in the kitchen while she cooked.

If food was not prepared with love, she said, it would give you hiccoughs. It would make you sneeze so hard you would see green balloons before your eyes. You would trip on your shoelaces while playing hopscotch, and, worst of all, the last page of the exciting story you are reading would be missing.

So you can understand why she was upset. The old woman knew full well what was the trouble. Each vegetable felt that s/he was the best possible vegetable in the kitchen. . . no, in the whole world. . . and saw no need to be friendly with any of the others.

The carrots bunched together in their orange plastic bag. The peas shut themselves up in their pods except for the telephone peas who gossiped up and down the vine when they were growing and couldn't stop the habit now), and the purple and green cabbages put their heads together in the bushel basket.

The onions, who were a weepy sort, braided each other's hair, burrowed into their lacey brown shawls, and hung in a clump over the kitchen stove. They felt

shy and bumbling, country cousins to their fancy relatives, the shallots and scallions and chives, who minced about being elegant.

The potatoes huddled together in grumpy groups, poking each other with their horny eyes and laughing coarsely. They couldn't care less about the scabs of dirt on their skin.

The rutabaga considered himself the king of the kitchen and threw his weight around quite a bit. "Nothing," he boomed, "can beat my strength, my fortitude, my flavor in a boiled dinner!"

There were a very few vegetables who tried to be friends. The younger lima beans did make friends with the young corn kernels and they played Succotash together in the old black pot.

The parsley would fight with no one, shrugged her shoulders and sprigged off into a jig. When she was not dancing, she enjoyed curling with her friend, Sweet Savory, using a dried straw-flower broom. She was the best-natured of the group, adding her opinion only when she was asked.

Not so the celery, who thought himself the brain of the kitchen. He stalked about, giving orders here and there in a crisp you'd-better-obey-me voice, the tops of his leaves waving like plumes in a soldier's helmet.

The cauliflower, of course, knew better. She was not only the smartest but the fairest of them all. What could be more beautiful than her snowy white head as a mass of firm white flowers? Nothing!

The only thing the vegetables did have in common was their contempt for Leftovers. Leftovers were poor unfortunates who lived in a shunned community of bowls and jars and plastic bags in the refrigerator.



"Foreigners!" the vegetables called them scornfully. "has-beens!"

"At least *we* are alive and out in the world," sniffed the delicate Frenched bean, "even if we can't *all* be as lovely as *some* of us."

On this particular day, the Leftovers had nothing to do with the commotion. It was all the vegetables' doing, but it was hard to tell just how it began. Perhaps the potato had accidentally bumped into the rutabaga, knocking him topsy turvey. Perhaps the peas had rolled underfoot of Sweet Savory, as she was jiggling. Perhaps the corn, playing leapfrog with the lima bean, had plopped in\to the squashy lap of the tomato. Whatever had started it, the old woman decided it was up to her to end it.

She rapped her wooden spoon smartly on the side of the big black pot. "Silence, do you hear!" Attention, I want your complete attention, all of you! Listen to me. I will have no more of this behavior. The air is so sour now, it would curdle the sweetest milk. This cannot be. We are all here for the same reason. . . to create something of beauty."

The vegetables stopped murmuring long enough to look puzzled. "And each of us needs the other," the old woman went on. "We cannot create out of nothing or we would be like the good God who made us. An artist needs his paint. A writer must have his pen. A man who makes music must have his fiddle. A cook needs her soup pot. . . and you!"

"Are you not ashamed? Why are you so rude to each other? In truth, there is not one of you who is as perfect as he thinks." The old woman, even though she was annoyed, tried to soften her sharp words. "Look at yourselves with clear eyes."

The woman was right. They were, in truth, far from perfect. The carrots were covered with long stringy hairs and spotted with wormholes. The turnip was so rubbery, a child could bounce it as a ball. The cauliflower's white hair was splotched with grey and the flowers of the broccoli tree had blossomed yellow. The proud celery was limp and pale, from spending a dull time in the back of the refrigerator. There he had been shoved with jars of mustard and jelly and horseradish turned grey.

"Now," the woman said, gently, "if you were in someone else's kitchen, you might be called garbage and be thrown out for the pigs. But Leonie will not throw you out. Together we shall work magic and create a soup fit for the saints. But we must work *together*."

"You there, celery, stop feeling sorry for yourself and don't slouch. Pull yourself together, onion, and peel off those dowdy clothes. . . let me see your fresh shiny red face again. A haircut is in order for you, friend cauliflower, and never mind, carrot, a close shave with the peeler and you'll be as smooth as ever. Careful there, peas, two at a time, and watch the edge of the table. . . and stop that whispering."

The sun burst through the rain-splattered windows and the April wind howled and beat at the panes. But all was warm and cheery inside as the old woman filled the pot full of cold water and laid a bone with no meat at the bottom of the pot.

She dropped a handful of barley and then one of brown rice and watched them settle around the bone like pebbles which sink to the ocean floor.

Then she chopped and diced and minced and peeled and shredded and slivered until she had shaped a large mound on the table. The heap of vegetables looked as



pretty as a pile of confetti and smelled as good as a summer salad.

Gone were the wrinkled, rubbery coarse skins, and the bumps and scabs and spots of mold. The old woman dumped the vegetables lovingly into the bubbling water and watched it simmer down to a golden thickness.

Finally, she went to the refrigerator and brought out the Foreigners and added them all to the soup. A cupful of macaroni and cheese, a small bowl of chili red beans, two frankfurters, one Swedish meatball, and four brown mushrooms, whose eyes were hidden under their caps. . . into the pot they went.

Then she ironed pillow cases and hummed until the sun went down and her husband came home.

She filled two brown bowls with the soup and tossed a handful of dried bits of old cheese bread on top of them. Her husband sipped the soup slowly and continued until the bowl was clean. He left not a chili bean or scrap of celery at the bottom.

"Ah, Leonie," he sighed. "What an artist you are. You have created a masterpiece out of nothing. What a lucky man I am."

He reached for her red hand and kissed her knuckles that still smelled of onion.

"True, true," she agreed, as she got up to fill her bowl again. "But I did have a little help. . . ." and she smiled at the pot.

And every vegetable in the pot felt talked about. . . personally.

\* \* \* \* \*

The parable soothsayer and poet, Milton Erickson, is rotating in his crypt with this powerful metaphor spilling out on the world.

Dentistry must feel the impact of the personalization available in this magically spun folk story.

Who is the cook? Who is this synergist with the charisma to see the best in each vegetable and inclusively blend, as would a maestro with his baton, the soothing music coming from the brown bowl?

Are you able to rest a minute. . . bide awhile. . . share the glow of the warm stew in an empty stomach, the re-welding of a "love affair" enhanced by red knuckles and a whiff of onion.

My! What a remarkable parallel.

And the dialogue among the grumbly, muttering veggies. . . what power!

Sadly, only a small portion of the readership will get beyond the first page. . . and be rewarded by the single gift extended to dentistry by Ethel Marbach.

"Goodnight, Mrs. Calabash. . . wherever you are."

Reminder: June 17-18, Minneapolis. We're calling those days the "Soup Pot" seminar as a metaphor for amplifying the importance of team-players in the dental office. Crown Sterling Suites, \$99, an all-inclusive tuition (doctor and team) \$1290.

Summer is here. . . I'm sure you noticed. School is in recess for two or three months, the kids are reveling in unstructured time and/or off to camp. It isn't too early to think about taking (or leaving) the kids and trekking off to Maui and Stouffer's Wailea for golf, SCUBA, snorkeling, hiking, biking and sailing. Uncle Sam will happily pay for part of your time as the Napili plenary sessions are deductible expenses, and count toward FAGD/MAGD continuing education credits as well. **August 7 - 13. The SUMMER SEMINAR.** Come, join with registrants from Australia and Britain and enlarge your networking availability and capability.

**Enhancing Charisma.** . . a very hot topic at a very hot time of year in Phoenix. . . September 1- 3.

Yes, I know, it's Labor Day Weekend and *Rosh Hashanna* begins at sundown on that Monday. Dr. Dwight Erlich and Omer will both be in town at the same time. We can only accept 16 persons, the tuition is \$2000. . .the rates at the hotel are less expensive than any other time. . .the timing is less than ideal, but with registrations occurring, it appears that the topic is pertinent enough to retain the schedule.

Enhanced charisma definitely connects to Case Presentation: September 22-23-24.

Register now for the People Without Perio technical workshop, October 27-28-29. Bring your costume, Saturday night is Halloween Party!

Keep in touch, we enjoy hearing from you.

*macci*

## THE UNCOMMON PERSON

"I do not choose to be a common person, it is my right to be uncommon. I seek opportunity to develop whatever talents God gave me. . . not security.

