

How to HIRE (and Pay) the RIGHT Candidates... continued

- **Skill testing to ensure the candidate is at the level you're looking for.** (not to be confused with working interviews, which are illegal)

Although all of these steps are important, there's one more critical thing you'll want to do first: identify and target the type of candidate you want to fill this position. Depending on your needs and what you want your new employee to achieve, you will need to tailor the steps above to match your search.

Three Types of Candidates:

In any candidate search, your applicants will generally fall into 3 categories:

- **Type 1** – These candidates may have some experience and can probably do a good job, but it's a best guess as to the final outcome. Type 1s are found on places like Craigslist and are often the result of a passive, luck-of-the-draw search and interview technique.
- **Type 2** – Usually smart and very good in the interview, Type 2s may not have as much direct experience as you'd like, though their background and general experience checks out well. If you can train them and they have self-efficacy, you will probably get a top performer. We call this "hiring smart and training to the position." These candidates come from just about everywhere.
- **Type 3** – This type is called a "difference maker." This applicant is searched for and interviewed with the following in mind: they have knowledge, skills, and abilities that exceed the company's current skills or knowledge and are being brought in to raise the overall level of a specific area. This can be applied to even a front desk receptionist position!

Finding Type 2s and 3s can be tough and you'll have to build up your hiring muscle to do it consistently. But if you are able to find and hire Type 2s or 3s, they will often take your business to the next level.

What About Salary?

Paying attention to those Type 1, Type 2, or Type 3 categories not only helps you differentiate applicants, but also can help you determine what offers to make and what salary requirements you should meet. But to snag those Type 2s and 3s, you'll want to make sure you're being fair.

Ultimately, the amount you pay a person does not create the level of performance you need (or will get) from the employee. A good wage won't make a good employee, but that doesn't

mean you should negotiate all applicants down to a lower pay just in case you chose poorly. One of the biggest problems with the "how low will they go?" game is that Type 3s don't tend to play. They know what they are worth and will usually decline low-ball offers. For these applicants, once you've done your best to verify their abilities and talents, try to get as close to their reasonable demand as you can. Don't weed out a great potential employee by missing the opportunity to pay them what they are worth.

Likewise, don't hire mediocre employees simply because they will take less. If you were originally willing to pay \$19/hour for a great employee, hiring a mediocre candidate who will take \$14 isn't as great a deal as it sounds. Whether mediocrity leads to termination or simply to stagnation, this situation is a net loss for the employer. You'll save money and strengthen your practice by hiring stronger, even if you have to pay a bit more.

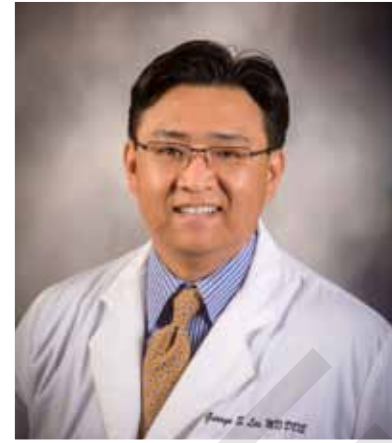
Your Employer Safety Net: The Getting Acquainted Period: Sometimes, despite your best efforts, your new hire simply does not work out. That's where having the right policies in place will let you establish a "getting acquainted" period to act as your safety net.

When you come across a seemingly great employee, a getting acquainted period will help you to get them in, work with them, and if they are not what they implied, let them go as soon as it becomes apparent that the fit isn't working. After all, as a seasoned employer, you tend to know within a day or so – a week or a month at most – if the person is right (or not) for the team and the position. This is why we recommend making a 90-day getting acquainted period part of every dental employee handbook. Properly implemented, this gives you the flexibility to adjust your employment decision once you've seen the employee in action. You'll bring them on, train them, coach them, assimilate them but if they are not what you are looking for, or not a good fit after all - cut your losses, and let them go.

There's no substitute for making stronger hires in the first place and increasing your ratio of Type 3s.

Paul Edwards is the CEO and Co-Founder of CEDR HR Solutions (www.cedrsolutions.com), which provides individually customized employee handbooks and HR solutions to dental offices of all sizes across the United States.

He has over 25 years' experience as a manager and owner and specializes in helping dental offices solve employee issues. Paul is a featured writer for The Profitable Dentist, Dentaltown and other publications, and speaks at employment education seminars, conferences, and CE courses across the country. He can be reached at pauleddwards@cedrsolutions.com or (866) 414-6056.



