

# Leadership Skills for Dental Professionals

Begin Well to Finish Well

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# Leadership Skills for Dental Professionals

## Begin Well to Finish Well

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*This book is dedicated to my parents, Satya Pal and Raj Bedi*

## Preface

I remember attending the Colgate-Palmolive 200th anniversary celebration at the New York Stock Exchange in 2006, and meeting Raman Bedi for the first time as he joined Colgate-Palmolive's CEO to ring the trading bell. When we later met in London, Raman shared with me his vision of improving children's oral health for the world's most disadvantaged, and his thoughts on why this would require a different approach to leadership. In all honesty, I wondered how realizing this powerful vision could be possible. It was from this conversation that the Senior Dental Leadership (SDL) programme was born: a public-private collaboration between two prestigious academic institutions, King's College London and Harvard University, and two healthcare corporations, Henry Schein and Colgate-Palmolive.

Now, almost 14 years later, the SDL programme has gone from strength to strength, with more than 200 alumni from 47 countries working in innovative and imaginative ways to provide access to care to children in need in their countries.

In truth, no individual is born a leader. Although some may associate leadership with a range of skills and operating styles, for the most part, leadership is the accumulation of "good habits," built and strengthened over time as each of us encounter various opportunities and challenges in our personal and professional lives. This book is a guide for the dental professional who strives to become a more efficient and effective leader who fosters an environment where her or his patients and colleagues thrive and makes a positive difference in the wider community.

It has been truly extraordinary to see the tremendous impact that the SDL programme has had on the dental profession over the past 14 years, and, in turn, the positive impact these professionals have had on improving children's oral health around the world. This book builds on the principles of leadership that have fueled the success of SDL to help ensure that leadership - personal and professional - will continue to thrive in the dental profession as a whole.

***Stanley M. Bergman***

*Chairman of the Board and CEO*

*Henry Schein, Inc.*



# Testimonials

## USA

Harvard University has an illustrious history in training individuals from all walks of life. Through our collaboration with the Senior Dental Leaders Programmes, we can upscale our work in the dental field. I am excited about the possibilities this collaboration can bring and the improvements we can expect in the oral health of our global society. This book will help in that endeavour.

**Professor Bruce Donoff, Former Dean, Harvard School of Dental Medicine**

## Brazil

The changing face of modern dentistry in Brazil requires strong and effective leadership for the provision of optimal dental care, health promotion and building partnerships with other professions. This book provides dentists with strong multidisciplinary skills, enabling them to combine clinical dentistry with leadership knowledge.

The Certificate in Advanced Dental Leadership provided unique and high-level guidance to young Brazilian dentists for shaping their careers, contributing to the dental profession and helping people from disadvantaged backgrounds. Now this book will also strengthen dentists' professional backgrounds, combining multidisciplinary clinical skills and leadership knowledge, and will build a network of next-generation dentists for Brazil.

**Professor Sonia Groisman, Faculdade de Odontologia da UFRJ**

## Africa

Zambia's dental community needs leadership training and this book will help provide important leadership training. Leadership skills are important to my students as they are expected to take a central role in their provinces and districts after graduation in leading dental personnel and supporting staff.

Young dentists will also benefit with the training, as it is obvious that good leadership skills are a key to success. I believe the earlier in a dental professional's career leadership skills are studied, developed, and harnessed, the better the individual will be able to effect change.

This book is a good initiative for Zambia. Our country has been lacking in dental leadership continuous professional development.

**Dr Severine Nyerembe, Copperbelt University, Ndola Zambia**

This is a very good book and it is very relevant for all the oral health professionals. Our School recently acquired a certificate of Registration as an Oral Health CPD provider in Rwanda, making it an easy opportunity for launching collaborative effort in CDEs and CPDs. Now this book will help our students to acquire the leadership skills that our country so badly needs.