"I do not wish to be a kept citizen, humbled and dulled by having the state look after me.

"I want to take the calculated risk, to dream and to build, to fail and succeed. I refuse to barter incentive for a dole.

"I prefer the challenges of life to the guaranteed existence; the thrill of fulfillment to the stale calm of Utopia.

"I will not trade beneficence nor my dignity for a hand-out. I will never cower before any earthly master nor bend to any threat.

"It is my heritage to stand erect, proud, and unafraid; to think and act myself, enjoy the benefits of my creations and to face the world boldly and say. . .

'This, with God's help, I have done.'"

Author Unknown, sent by M.D., Wisconsin

# REED'S INTERNATIONAL LETTER

2999 North 44th Street ♦ Suite 650 ♦ Phoenix ♦ Arizona ♦ 85018 ♦ 602/852-0956

Planning is a realistic, logical and intellectual activity and is essential to all business and to all human enterprise. . . done by those choosing to be good stewards of their talents.

There are four kinds of conflicts that act as resistors to intelligent planning. We recognize that *plan your work and work your plan* is a good way to live.

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**MEMO TO: KRISTOFFER, KORI,**

**KYLE, KASEY, KATY AND KIRSTEN**

**FROM: GRANDAD**

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Recognizing these conflicts/roadblocks is essential in understanding your planning of work and play resulting in a lifestyle that's recognizable and rewarding.

**Authority Conflict.** Adults have a tendency to relive adolescent rebellion when it comes to planning by putting off decisions and indulging in creating grandiose or impractical plans.

*You can't get anywhere unless you start.*

The magic word is S T A R T!!

**Fear and Uncertainty Conflict.** Fear and uncertainty are reasonably frequent in the decision-making process. We feel anxious about losing control. We put off the planning sequence because we don't want to lose control. We forget that "not to decide is to decide."

*The only thing we have to fear is not doing something about the fear we have.*

*If you don't climb the mountain, you can't see the view.*

**Fear of Failure Conflict.** Error is often associated with incompetence and stupidity or with laziness, so many of us fear high-risk situations. If we don't do anything, we can't be criticized. (*Those who can. . . do. Those who can't. . . criticize.*)

We can never make a mistake if we never do anything. Fear of failure freezes us.

*Failure is not the worst thing in the world. . . the worst thing is not to try.*

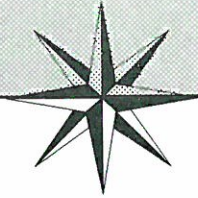
**Indecisiveness.** When we are insecure with our own identity, we don't plan very well. We often think that we have to do a "values clarification" on ourselves and feel that we are who we are.

That's a tough question to answer.

We may find that we are many selves, or at least that we have many roles to play in a complex society. (You are one person as a daughter/son, girlfriend/boyfriend, wife/husband, mother/father, and another as a respected, skilled, efficient chairside assistant/hygienist/doctor. . . student, etc.)

There are all sorts of roles to play that alter our selves to the point that we may not be **one** self.

If one is alive, one has problems. We have national and international problems, personal



problems, practice problems. Our problems will only end when we do. Solving problems is risky. That's why many of us spend a lot of time trying to avoid the solutions that we should be seeking.

Problems often spell real trouble and sometimes crisis. But when we remember that trouble, crisis and problems are nothing more than **opportunities** for growth, change and learning, they aren't so fearsome.

*It's not the load that breaks you down, it's the way you carry it.*

By constantly pressing one's limits, life becomes larger. Those who find themselves bored and unhappy at any time in their life are those who never discover the satisfaction of pressing themselves to search for sources of strength, talent, ability, interest beyond the safe, placid boundaries of their day-to-day existence.

People thrive at their best in the climate of risk. One of the paradoxes of life is that one of the things a person desires most is a state of complete security and that state is the worst state in the world. . . a person is best and most satisfied when striving against odds, stretching skills and abilities, reaching for new experiences and trying to achieve new and more difficult objectives.

We're all in a position in life, in this transitional time, this time of paradigm shift, when we can't **not** cope with risk because risk is the nature of life.

*Success for us is to be able to be a little more than we were yesterday.*

It's probably wise for us to live out the values that we have because what we do truly speaks louder than what we say.

*People may doubt what you say, but they will always believe what you do.*

It's not unreasonable to say that one is confused, frustrated, irritated, aggravated and indecisive because that, too, is the way life is. Change can be our greatest challenge. Instead of resisting change, or applying inappropriate methods to try to freeze change from happening, it would be best to realize that change is opportunity.

There are some things that shouldn't change. We shouldn't change unless there's a clear reason for doing so. There's no reason to accept mystery (and its expensive anxiety) as a good reason for change. The changes that are most appealing are the ones in which you're involved with the planning, the ones that are based on your own personal reasons and that will serve your self-interest best.

I believe each of us must design our lifestyle for our strengths and move accordingly.

***I believe it's fair to ignore the habit patterns and inter-relationships of some of the groups that you've perhaps been in and realize that you may have to leave those groups to become what you're capable of being.***

I believe most of us have to break away from some thing (someone) to **become**. . . and that often includes family.





You should not be afraid that change will lead to failure. There are a lot of ways to become a failure, but never taking a chance is the most successful. You are able to play any new role that you are willing to accept.

*Anything you can conceive and believe, you can achieve.*

I don't believe that one should move, with change, toward excessive pressure and stress, but to see change as rewarding, producing adequate returns for the efforts involved. They why of change-making must be clear to the change-maker or there's going to be pain, misery and failure.

Chaos and ambiguity are essential during change, growth and learning. You cannot change from what you have been to a preferred future without being incongruent in the process.

It's also critically important to remember that knowledge is not power. **Knowledge is potential power.** Knowledge becomes power only when it is used. You've been exposed to knowledge and you have knowledge, but it is only useful if you use it.

*I believe a fully satisfying life is a life of constant learning. . . and remember, anything worth doing is worth doing poorly, at first.*

Education is something that happens all the way through life and earlier in life it seems to be more formal than later in life.

*Learning is to be a little smarter, a little more patient, a little more kind, more concerned and more effective every day.*

Learning is one of the things that will keep you from being bored. . . and keep you from ever growing old.

Education should end when you do. . . and not one day before.

This helps us learn to love those things that don't cost too much. . . reading, nature, conversation with friends, music. . . doing what you do the best you can. . . and to earn the title *professional* in whatever you do.

The world is filled with amateurs. You needn't be one.

**Most of all, I think the daily education we get from being with each other. . . to be responsible. . . to be free to choose that to which we enslave ourselves. . . these are really the concepts that lead to a happy, profitable life. . . remembering that health, wealth, wisdom, happiness and peace of mind are the important goals in life. . . and that a person with his/her life in focus and in balance is going to be relevant and of use and service to others. . . and that's what life is all about.**

We only **keep** that which we give away. . . the hand that scatters. . . gathers!

*"Granddad"*

We are often asked to offer another **Wednesday Special workshop**, the wet-glove, over the shoulder gold and porcelain day where Omer preps a quadrant on a person coming for care and also seats a case on a real person, then after dialogue and discussion about impression-taking, timing, case presentation, and other didactics, the attending doctor does "hands on" preps on real teeth in plaster molds with over the shoulder critique and a timer. Because timing is important (to each of us) we are opening four options, we will offer the two dates that have four or more registrants. I've enclosed a "flyer" for your information and registration.

It's often said, as well, that "Omer can do it, but it won't work where I live. . ." so we have scheduled a workshop called **Enhancing Charisma**, an opportunity for the participant to realize and recognize his/her talents and use these talents more effectively to create instant rapport with others, specifically the person coming for care. Omer will work with Dr. Dwight Erlick, **September 1-3**, in Phoenix. Dr. Erlick requires a minimum of ten, a maximum of 16, tuition is \$2000/person.

**August 7 - 13**, the traditional Hawaiian workshop will be non-traditional this year in that we plan to have our work time structured in such a way that the participants (husbands, wives, young folks) will have much free time in which to relax, tour and play, get to know each other again. . . all in the concept of lifestyle modeling. We're incorporating the two formats and offering the **Summer Seminar** at a lowered tuition. (\$1290/family)

Micro-teaching Experience in **Case Presentation**, September 22-24; the Fall **People Without Perio**, October 27-29 (Saturday night will be a Halloween Costume Party at Casa Napili). Attend the ADA meeting in New Orleans, and extend to join us for this popular workshop in Phoenix!