FROM THE DESK OF GEORGE S. LEE, MD, DDS:

It is my hope that you are having a healthy and prosperous spring. If you ever need anything from Matt or me, please give us a call. We have a dedicated phone number just for our colleagues, 931-472-9300. Provided that we are not in surgery, we are available to take calls at that number to discuss urgent/emergent patient needs.

I hope to see you at the 150th meeting of the Tennessee Dental Association in Gatlinburg May 18th -20th.

LUNCH AND LEARNS

We are still traveling during our lunch hours to area offices to meet dental teams and discuss topics of interest in oral and maxillofacial surgery. To be added to the schedule for a Lunch and Learn in your office, call Christy at 931-552-3292. A new topic that has been requested from team members is "Implants – the Timeline from Start to Finish".

ADDITIONAL TOPICS INCLUDE:

- Implants as the Standard of Care
- Implant restorative parts & pieces
- Facial cosmetic surgery
- Sinus lift in preparation for dental implants
- Immediate load full arch screw-retained dental prosthesis
- Advanced 3D imaging
- Oral pathology – lesions of the hard and soft tissue
- Indications for the extraction of 3rd molars
- Facial trauma
- Bone grafting and the atrophic mandible and maxilla

DOES GRAFTING OF THIRD MOLAR EXTRACTION SOCKETS ENHANCE PERIODONTAL MEASURES IN 30–35 YEAR OLD PATIENTS?*

This study was designed to evaluate the use of xenograft plus a membrane as grafting material for periodontal osseous defects distal to the mandibular second molar compared with non-grafted extraction sites after removal of impacted mandibular third molars. The authors performed a single-blind, randomized, controlled clinical trial, and the sample comprised of subjects at high risk for the development of periodontal osseous defects distal to the second molar after third molar extraction (aged 30-35 years), pre-existing osseous defects distal to the second molar, and horizontal third molar impaction. The predictor variable was the treatment status of the second molar osseous defects. The third molar extraction sites were grafted with an anorganic xenograft plus a membrane. The other sites received a full-thickness flap and extraction of the third molar without placement of the grafting materials. The outcome variables were the change in gingival index, pocket probing depth, and clinical attachment level on the distobuccal aspect of the second molar preoperatively and at 3, 6, 9, and 12 months after surgery. Data were analyzed using appropriate statistical analysis.

The study was composed of 28 sites that were selected by use of a split-mouth design for each patient, and this was randomly determined through randomization. Twelve months after third molar removal, there was a statistically significant gain in the clinical attachment level and a reduction in the probing pocket depth in the grafted sites compared with the non-grafted sites. Moreover, there was a significant difference in the alveolar bone height during the monitoring periods for the grafted sites compared with the non-grafted sites.

Grafting of osseous defects distal to mandibular second molars with an anorganic xenograft plus a membrane predictably resulted in a significant reduction in the probing pocket depth, clinical attachment level gain, and bone fill, which suggests that grafting the extraction sites with an anorganic xenograft plus a membrane could prevent periodontal disease in the future.

*Hassan KS, et al. J Oral Maxillofac Surg. 2012 Apr;70(4):757-64

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5 SIMPLE STEPS...

... to keep Google and any reckless, hotheaded angry patient from ruining your reputation and single handedly destroying your practice!

by Graig Presti²

It's inevitable every good dentist will get a bad review. It's not if, but when, so you need to be prepared and ready for battle. The real moral of this story is what are you proactively doing to protect yourself, your family and your practice online? Your online practice reputation impacts every form of marketing whether it's direct mail, radio, TV, reactivation campaigns, even internal referrals! Because the first thing a potential patient does when they get a piece of your marketing is to "Google your name and/or business." It happens every day and whether or not you choose to face this reality is entirely up to you - but read on if you want to protect your hard earned profits and reputation.

If you look disorganized and have little to no Google reviews, the prospective patient is gone. If you look professional and have loads of raving 5-star Google reviews with video reviews of your best patients bragging about you on page one of Google and your Google+ page has mobile coupons etc. - you get the patient not the doctor down the street! It's literally found money, instead of lost money.

Let me ask you a couple questions:

- Do you have a Google reviews system that proactively gets you "5-star" Google reviews?
- Do you have an automated internet alert system that tells you when someone's talking bad about you online?
- Do you have a video review system that generates videos of your best patients bragging about you online?

