

A positive spin

Put a swing back into your practice: **Michael Bentley** offers five tips to delivering good HR in your practice

HR is often given a bad name and it seems to be something that scares most practices.

I know firsthand that implementation of HR in practice is time-consuming, but every practice needs to be implementing positive HR.

So, here are five tips for creating positive HR in your practice.

1.

Systems

Systems are the backbone to every practice, so invest the time in creating all your systems to enable every team member to understand what is expected of them at all times.

You can set up system protocols with the inclusion of pictures and videos, alongside a clear method of how to do everything in your practice. Systems are the substance in your brand and provide the team with clear expectations of their role, on a day-by-day basis.

If someone is not following systems, then you can start capability management, which supports all the work you have done to set up the systems and, in turn, means that good



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team members will know that you have a way to deal with any possible team shirkers.

2.

One-to-ones

Weekly one to one meetings are key: this is where you spend 15 minutes with every team member once a week, so they get your undivided attention and you can ask them three clear questions:

1. How has the last week been for you?
2. Do you need my help with anything?
3. What are your goals for next week?

One-to-one meetings have a positive effect on teams. An autoclave or corridor chat is not a suitable HR meeting and these conversations are a waste of time, so break this culture and implement proper meetings instead.

3.

Back-to-work interviews

Every team member needs a meeting on their return from any sickness. In this meeting, have a strong emphasis on the team member's welfare.

Remember, managers in this meeting need to confirm that the team member is fully fit for work and can carry out all the systems that you expect them to do, with the right application.

4.

Meetings

Meetings are so important to communicate changes, provide training and to discuss vision goals of the business to the team.

Morning huddles, weekly team meetings, peer review sessions, training/workshop meetings and management meetings are all required to keep practices moving forward.

Good HR discipline means these meetings are booked out in advance and allotted protected time. As a manager, you now have a

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set time where you can strategise the right agendas for each of the meetings.

Meetings need to be focused – only have 20% of the meeting on a negative and 80% as a positive; record team meetings so that staff members not in attendance can listen to the meeting in real time, not a dumbed down version.

Remember, less is more with agendas – crammed agendas overwhelm teams. It is better to get one thing actioned perfectly.

5.

Recruitment

Have a robust recruitment system and wait for the best candidate to join the team, don't knee jerk in accepting the first person to give you a CV match.

Use an application form process after receiving CVs to make sure that the person really wants an interview. After interviewing candidates, make sure you have a trial day for all roles. A trial day is important for you and the candidate – to see how the candidate will be with the patients as well as the team.



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