## RANDOM RAMBLINGS

Every man is the builder of a temple, called his body, to the god he worships, after a style peculiarly his own, nor can he get off by hammering marble instead. We are all sculptors and painters, and our material is our own flesh and blood and bones. (Henry David Thoreau)

If anything is sacred, the human body is sacred. (Walt Whitman)

Whose property is my body? Probably mine. I so regard it. If I experiment with it, who must be answerable? I, not the State. If I choose injudiciously, does the State die? Oh, no! (Mark Twain)

. . . . and the "Six Mistakes of Man" (read *homo sapiens*, i.e., both genders)

- 1) The delusion that individual advancement is gained by crushing others.
- 2) The tendency to worry over things that cannot be changed or corrected.
- 3) Insisting that a thing is impossible because we cannot seem to accomplish it.
- 4) Refusing to set aside trivial preferences.
- 5) Neglecting development and refinement of the mind and not acquiring the beneficial habit of reading and study.
- 6) Attempting to compel others to believe and live as we do.

# REED'S INTERNATIONAL LETTER

2999 North 44th Street ♦ Suite 650 ♦ Phoenix ♦ Arizona ♦ 85018 ♦ 602/852-0956

Judging from failures of planning in recent years, it hardly seems worthwhile to plan, but though it is difficult and risky, the exercise can be highly beneficial. Planning forces people to think about the things that really matter in the long run, professionally and personally.

One look at newspapers these days is enough to instill a hearty skepticism about planning when you

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## TO PLAN OR NOT TO PLAN

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read of literal cases of the "best laid plans" having gone awry. Great international enterprises teeter on the brink of bankruptcy; multi-billion-dollar projects reel from staggering cost over runs; governments strive for social programs in attempts to lighten monstrous debt loads. Obviously no one ever planned to get into these messes.

Which raises the question that if the immense informational and intellectual resources of modern corporations and governments produce plans that are so far off the mark, what are the chances of anyone else making plans that stand a chance of being realized?

Most people spend more time planning a three-week vacation than they do in planning the rest of their life.

We're not talking about the vague proposals that pass for planning in our personal lives, but of systematic plans that are researched, reasoned out, committed to paper, and carried into effect. Planning of this kind does not trust to luck or the

passage of time to deliver the desired outcome. It actively strives to make things happen by doing the right thing at the right time. . . with the right people, in the right place. . . **for the right reasons.**

There are some quite reasonable explanations for why so many plans never come close to meeting their objectives. Mainly, we live in such dynamic times that all the assumptions on which plans are based may suddenly be rendered null and void. It might be argued that a good plan should be sufficiently flexible to accommodate any eventuality, but you can't think of everything.

It is reasonable to assume that most formal plans actually do meet their objective, albeit with some inevitable hitches. The "old saying" insists that if it's worth doing, it must be planned (scheduled) and if it's to ultimately improve and succeed it must be **monitored.**

We never hear of all the routine occasions when everything goes according to plan. Instead, planning is associated with spectacular debacles.

Misleading as that may be, there is much to be learned from the "grand follies of planning."

These lessons provide some interesting insights into how the human mind plays tricks on itself. Though the planning process might look coldly rational and objective, the record shows that it is often more emotional and subjective. When plans go wrong for seemingly practical reasons, close examination will usually reveal that the cause lies in the human factor. The failings may appear to be almost simple, but behind them is a complex



web of flawed logic and confused psychology and deep emotion.

The most common cause of outcomes going wrong is that of simply wishful thinking (instead of planning) when one simply wants something to happen and twists his/her thinking around in such a way as to make it appear that these desires will indeed be fulfilled. Appropriate facts and figures are unconsciously chosen to attest to the feasibility of the enterprise.

Our state and national governments indulge in this kind of wishful thinking when they overestimate future revenues and underestimate expenditures, creating those famous deficits we hear so much about.

It is a basic rule of planning that no proposal should be considered unless it frankly states the very worst that could happen and a contingency to care for it if it does indeed happen. There is always, however, a temptation to "accentuate the positive and eliminate the negative" in assessing feasibility.

The Bay of Pigs disaster was one of history's notorious examples of how wishful thinking plays havoc with the planning process. In the aftermath, President Kennedy turned to his aide, Ted Sorensen, and said: "How could everyone concerned ever have believed in such a plan?"

They believed in it because they *wanted* to believe in it.

The Bay of Pigs exposed another Achilles' heel of planning in that it had mixed objectives. Kennedy and his advisors wanted to overthrow the Cuban

government; at the same time, they wanted to minimize and cover up U. S. involvement in the invasion of that country by U. S.-trained Cuban exile troops. They could not do both, and they failed to do either, with disastrous and disgraceful consequences.

This dramatically demonstrates that every plan should have one simple, unequivocal, overriding objective.

Ambiguous planning takes off on tangents from the very beginning, as in the parody of **Trees**. . . *I think that I shall never see, a plan that goes from A to C.*

With many diverse considerations, a plan takes on rigidity. . . it becomes a series of "musts". . . one *must* do this and one *must* do that. Human nature does not take kindly to rigid plans; faced with having to do things that do not fit the prevailing conditions, people will find excuses not to do them. Or at best, do them half-heartedly. When followed to the letter, a rigid plan is likely to be overwhelmed by "developments."

No plan should be considered complete without an accompanying contingency plan. The plan should be flexible enough to exploit opportunities in case it meets with premature success.

Experts advise taking plans "back to the drawing board" even when they appear to be progressing smoothly. A date should be fixed in the implementation stage at which time the plan comes in for a searching critical review and any necessary re-engineering. If it then seems too complicated in the light of events, efforts should b



made to "uncomplicate" it, discarding all extraneous considerations.

Plans can also be over-simplified. Some believe that objectives are sufficient unto themselves. A dentist may say to the team, "Our objective is to increase productivity by 10% and it doesn't matter how we do it." They *must* care how to do it; otherwise they may do things that are antagonistic to the long-term interest such as cutting back on quality, curtailing investment in new technology, taking shortcuts that may come back to haunt them in the end or overlooking a careful review of fee equals cost plus profit.

This attitude ignores the rule that a systematic plan must come in two parts. . . a strategic objective and an action plan. The latter specifies what tactics are to be taken at what stage. The function of the action plan is to make things happen as you want them to. It provides a measure at any given time of progress towards your strategic objective.

If a plan is not showing early signs of working, it must be scrapped, or re-engineered.

In 1917, the Battle of Passchendaele was one of the occasions when a plan took on a life of its own, independent of its objective. The high command's original aim was to trap and crush the German forces by launching their assault in conjunction with an amphibious landing behind the German lines. When the landing was dropped as impracticable, the generals carried on with the other half of the plan as if nothing had happened.

They lost sight of the original strategic intent. Not only that, but they became so personally committed to their abbreviated plan that they

stubbornly clung to it when there was stark evidence that it was headed for disaster. They skewed the facts to convince themselves as well as others that it was succeeding when it was not. They insisted that all that was wrong with it was that not enough effort was being put into it. So, at the costs of scores of thousands of lives, they increased the manpower and matériel committed to it. It was a horrible example of throwing good "money" after bad.

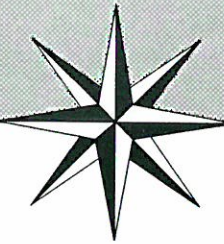
To prevent such "wrong-headedness," the plan must be monitored for progress.

In *Managing for Results*, Drucker warned that the elasticity of the human mind can easily make a success out of a failure. The simple cure for self-delusion is to keep the plan *front and center* in everyone's mind, so that its progress (or otherwise) is "known."

In the dental practice, the team must be knowledgeable, with an open book philosophy, as they cannot stick to a plan unless they are fully aware of what they are doing and why they are doing it.

*Plans are more successful when those affected by the plan help form the plan.*

It is also important that the team is involved by ensuring that their efforts in carrying it forward are recognized and/or rewarded, being certain to involve everyone concerned early in the planning process. Participating in making a plan cultivates a feeling of "ownership" giving team people a psychological stake in carrying it out persistently.



It is imperative to consult these "front line" people when making a plan so that these team members are unconditionally committed to their plan, and then to keep in constant touch with them because those who are accomplishing the "plantrolling" of the project can better see where it might have to be changed to respond to emerging events.

Successful plans demand daily attention. Plans provide the backdrop for making even the most insignificant decisions. "How does this decision contribute to the plan?" "How can I use this decision to achieve my objectives?"

**What was. . . isn't. What is. . . won't be!**

People *assume* that *what* is happening at present will continue to happen. . . a fallacy that is a mental error with the deceptive appearance of logic. A related fallacy is the assumption that everyone thinks and feels the same way as oneself. Mistakes like this are made when people substitute "gut feeling" for sound research. Intuition is wonderful, but it should have a factual foundation to hold it up.

SWAT: Scientific Wild Ass Guess.

Planning cannot be done without making assumptions, but they must be "well informed" assumptions. It might be thought that such thoroughness will lead to over-caution, but the reverse is often true; an ample flow of information may turn up opportunities that would otherwise have been overlooked.