**Professor Muhumuza Ibra, Dean, School of Dentistry- College of Medicine and Health Science, University of Rwanda**

## China

I know that the Advanced Dental Leadership Programme is very useful for young dentists to develop their leadership

skill, which is very important for their professional promotion, and now this book will also help in improving paediatric oral health in China. Therefore, on behalf of the Chinese Society of Paediatric Dentistry, I would like to express my warmest thanks to the Global Child Dental Fund and everyone involved.

**Professor Man Qin, Professor of the department of Pediatric Dentistry, Peking University School and Hospital of Stomatology; Immediate past President of Chinese Society of Pediatric Dentistry; President of Pediatric Dentistry Association of Asia; Fellow of International College of Dentists**

## India

During the last decade the Global Child Dental Fund (GCDFund) has engaged and developed hundreds of the world's foremost dental health professionals through its unique Senior Dental Leaders Programme.

The need of the hour is to further strengthen the global dental community through enlightened leadership. In response to this challenge, this book will enable younger Indian dental professionals to hone their skills in dental leadership, innovation, creativity and effectiveness.

A true leader has the potential to translate vision into reality.

This book will foster an ecosystem for sharing and nurturing the best leadership practices within the dental fraternity. It will also be a vibrant platform for young dental practitioners to ideate on the future of our profession.

I invite you to embark on this journey of education and organisational discovery, so that together we can improve

oral health services and reduce inequality around the world.

**Professor Mahesh Verma, Director and former Principal, Maulana Azad Institute of Dental Sciences, and Vice-Chancellor, Guru Gobind Singh Indraprastha University**

For senior-level dental leaders it has always been critical to instil in the next generation the importance of the pedagogy we have always worked to. This is to adapt to the needs of the hour to achieve optimum oral health for our fellow community members. This approach, born of deep care and concern, must always be at the nucleus of our profession.

The book is a much-needed opportunity for budding professionals to further their education and develop their dental leadership competencies. As senior dental leaders, we promise to walk with you as you educate and empower yourselves to tackle the pressing challenges in global oral health.

**Professor Satyawan G. Damle, Ex Dean Nair Hospital Dental College Mumbai & Ex Vice Chancellor Maharishi Markandeshwar University, Mullana. Ambala, India**

The future of the dental profession must be in the hands of dentists possessing superior leadership skills. The next-generation dentistry demands effective, efficient leadership for several tasks including the delivery of optimal dental care, building partnerships with other professions, and health promotion. This book provides training and imparts state-of-the art guidance to dental students for shaping their careers and contributing to the profession and caring for the most disadvantaged people in our societies.

**Professor Ashwin M. Jawdekar, Professor and Head,  
Department of Paediatric and Preventive Dentistry,  
Bharati Vidyapeeth Deemed to be University, Dental  
College and Hospital, Navi Mumbai 400614, India**

## About the Authors

**Professor Raman Bedi**, BDS, MSc, DDS, hon DSc, DHL, FDSRCS (Edin), FDRCS (Eng), FFGDP, hon FDSRCS (Glas), hon FFPH

Emeritus Professor at King's College London.

A former Chief Dental Officer for England from 2002 to 2005, Raman has published over 240 scientific papers, authored 4 books, and examined and lectured in more than 40 countries. He led the team that helped support the passage of three major pieces of legislation: Health and Social Care Act (dental clauses) 2004, Water Act (Fluoridation) 2004, and the Section 60 (2005) order reforming the General Dental Council. In addition he was a member of the Department of Health Top Team and a Founding Member of the National Health and Social Care leadership network.

As Chairman of the Global Child Dental Fund, he has helped support governments around the world to improve child oral health, reaching over 500 million children. He also leads the internationally acclaimed Senior Dental Leadership Programme, a partnership between King's College London, Harvard University, Colgate Palmolive, and Henry Schein.

**Andrew Munro**, MA, C Psychol, AFBPS

Director at Envisia Learning, heading up its consulting services.