I can certainly tell you that almost 99.9% of dental complaints this year went on line and went "nutso" bashing everyone in sight, leaving nasty reviews, posting on blogs and forums and in some cases making videos about their bad experience. But I guarantee none of the practices even knew about it. This is total destruction for a practice's reputation and 100% preventable.

Now, everyone has a bad day and can get a bad review, but this is 100% preventable. Here's how...

1. Give your front desk and staff a script to say to every patient that filters out who will leave a bad review and who will leave a good review. This allows you to be proactive in getting more good ones than bad ones. (BTW - it's impossible and not worth the time and energy to get a review removed so forget about trying.)
2. Get more "5-star" Google reviews than bad ones. Google reviews trump all other reviews online. It's the first thing people read and the first thing people trust. Unfortunately, most practices have

been lied to by Demand Force, Smile Reminders, 1-800-Dentist and Light House, or whatever "some slick marketer" is telling them that they can post "certified Google reviews" on Google. That is 100% completely false. All you end up with is a "virus, spammy" looking link at the bottom of the Google+ Local page, which no one clicks on or reads. Your patients have no clue what Demand Force is! You need Google reviews; it's what patients read first and trust most.

3. Create a video testimonial review system that collects 40-60 second videos of your best patients bragging about how you changed their life for the better. There is nothing more powerful than 3rd party social proof talking about how amazing your practice is. I actually did this for a client of mine to show you how powerful it is. Google "Dr. Larry Stroud dentist reviews" or "Dr. Larry Stroud reviews" after you read the rest of this to see how amazing videos rank.
4. Syndicate and rank the videos to YouTube and dozen's over other video sites that Google endorses. Now, this will require some internet marketing skills but can be done, and should be done, because if no one sees the videos when they "Google your name and practice" they're worthless!
5. Get real press releases professionally written about you and your practice that "talk you up" and load them with patient quotes talking about the amazing practice you have and how great the staff is. Then what you do is syndicate them on the web using press release web services so the whole internet can see and anyone who is Google'ing around for you can read first-hand from a 3rd party site that you're the most trustworthy practice in town. They will definitely call you to book an appointment after reading one of these!

These 5-steps should get you started. Your online reputation is all you have when someone is trying to decide whether or not to pick up the phone and call you versus the doctor down the street.

Put your best foot forward and be the doctor everyone trusts and calls!

Graig Presti is founder and CEO of Local Search For Dentists and has been recognized as one of the world's top market-leaders in the dentistry world and has led marketing and PR campaigns that have driven more than 10,000 dental practices to record years. Graig's Google patient review attraction "cheat sheet" system has been seen in The Wall St. Journal, Newsweek, Inc. Magazine, Inc. 500, as well as in CNN, FOX, NBC, ABC, & CBS major markets across the nation. To get a free complimentary copy of the cheat sheets go to www.LocalSearchForDentists.com/eid



As a dental HR professional, I'm asked at least twice a week (and sometimes much more) for tips on how to find and hire the best candidates and what the new employees should be paid. Most often this question comes up because the dentist has either just lost a key employee in the office (whether due to a resignation or a termination), or because the business is growing and extra help is needed to keep up with demand.

Employers often view new hires as literal leaps of faith, rather than safe bets. And without any guarantee of the new employee's quality of work, most employers find it tough to know what salary offers are reasonable. You don't want to offer too little and risk the rock-star candidate walking away, but no one wants to pay more than they have to, either.

I've compiled some of the best tips for stronger hiring in this article. They will help to consistently tip the hiring odds in your favor, ensuring stronger future hires, easier payment negotiations and the gradual acquisition of the top-notch team you need.

How to HIRE (and Pay) the RIGHT Candidates

by Paul Edwards¹

First Steps to Better Hiring:

The basic components of a successful hiring process are as follows:

- **A compelling, well-written job ad.** Your ad needs to be strong enough to convince high quality candidates that they're applying for a great position with a great company.
- **A simple, yet multi-step application process.** Provide a set of simple but specific instructions for applicants to follow in order to be considered for the position. While simple, this will nonetheless eliminate about 92% of the masses right out of the gate. After all, if candidates can't follow your application instructions, their attention to detail is not going to improve once they're hired.
- **A phone interview.** This is a great way to weed out applicants who look okay on paper but don't really have what's required, letting you select only the top few candidates to advance to the next stage.
- **An in-person interview using behavioral interview techniques.** (For more information, see www.cedrsolutions.com/best-hiring-tool/) This is your chance to see how your top candidates handle themselves in person and to obtain specific information about their relevant job experience and what makes them tick.

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