Plans fail because they are never put into effect. Lenders and investors have begun calling for detailed business plans from independent business, consultants notice a tendency to "take the money

and run." Once the loan or investment is safely in hand, business and professional people will file away their plans and revert to seat-of-the-pants management.

If this sounds familiar, it's because much the same things happen to us in our personal and professional affairs. Whether we are trying to follow a household budget, a diet or an investment program, we are likely to waiver from our original intentions, to be distracted by immediate happenings, or simply to let matters lapse. Rigid plans can be just as disastrous to an individual as to an army. When personal schemes allow no room for maneuver, they are doomed to defeat.

The basic rules apply to plans whether they are made in a corporate board room or a suburban living room. They must be realistic, they must be simple and straightforward, they must be flexible.

Plan A must be accompanied by a workable Plan B to cope with contingencies. Plans should be active, not passive, incorporating scheduled stages at which things are to be done and at which the things are made to happen. If these rules are not observed, all you're doing is indulging in elaborate daydreams.

Even when every condition is met, planning continues to be a risky and trying endeavor. Even being aware of the psychological obstacles that lie in the way, plans frequently end in ruin. So, given all its many pitfalls, is systematic planning worth the effort. . . the wear and tear on nerves?

Yes! Planning has the merit of focussing attention on what you really want to accomplish, and what you really want to do with your resources and



abilities. Successful planning takes discipline, diligence, and self-knowledge. The exercise of these invigorating qualities cannot help but do good, whether to a massive enterprise or just an ordinary person trying to make the most of life.

So, how do we flush the *confusion of aims and the lack of means*? What are the tactics. . . the how to's?

Plans develop management skills to the point where dentistry becomes fun, helps establish a criterion of performance to measure the successes and outcomes as they are experienced. In model-building a plan, we can capitalize on our own strengths. It's one thing to be strong in an area but to *know* that you are strong, and to use the strength intelligently is the real capitalization needed.

To best understand model-building and plantrolling, go back to the time in our history when our country was facing a severe problem. At the time of the Manhattan Project, back in the 1940s. Germany was doing quite well in Europe; the Japanese were doing well in the Pacific. A group of people living under the influence of the commentary were certain that the U. S. would soon have its "back against the wall" and so began to discuss a solution to the problem.

Man's behavior is interesting to observe. Running scared (back against the wall) a person is able to do more than s/he thinks s/he can. A group of such persons got together and did the first model-building that's been documented in the U. S. Definitively speaking, model-building is going out into the future far enough to leave the negatives of

the present behind and to determine what objective it is essential to accomplish.

**First** in model-building is the **objective** model, designed for a future time, grandly enough so there is no **ordinary means** by which it can be accomplished. This puts one's back against the wall, synthetically, and creates an informational deficit. In the Manhattan Project, there was no ordinary means by which the atom could be split. Einstein said it could be done and he was extremely helpful, but the means by which this was to be accomplished had to be generated innovatively.

We literally created an "informational deficit" which brings not only the intellect, but the emotion, into the problem-solving equation. If there's enough information to resolve the problem, there's going to be no emotional investment involved with the action. As soon as there's an informational deficit with any given equation, *when doubt creeps in, inquiry follows*, and change can take place.

**Second**, probably most unique of all, the plan to be generated to achieve something unachievable by ordinary means must be generated by working *back from the objective*. This uniqueness is felt when a person realizes that s/he is forced to complete, mentally, the objective intended. . . **before beginning**. . . in the areas, professionally, of marketplace, productivity and finance.

**Third**, a time line must be established. This is critical to the equation. A completion date, deadlines, a point in time at which one agrees to complete the objective and performance criteria for the journey "from here to there."



The plan must be uniquely generated by working back in time from the successfully completed objective toward the present. With the Manhattan Project, this was accomplished in less time than that which was projected. We usually lug a *pro forma* budget from the present toward the future and along with it, all the negatives. . . economic, intellectual, social and even emotional.

You've heard this story before, but re-reading it in the light of planning/model-building is, I believe, important. The second time model-building occurred, historically, in the U. S. was when Werner Von Braun came from Peenemunde and stated, "*We can get to the moon, but the paperwork will kill us.*" When told why we had to get to the moon, the nation began "running scared." We were reminded, pre-Sputnik, of what would happen if the Russians preceded us in the missile industry. Model-building was immediately put into action. President Kennedy said, "*We will put a man on the moon and bring him back alive by the end of this decade.*"

The objective was clearly understood, the time-line established, the *completed* objective was understood. We had neither fuel nor vehicle. The objective was unachievable by ordinary means. In working back from the objective as we wanted it to be, we generated the fuel and the vehicle through research, innovative procedure and our "think-tanking." Again, when accomplished, the time required was less than the time projected.

What does this have to do with us? Few of us are goal-oriented and few, if any, understand the difference between goals and objectives. The half-life in dentistry is about five years, probably less in

reality. If we haven't learned or changed much in the last five years, we're at least half dead.

We need to use the model-building tool to bring together a team of people who are competent, capable and can contribute to generate a plan for an objective that is unachievable by ordinary means. (That's what *Napili 3, Model-building as a Business Technique* is all about. . . and what Pentegra facilitates.)

Key questions: How many dentists think much of their position ten years from now? How old will s/he be? How old with the spouse be? How old will the children be? What will his/her responsibilities be? How much is college going to cost? How much time would s/he like to spend at the dental chair? How many mortgages established now will still need to be paid? How old is the primary assistant going to be? Are we going to be part of the 95% (or part of the 5%) in this affluent nation? Of the 5% studied in actuarial observations, it was discovered that each of these successful people, by age 65, had been entrepreneurial. . . model-builders, plantrollers. . . with the skills and abilities to imagineer themselves into the future with goals and objectives worthy of commitment.

Any doctor, assistant, hygienist, secretary, homemaker can easily adapt this scheme and improve life's quality. The choice must be made between *muddles* (and go nowhere) and *models* (and go somewhere.) Ten years is all that is necessary for economic independence to be achieved. ( that, specifically is what *Napili 4, The Economic Core of Model-building* is all about. . . and what Pentegra's end product includes.)





In building a model, a large piece of paper is necessary and at least half a day of working time. The objectives should be carefully assembled, including three things (for a dental practice). . . marketplace, productivity and finance. A plan will be generated back from the time selected toward the present. The objective may be a small one, related only to dentistry. . . or to social life, church/spiritual life, recreation, health.

After these objectives are written down, the plan should be generated by drawing up a performance sheet in years, months, weeks, days and hours. (Back from the future to the present.) This will reduce the various basic parts of the unachievable objective to ridiculously small pieces, which makes it not only believable, but achievable.

That which can be conceived, and believed. . . can be achieved.

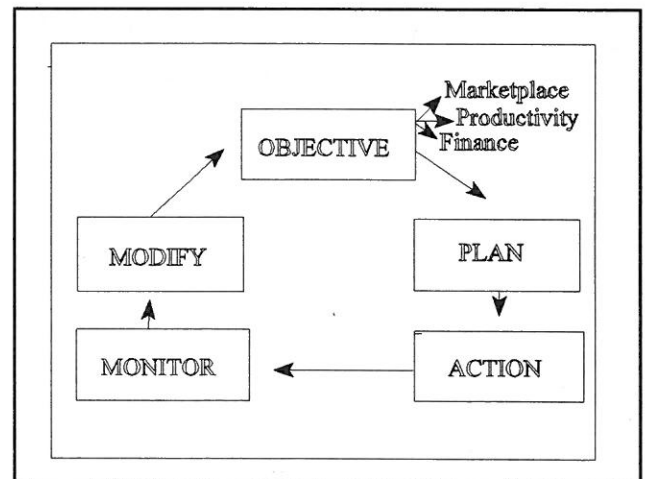
The third step in the five-point program is **action**. Start the action designated by your plan. Start before you are ready. Before you understand. If you feel that your plan and action are unreal, move your objective down the time line. Time can be a friend and the point of view of self and team can be more similar if time moves the objective farther away.

When things are closer, as we visualize them, our viewpoint is apt to be more clouded with personal and emotional negatives. It is much easier to believe something can be achieved if it is farther way, in time. In viewing a close objective, each person will have a divergent point of view. If the objective is some distance away, points of view are more similar because our vantage point is more similar.

As the unachievable objective becomes more tangible (broken into monthly, weekly, daily and hourly increments) an interesting thing occurs. The linear projection back from the point in time shows the changes that are to take place from now until the first six months pass are usually smaller than the increments of change enjoyed in the past six months with a trial and error, objectiveless lifestyle. This happens because most goal orientation is linear. . . going from Point A to Point B on a straight line without the freedom to change the objective as learning occurs.