Andrew draws on over 30 years' consulting experience across the corporate, public, and third sectors. Assignments have run the spectrum from graduate recruitment, the validation of selection systems,

organisational restructures and redeployment, and implementing career and talent development programmes, through to board-level succession. He has also collaborated on over 150 off-the-shelf and bespoke product applications for individual, team, and organisational diagnostics and tool-kits.

Andrew has collaborated with Raman on a number of leadership development projects and programmes, as well as designing resource material for health practitioners in the area of cultural diversity and inclusion.

He has published in the field of business psychology (*Personnel Review; Selection and Development Review; Executive Development, Assessment and Development Matters*). Andrew is the author of *Practical Succession Management, Now It's About Time*, and *A to Z and Back Again: Adventures and Misadventures in Talent World*.

**Mark Keane**, MA, PPABP

Principal Practitioner Business Psychologist.

Over the last 20 years Mark has worked in several sectors to produce evidence-based products and programmes.

He is the co-author of *Youth Matters* and creator of the Goliath Index expert system for health and well-being.

## Acknowledgements

Our Senior Dental Leadership (SDL) programme has shaped this book as well as the online Advanced Dental Leadership programmes. These have been developed in collaboration with so many people that we are in danger of missing key individuals.

Even so, I want to begin by thanking our academic partners, King's College London and the Harvard School of Dental Medicine, together with our two corporate sponsors, Henry Schein and Colgate Palmolive. This public-private partnership has been very important and has withstood the test of time.

Dr Tom Kennie has been instrumental in developing my thinking on leadership development and I am grateful for our long and enduring friendship. The core SDL team have been great to work with and their role in delivering the programme has been critical, and hence their help with much of the content of this book is acknowledged: Bruce Donoff, Chester Douglass, Jaime Edelson, Jenny Gallagher, Mahesh Verma, Steve Kess, David Kochman, Marsha Butler, and many more who have worked with us over the years.

Aneta Stanev and Noorie Beharry have given the programme the administrative rigour that has been so important and our work would have been more fragmented without their endeavours. The idea of writing the book came from Valerie Wordley and we are grateful for her enthusiasm and perseverance in pushing us to complete the task.

The content of this book has drawn on an array of insights and ideas from our colleagues and programme participants. Several thinkers have also shaped our approach to



leadership, in particular those on <https://sourcesofinsight.com> and the authors of these books:

- *Made to Stick* and *Switch*, Chip Heath and Dan Heath (Crown Business, 2007 and 2010)
- *Mojo*, Marshall Goldsmith (Hachette, 2010)
- *The Manager's Book of Decencies: How Small Gestures Build Great Companies*, Steve Harrison (McGraw Hill, 2007)
- *Help! How to Become Slightly Happier and Get a Bit More Done*, Oliver Burkeman (Canongate, 2011)

Finally, we want to thank all our SDL alumni who over the years have provided so many inspirational stories or projects started and programmes transformed to help improve the oral health of children living in deprived conditions.

# Introduction

It is often at the sunset of your career that you reflect on the journey you have undertaken, but when you begin on the path it is just as important to think about where you are going and how to get there. This book is a reflection on one of the most important skills you can learn as a dental professional, but that is not the ability to cut that crown preparation you will learn from your textbooks or now from a YouTube video, or to extract a tooth as effortlessly as you saw performed by your dental school teachers. The key skill to master is leadership to ensure that in your professional journey you start well so that you will finish well.

The competences developed using this book will complement your clinical skills and help you to excel as a dental practitioner. These include interpersonal and communication skills to navigate your engagements with others, as well as personal and professional behaviour, honesty, moral values, ethics, and confidentiality. The book will help you to understand your role and context, evaluate evidence and techniques, make a commitment to self-assessment and peer evaluation, understand maladaptive behaviours and their impact, and maintain your continuing professional development.

The book also outlines actions to take when you encounter incompetence, impairment, or unethical behaviour from colleagues, interacting without discrimination or not being respectful and cooperative. Efficient management of time and resources, understanding the day-to-day running of a general practice, people management, and addressing disciplinary matters to prioritise duties when you face competing demands are covered too. You will discover how