In model-building, objective, plan and action are put into other than linear.

Monitoring and modifying are the fourth and fifth steps in the five-point cycle where one can "go around" this cycle on paper, midcourse correcting and learning before the formal action is begun.



As the action begins, the fourth phenomenon, monitoring must also begin. The action must be monitored to find out what's going on , to



compare it to the plan, and to the objectives, asking these questions:

- 1) What are we trying to do?
- 2) Are we getting the job done?
- 3) Is it producing the desired result?

Compare expenditures to plan, objective and finances of the model, compare the people, the procedures, the time. This helps in decision-making because if what's being done isn't improving the position toward the objectives, then some of the lateral spin-off must be eliminated. This assists in keeping one from some of the non-productive things that the unorganized life allows, and which dissipates one's energy.

Modification is the fifth point. When one monitors and knows what the action is, one can modify what's happening as learning occurs. It's difficult to go from Point A to Point B (a good objective) in the future without knowing the changes that will take place tween now and its achievement. But this system allows change to take place. In fact, it builds change into the system.

The plan demands change. We modify the objective, we modify the plan, we modify the action, we modify the monitoring. We brainstorm, communicate, feed back. We create renewal from within as we go. The objective doesn't have to be perfect as we begin because we're allowed to change it. In a linear goal orientation, guilt often occurs if one changes or deviates from the objective. Or, in arriving at a midpoint (of no return), Point A gets lost and the "baby gets thrown out with the bath water" and one goes off on a tangent to do something else.

Often heard arguments against attempts to model-build are: *We've tried this before, it didn't work. It works well in industry, in manufacturing or the automobile industry, but it won't work here because dentistry is different.* Of course, dentistry **is** different, but **people aren't**. And **dentistry is a people game** more than anything else.

Model-building is an opportunity to share with family and/or team for their understanding of the objectives that have been thought through, not for their agreement or disagreement, but for them to be involved with communication in quantity sufficient for understanding.

Once the objective is shared with the people who are going to be involved with the act of achievement, plantrolling begins. One needs the assistance of friends and counselors. It is hard to believe that a plan that's unachievable by ordinary means can be accomplished by any one person.

When the objectives are understood and there is enough feedback to know that this is true, team and/or family can process any changes they feel to be advantageous.

Once the idea has been dialogued enough so that the design is clear to all, the control comes from the area where the action takes place. The person in charge of the action should also be in charge of the decision-making and control the level of action decisively. Collateralization, not management, is the name of the game.

The high trust/low fear relationship of doctor and team now comes into play. The objectives are understood, the plan is carefully laid out, the



action is started, and modification comes after monitoring.

People do not need to be told **how to** and **what to**. Their own action takes the place of dictatorial management. As long as the objective is understood, each will then spin his/her own objective model.

What is s/he trying to do?  
What is the plan?  
Start the action.  
Monitor and modify.

S/he can change as s/he goes. The only concern is that there exists an expression of understanding of the over-all objective, which can be learned by the person in the equation listening to the plan generated by the team person at the level of the action.

If that plan expresses an understanding of the objective, let the person accomplish that plan, even if it's a bad plan, because a bad plan is better than no plan, which is what we've had to date.

When a person has her own plan, she'll break her backside to accomplish it, because it's her plan. There'll be energy, imagination, motivation such as has never been seen.

Give the people involved with the action the privilege of understanding that they can "own" the plan, modify the plan and, after they've monitored the action they're creating, they can generate their own cycle and do their own thing. . . watch change take place! They don't lose face when they say, "I've tried it and it doesn't work, now I'm going to try something else."

When we discover that we like the people, that there is worth in their being with us. . . we trust them and give them the freedom to control the action at their level of involvement. We have **plantrollers**, who give of themselves of what they have in a new and unique way.

*They are truly free to become what they were created capable of being.*

The team, then, sees the person coming for care in such a unique way that the person is "turned on" by the attitude and adaptability of the people involved.

If a person is working on someone else's plan, when five o'clock comes, the whistle blows and that person goes home and forgets. But when people are involved at their own level of action, they constructively and creatively resolve their problems through unique problem-solving applications that are often 24-hours a day.

*Isn't it strange that we can do more than we think we can. . . and are usually doing less than we think we are?*

Suddenly, by going out into the future and developing an objective that is beyond our ordinary means to achieve, we stretch a few brain fibers that seldom e get stretched.

Something to think about!

Omer and I are sitting on the white sand beach, sipping iced tea, at Stouffer's Wailea Beach Resort on Maui, talking with people who are with us for the traditional Hawaiian workshops, Model-building as a Business Technique and the Economic Core of Model-building. We have participants from the north, south, east and west, including Bondi Junction (Australia), London and Canada, many children and young adults joining us here for the Summer Seminar.

It is a rare and beautiful opportunity to be with teenagers as they accomplish the exercises in the model-building workbook.

Napili will offer these two workshops at the Radisson Hotel, Georgetown, Grand Cayman, 8-10 December. The emphasis will be on the economics of life in terms of asset accumulation, management and protection. We welcome young people at this time, as well. Come early, stay late for a mid-winter time of reflection, review and planning.

Other dates to remember (to come, join us!):

Omer and Kary (the expanded functions hygienist) will be speaking in London at the BDA September 16-17, and doing Pentegra members' hands on in London during the previous days.

September 22-24, Phoenix, the Micro-teaching Experience in Case Presentation.

October 27-29, Phoenix, **People Without Perio**. Dr. Hal Meador of the University of Texas Health Sciences Department will be with us.

October 15, Radisson Hotel, Burlington, **A Day in Vermont**, for doctor and team.

**The Million Dollar Round Table**, Phoenix, November 10-12. Innovative, informative sharing by (extra) ordinary folks in dentistry.

## PERSISTENCE

You know your work, you know your plan.  
You're out to win. . . you know you can.  
You were a girl/boy, now you're a (wo)man.  
Keep on, it takes persistence.

Your leadership is on the line.  
You thought that you were doing fine.  
take stock of self, and do not whine.  
Keep on, it takes persistence.

You had it made, and things looked bright.  
So you relaxed, you had a right.  
Then someone came, you lost the fight,  
Because it takes persistence.

The joys of living come and go,  
to many folks, like sun and snow.  
You can control it when you know  
It answers to persistence.

# REED'S INTERNATIONAL LETTER

2999 North 44th Street ♦ Suite 650 ♦ Phoenix ♦ Arizona ♦ 85018 ♦ 602/852-0956

In 1985, a Brit by the name of Peter Glazebrook wrote a tiny text that was published by Quintessence (36 Canberra Park Road, Kingston Upon Thames, Surrey, KT2 6JX). I suspect that the text is available through Quintessence Publishing International at this point, as it's been around awhile. The book was a gift to me by Mervyn Druian, one of our new Pentegra members from the UK, who, knowing my

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## HAPPINESS AND FULFILLMENT IN DENTISTRY

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passion for the Pankey philosophy for the team of giants that surrounded L. D. (including Loren Miller and the Lion of Judah from New Orleans, Harold Wirth) believed I would enjoy reading the book. The foreword is by none other than Peter Dawson, which adds to its value as far as I'm concerned.

Although the text is a review of the Pankey philosophy, a pathway to happiness, the Pankey Cross (know yourself, know the person coming to you for care, know your science, and apply your knowledge) balanced by the Rosenau/Mayo Cross from 1929 (love, worship, work and play) and done with the remarkable simplicity that will be a great assist in preserving the Pankey philosophy. . . the title is the only thing I've stolen from Peter Glazebrook for this newsletter.

Obviously the Pankey philosophy is one of the many routes to "happiness and fulfillment in

dentistry". . . would that he hadn't left us so soon.

It seems that many of our real heroes/mentors are no longer with us, Peter Dawson remaining the only active giant in the teaching of things philosophic and technical among those known to dentists who have been in practice 20 years or more. I'm searching vigorously with the hope that new giants are on their way as has always been the case.

I love the title of this little book.

I have chosen to focus on it for all the people in dentistry who read this newsletter.

We are bound by the art and science of the "game" we play and indeed it is a game with rules both in the art and in the science.

When Demming left for Japan in the 1950s, not having been heard by those of us in America, he entered the Japanese marketing at a time when things *Made in Japan* were considered to be "junk," "cheap," "copies;" and of ill repute, internationally. Single-handedly he's been credited for the powerful change to innovation, creativity, quality and yes, indeed, even to a price that is dear.

His first statement to the Japanese who would listen was "In God we trust, everyone else has to have data." And he produced witness to that effect in regard to the science portion and the monitoring of the human behavior of those involved with products and services.





Quite likely Pankey will continue to stand out with Barkley, Wirth and a few others in the philosophic area of our profession where data is only accrued as it monitors human behavior as converted to productivity or "bottom line."

Happiness is certainly one of the subjective factors that refuses to be measured by objectives such as time, money, pounds, inches or whatever.

Running close behind is health, happiness, wisdom and peace of mind, and perhaps something that comes close to being monitorable. . . longevity.

If you're having fun, you want to stick around.

In this area of subjectiveness. . . and indeed, theory, if you choose to embrace it as such. . . is an organization of human behavior that is seldom found in nature. It is advocated and, when used, is profoundly efficient and produces happiness, health, wealth, wisdom and peace of mind in those disciplined enough to appreciate it.

I present to you the balance of the newsletter in the form of a couple or three checklists that will perhaps give you relevance and help you analyze, both subjectively and objectively, some of the events in your life that are meaningful.

Pankey's been accused of saying that the quality of your product will not be achieved to the degree of your ability. . . you will not be able to become that which you're able to be. . . until you have economic independence in focus.

A quick way to say that is *technical excellence is preceded by economic independence.*

If you want to get a good argument in some circles, just say that out loud as if you believe it and you'll have all the fun in the world aimed at you!

Nevertheless, I believe that, philosophically, one must be able to focus on quality and let time be the variable, as Pankey so aptly said, and, without question, the focus on caring for others is most acute and efficient when we are healthy, wealthy, wise and have peace of mind.

I think it was "Shakespeare" who said "Get the plank out of your own eye before you try to tal the sliver out of your brother's eye." (or something to that effect. . . !)

Pankey did not say you had to have money in the bank and be wealthy, in that regard, he just said you had to be on time and on track, have focus, have relevance. . . so the guy right out of dental school can have this all in focus.

Checklist One: We all have a philosophy that is "whacked" out of our values and experiential filter. We see things philosophically, we have beliefs. These lead to a vision, the window through which we see the world, others and ourselves. When you have a philosophy and a vision of any sort, it percolates down to a point where your precipitate a mission.

What are you going to do with all of this? You can't just sit there with your digit in your proboscis. Something has to happen. It will happen, even if you muse over it as a couch







potato. So, each of us has a philosophy, a vision and a mission. . . ill-defined, on occasion, to be sure, but probably quite available to others as they watch our behavior.

Once these three are in place, we are affective and efficient if we ferret out a strategy that expresses the three above-mentioned, and then we structure it with people, events, materials, spaces, equipment and whatever is essential to fill out the mission. Tactics, with how to's, follow. How do we do what it is we want to do.

Immediately following this is the last, and not necessarily the least, which is the reward system that must be generated at the conscious level to monitor the effects of the above issues.

No human event continues without a payoff.

This isn't good or bad. It's just sort of the way life is. It's interesting to note that when things don't reward us as we think they should and the bottom line doesn't really take shape, we rotate back through tactics and, sometimes, structure, adding things to the structure of our package and rotating back and forth, closing and accelerating this loop.

How nice it would be if we realized that on occasion, things like strategy, mission, vision and philosophy are distorted and they, too, need to be tweaked making the loop we throw be inclusive, then, of those things that we often leave "set in concrete."

Our culture, the form of our governance, the teams we build. . . all fit into the strategy and structure area and have their meaning. This

simplicistic, if not somewhat age-old overview of how things go may be a useful tool as you look at what is currently happening, as you compare to what you had planned to have happen.

The old model-building scheme of working back from the future toward the unachievable objective (Napili 3-4, Grand Cayman, December 8-10, 1994) and introducing "plantrolling" (as restated in a recent newsletter) stands on its own and speaks for itself.

Another little checklist that seems to evade many of us, and I'm certain you can think of hundreds of examples, comes through the admonition to *do the right thing at the right time in the right place with the right people* and fifth, and not least. . . *for the right reason.*

Run that up against your plan and see if things hold water. I can name a multitude of projects that I see running around me that are the right thing at the right time at the right place with the right people. . . but for the wrong reason.

That's bound to lead to a ruptured philosophy, vision and mission, and the balance all the way to the bottom line. . . reward system. . . will speak for itself.

Perhaps a good way to chronically test this game is to ask the three famous questions:

What are we trying to do?

Are we getting the job done?

If we are getting the job done, does it produce the desired result? (The payoff, sweet





and clean.) Are we lean and serene? Or are we lean and mean? Good question.

When we consider happiness, health, wealth, wisdom and peace of mind and try to translate to those around us what it is we mean, we have to see the humor, and smile, in the frustration or it ends up being painful and bitter. And life is too short for that.

The following three-point checklist has been very meaningful to me over the years and I'm sure it's obvious, almost not needing to be included here, nevertheless it can't be ignored.

**One:** Words have different meanings for different people and without definition the message sent is not the message received.

*I know you understand what you think I said, but what you heard isn't what I meant.*

Most people broadcast on "channel 11" and those to whom they aim their message are all tuned in to "channel 4."

The **second** point is equally interesting. Information is not distributed equally, nor is it assimilated equally. Even if you say the same message to the people on the team, is it not true that the filters of relevance and experience, the values, the philosophy, vision and mission of each of the people present in the listening capacity hear a completely different message?

When words and/or meanings are interpreted and/or defined and information is distributed and careful assimilation is equalized, there's still a **third** point. Even with these two in place, true

disagreement can still exist. I say focus on the disagreement. Don't be disagreeable about it. Be appreciative of it. Bring it into focus, purify it. Therein lies the power of progress.

If we all agreed on everything, who'd need anybody? I find it extremely pleasant to be with people who are constantly cross-fertilizing me with ideas and systems that come from other philosophies, vision and missions that they've attended.

We've just completed two workshops. . . a one-day "stand alone" called S.P.I.N. based on Neil Rackham's book (S.P.I.N. Selling, McGraw-Hill) and the now famous **S**ituational questions, **P**roblem questions, **I**mplication questions, and **N**eed/reward questions.

This book, like the small one written by Glazebrook, is equally simplistic but has to do with an aboundingly adventurous thought in regard to human communication.

The Need, Answer, Source, Time and Cost (or the "close on the objection checklist Pankey provided for case presentation) according to Rackham will not only **not** work on big ticket sales, but will obtund those sales. Isn't that something to think about?

Now what is a big ticket sale? For a school teacher, it may be \$500. For a dentist who doesn't do much post-perio rehab, it may be \$2-3,000. If there's a big ticket "sale" being proposed between two people, one providing services and the other procuring it, Rackham's book is significant. It's simple.





It works, though it requires the application, study and rehearsal - rehearsal - rehearsal that's foreign to most of us in dentistry.

Participating in these workshop, we had an alert, sharp, active group of significant dentists (several of them grossing over a million a year) and others who are young, strong and learning. It was interesting to me to review the four 90-minute tapes that were generated as each of these people helped to generate "their own" situational and need/reward questions as would be used in their own environment. Fascinating.

Read the book, please be introduced to the subject if it's new to you, and enjoy Rackham's over-simplistic capitalization on a communicative system that has to do with disagreement in regard to values, techniques and procedures. He uses it wisely.

As many of you know, Barkley is credited with the four "co's" that are being rattled around dentistry a bit, again. Even though he died in 1977, he lives on! Co-interview, co-discovery, co-diagnosis and co-treatment planning were facets of a diamond that he had cut and polished to perfection. At the time of his death, as many of you know, he was working on the co-development of the fee facet where people's values would be used to co-labor in determining a personal definition for Pankey's brilliant definition of a fair fee. . . *that which you're willing to pay and I'm willing to receive without either of us losing our gratitude.*

Barkley believed there was a thermostat in each of us and if the person were asked, if we sought,

we would receive, and we would find. If we knocked, it would be opened to us and, at his death, was working on the dialogue that is very similar to what Rackham has in his text. Since Barkley didn't publish and probably will remain unpublished, at least for the time being, please read Rackham. It will be extremely helpful and in the spirit of democracy, Judeo-Christian ethics and all the rest. I believe you'll be "uncomfortably" comfortable.

Following that workshop, we presented a three-day workshop that was quite remarkable. A baker's dozen of us worked on the subject of "charisma." Dr. Dwight Erlick, a well-known professional in the Phoenix area, psychologist and playwright, was our mentor and walked us through the definitions and identifications of personal charisma and assisted us in strengthening those we could identify and identifying those that were non-existent that needed to be added to the equation.

Closed circuit video and other psychodrama tools were used to interpersonally become aware of and develop a practical application for a win/win situation with the people coming to us for care, living under the roof with us, and indeed, those we meet in our everyday life.

Again, I'm impressed and pleased with the use of this little-mentioned factor that exists in human personality. . . and is noted among our leadership, internationally, nationally and locally in all walks of life.



**Colorado River Rafting Experience:** The Napili Van will make one last attempt to get up the hill from Phoenix to Flagstaff, carrying tents, sleeping bags, and potential inhabitants for another Rafting Experience: May 19 - 16, 1995. This is the only confirmed event on the Napili calendar for 1995. Four spaces available at this time, we're keeping a list for *hopefuls* as we often have unavoidable cancellations. The fee is \$1695 per person, of which \$700 is due by August 25. (I know, I'm going to be late.)

All of you File Cabinet Millionaires... Napili is accepting your registration for the Case Presentation workshop (closed circuit television of your actual five-minute case presentation challenge/opportunity), September 22-23-24. The fee is a small token of that which will be returned to you when your now charted services become accepted presentations: \$1290/doctor. We have a very favorable hotel rate at Crown Sterling Suites, 602-955-3992, where breakfast and happy hour is included. Napili hosts two evening meals. Call now!

**People Without Perio**, a QEM experience, will be offered October 27-28-29. I'm already sorry that I announced the Saturday evening "soiree" at Casa Napili would be a Halloween costume party... I'm not too good at disguises! Hal Meador will be with us, as will our Expanded Functions Hygienist, Kary Wilson, and the Home Care Instructor, Donna Fredrichs. The fee is, again, \$1290.

Radisson Resort, Georgetown, Cayman will be the setting for Model-building/Economic Core of Model-building (Napili 3-4) December 8-10. Emphasis will be placed on offshore banking and incorporation, with time to do each/both and to snorkel, swim, sun and SCUBA... seems all endorphin-producing sports begin with "S". \$1290/doctor and Spouse/Significant Other.

### Orchids to RAZ Viewpoint...

Dr. Robert A. Zampieri, Ft. Lee, New Jersey, has one of the best "person coming for care" newsletters that comes across our desks.

Among other things, the recent letter had these thoughts to ponder:

"It is not always easy to: apologize  
begin over  
take advice  
be unselfish  
keep on trying  
be considerate  
think and then act  
forgive and forget  
shoulder the blame..."

... but it usually pays!"

and... "If you treat an individual as he is, he will stay that way, but if you treat him as if he were what he could be, he will become what he could be. Goethe."

Another: "If there is anything that we wish to change in the child, we should first examine it and see whether it is not something that could better be changed in ourselves. Jung."

Bob and his team are creatively able to use quotable messages along with their original thoughts and musings in a most readable and welcome package. Thanks for keeping us on the mailing list!





# REED'S INTERNATIONAL LETTER

2999 North 44th Street ♦ Suite 650 ♦ Phoenix ♦ Arizona ♦ 85018 ♦ 602/852-0956

At the recent Pentegra symposium in Ixtapa, Mexico, Dan Gibbons asked the question about my personal “un-flap-ability.” It was his personal observation that the “push and pull” of life, socio-intellectually, technically, spiritually, emotionally. . . whatever. . . didn’t seem to produce an expected result as he perceived my responses.

I’ve been thinking a bit about that; it continues to couple itself with the stories you’ve heard me tell about *choices*,

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## UN-FLAP-ABILITY. . . A CHOICE RESILIENCY

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not the least of which (and most powerful, in my opinion) is the Viktor Frankl story. (For our readers, please choose to enjoy Viktor Frankl’s book, **Man’s Search for Meaning**, and on completion, if you like, I’ll loan you a 58-minute interview with Frankl during his 86th year of living while he was in Los Angeles in 1990. . . a dramatic expose’ on how people choose.)

**Bouncing back/resiliency** is the essential component that transforms the response to revolution into a manageable, proactive process.

Again, I think of another of my mentors, Paul Tournier. When I review even his book titles, I’m impressed. . . **The Meaning of Gifts, The Meaning of Persons, Guilt and Grace, The Whole Person in a Broken World.**

It’s a tough and competitive world out there for individual persons. . . for people and/or organizations. Everywhere you look, discard and revolution are taking place, a far more effective way to say what’s happening than to use the word *change*. Continuous and overlapping alterations of that which has become a way of life.

Our global boundaries continue to shrink, the names of countries and the organisms causing periodontal disease change. . . these things push into our lives in a new way. While some individuals and their organizations decide on what to change to improve performance and quality of service from a company, the human element of executing these decisions is often ignored. To successfully implement the re-engineering of a process, a dental practice must find the connection between itself as an organization and the individual in it as it prioritizes the decisions and choices that are available. The connection to achieve is fostered by *resilience* among the individuals in the organization.

Team, anyone? ones? (Force of Ones, November newsletter.)

Resilience is the ability not to just survive change/revolution, but to actually return to the scene stronger than before the challenge.

Beyond the obvious necessity of making sound decisions, developing personal or organizational resilience is quite likely the single most important competency in increasing the practice’s sustainable competitive advantage during turbulent times.

Resilience is the essential component to transform the mystery of “change” into a malleable process. Please remember, when I use the word *change*, it is out of necessity, much as using the word *patient* or *client* seems to be out of necessity. I would much rather use the word *discard* or *revolution* even at the risk of being misunderstood, but please use the synonymous meaning of change with that of revolution and/or discard.

Resilience is often what distinguishes winners, whose projects are implemented on time and within budget, from losers who achieve short-term, superficial change, probably just for the sake of change. Even the revolution of accepting the assignment of becoming the “painless, on time dentist” in the community is in and of itself a



revolution that will require great resilience on the part of each member of the team.

There are some separate, but inter-related aspects of the administrative process for dental team that are strategic to surviving and thriving in times of uncertainty.

Each of us is designed, by nature, to move through life at a unique pace that allows us to effectively absorb the major changes we encounter. Our personal resiliency is referred to by Daryl R. Connor in his text, **Managing at the Speed of Change**, as *our speed of change*. If we operate at an optimal or desirable speed of change, we, as resilient individuals, are better able to absorb the shock of fast-paced, complex change with minimal dysfunctional behavior.

I don't believe that resilient people are less vulnerable than others to the anxieties of change. They simply have intelligently chosen to respond to the shock of revolution by regaining their balance quickly after the unexpected disruption and staying on schedule with a high level of productivity as they had previously intended. During the transition, they remain physically and emotionally healthy, by choice, in the face of uncertainties and they rebound from the difficulties even stronger than they were before.

This is as a result of one *choosing* to recognize that one has "how much enough is" and to come from the surplus of abundance, by choice, and not being effected or afflicted by scarcity.

I realize that this is calling the impossible. . . possible!  
. . . and it is!

Indeed, I want you to consider that if one were to count one's blessings, one would have time for little else. . . and yet, in the face of such affluence, we continue to focus on our scarcities to the point where we almost believe in them.

My! My!

Objectives are achieved by resilient people by maintaining a balance between being convinced that, in a positive way, success is possible in any given equation and remaining focused on the objectives of the transaction, certainly remaining flexible about how to proceed when blocked and choosing not to participate in the syndrome of being overwhelmed, either with information or events.

This pro-active decision to engage the revolution rather than running from it creates the spirit of which I speak. . . un-flap-ability!

Personal resiliency is a matter of choice and when chosen and exercised becomes the new indoor sport. It is unnecessary for someone outside of self to reward self for the resilient behavior. It is in and of itself the critical mass for a thermal-nuclear reaction; i.e., Significant Emotional Event (S.E.E.). One who enjoys this power begins to anticipate revolution as being more likely and more frequent and will, by choice, gain more control over self in the process.

Fear is seen as a useful, driving force and rather than being suppressed and placed behind one, it is selectively placed out front and used as an "acquaintance" from which energy can be drawn. This force of chosen resiliency will increase the effectiveness and happiness that is available to an individual during major transition.

Have you ever lost a friend or even a family member to death? Think back and decide now how you choose to experience the next one.

Organizational readiness for the dental team can be provided by persons who have chosen to be resilient and who are supportive of an environment that recognizes and accepts revolution.



Discard/revolution is inescapable and usually disruptive to life. Even positive changes cause massive adjustment problems. The life story of lottery winners is remarkable.

If the impact of revolution isn't anticipated, our expectations won't match what is happening and we will define that as being out of control. That's an unnecessary definition. One can choose to be a bystander and observe, for brief moments, which, emotionally, helps to focus on the tool bag of choice in dealing, resiliently, with discard.

Oftentimes, it's not the revolution itself so much as being caught by surprise.

Choose not to be surprised.

Behavioral patterns during revolution, as has been observed for the last 20 years throughout the world, show that in individuals and groups, the mystery of revolution can be reduced, which will help increase the likelihood of team resiliency. We are better able to be resilient when we are not surprised by disruption and re-set our expectation thermostat.

**Change takes place when the pain of remaining as you are exceeds the pain of change, when maintaining the status quo is more expensive than paying the price of transition.**

Moving from what we have been and done to what we choose *to be* and *to do* can be accelerated if we use fear intelligently to manage the process. Joel Barker, in his **Paradigm** tape, reminds us that resistance is a natural component of the paradigm shift process. Those who choose, as individuals, to oppose transition may do so because they feel their own well-being is in jeopardy or they lack the tactics (how to's) to accomplish the change without the destructive forces overwhelming them.

Individuals and organizations that choose to accept the challenge of transition are really deciding to make an

unconditional commitment of energy to experience and to succeed the revolution. Organizations and individuals won't make this investment unless they expect a return on and of their investment, so consciously we must take the resources we invest and understand the impending change and convince ourselves of the value of leaving the parameters of the existing paradigm even before the data supports it.

I've often used the word *culture*. It's a tough word to use, but dental teams and dental practices have their own cultures. And there are few that are identical, one to the other. If the beliefs, behaviors and assumptions of the team/practice are in conflict with the objectives of the transition, it may obtund the full intent of the transition and be a retarding force to the success of the transition's outcome.

There are a couple words that are, perhaps, useful at this point. To be a *catalyst* or *synergist* as an individual in successful organizational change is a real plus. Individuals and teams who work together synergistically and catalytically can enhance the levels of resilience by recognizing common objectives and demonstrating the capacity to function in a values added manner, seeking participation from all the individuals and tolerating and welcoming diversity in opinions and energies.

Remember, a catalyst in the chemical equation is something that accelerates the equation but isn't used up by it.

What a nice way to see one's self as a resilient member of a team.

Assimilation is another good word that belongs here, I believe. If you go back to the history of the world, we find major tribes in early history assimilated one another to become new cultures. Wow! What a revolution.

(Sometimes it was even done intentionally.)



Once a team and its members have established the groundwork for their personal and organizational resilience. . . their readiness for transition in perpetuity, the individuals must be careful to recognize *overload*.

It seems today that the three main words that affect us most are *overload, overload, overload* and, much as a sponge can only hold so much water, an individual can only absorb and assimilate so much change.

The **Ten Commandments of Change** is included as an addendum to remind you, again, of the price we pay since most of the time these are violated. . . in sequence, and with frequency.

To be able to assimilate, or transition, in the face of change rather than being destroyed by it is an all too important consideration for us, as individuals and as organizations.

You'll notice that to this point I haven't spoken much about the financial resources needed to make change but I've not overlooked the depletion of such assets and the effect of such a depletion on the revolution.

When our ability to assimilate is exhausted, we become dysfunctional and are unable to maintain normal levels of productivity. This is also true of an organization and has to do with its economics as well.

Many of us, over the last 40 years, have been on the brink of such an exhaustion and are not shy about referring to it as long as it's helpful to those who are listening. If it's not helpful and constructive, it's best not "whimpered" out onto the populace around us as that would certainly not be a function of resiliency.

It's imperative to choose, as resilient people and as resilient organizations, not to participate in dysfunction and this is best accomplished by raising our level of assimilating the energy and the resources and not to

overdraw our accounts. . . physically, mentally, spiritually or economically however close we get to doing so.

After all, money is about values. . . priorities. Money is congealed sweat. . . ours. It can be placed on the table in the marketplace of choice with predictable effectiveness.

Money is about accountability, personal and corporate. It communicates our ethics and credence.

Money is about responsibility (or better, the dissected word. . . response ability). Without it, certain votes cannot be cast.

I suspect that one can also plan to experience transition and build special implementational architecture to provide for it.

The *integrity agreements* that Pentegra members have been gifted by John Goodson are agreements with each other to disagree without being disagreeable, an understanding that communication, if kept open, provides us with the "miracle of dialogue" and are good examples of implementation architecture that can precede the transition's occurrence. We, then, as persons are predisposed to being resilient and this spreads throughout our relationships with each other as at team in a dental environment.

It's a good thing because with Health Care Reform, the socio-political aspects of our country and the shrinking of the global village, we will be pit-soaked in revolution and discard for the remainder of our lives.

I am certain (and I'll say it again) that the future will bring us ambiguity and chaos far in excess of what we face today . . . and it will be best to see the humor in it.

If Frankl could see the humor in five-and-a-half years in Auschwitz and use that energy as a focal point for survival and helping others, it would seem appropriate that his resiliency be a model.



After all. . . **if it's been done, it's probably possible.**

"Un-flap-ability" will give you the choice of leaving the stress and trauma of time, money, and people in geographic locations of your choice. . . like at the workplace when you leave for home.

This separating of choice will allow you to not participate in the 350 traffic deaths each day in the U. S. after all, the trip home must be fun. . . and you can't "almost" live through some things. . . like the trip home.

Don't be the first one into the intersection!

The major and overlapping force of change. . . the fracturing of the Ten Commandments of Change in perpetuity. . . will permeate every facet of our lives. I believe that those of us who choose to face uncertainty and major transition find it not only a good idea but a vital part of being servants to others in a turbulent time and to enjoying the conscious presence of resiliency.

Often accused of verbosity, and of being a "verbal stunt pilot," I choose to unravel this message here with some practical tactics, often referred to as "how to's."

To my consciousness, the entire preceding missile is laced with "how to's" but probably somewhat subtly implied as seen by some. Dr. Albert Ellis, Institute for Rational Behavior, in his book, **How to Keep People From Pushing Your Buttons**, does a yeoman's job at the "how to" game. Please review the addendum, "Healthier, Happier Living."

There are times when we must make tough choices about what not to change. . . and there are things that we can't change no matter how hard we try.

There are eternal truths that will stand in the face of all the chaos we're presently experiencing and will experience.

It's nice to know the things that we can change, the things we can't change and the grace to know the difference.

The question about un-flap-ability created, hopefully, a fruitful response. So, I guess we can thank Dan for this "rambling rag."



Omer and I will be in Georgetown, Grand Cayman at the time this Letter is being mailed, wishing you were here with us and a small, but elite group of people who are diligently and thoughtfully examining their goals and objectives for the next ten years of their lives, personally and professionally. The Napili 3/4 workbook is philosophic and technical, dealing with things emotional, spiritual and economic. The Georgetown workshops are designed with an emphasis on asset accumulation and protection, with information provided by a local attorney in regard to offshore banking and incorporation. This workshop will be offered again in Hawaii in late summer.

The "wet glove" workshop, over the shoulder, hands on experience. . . three full days, the 19th through the 21st of January. Diagnosis, treatment planning, case designing. . . choices. One day of post-perio inlay rehab, one day of crown and bridge, post-perio rehab, chairside, wet-finger; the art and science of complex case presentation including Barkley's "co's" and Rackham's S.P.I.N. Tuition \$1500.

The always popular People Without Perio workshop will convene in the Valley of the (Phoenix Suns!) in sunny February, 9-11. Come early, stay late. . . enjoy winter golfing, sunning and sightseeing. Tuition \$1290.

The closed circuit opportunity to see yourself as others see you, **Micro-teaching Experience in Case Presentation:** March 9 - 11. Tuition \$1290. You will have the opportunity, not mandatory, to appear on closed circuit television doing an actual case presentation which you will then critique with the group. . . not only exceptionally eye-opening and instructional, but a lot of fun. We like small numbers at this workshop for intense inter-relationship and connectedness.

Welcome, come join us!

## We Learned It All In Kindergarten

Condensed from Kansas City Times

Robert Fulghum

Most of what I really need to know about how to live, and what to do, and how to be I learned in kindergarten. Wisdom was not at the top of the graduate-school mountain, but there in the sandbox.

These are the things I learned: Share everything. Play fair. Don't hit people. Put things back where you found them. Clean up your own mess. Don't take things that aren't yours. Say you're sorry when you hurt somebody. Wash your hands before you eat. Live a balanced life. Learn some and think some, and draw and sing and dance and play and work every day some.

Take a nap in the afternoon. When you go out into the world, watch for traffic, hold hands and stick together. Be aware of wonder. Remember the little seed in the plastic cup. The roots go down and the plant goes up, and nobody really knows why, but we are all like that.

Goldfish and hamsters and white mice and even the little seed in the plastic cup. . . they all die. So do we.

And then remember the book about Dick and Jane and the first word you learned, the biggest word of all: *look*. Everything you need to know is in there somewhere. The golden rule and love and basic sanitation. Ecology and politics and sane living.

Think of what a better world it would be if we all had cookies and milk about three o'clock every afternoon and then lay down with our blankets for a nap. Or if we had a basic policy in our nation and other nations always to put things back where we found them and cleaned up our own messes. And it is still true, no matter how old you are, when you go out in to the world, it is best to hold hands and stick together.

(Thanks V & J for sending these wise words.)